

Delivering for Croydon

CROYDON'S COMMUNITY STRATEGY 2016 – 21



CONTENTS

FOREWORD – FROM CHAIR OF THE LOCAL STRATEGIC PARTNERSHIP	5
INTRODUCTION	6
CROYDON'S VISION	8
WHAT YOU TOLD US	9
WHAT ARE CROYDON'S CHALLENGES.....	10
NATIONAL AND LOCAL CONTEXT	14
THE FRAMEWORK FOR OUR OUTCOMES AND PRIORITIES.....	15
CROYDON'S VISION, OUTCOMES AND PRIORITIES	18
• A PLACE TO LEARN WORK AND LIVE	19
• A PLACE OF OPPORTUNITY FOR EVERYONE	27
• A PLACE WITH A VIBRANT AND CONNECTED COMMUNITY AND VOLUNTARY SECTOR.....	36
MAKING IT HAPPEN	42
• PARTNERSHIP PERFORMANCE FRAMEWORK.....	43
LINKED STRATEGIES AND PLANS	48



FOREWORD - Chair of Croydon's Local Strategic Partnership

Croydon is undergoing an exciting transformation, and is well on its way to becoming a modern European city. It has amazing transport links to central London, Gatwick and Heathrow, the M25 and South Coast, affordable homes to buy and rent, and new cafes and restaurants catering to a new generation of residents. Croydon is London's Growth Borough, a strategic centre in the London Plan, and is attracting leading companies to locate their headquarters here. There will be huge investment in the borough which includes the Westfield Hammerson development, one of Europe's largest retail and leisure destination. This will create more than 23,000 new jobs and 9,500 new homes over the next 5 years.

This is the context for our new Community Strategy and its overall aim is to deliver the benefits of growth and regeneration to local people and ensure that no community is left behind. Through working in partnership we will support our residents to develop to their full potential. A sustained focus on training and education will develop a modern skilled workforce. Support to develop resilience and self-reliance will enable families and individuals to respond to life's inevitable challenges. Providing the information, opportunities and support will enable people to live longer healthier lives, and to come together as a community to celebrate, support and entertain each other. These are the key focuses of this strategy.

The Community Strategy brings together the priorities and outcomes of the main partner agencies working in Croydon and focuses them on making it:

- **A great place to learn, work and live** where we will deliver new jobs and new homes for our residents, enable our local economy to grow, develop an exciting cultural offer and evening economy, in a safe and pleasant environment.
- **A place of opportunity for everyone** where we will tackle poverty and deprivation, prevent homelessness, and support children, families and individuals to achieve their full potential and live a long healthy life through a good start, an excellent education, support to develop and maintain the resilience and self-reliance modern life requires, and providing holistic support to those that need it.
- **A place with a vibrant and connected community and voluntary sector** where we will enable and empower our communities to connect and collaborate in developing community-led responses to the many challenges we face.

The strategy covers the period 2016-21 and responds to the recommendations of Croydon's independent Opportunity and Fairness Commission and the priorities of local people. The strategy sets out the direction for the Local Strategic Partnership (LSP) for the next five years and beyond. It sets out the outcomes we want to deliver and the priorities we will focus on to achieve them. We are not complacent and recognise there are significant challenges ahead. However, we are ambitious and confident that by working together with our communities we will deliver a bright future for the people of Croydon.



Councillor Tony Newman,
Chair of the Local Strategic
Partnership
Leader of Croydon Council

INTRODUCTION

Croydon will transform into a modern European city over the next decade. Our key priority is to ensure local people benefit from this transformation. We will achieve this by working together, developing the talents and aspirations of our residents and communities, making Croydon an exciting place to visit, live and spend time in. Additionally, continuing to build a reputation as a place where communities are empowered, and a place that is renowned for its fairness, diversity and mutual respect.

The purpose of this strategy

The Community Strategy is the overarching strategy for the borough. It sets our overall strategic direction, the priorities and outcomes we will focus on, and provides the framework for delivery that will guide and direct the activity of LSP boards.

The Community Strategy also responds to the challenges laid down by Croydon's independent Opportunity and Fairness Commission to make better use of our community's assets. It is based on a thorough analysis of local economic, social, health and environmental needs and issues, and it provides the evidence base for the borough's supporting strategies and plans (including Croydon's Local Plan) which together make up the framework for the work of partner organisations in our local strategic partnership (LSP) in delivering Croydon's long-term vision.

Through a clear articulation of the borough's needs, aspirations and priorities we also hope that it influences regional and national policy. The Community Strategy is the first point of reference for those with an interest in what Croydon plans to do for its residents and communities over the next five years.



Croydon's LSP brings together the main agencies responsible for health, housing, police, employment and education, with representatives of the voluntary, community, faith and business sectors, which will be responsible for delivery. The LSP provides coordinated leadership committed to tackling complex cross-cutting issues and improving the economic, social and environmental wellbeing of our residents and communities. The LSP also provides a unified voice in making the case for a fair funding settlement for Croydon and the devolution of powers to the borough. The LSP is organised into five Partnership Boards which are responsible for delivery of specific themed action plans. The LSP Boards will drive the delivery of our agreed priorities over the next five years.

The outcomes we want to achieve

To achieve this we will focus on delivering three outcomes, which will make Croydon:

- a great place to learn work and live through ambitious placemaking, regeneration, economic growth, cultural renaissance and providing a safe pleasant environment
- a place of opportunity for everyone through better education, health promotion, supporting independence and resilience, and tackling poverty deprivation and homelessness
- a place with a vibrant and connected community and voluntary sector through enabling communities to connect, collaborate and take responsibility where they see a need and have the capacity and commitment to provide for it.



VISION

The Community Strategy describes how we will make progress towards Croydon's long-term vision that was developed by approximately 20,000 residents and adopted in 2010. It is an ambitious and compelling vision of the type of place that Croydon wants to be by 2040. Our vision statement sets out the change we want to see over the coming years, and provides the touchstone for all other strategies and plans in the borough ensuring alignment in our future direction. Croydon's vision is to be:

ENTERPRISING - a place renowned for enterprise and innovation with a highly qualified and skilled workforce, and a diverse and thriving local economy

CONNECTED - a place that is well connected, easy to get to and around, and supported by infrastructure that enables people to easily come together; with one of the best digital, communications and transport networks in the country

CREATIVE - a place that draws people to its culture and creativity, an inspiration and enabler of new artistic and sporting talent

SUSTAINABLE - 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 borough

LEARNING - a place that unleashes and nurtures local talent and is recognised for its support and opportunity for lifelong learning and ambitions for children and young people

CARING - 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.



How The Community Strategy has been developed

Regular consultation and engagement ensures we understand the needs and aspirations of our local communities. This strategy has been produced with the involvement of our partners, and through the Croydon Congress, which brings together key stakeholders twice a year to discuss important emerging issues. Our consultation findings are informed by a wide range of information presented in the Croydon Observatory that help us understand how the borough is changing and the challenges and opportunities these present.

What you told us

The independent Croydon Opportunity and Fairness Commission (OFC) was set up in 2015 to investigate issues of poverty and inequality faced by residents and to consider how the LSP could make better use of its resources to address these challenges. The OFC listened to the views of over 3,000 people and local businesses.

In 2015, 77% of residents said that people from different backgrounds get on well together. On the matter of fairness, 56% say that 'what matters is ensuring everyone has equality of opportunity.' A majority of residents think that 'those in most need should get the most'. Most residents (75%) are satisfied with Croydon as a place to live and 72% identify with Croydon. In addition, 64% are proud of Croydon, particularly of transport/ease of access (16%), shopping/restaurants/markets (12%), people/community (8%) and improvements/ regeneration (7%).

Additional results have shown:

- Residents feel that the most important issues facing Croydon are crime and safety (24%), housing (13%), parking (8%), and cleanliness/street cleaning (8%)
- 95% want more cultural activities
- 34% of people are struggling financially
- 33% want more paid work, but the barriers to getting it include lack of opportunities (36%) and family responsibilities (25%)
- 28% are involved in the local community or are keen to get involved. The types of involvement include: helping an elderly neighbour (39%), joining a group to solve local issues (17%), reporting environmental issues (15%) and helping in local community facilities (9%).

Opportunity and Fairness Commission

The OFC's report produced recommendations under six themes which have informed this strategy:

- 1. A vibrant responsible and connected borough** - reciprocity, volunteering and community activism, devolving power to neighbourhoods and regenerating district centres
- 2. A town centre that lifts the whole borough** - ensuring more businesses benefit from town centre development, promoting the London Living Wage, increasing job brokerage and support for the high tech and growth sectors, a university campus, and broadening the cultural offer
- 3. Leaving no child behind, early intervention to better lives** - supporting resilience, development and wellbeing in schools and beyond, together with raising aspirations within communities
- 4. A connected borough where no-one is isolated** - tackling social isolation through volunteering and joint commissioning, and better integration between health services and the community
- 5. Finding homes for all and support for tenants** - promoting lodging, maximising use of land, more tenure options in New Addington and Fieldway, social impact bonds to tackle homelessness
- 6. Supporting residents towards better times** - supporting small businesses, improving work experience and job opportunities, supporting long term sick and disabled people return to work, reducing debt and increasing financial security and encouraging more childcare options.

More information about Croydon's needs and what our communities have told us can be found at www.croydon.gov.uk and www.croydonobservatory.org.uk. More on the OFC may be found at www.opportunitycroydon.org.

Croydon's opportunities and challenges

Over the next five years, we are investing £5 billion into the borough which will create more local jobs and apprenticeships, more affordable homes to buy or rent, and more learning and leisure facilities. The £1bn Croydon Partnership redevelopment of the Whitgift retail centre will create one of Europe's largest retail and leisure destinations. A Growth Zone will devolve to Croydon powers to use locally generated taxes to accelerate this transformation. Croydon has a once in a generation opportunity to ensure its residents benefit from this remarkable transformation.

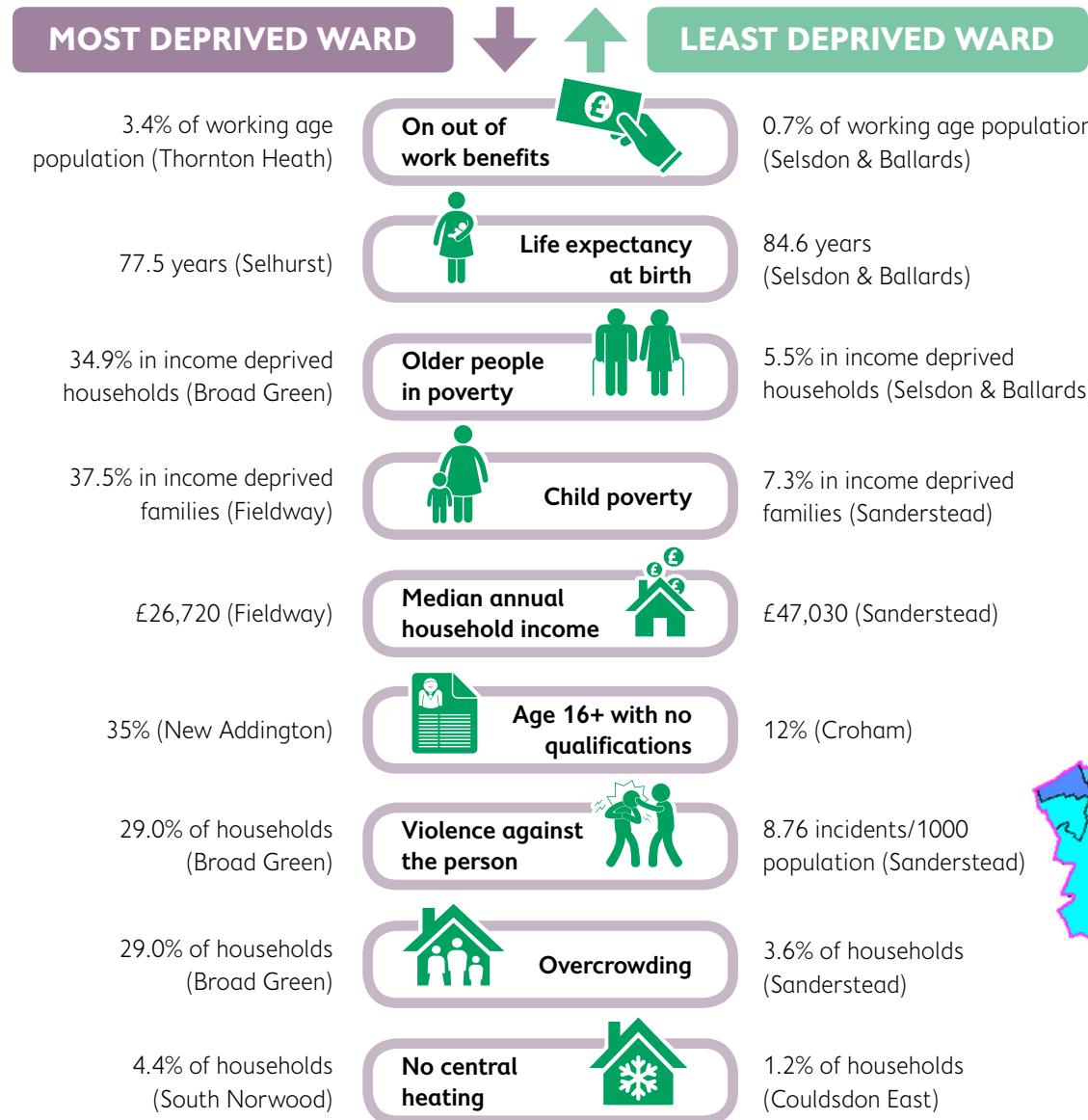
Croydon is a great place to live and work and visit, but we still have areas that are among the most disadvantaged in the country. Croydon's population is changing rapidly. Over the next 25 years 66,000 more people will be living in the borough. It has one of the largest and fastest growing black and minority ethnic populations in South London, with 100 languages spoken and the largest population of young people in London. Some 14% of residents have a long-term limiting health problem or disability. Between 2010 and 2019 it is expected that there will be a 21% increase in people aged over 65, some of whom will experience social isolation, reduced independence and dementia. In addition, 1 in 10 people receive social care each year, 200 are permanently admitted to care homes in Croydon. We need to work together to meet the rising demand for new jobs, new homes and school places and ensure services meet the needs of local people. We have a responsibility to promote integration and greater cohesion amongst our existing and new communities.

With its transport links, economic and educational opportunities, Croydon is a great place to do business. However, the main challenges are the cost of parking, perceived anti-social behaviour on high streets and the low spending potential of many customers contributing to 26.9% of jobs paying below the London Living Wage. Croydon has a relatively high employment rate as 75.4% of the population aged 16-64 are employed, compared with 72.9% in London but the ratio of jobs available to the working age population (0.53) is lower than the London average (0.96). We need to do more to ensure local people have the right skills to access jobs and apprenticeships.

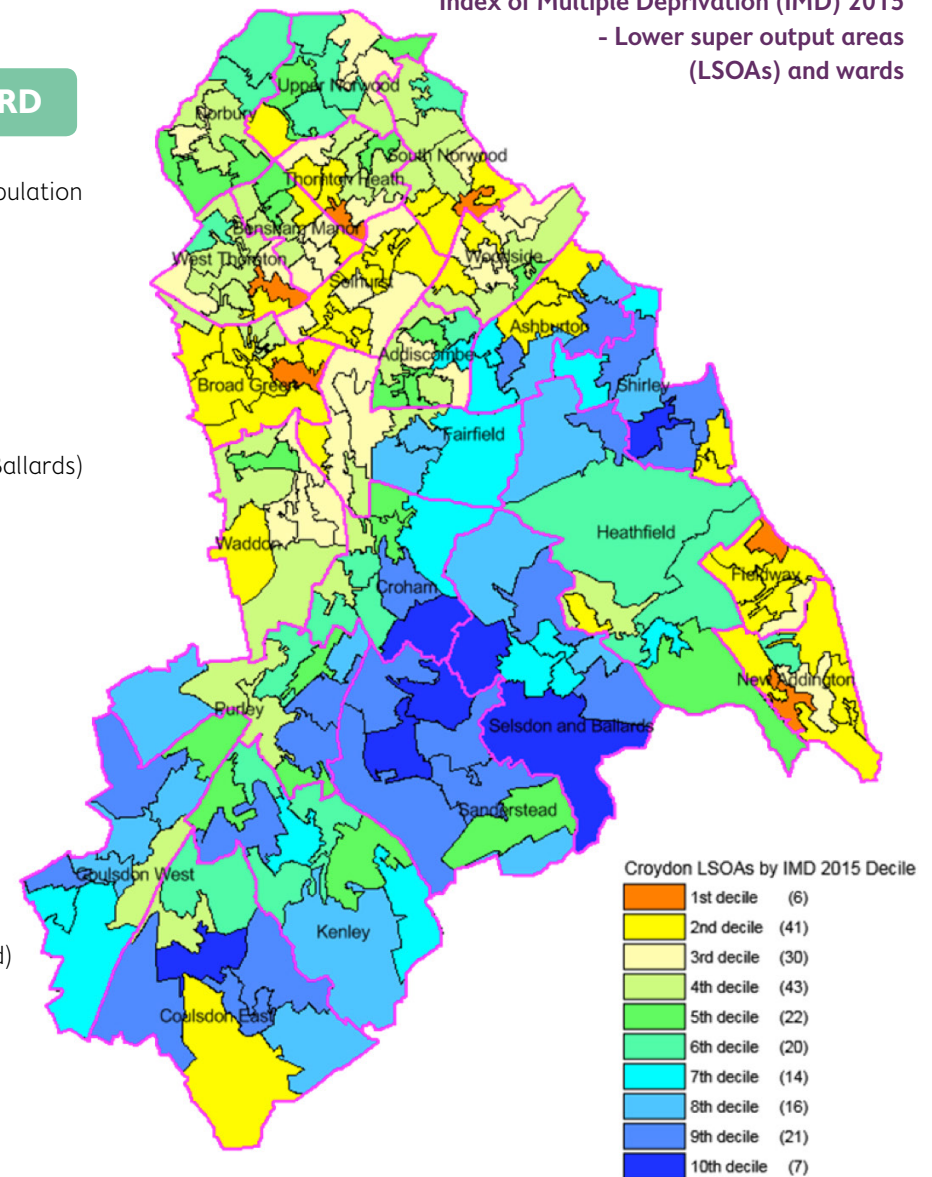
Croydon is currently ranked as 17th out of 33 London boroughs in terms of overall deprivation (with 1 being the most deprived borough, and 33 the least). Since 2010 Croydon has become relatively more deprived compared to other local authorities, i.e. its rank among London Boroughs has increased. While some neighbourhoods have low levels of disadvantage, six are among the 10% most deprived in England. The map on page 11 shows examples of deprivation gaps in Croydon. The OFC has highlighted the challenges we face around poverty and inequality. We need to address the range of deprivation experienced by people in particular neighbourhoods in the north as well as in Fieldway and New Addington. While life expectancy in Croydon is increasing, there are differences between men and women, between various protected groups and between those living in the south and in the north and east of the borough. We need to tackle the underlying determinants of health such as homelessness, overcrowding, child poverty, unemployment and air quality and promote healthier and more active lifestyles.

Croydon is a safe place for most residents. The number of offences fell by over 5,000 in 10 years and is near the London average, but fear of crime is still significant. There are concerns over youth crime, violent crime including domestic abuse and sexual violence, and hate crime. We need to build trust among local people that agencies will deal with the issues that matter most to all communities.

DEPRIVATION GAPS IN CROYDON



Index of Multiple Deprivation (IMD) 2015
- Lower super output areas (LSOAs) and wards



Challenges addressed by Outcome One:

- **Business and Growth**

- Ensuring Croydon is promoted as a place for investment, economic growth and employment opportunity.
- Ensuring that growth and regeneration provide opportunities for local people and small and medium sized businesses and areas outside the metropolitan centre.
- Broadening our cultural offer to appeal to a wider range of people during the closure of Fairfield Halls for refurbishment, and the creation of a new cultural quarter in the next 2-3 years.

- **Unemployment**

- Tackling areas of high economic inactivity in the borough.
- Tackling youth unemployment and lack of opportunities for people, especially those aged between 16 – 24 to be in education, training or employment.

- **Crime and anti-social behaviour**

- Tackling violent crime, especially domestic abuse and sexual violence and serious youth violence.
- Tackling anti-social behaviour including hate crime and reducing the fear of crime.

Challenges addressed by Outcome Two:

- **Deprivation**

- Addressing deprivation experienced by people living in the borough, in particular in neighbourhoods in the north and in New Addington and Fieldway, and targeting available resources at achieving outcomes that make a real difference to the lives of local people with the greatest need.

- **Poverty and homelessness**

- Tackling growing social and economic pressures, including low pay and food and fuel poverty.
- Reducing the number of children in poverty which remains high, even though the proportion of children in poverty is falling.
- Tackling the lack of affordable housing, overcrowding and rising homelessness, and addressing the impact of measures in the Housing and Planning Act 2016 and the freeze in housing benefit.

- **Attainment**

- Ensuring vulnerable young children and the largest number of looked after children in London receive the support they need.
- Continuing to improve the proportion of pupils attaining level 4 in reading, writing and mathematics at Key Stage 2 (78%) which remains below the London average (82%).
- Increasing the percentage of good or outstanding secondary schools and attainment of A level students in Croydon which are below the London average.

- **Health**

- Reducing health inequalities across the borough including life expectancy and excess weight in children and adults.
- Strengthening the resilience of people and families with complex needs such as poor mental and physical health and drug and alcohol problems.
- Maintaining the independence of older people and people with disabilities for as long as possible and safeguarding vulnerable adults and children.

Challenges are addressed by Outcome Three:

- **Community cohesion**

- Tackling social isolation, particularly among older and disabled people, carers and those with a long term illness.
- Addressing underlying causes that prevent communities from becoming cohesive and integrated.
- Working more extensively with communities to enable them to come together to tackle shared challenges, support people to become more resilient and reduce reliance on local services.

For more information on the evidence base for this strategy, please consult:

The Borough Profile www.croydonobservatory.org, reports from Croydon Congress at www.croydononline.org/get_involved and the Croydon Opportunity and Fairness Commission final report at www.opportunitycroydon.org



NATIONAL AND LOCAL CONTEXT

This continues to be a time of major change in terms of public sector funding and government policy.

Funding – Local public services in Croydon have seen significant reductions in government funding contributory to the government's national deficit reduction strategy. While funding of the police, the core schools budget and NHS will be protected to a certain extent, other public services, including public health, will continue to face major reductions. As NHS services in Croydon are currently funded at lower levels than required which, coupled with high underlying growth rates for acute services, means resources for healthcare will be stretched until funding reaches its required level in five or more years time. Councils will also be allowed to cut business rates to boost growth and small business tax relief will be raised from £6,000 to £15,000 exempting them from business rates.

Devolution – Croydon's LSP supports the locally led process of devolution outlined in the Cities and Local Government Devolution Act 2016 which enables local people to determine the extent and pace of devolution in their area. The government will strengthen the Right to Contest to allow local communities to challenge the use of land and property that is in use by local authorities where it could be put to better use. Our objective is to ensure that any deal negotiated in respect of Croydon and its partner local authorities in the South London Partnership delivers real benefits for local people in the form of infrastructure improvements, local economic growth, more job opportunities, affordable housing and improvements in health and social care.

Other government reforms will also have a major impact on local people and organisations:

Education – The government's aim is to enable schools in the poorest performing areas to convert to academies, to establish a new role for local authorities and a new funding formula, and to make schools more accountable for the progress of excluded pupils.

Housing and planning – There have been a wide range of changes within the housing sector, from the development of low cost starter homes for sale which will be supported by planning reforms to free up land. Reducing payment of the new homes bonus, an incentive payment to councils for each new home built, from six years to four years. The extension of the right to buy to housing association tenants, funded by the sale of higher value council homes, and cutting social housing rents by 1% a year will reduce the development of new affordable homes; and fixed term tenancies will replace long-term social tenancies.

Health and Social Care – The NHS is implementing its Five Year Forward View which looks to introduce a radical upgrade in prevention and public health, greater control for people over of their own care, and more locally delivered, integrated multidisciplinary services. By 2017 every area must also have a plan to create an integrated health and social care system by 2020; Council Tax may be raised by up to 2% to pay for social care; additional funding for home adaptations for disabled people will be made available.

Welfare reform – £12bn savings will be secured from welfare expenditure by 2019-20, through the freeze in Housing Benefit levels and reductions in levels payable in the social housing sector, which could have a substantial impact on supported housing provision, and limits to levels of Universal Credit payable. To some extent this will be mitigated by the introduction of the National Living Wage, introduced in April 2016.

All services must pursue efficiency in the face of rising demand, integrating services across organisations and borough boundaries. To mitigate the impacts on local people and services we must build strong local cross-agency partnerships capable of delivering integrated, holistic and cost-effective services. This includes encouraging and supporting local people to come together in a spirit of cooperation to develop and implement local solutions to local issues. The Opportunity and Fairness Commissions (OFC) report has proposed ways in which this may be achieved and these have helped to shape the development of this strategy. We will also have to take account of priorities of new Mayor of London who assumed office in May 2016.

THE FRAMEWORK FOR OUR OUTCOMES AND PRIORITIES

We have ambitious plans for delivering real change in Croydon and to see it develop into a modern European city. We want our residents and communities to benefit from the opportunities this transformation provides. This strategy sets out our responses to the challenges that we face and clearly articulates how we will work together to develop Croydon as a thriving, successful place, to enable our people to achieve their full potential and ensure our communities are empowered to play a full part in making decisions, and delivering our priorities. The diagram on page 16 shows the partnership framework for delivering our outcomes and priorities over the next 5 years.

Place: One of Croydon's greatest strengths is its location and connections with the City and central London, with two international airports and with Brighton and the south coast. The borough is greener and more open than many people realise. It has attractive neighbourhoods with housing at competitive prices and rents and some of the best schools in the country. Croydon is already making strides as an attractive location for business, with an expanding base of small and medium size enterprises (SMEs), a thriving tech sector and massive inward investment in business and residential development in Central Croydon. Our focus is to maintain this momentum and ensure that Croydon develops a commercial ecosystem that encourages new enterprises to flourish, supports innovation and emerging sectors, and delivers the supporting infrastructure to unlock growth.

People: We want our children to get a good start in life and all our residents to live longer healthier lives, and to be resilient and independent throughout their lives. Poverty and deprivation impact on life chances and aspirations and our challenge is to support our residents through difficult times, enable them to achieve their full potential and equip them with the skills and qualifications that modern businesses look for so that they benefit from Croydon's growth. Ensuring there is a sustained focus on training and education in order to develop a modern skilled workforce is a key part of our economic development work.

Communities: Croydon is known for its active and vibrant community sector and a key partner in the delivery of this strategy. We need to work closely with our local communities to find innovative ways of meeting the growing and changing needs of our population. This will involve enabling communities to develop resilience and identifying the assets in our communities (people and groups with skills, knowledge, interests and enthusiasms) that can help strengthen and grow community-led support, activities and services. The outcome we want to deliver is for Croydon to be known as a place with a vibrant and connected community and voluntary sector. To achieve this we will focus on two priorities: firstly, to build cohesive and strong communities, connecting our residents, local groups and community organisations. Secondly, to strengthen and mobilise our voluntary, community and social enterprise sector.

The partnership framework for delivering our outcomes and priorities over the next 5 years

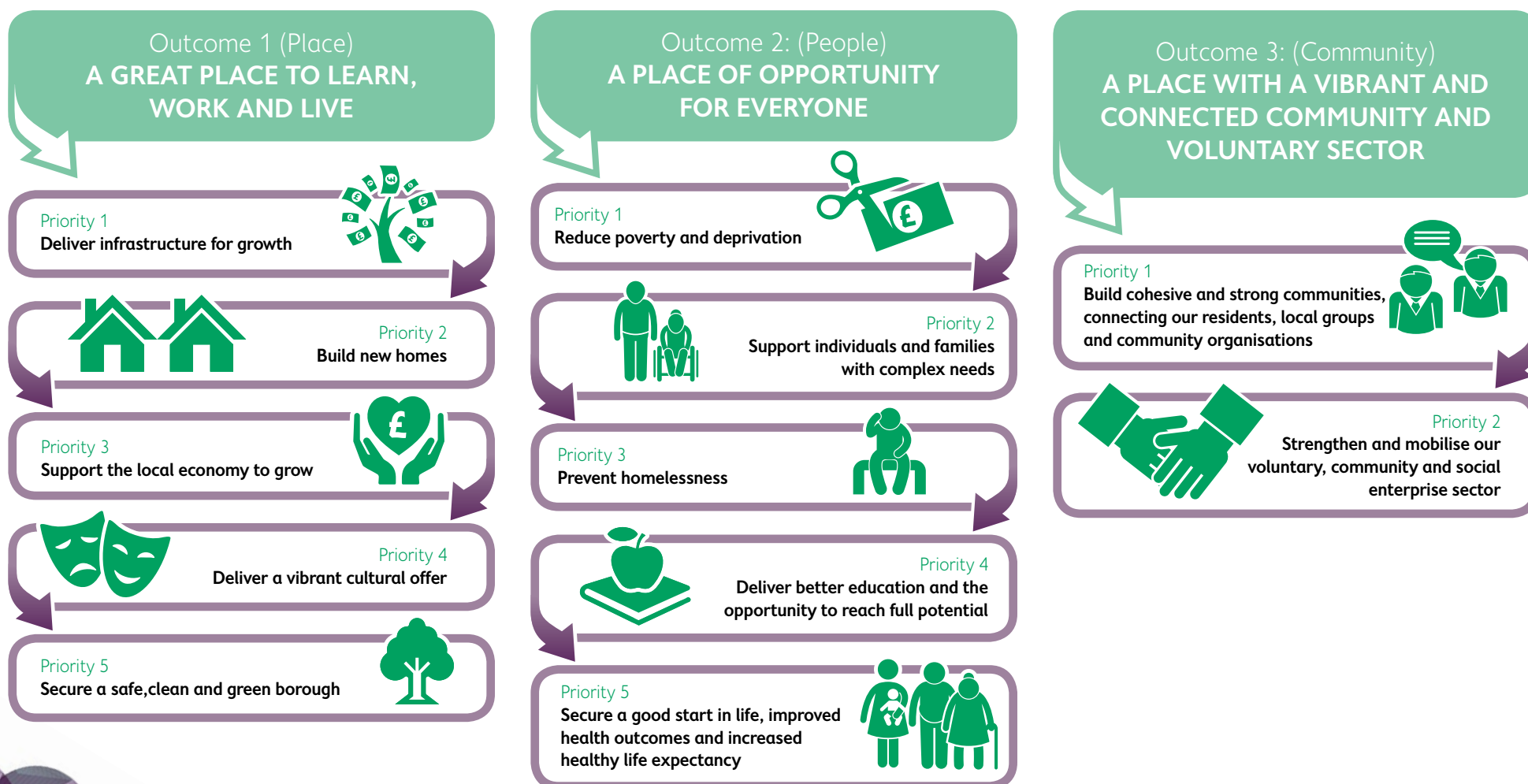




CROYDON'S VISION, OUTCOMES AND PRIORITIES

VISION: 'WE ARE CROYDON'

By 2040 Croydon will be an enterprising, learning, caring, connected, creative and sustainable place



OUTCOME ONE: A GREAT PLACE TO LEARN, WORK AND LIVE

This section of the Community Strategy looks at how we will encourage places in Croydon to thrive, contribute to economic growth, provide employment and business opportunities for a growing population, drive educational attainment, qualifications and skills development, and help to improve the overall health and well-being of our residents. It also looks at the importance of an exciting cultural life and a safe, clean environment to a place of success and future growth.

PRIORITY ONE – Deliver infrastructure for growth

Why is this important?

Globalisation, technology and transport have changed the way we live and work. The challenge for Croydon, like other areas, is to respond positively, make the most of its advantages and attract businesses and investment that will benefit our residents. Croydon has many attractions ranging from its excellent connectivity, well-qualified workforce, clusters of world class research and education institutions, fast-growing tech sector and healthy entrepreneurial spirit. Croydon is in the middle of a renaissance, with more than £5bn investment over the next 5 years with the potential to create 23,500 new jobs, 9,500 new homes and a world class cultural quarter. To deliver growth we need to bring in funding for the major infrastructure projects that unlock this regeneration and securing a devolution deal that enables South London to develop to its full potential. Working closely with our partners in the Coast to Capital and London Local Enterprise Partnerships (LEPs), and Transport for London (TfL) are key to achieving this priority.

What have we achieved?

The foundations are in place for significant growth, with Croydon identified as an opportunity area and strategic centre in the Mayor's London Plan. Croydon's Growth Zone is under development and we are beginning to transform our town centre into one of Europe's largest shopping and leisure destinations. Major developments are underway across the metropolitan centre with Saffron Square entering its final stages, Ruskin Square under way and Box Park due to open in 2016. We have begun to close the infrastructure investment gap, with the Greater London Authority (GLA) committing business rates income and the Treasury allocating a further £7 million. Preparations are also well advanced to take advantage of devolution, with Croydon, Kingston, Merton, Richmond and Sutton forming the South London Partnership. This partnership is a first in London and will be led by a Joint Committee with statutory responsibility and the legal authority to make decisions.

Working together we will

- Explore opportunities with the government for further devolution and financial support for strategic infrastructure projects that support growth and enable jobs to come forward.
- Ensure our Local Enterprise Partnerships, Coast to Capital and the London LEP are effective and secure Single Local Growth Deal funding for our infrastructure priorities.
- Maximise funding for growth and infrastructure investment by working with regional funding partners.

What will change?

- 23,000 new jobs will be created, and accessible to all in a range of growing sectors including creative, digital and information technology, financial and professional services, construction, retail, leisure, education, health and social care.
- Croydon will become one of Europe's largest urban shopping and leisure destinations with the redeveloped Whitgift Centre.
- New investment in the centre will bring investment to our district and local centres, creating vibrant communities across the borough and ensuring that all of Croydon is a great place to live, work and visit.
- New high-quality office space will be developed, and excess older office stock reduced, leading to Croydon to be recognised as the premier office location in South London.

PRIORITY TWO – Build new homes

Why is this important?

Housing is a top priority for Croydon people. Homes tend to be most expensive and in greatest demand in our most successful and thriving places. Successful places are productive and create jobs and opportunities, but they drive up housing demand too. If people cannot afford to live or work locally, demand for goods and services declines and so does the local economy. Good quality, integrated and affordable housing enables people working in lower paid public and service sector jobs to live close to their place of work, relieves transport congestion and produces mixed and cohesive communities.

As housing supply has failed to keep pace with demand we need to build more homes in Croydon. However, to be effective we need to be proactive, use planning powers to ensure a decent rate of affordable homes and use public resources to bring forward stalled schemes. The Government plans to reform housing and planning laws by: extending the right to buy, introducing Starter Homes to buy, and reducing social housing rents by 1% per year, which will have a serious impact on plans to build new affordable homes and maintain existing social housing stock. The Council and its housing association partners will need to revise their plans to meet this challenge and build affordable new homes.

What have we achieved?

We have an ambitious growth plan that links new homes to improved infrastructure, to new jobs and services that will drive our borough's growth and regeneration. Croydon's Local Plan will enable delivery of some 20,000 new homes by 2031, 50% of which will be affordable homes for Croydon residents. We are committed to building more homes for local people: over the two years 2013/15 3,048 new homes were completed and 2,680 new homes were started in 2014/15. We are working up more than 50 major housing development schemes. The Council has set up a Revolving Investment Fund (RIF) and new development company, Brick by Brick, to deliver up to 3,500 new market

and affordable homes in Croydon. Our planning rules now require housing developers to provide 50% of all new homes as affordable housing on all housing development sites across the borough and prevent them from flooding our housing market with tiny, poorly designed and sub-standard homes converted from old offices under permitted development rights. A new borough-wide selective licensing scheme introduced in 2015 is driving up housing standards in the private rented sector and protecting private sector tenants from poor landlord practice.

Working together we will

- Deliver 9,500 housing starts in the next 5 years and ensure a sustainable level of affordable housing is brought forward.
- Increase the rate of house building with a minimum target of at least 1,200 new home completions a year over the period 2014/15 to 2017/18, with the aspiration of accelerating delivery so we can start up to 1,900 mixed tenure new homes per year.
- Deliver a range of housing products and tenures with our housing association partners to meet the needs of our growing population, from high quality home ownership, through starter homes and shared ownership, to homes for rent at a range of rental values including traditional social rents.
- Guarantee a decent level of housing for local people on lower incomes by requiring housing developers to provide 50% of new dwellings as affordable housing.

What will change?

- 9,500 new homes will be started over the next five years.
- Current housing shortages in the borough will start to be addressed.
- A greater choice of housing will be provided for people at all stages of life.
- A greater proportion of homes will be provided as affordable housing with 50% of new homes will be affordable to local people.

PRIORITY THREE – Support the local economy to grow

Why is this important?

A vibrant, flourishing local economy encourages entrepreneurship and investment, provides employment opportunities for local people and helps tackle poverty and deprivation. It enables people and families to develop resilience and self-reliance, and raise their aspirations. It helps improve the quality of life for everyone in the area.

There are major opportunities for employment growth including Croydon's Growth Zone with potentially 23,500 new jobs, Ruskin Square with 1m ft² of new office space and 1,000 new jobs, Boxpark Croydon with 200 new jobs; and the Croydon Partnership with 5,000 new jobs. Two proposals outside Croydon could offer opportunities to our residents and local businesses, these are a second runway at Gatwick Airport that could create 22,000 jobs and Biggin Hill Airport, a strategic growth area, potentially creating 2,300 jobs over the next 20 years.

We want to work together to make the most of Croydon's competitive advantages and provide the conditions and environment that encourage businesses to locate in the borough. We can help emerging enterprises thrive and expand by attracting inward investment and funding and providing financial and technical support for SMEs. We also want to improve physical and soft infrastructure particularly in our district centres, and encourage the growth of particular clusters of businesses, such as technology and research. We need all public sector organisations to use their commissioning power to offer opportunities to local enterprises to provide public services or take up opportunities in the public sector "supply chain".

For Croydon residents to benefit from these opportunities we must ensure they are equipped with the skills and qualifications which are sought by modern businesses. We need to focus on improving training and education by working with primary schools, further education colleges, universities and adult education providers. We must also establish an effective jobs brokerage service and encourage employers to use it to fill their vacancies.



What have we achieved?

Croydon's small and medium sized enterprise (SME) base of 12,000 businesses is healthy and steadily growing. Croydon is also home to over 1500 technology and media businesses and is one of London's fastest growing tech clusters. Unemployment rates in Croydon are improving and the proportion of young people not in employment, education or training (NEET) is falling. However, there are stubborn niches of worklessness in certain neighbourhoods and among young people. Croydon's Enterprise Loan Fund has successfully supported more than 230 local businesses, safeguarding 271 jobs and has recently been increased to £4m to continue this work. Croydon has also agreed a Memorandum of Understanding with Gatwick Airport to realise the opportunities for jobs and business growth provided by the possibility of a second runway. The regeneration of Croydon's district centres are in progress in South Norwood, Thornton Heath, New Addington, Purley and Coulsdon.

Working together we will

- Support expansion of our business base to increase.
- Create over 23,500 new jobs through development, SME growth and regeneration schemes, such as Croydon Partnership and Gatwick.
- Expand Croydon's Enterprise Loan Fund to £4m.
- Nurture our tech sector and other enterprises in the borough.
- Enable local business associations to have a stronger role in shaping their business community (through Business Improvement Districts, Town Teams and Business Associations).
- Develop partnerships with universities to offer more higher education in the borough to raise the number of residents with degree level qualifications and bring a new vibrancy to the metropolitan centre.

- Support working age residents into employment, raising the skills of the workforce and ensuring the skills system is responsive to the needs of local employers, and delivering employability skills in schools to ensure the future workforce are job ready and supported in the transition from school to work.
- Improve the attractiveness of the public realm and the physical condition of high streets in our district centres and metropolitan centre and reduce the number of vacant commercial units.
- Ensure that Croydon SMEs access opportunities provided by public and voluntary sector partners' supply chain and commissioning activity.
- Encourage private and public sector employers to use the Job-Brokerage service.
- Encourage private and public sector employers to pay the London Living Wage.

What will change?

- More small businesses and social enterprises will start in Croydon, and our business base will continue to grow.
- Business registration rates will increase.
- Opportunities in the technology and research sectors will increase.
- Employment will increase and so will job density.
- There will be fewer residents that have been unemployed long-term.

PRIORITY FOUR– Deliver a vibrant cultural offer

Why is this important?

A vibrant, attractive cultural life can enhance the competitive edge of a city or neighbourhood, help provide a sense of place, and improve its identity and reputation. It draws in new visitors and encourages people to return. It increases the footfall that contributes to the local economy, particularly the evening economy of restaurants, bars and entertainment venues. It supports a diverse, skilled workforce, with cross-fertilisation to the tech, media and academic sectors. Our vision is of a thriving culture and arts scene which attracts, engages and inspires residents, visitors and businesses by providing something of quality and interest for everyone. To shape the development of our cultural life and evening economy we want to encourage inward investment and improve Croydon's public realm and connectivity. We will use our regulatory powers to develop a family friendly, less alcohol driven experience and promote Croydon through a wide range of exciting attractions and events.

What have we achieved?

We have made significant progress towards our vision. A number of key schemes are at the centre of this drive. In 2015 plans were approved to regenerate the Fairfield Halls and College Green. It will create a scheme of national architectural significance with a mix of uses including new homes, cultural spaces, educational facilities, offices, shops and restaurants, a new high quality public space with public art, and a new accessible, step-free access route to East Croydon station and the town centre. Boxpark is due to open in summer 2016 providing a performance space, the redeveloped Whitgift Centre will open an IMAX and cinema complex in 2020, and consultation is under way on transforming our parks into community-led cultural hubs. These projects are supported by thriving existing cultural attractions including Matthew's Yard, the David Lean and Rooftop cinemas and the Ambition Festival launched in July 2015 which put Croydon on the festival circuit, being nominated for 'best new festival' and 'best metropolitan festival' at the UK Festival Awards.

The Fairfield Halls and Croydon Council Youth Arts have been awarded funding from A New Direction, the Arts Council England Bridge Organisation, to form a local Cultural Education Partnership. This is one of 50 pilot partnerships the Arts Council wish to develop to address their Cultural Education Challenge which calls on the cultural and education sectors to work together to enable all children and young people to have a rich and rewarding cultural education. With visits to our libraries rising, we also launched an engagement with our residents to work together to develop the best possible 21st century library service within current public sector funding constraints.

Working together we will

- Hold Ambition Festival 2016 - a dynamic event to be run by BoxPark in summer 2016.
- Review our approach to libraries following residents engagement.
- Deliver Fairfield Halls and College Green regeneration: phase 1 – including modernisation of Fairfield Halls, development on the multi-story car park, building a new college facility at Barclay Road to be completed in 2018.
- Implement the parks transformation programme into community-led cultural hubs starting with the "parks big conversation" over the summer of 2016.
- Increase the availability of affordable venues for amateur groups (e.g. Stanley Halls and Selsdon Halls).

What will change?

- Increased visits and footfall to venues, attractions and events.
- A bustling, diverse, family-friendly evening economy.
- A lively, diverse cultural offer rivalling the Southbank.
- Our parks will increasingly be used for sports, community events, entertainment, and be run by community groups.

PRIORITY FIVE – Secure a safer, cleaner and greener borough



Why is this important?

An attractive place should look and feel safe. We want people who live, work or visit Croydon to feel a sense of security, satisfaction and comfort about being here. They should have confidence that agencies will tackle the safety and environmental issues that matter most to them. We know that crime and safety is the top priority for residents. Tackling nuisance and anti-social behaviour (ASB) is crucial, not only for residents; local businesses say that this can harm the high street and shopping environment. The condition and quality of the local environment is also an important factor. The cleanliness and street cleaning are residents' joint third priority.

What have we achieved?

Croydon's reputation as a place is improving, but there is more work to do. Most residents do feel safe, but 23% feel unsafe to some degree. Working together, the Safer Croydon Partnership (which includes the police, the council, probation, the courts, health, fire service, voluntary and community sector and the business community) has seen decreases in recorded crime and ASB over the last ten years. Statistics from the Mayor of London's Office for Policing and Crime have shown that in 2014/15 crime per 1000 population was below the London rates for five of the seven key indicators. In recent years ASB, burglary, robbery and theft from persons and from motor vehicles have recorded the biggest falls. Reported incidents of violence with injury and domestic abuse and sexual violence (DASV) have increased, and there are concerns over youth crime, violent crime and hate crime, however, some good progress has been made in prevention, protecting young people and in supporting victims.

Through Croydon Congress, the LSP developed a partnership approach to change attitudes and behaviours towards domestic abuse and sexual violence in the borough, to prevent it wherever possible, to support victims and hold perpetrators to account. Croydon has joined the White Ribbon campaign which aims to engage the community (especially men and boys) in condemning violence against women and girls. Through Congress we have raised awareness of child sexual exploitation (CSE) in the community

to develop a joint approach to identify and stop it. The Safer London Foundation will deliver workshops and engage with young people working alongside multi-agency partners and will work with police in CSE and gang related operations to ensure victims receive help. Our recent focus on improving the local environment through the “Don’t Mess with Croydon – Take Pride” campaign has engaged the community and increased reporting and enforcement of fly tips and other envirocrime.

Working together we will

- Tackle crime and ASB, making full use of the new legislation and housing management interventions.
- Tackle envirocrime such as graffiti and fly-tipping and target the worst affected areas.
- Target street based drinking and begging identifying repeat offenders and putting in place prevention and enforcement options.
- Review processes for managing unauthorised encampments and use of injunctions and ASB legislation as well as continuing to target harden locations frequently targeted.
- Bring domestic abuse offenders to justice, support victims and develop ways of promoting a change in attitudes to this crime.

What will change?

- Fear of crime will fall.
- Croydon will feel safer.
- More perpetrators of DASV brought to account.
- The borough will look and feel cleaner and greener.

Who is responsible?

LSP Growth Board

Safer Croydon Partnership



Councillor Alison Butler
Cabinet Member for
Homes, Regeneration
and Planning



Councillor Stuart Collins
Cabinet Member for Clean
Green Croydon



Councillor Hamida Ali
Cabinet Member for
Communities, Safety
and Justice



Councillor Mark Watson
Cabinet Member for
Economy and Jobs



Councillor Tomothy Godrey
Cabinet Member for
Culture, Leisure and Sport



OUTCOME TWO: A PLACE OF OPPORTUNITY FOR EVERYONE

This section of the Community Strategy looks at how we can tackle inequality and support our residents to achieve their full potential. We know there is a clear link between poverty and health and we know the importance of good start in life, a good education and employment for life chances and health and wellbeing. In this section we look at how our partnership approach to holistic, people-focused services improves resilience, self-reliance and employability and helps tackle and prevent homelessness, poverty and deprivation. We also look at how we approach giving our children a good start in life and how we prevent people from developing long-term conditions through an active healthy lifestyle helping to increase independence and healthy life expectancy.



PRIORITY ONE– Reduce poverty and deprivation

Why is this important?

Social and economic factors affect our life chances, aspirations, health and wellbeing. Poor education, low skills and qualifications, insecure employment, low pay, welfare policy, high crime and a range of other things affect the resources available to an individual or family to live in a way that most of us take for granted. We know that the poorer you are the less healthy you are likely to be and that among the causes are housing conditions, lifestyle (including diet, smoking, alcohol), access to sport and leisure, social and support networks, and barriers to accessing healthcare. The 2015 Indices of Multiple Deprivation (IMD) shows Croydon has become more deprived, and highlights entrenched pockets of deprivation in the north and south east of the borough. Government policies to reform welfare benefits provide additional challenges, with more than 1,000 Croydon residents impacted by the reduced benefit cap (to £23,000 per year) and others affected by limits to housing benefit and the 4 year benefit freeze.

In Croydon, one in five children live in a low income family. We want Croydon to become a place of opportunity for all where regardless of a person's background there are no barriers preventing them from achieving their full potential, and we want to focus our activity on reducing deprivation in the areas where we can have the most impact. We want to support and enable our residents and communities as far as possible to take responsibility and identify and secure their own solutions to their needs.

What have we achieved?

Working in partnership we have implemented a range of measures designed to alleviate the impacts and improve outcomes for individuals, families and communities experiencing the highest levels of deprivation. Croydon Council, Jobcentre Plus, the CAB and others are working in partnership through a new people-focussed service to provide a holistic advice and support service to help resolve the full range of issues that families experiencing crisis can face e.g. children's education, adult skills and

employment, health, housing, adult social care, welfare benefits and money advice. We have also implemented practical solutions focusing on early help and prevention including Best Start, Early Help Pathways programmes and encouraging businesses in Croydon to adopt the London Living Wage.

Working together we will

- Reduce child poverty by increasing opportunities for flexible working.
- Provide whole household services that increase resilience, self-reliance and independence, provide support to overcome crisis (including homelessness, unemployment) through high quality information, advice and guidance to support people living independent and healthier lives, supporting residents young and old into employment.
- Provide tailored support for young people that are not in education, employment or training (NEET), people with disabilities and long-term unemployed to help make them access training and employment opportunities.
- Encourage employers operating in the local economy to pay London Living Wage rates.
- Provide advice and support to enable more people to access affordable childcare and flexible employment and thereby reduce child poverty.

What will change?

- More working age residents will have the necessary skills to compete for jobs in the local economy and across the region.
- Households on welfare benefit will be financially resilient.
- More local employers will pay the London Living Wage rate.
- More families will take up childcare through Best Start programme.

PRIORITY TWO– Support individuals and families with complex needs

Why is this important?

There are families and individuals in Croydon who struggle to cope with long-term and entrenched multiple complex needs. These can often include difficulties with parenting, homelessness, domestic abuse or violence, addiction and substance misuse, mental health problems, physical disability or long-term ill health and anti-social behaviour and crime.

We want to provide support to these families and individuals, coordinate the input from public agencies, and work with them to address the underlying causes of their vulnerabilities. We know that this approach not only reduces the impact on our communities and on public sector costs, but also helps people “turn their lives around”, develop resilience and raise their aspirations.

Croydon also provides supported housing and individual support to more than 800 vulnerable individuals who have either left an institution such as hospital or prison, or who are recovering from addiction or a traumatic experience to regain independence and resilience.

What have we achieved?

Designing and implementing the multi-agency “People’s Gateway” concept, originated to support Croydon residents impacted by welfare reforms introduced in 2013. Building on the work of Early Intervention and Prevention Support services in Croydon, including those offering more intense support to families with complex needs, like the Family Resilience Service and Family Justice Centre. Developing relationships with key partners such as the Police, Health and Voluntary Sector to improve our multi-agency approach. As this critical work continues to gain momentum, we will broaden our ‘whole family’, holistic approach to working with families who have a range of needs. Last year alone, Croydon supported hundreds of families by offering a range of services from basic advice/ sign-posting to local services, all the way through to the most intense social care interventions with children on child protection plans and looked after children.

Working together we will.

- Develop intensive family support that reduces offending behaviour, non-attendance at school, worklessness and tackles domestic violence.
- Embed a consistent and holistic approach to our contact with individuals and families through our multi-agency partnership.
- Strengthen joint working to ensure individuals and families are identified and supported at key crisis trigger points to increase financial stability and increase independence and reduce demand and costs.
- Reduce the number of people who present to services repeatedly through joint working, identifying support needs and a systemic approach.
- Enhance our support to care leavers to improve their financial stability.
- Reduce the barrier of unsuitable housing as a reason preventing a child from returning home.
- Develop a Local Family Offer to strengthen parent / co-parent relationships.
- Support Best Start Children’s Centres to reach more vulnerable families.
- Initiate joint working to reduce the number of young people classed as not in employment, education or training.
- Increase in the number of 16/17 year olds presenting as homeless who return to live at home.
- Implement the CAMHS Local Transformation Plan to improve the emotional wellbeing and mental health of children and young people in the borough.

What will change?

- Individuals and families will be resilient and have increased their financial stability.
- Increased focus on prevention and opportunities for earlier intervention, that is joined-up between services.
- Housing will no longer be a barrier to returning a child home.
- Fewer people will repeatedly present to services.

PRIORITY THREE– Prevent homelessness

Why is this important?

Homelessness has been increasing since 2010 and its impact on Croydon has been particularly strenuous. The causes are complex and include the affordability of market housing, levels of house building and the wider economy and labour market. Homelessness disproportionately affects young people, single parents and BME households. More than 3,000 of our households are homeless and living in temporary accommodation due to a lack of affordable housing. Since 2010, the expenditure on temporary accommodation has more than doubled. We also know that living in temporary accommodation impacts on families and particularly children's health, effectively condemns families to "living in limbo" for long periods and impacts employment, income and social inclusion. Rough sleeping has also increased, with Croydon having the fourth highest number of people sleeping on the street in London in 2015. We want to prevent homelessness wherever possible, enable individuals and families facing homelessness to secure their own housing solutions, and ensure they are resilient and self-reliant to ensure the solution they choose is sustainable long-term.

What have we achieved?

Despite the scale and persistence of homelessness in recent years we have managed to restrain its increase through speeding up homeless decision making, tackling processing pinch points, and targeting housing options support to homeless applicants. In addition, hundreds of households are prevented from becoming homeless every year by a range of organisations providing information, support and accommodation, including the Citizens Advice Bureau, local housing charities such as CAYSH. The multi-agency Gateway and Welfare Service mentioned above has helped over 1,100 families avoid homelessness, and helped 5,400 people to become more financially independent and supported 587 residents into employment. Considerable work has gone into securing accommodation for homeless households, including recently securing an additional 230 units of good quality, value for money accommodation in the borough at Concord, Sycamore and Willow Houses. Targeted support to people sleeping rough or that

are destitute has also engaged over 100 people. Crisis have also secured premises for a new Skylight Centre which will provide education, health, housing advice and employment services to help homeless people rebuild their lives. The Croydon Skylight Centre will be located in Surrey Street and will open in late summer 2016.

Working together we will

- Reduce the number of homeless families and individuals living in temporary accommodation.
- Provide timely housing advice, housing options, and support services (including with budgeting, debt advice, skills and employment) for households at risk of becoming homeless.
- Explore the potential for a single homelessness hub.
- Consult on proposals to amend Croydon's housing allocations scheme to include a higher priority for homelessness prevention.
- Introduce a choice based lettings allocations service for housing applicants,
- Work with voluntary and faith sector organisations that provide shelter, engagement and a "hand-up" off the streets.
- Continue to engage people living in destitute circumstances in Croydon.

What will change?

- Homelessness will be prevented wherever possible.
- Fewer homeless households living in temporary accommodation.
- Croydon will have a effective, transparent and understandable housing allocations policy that provides choice to applicants.
- Rough sleeping in Croydon will decrease.
- Fewer people will repeatedly present to services.

PRIORITY FOUR – Deliver better education and the opportunity for everyone to reach their full potential



Why is this important?

We want our children to have the best possible start in life, to go on to achieve their potential, and to be independent and resilient throughout their lives. A good quality, well-rounded education leading to the best possible attainment at key stages, particularly at GCSE and A level, is the ideal every local authority area is striving to achieve. However, we know there is a complex relationship between poverty, inequality and social disadvantage and educational attainment, life chances, health and social contribution. This makes it very challenging to improve educational attainment in areas where a proportion of children grow up in deprived, socially disadvantaged families and communities. Croydon also has to respond to high numbers of refugees and unaccompanied asylum seekers. Teacher recruitment is a challenge in Croydon compared to other local authority areas that can attract teachers with higher wages due to London weighting. We also know that raising educational standards contributes to economic growth, personal independence, and helps make a place more attractive to potential residents, entrepreneurs and investors.

What have we achieved?

Croydon has made significant improvements in educational attainment in recent years. In 2015, 96.2% of parents were offered one of their top three primary school choices, and 90% were offered their top three secondary school choices. We delivered 1500 additional school places over last 3 years to cope with growing demand. The percentage of pupils achieving a good level of development in Croydon in the Early Years Foundation Stage (EYFS) has been steadily improving and our attainment gap (between lowest and average achievers) is also falling. The proportion of pupils achieving Level 4 or above in reading, writing and maths in Croydon has also improved. In Croydon, the level of achievement in reading, writing and mathematics at Key Stage 2 has improved overall by 2% to 77%. At Key Stage 4 (KS4), GCSE results were above the national and statistical neighbours' average. Our proportion of children in Education, Employment or Training at age 16 and 17 has improved by more than that of any Local Authority nationally and means that Croydon is now ranked 8th nationally, having previously been in the bottom quartile. Croydon has had its highest proportion of schools judged by Ofsted, with the percentage

of primary schools rated good or better rising from 76% to 90% over a four year period. The progress made by Croydon schools in terms of inspection outcomes has been very encouraging, nevertheless we will continue to raise the standards of our schools and for children to achieve outcomes in line with their peers in London at all stages.

Working together we will

- Promote high standards in all schools, particularly where areas of weakness have been identified i.e. KS2 outcomes.
- Ensure that vulnerable schools causing concern improve rapidly by building on the success of the School Progress Review Meeting (SPRM) process and robustly challenging any slow progress, and make full use of statutory powers when required.
- Enable schools to improve English and mathematics outcomes at a faster rate, in all key stages, by securing differentiated, quality assured training and development.
- Support and challenge post-16 collaboration to strengthen post-16 curriculum, viability and standards, and work with post 16 education providers on extending choice and improving outcomes.
- Ensure Link Advisors challenge publicly funded schools in Croydon and achieve 2016 targets.
- Work with Head Teacher Advisory Group to take forward whole borough priorities for improvement.
- Improve home learning environment and engage in the Early Language Development programme.
- Improve familiarity with and provide training in EYFS Profile.
- Implement the Croydon Improvement Challenge and support schools where there are concerns about pupil outcomes at KS1 and KS2.

- Improve educational attainment with specific focus on:
 - the take up of Best Start provision.
 - attainment at KS2 and A levels.
 - attainment of pupils in the most deprived areas of the borough (wards in the north and east).
 - attainment of Looked after children including unaccompanied asylum seeking children (UASC).
- Close the attainment gap for vulnerable groups.
- Close the inequality gap at L2 and L3.
- Higher grades at GCSE and 'A' level particularly for high achieving pupils.

What will change?

- EYFS levels will improve and the attainment gap will narrow.
- KS1 attainment in reading, writing and mathematics will improve and will exceed London attainment by 2017.
- The number of schools below government floor standards will fall until in 2017 no Croydon school will be below the standard.
- KS2 and KS 4 attainment levels will exceed the London average by 2017.
- All schools will be judged to be good or better by OFSTED by 2017.
- There will be no attainment gap, at all key stages (and particularly in combined reading, writing and mathematics at KS2), between Croydon's schools and the rest of London by 2017.
- Young people will have a wide range of high quality post 16 education choices.
- Young people will find the transition from education to employment easy and will have access to a range of opportunities.
- The number of pupils achieving 5 A*- C GCSE will increase to at least equal outer London by 2017.

PRIORITY FIVE – Secure a good start in life, improve health outcomes and healthy life expectancy

Why is this important?

We want everyone in Croydon to live longer healthier lives and enjoy positive health and wellbeing. We know that this will enable people to fulfil their potential, to make a contribution and to be more resilient to life's inevitable challenges. However, our health is shaped by the relationship between our individual characteristics, our lifestyle and our environment. We also know that poverty, education and employment have a significant influence on health and wellbeing and this strategy also focuses on addressing these broader determinants of health (Outcome 1: A place to learn, work and live sets out our approach to tackling the housing and employment challenges we face).

Croydon faces serious challenges, including an ageing population with the number of people over 85 increasing by two thirds by 2029. We are seeing an increasing demand for services with more people living with long term health conditions such as diabetes, heart disease, respiratory problems, and epilepsy. Croydon's health profile shows higher levels of obesity among adults and particularly children (22.4%) than the rest of England. The life expectancy is 9.4 years lower for men and 7.6 years lower for women in the most deprived areas of Croydon than in the least, and rates of sexually transmitted infections and TB are worse than the national average. We also know that we have more work to do in encouraging people to reduce their alcohol intake and take up an active healthy lifestyle. Our overall aims are to increase life expectancy and reduce the inequalities of life expectancy between communities.

We also recognise that by improving the effectiveness, focus and integration of our partnerships and concentrating on the needs of our places and communities we can improve the way that health care services are delivered and ensure that services meet national standards. Additionally, address future challenges such as obesity and diabetes by delivering services in the right way and deliver services within the budgets available.

What have we achieved?

The JSNA core data set shows Croydon is doing significantly better than England and among the top performing 25% of authorities/CCGs in: hospital admissions caused by

injuries in children, deaths from oesophageal and colorectal cancers, early deaths from liver disease, alcohol attributable deaths (men) and emergency admissions for acute conditions that should not require admission to hospital.

Croydon is also a food flagship borough and this project is helping improve health, cooking skills and food standards through school-based and community projects. Our public health grant provides resources to tackle the health consequences of poor housing, inequalities in access to work in new ways. For example, our 'First Steps into Work' supports lone parents in Croydon. We also support alcohol and drug awareness education in schools and colleges and target the causes of social isolation and loneliness through befriending services, lunch clubs and other activities.

Stopping smoking is an effective way of improving health and preventing long-term conditions developing. Since 2001 our evidence based stop smoking services have helped nearly 18,000 people quit smoking, this prevents and estimated 890 deaths. Croydon's levels of smoking at time of delivery and levels of smoking related deaths are also better than the rest of England on average. In the 2015 Croydon provided support for 2,200 local people who successfully quit smoking.

Croydon CCG are delivering ambitious plans to improve the health services for the borough. We have strengthened care in the community by investing in multi-disciplinary, rapid response teams for older people and mental health services including for those in crisis. Improvements have been made in terms of access and waiting times to hospital and community services, which means that people are seen and treated more quickly. The CCG working in partnership with the Council is also making great strides in our Outcomes Based Commissioning (OBC) programme, transforming the way services for patients over 65 years old will be provided in Croydon by putting the things that matter most to them and their families at the heart of service provision. The OBC will use an innovative Accountable Provider Alliance (APA) made up of the following local organisations: Age UK, Croydon Council Adult Social Care, Croydon GP collaborative (this is all the GP practices in the borough), Croydon Health Services NHS Trust, South London & Maudsley NHS Foundation Trust.

Working together we will

- Transform and improve the sustainability of our health care services by:
 - placing a greater emphasis on prevention and early intervention
 - focusing on delivering better health and social care services when our populations need them
 - improving the patient journey through the system and delivering the right care in the best setting
 - improving the outcomes delivered in our acute services by optimising site configuration and clinical networking
 - addressing the challenges of cost reduction, performance and operational improvement by exploring opportunities for collaborative productivity.
- Give children a good start in life by:
 - improving immunization take up
 - reducing levels of obesity in children
 - improving childrens emotional and mental wellbeing
 - improve health outcomes for looked after children
 - reducing low birth weight
 - increasing breast feeding.
- Prevent illness and injury by:
 - reducing obesity among our adult population
 - reducing smoking prevalence
 - reducing harm caused by alcohol misuse
 - increasing early diagnosis and treatment of sexually transmitted infections and HIV
 - preventing illness and injury and promote recovery.
- Increase healthy life expectancy by early detection and treatment of cancers, cardiovascular diseases and diabetes.
- Encourage healthy lifestyles through our digital Livewell platform, and integrated leisure services provision.
- Support people to be resilient and independent through rehabilitation and reablement, and supporting carers.

- Provide integrated, safe, high quality services including redesigning mental health and urgent care pathways.
- Focus on safeguarding priorities that impact upon children and adults, including Female Genital Mutilation, Trafficking, DASV and Radicalisation, also focus upon child sexual exploitation (CSE) and missing children.

What will change?

- Everyone will have the information and support they need to live a healthy active lifestyle and make healthy choices.
- Healthy life expectancy will increase and the gap between different communities will reduce.
- Organisations will work together to address factors that influence health problems.
- More people will participate in physical activity as part of a healthy lifestyle and fewer will smoke, or drink unsafe levels of alcohol.

Who is responsible?

Croydon Health and Wellbeing Board

Children and Families Partnership Board



Councillor Margaret Mansel
Chair of the Health and Wellbeing Board



Councillor Louisa Woodley
Cabinet Member for Families, Health and Social Care



Councillor Alisa Flemming
Cabinet Member for Children, Young People and Learning



OUTCOME THREE: A PLACE WITH A VIBRANT AND CONNECTED COMMUNITY AND VOLUNTARY SECTOR

Communities are the driving force of our borough. They are where we come together to discuss, work together to make decisions, sort out problems, improve our surroundings, celebrate and entertain each other. We want community driven, neighbourhood based actions that are developed from the skills and assets in the community (building on our deserved reputation for asset based community development). These assets are Croydon residents who understand and are closest to our emerging needs, who are our first responders, who go the extra mile by looking out for a neighbour, cook a meal for someone who is lonely, host a big lunch, volunteer for or run valuable local services. We want to enable and empower our communities to participate and influence the things that matter most to them and their neighbourhood.

Enabling cooperation between public, voluntary and community sectors to deliver smart, innovative and localised services is being increasingly important. Continued reductions in public funding to address the budget deficit and public service reform leave the statutory sector struggling with the difficult choices between retaining popular and valued services and making savings, and Croydon's voluntary, community and social enterprise (VCSE) sector will play an increasingly prominent role. We also recognise that without active residents and strong communities supported by a resilient VCSE sector our priorities to deliver growth, promote safety and support and empower people are in danger of not being fully realised. Our approach in response to this challenge will be to support our community assets to grow, develop capacity and resilience and take up a role at the heart of the borough's regeneration and transformation. This could involve the transfer of power to the community using new models of local accountability. The mobilisation of community resources will enable us to effectively bridge the gap between public services and need, whilst at the same time managing the continuing substantial reductions in funding available to the public and voluntary sectors.

In order to develop an active community that helps secure the success of partnership work and provide stability and reassurance when delivering our joint priorities, we need to understand the extent and variety of community based activities that already exist. This will allow us to link our community resources and provide the foundations for further development of the community and voluntary sector, so that it has the capacity and confidence to tackle local issues and deliver innovative solutions.



PRIORITY ONE – Build cohesive and strong communities, connecting our residents, local groups and community organisations

Why is this important?

Croydon has a diverse community that brings great social and economic benefits to the borough, but makes it all the more important to work to strengthen community cohesion and advance opportunity and fairness. As partners we want to support the development of inclusive communities that are dynamic, connected and fair, where people are not divided by differences but recognise the benefits of diversity, respect and learn from each other and connect by sharing common goals and aspirations.

We want to support areas that face difficulties, share best practice between groups and organisations and raise awareness of local forums to bring people together to collaborate. Croydon is very fortunate in having a wide-range of community groups, networks, clubs and associations. We need to build on the wealth of existing community-driven initiatives to encourage more engagement and participation, create a sense of belonging for more local people and inspire more residents from diverse backgrounds to connect and communicate.

We want to enable our communities to develop the connections and support networks that will enable them to achieve their full potential, and bounce back life's on inevitable challenges and setbacks. By enabling our communities to share in opportunities and decision in our local neighbourhoods and communities, as well as across the whole borough, we can deliver better life prospects and tackle the deprivation that holds some of our areas back. To facilitate this we will publish information on community and voluntary sector (VCS) activities to help groups and organisations share intelligence and good practice. We will work with local partners to encourage a wider range of social and cultural street and neighbourhood activities. We will also introduce

a programme of inter-faith and cultural activity that celebrates diversity and promotes community integration. This will help people get to know each other and connect with their neighbourhoods. Improving links between existing community resources will help to foster the development of common goals, such as engaging more residents in civic participation and community work.

What have we achieved?

Local groups and community organisations are run by local people from diverse backgrounds, focusing on a variety of activities and delivering a wide range of benefits. Equality and inclusion is promoted through community engagement activities like Holocaust Memorial Day, the London Road Carnival, faith celebrations to generate tolerance and understanding of the beliefs and traditions of faith groups in Croydon. Over 80 Big Lunch events brought neighbours together to share a meal and enjoy each other's company, an opportunity to tackle social isolation. Braithwaite Hall was used for community events such as a Craft Beer Festival, a Cultural Food Festival is planned.

We have successfully piloted projects in the north of the borough that use an asset based community development (ABCD) approach. The pilots reached 77 community connectors who were responsible for initiating community projects. Invaluable connections have been made with over 240 neighbourhood based clubs and associations. The pilots have shown that isolation and fragmentation can be challenged by shifting focus from what's missing to strengthening what is already there in neighbourhoods and communities. The key lesson has been that the creation of informal associations can often provide an environment for enterprise and innovation to grow.



Working together we will

- Explore digital platforms to host information about community and voluntary sector organisations.
- Seek to improve community participation and influence by identifying what works in areas where there is stronger engagement.
- Improve community cohesion by delivering activities that promote equality and inclusion as well as social and cultural integration.
- Encourage the community and voluntary sector to be creative, innovative and enterprising by supporting their capacity and development.
- Encourage social and cultural street and neighbourhood activities especially those that are community-led and delivered.

What will change?

- A greater proportion of people say they are involved in civic participation.
- A greater proportion of people say people from different backgrounds get on well together in their local area.
- A greater proportion of people feel they belong to their local neighbourhood.
- Local people have information about community groups and organisations in their areas.
- Increased number of street and neighbourhood-based social, cultural and inter-faith activities.

PRIORITY TWO – Strengthen and mobilise our voluntary, community and social enterprise sector

Why is this important?

Devolution brings exciting opportunities to encourage local improvements and growth through locally initiated actions. We recognise that the challenges we face are complex and often manifest themselves through issues and needs embedded in local neighbourhoods. We understand that while each neighbourhood is unique, many experience common issues that become barriers to community cohesion and tackling inequalities. Factors such as population growth, insecure housing, language barriers, crime and ASB, social isolation, lack of accessibility of good quality amenities and retail offer can impact on residents' ability to come together to improve their neighbourhoods.

We see the potential for local community, voluntary, faith and social enterprise groups and organisations (VCSE sectors) to become a resource that supports our 'place' and 'people' targeted partnership priorities and facilitate engagement with residents and communities to help respond to unique neighbourhood needs and inspire long term improvements. Strong communities require facilitators that will understand local needs, and deliver services that fit their requirements. We believe that Croydon's VCSE sector is crucial in supporting delivery of smarter public services, as well as in creating locally run services that address the need in a flexible and efficient way to prevent or address the issues, improve lives of communities and facilitate community development.

We know that delivery of better outcomes relies on creating prosperous communities that feel empowered to shape and support local services. It relies on more people taking up volunteering opportunities and it relies on VCSE sector's resilience to engage volunteers in a meaningful way. We want to make sure that we build on existing community resources and work closely with our voluntary and community organisations and social enterprises (VCSE) to create joined-up, flexible frameworks and structures that will maximise growth and resilience within the sector. We want to develop approaches that enable creation of an environment in which a thriving VCSE can deliver even greater benefits to our residents.



We will explore opportunities such as the development of connected community spaces and places using a range of assets. We recognise that community isolation and fragmentation can be successfully challenged by shifting the focus from what's missing to mapping community skills, resources and assets and strengthening what's already there in neighbourhoods and communities. We will work with partners to develop a borough-wide volunteering framework to ensure there is a wide spectrum of volunteering opportunities that will make it easier for anybody to get involved, from one-off, temporary involvement to regular engagement and volunteer leadership opportunities. We will work with partners to leverage more funding to the VCS and opportunities to deliver greater social value. We will launch a new community grants programme as well as review our community ward budgets to ensure they support neighbourhood participation and involvement. We created an outcome-based framework for the new Community Fund to ensure it tackles issues and delivers priorities raised by local people through the opportunity and fairness commission. We want to work with the VCSE to address those tough issues.

We understand that the solutions cannot be delivered by “one size fits all” service models. We believe that joined-up, tailored initiatives designed to tackle local issues that are being delivered or supported by services provided by VCSE to address neighbourhood-based needs, can greatly improve the outcomes for our residents, prevent and provide solutions to many of the problems, release some of the pressure placed on public services and become triggers to increasing local activism as communities unite to tackle disadvantage and develop local solutions together with local organisations. Thus, we will be working with local partners to create an environment which strengthens the sector and mitigates barriers to its growth.

What have we achieved?

Croydon has a thriving voluntary and community sector, with more than 1,700 organisations working in the borough in all sectors including the arts, environment, sport, health and social care. We want to harness the talents of local people through strengthening our local voluntary, community, social enterprise and faith sectors.

Working together we will

- Explore opportunities to develop connected community spaces and places, using a range of assets.
- Explore opportunities for communities to have more responsibility for the things that matter most to them and their neighbourhoods.
- Explore opportunities to work with the VCSE sector to re-design and review services, and support market engagement exercises.
- Encourage community cohesion, influence and participation through community ward budgets.
- Leverage more funding to the VCS and opportunities to deliver greater social value.
- Develop a borough-wide volunteering framework.
- Launch a new community grants programme.
- Address tough issues including social isolation.
- Ensure that the new Community Fund delivers outcomes from the opportunity and fairness commission.

What will change?

- A greater proportion of local organisations report that Croydon provides an environment for thriving and growing voluntary, community and social enterprise sector.
- Increased levels and models of volunteering.
- A greater proportion of people feel that they influence decisions in their local areas.
- Improved trust in local agencies.
- Voluntary, community, social enterprise sectors actively engaging and participating in partnership work and developing and delivering local services.
- An increased proportion of social enterprises and voluntary sector organisations deliver services in the borough.

Who is responsible?

Stronger Communities Partnership Board



Councillor Hamida Ali
Cabinet Member for
Communities, Safety
and Justice



Councillor Tomothy Godrey
Cabinet Member for
Culture, Leisure and Sport



MAKING IT HAPPEN

This section sets out what will be achieved over the five year term of this strategy. The Local Strategic Partnership (LSP) brings together partners from the public, private, voluntary, community and faith sectors which have overall responsibility for ensuring that all partners collaborate effectively to achieve the priorities outlined in this strategy.

The LSP will review performance against this plan on a quarterly basis, members directing resources as appropriate to work on issues that can only be addressed jointly. The five thematic partnership boards (Growth, Safer Croydon, Children and Families, Health and Wellbeing, Stronger Communities) as well as the children and adult safeguarding boards will be primarily responsible for ensuring that these outcomes are achieved. The LSP will continue to develop a joint understanding of the implications of key policy developments, emerging priorities, as well as working together to influence areas requiring improvement.

Principles

The LSP will promote and encourage innovation, collaborative working and robust community engagement, including co-production of services to ensure that together we deliver outcomes that make a real and valued difference to people's lives. In order to achieve the best outcomes we will commit resources to early intervention services. This will include harnessing community and voluntary sector resources to bridge gaps between funded provision and actual need in the ever present austere economic climate. Wherever it is practical and beneficial we will seek to integrate service planning, resources and deliver mechanisms across partner organisations in order to maximise efficiency and achieve best value.



PARTNERSHIP PERFORMANCE FRAMEWORK

OUTCOME ONE: A GREAT PLACE TO LEARN, WORK AND LIVE

Partnership priorities	Partnership outcomes	Partnership performance indicators
PRIORITY ONE Deliver the infrastructure for growth	- Support the creation of 16,000 jobs, which are accessible to all in a range of growing sectors including creative, digital and information technology, financial and professional services, construction, retail, leisure, education, health and social care. - Promote opportunities relevant to the development of one of Europe's largest urban shopping and leisure centres with the Whitgift redevelopment. - Attract investment to our district and local centres, creating vibrant communities across the borough and ensuring that all of Croydon is a great place to live, work and visit. - Work to promote Croydon's position as a premier office location through the development of new high quality office space, and reduce the excess supply of older office stock.	- Number of employee jobs within Croydon. - Percentage of working age adults claiming out-of-work benefits. - Overall occupation rates for business premises within the borough. - Occupation rates for business premises within the town centre. - Occupation rates for business premises within the district centres. - The volume (m2) of new Grade A commercial space delivered within the borough.
PRIORITY TWO Build new homes	Provide a choice of housing for people at all stages of life, addressing housing shortages in the borough by enabling at least 9,500 housing starts over the next five years.	- Number of market homes started (for sale or for rent). - The number of affordable homes completed (gross).
PRIORITY THREE Support the local economy to grow		- Number of small and medium enterprises (SMEs) in Croydon. - Number of business births not.
PRIORITY FOUR Deliver a vibrant cultural offer		Number of visitors to Croydon.

OUTCOME ONE: A GREAT PLACE TO LEARN, WORK AND LIVE

PRIORITY FIVE

Secure a safer, cleaner and greener borough

- How people rate the overall level of crime in Croydon today compared with the overall level one year ago.
- How safe people feel in Croydon.
- Reduction in the number of offences for priority crimes.
- Number of flytipping incidents.
- Reported incidents of antisocial behaviour.
- Percentage of domestic violence sanction detections.

PARTNERSHIP PERFORMANCE FRAMEWORK

OUTCOME TWO: A PLACE OF OPPORTUNITY FOR EVERYONE

Partnership priorities	Partnership outcomes	Partnership performance indicators
PRIORITY ONE Reduce poverty and deprivation	- Increasing proportion of working age residents across all cohorts have the necessary skills enabling them to compete for available jobs in the local economy and across the region. - Household incomes of welfare benefit claimants is maximized and they are more financially resilient. - Increasing proportion of local employers paying London Living Wage rate. - Increasing take-up of childcare through Best Start programme. - Work with CCG to review current practice around health issues and employment.	- Percentage of working age adults claiming out-of-work benefits. - The reduction in the number of adults who have no. qualifications in the borough. - Number of households engaged with welfare teams who are being provided with debt / budgetary advice. - Percentage of people earning less than the London Living Wage. - Percentage of eligible three and four year olds accessing funded early education. - Percentage of eligible two year olds accessing funded early education.
PRIORITY TWO Prevent homelessness	- Reducing number of homeless presentations, particularly from the black community where the rate is high relative to other groups in the community. - Improving standards in the private rented sector.	A) The number of households accepted as homeless under the Housing Act. B) Reduction in the number of households accepted as homeless under the Housing Act from BME backgrounds. - The percentage of private rental housing stock licensed through the selective licensing scheme. - Affordability of private rent – median monthly private sector rent as a percentage of the median gross monthly salary.
PRIORITY THREE Support families with complex needs	Individuals and families are able to achieve their full potential.	The number of families who have been successfully supported through the Think Family programme.

OUTCOME TWO: A PLACE OF OPPORTUNITY FOR EVERYONE

PRIORITY FOUR Deliver better education and the opportunity to reach full potential	• Increasing take up of Best Start provision. • Improving attainment at KS2 and A levels. • Improving attainment of pupils in the most deprived areas of the borough (wards in the north and east). • Improving attainment of Looked after children including UASC.	• The percentage of pupils achieving Level 4 or above in reading, writing and maths at Key Stage 2. • The percentage of young people qualified to at least Level 3 by the age of 19. • Percentage of children in care achieving Level 4 or above in Reading Writing and Maths at Key Stage 2. • Percentage of children in care achieving 5 or more GCSEs grades A*- C including English and maths.
PRIORITY FIVE Secure a good start in life, improved health outcomes, and increased healthy life expectancy Improve health outcomes and life expectancy	• Improved practice in relation to pre-birth and children under one year old to mitigate risks identified. • Reduction in level of child poverty. • Reducing childhood obesity through healthy eating and increased physical activity. • Improving health outcomes for looked after children. • Improving emotional wellbeing and mental health of children and young people. • Better multi agency working to deliver more effective early help for children. • Better trained workforce to better safeguard children and adults and tackle issues such as female genital mutilation, trafficking, domestic abuse and sexual violence, radicalisation, child sexual exploitation and missing.	• Percentage of children aged under 16 in low income households. • Percentage of children in Reception (aged 4-5) who are classified as overweight or obese. • Percentage of children in Year 6 (aged 10-11) classified as overweight or obese. • Average Strengths and Difficulties Questionnaire score for Looked After Children. • The number of Child Protection Plan (CPP) cases per 10,000 children within the borough. • The number of Looked After Children (LAC) cases per 10,000 children within the borough.

PARTNERSHIP PERFORMANCE FRAMEWORK

OUTCOME THREE: A PLACE WITH A VIBRANT AND CONNECTED COMMUNITY AND VOLUNTARY SECTOR

Partnership priorities	Partnership outcomes	Partnership performance indicators
PRIORITY ONE Connecting our residents, local groups and community organisations	- Increasing the proportion of people who say they are involved in civic participation. - Increase the proportion of people who say people from different background get on well together in their local area. - Increasing the proportion of people that feel they belong to their local neighbourhood. - Increased intelligence around existing community groups and organisation so that everybody in the community knows, understands and has access to information about different groups that exist in their area. - Increasing number of street and neighbourhood based social, cultural and inter-faith activities.	- The percentage of people from different backgrounds who feel they participate and influence. - Percentage of people who believe people from different backgrounds get on well together. - Percentage of people who feel they belong to their current neighbourhood.
PRIORITY TWO Strengthen and mobilise our voluntary, community and social enterprise sector	- Increasing proportion of local organisations which report that Croydon provides an environment for thriving and growing voluntary, community and social enterprise sector. - Increasing levels and models of volunteering. - Increasing proportion of people that feel that they influence decision in their local areas. - Improved trust in local agencies. - VCSE sector actively engaging and participating in partnerships work and developing and delivering local services. - Increasing proportion of social enterprises and voluntary sector organisation that deliver services in the borough.	- The proportion of people from different backgrounds who volunteer. - The proportion of people from different backgrounds who feel they participate and influence. - The proportion of people from different backgrounds who have trust in public services.

LINKED STRATEGIES AND PLANS

Strategies and plans which support this Community Strategy are listed below under each partnership board **[LINKS TO BE INSERTED]**

Children and Families Board

- Children and young people's plan 2016-17: **[LINKS TO BE INSERTED]**

Health and Wellbeing Board

- Joint Health and Wellbeing Strategy 2013-18:
<https://www.croydonobservatory.org/resource/view?resourceId=29>

Stronger Communities Board

- Stronger Communities Plan 2016-19: **[INSERT LINK WHEN AVAILABLE]**

Safer Croydon Partnership Board

- Safer Croydon Community Safety Strategy 2014-17:
http://www.croydonobservatory.org/Strategy_Crime_and_Community

Growth Board

- Croydon Promise 2014
https://www.croydon.gov.uk/sites/default/files/articles/downloads/The_Croydon_Promise.pdf

Supporting LSP strategies, plans and supporting documents

- Joint Health and Wellbeing Strategy 2013/18
- Children and Families Plan 2016-17
- Skills and Employment Plan
- Joint Strategic Needs Assessment – Core dataset
- Croydon Health Profile (Public Health England)
- Annual report of director of public health
- Child Poverty Strategy 2013-16
<https://secure.croydon.gov.uk/akscroydon/images/att2015.pdf>
- Croydon Integrated Mental Health Strategy for adults 2014-19
<https://www.croydon.gov.uk/sites/default/files/articles/downloads/imh-strategy-adults.pdf>
- Dementia strategy 2013-16
www.croydon.gov.uk/sites/default/files/articles/downloads/cab20121210dementia.pdf
- Joint sexual health strategy 2012-16
<http://www.croydonobservatory.org/resource/view?resourceId=28>
- Drug and alcohol strategy 2013-18: **[INSERT LINK]**
- Domestic and sexual violence strategy 2015-18 **[INSERT LINK]**
- The Local Development Framework (Croydon Local Plan and Master plans) can be found at: www.croydon.gov.uk/planningandregeneration/framework

Notes

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