



# Croydon's Community Strategy 2013 – 18



# CONTENTS

FOREWORD – from Chair of the Local Strategic Partnership.....	5
INTRODUCTION .....	6
CROYDON'S VISION .....	7
ABOUT CROYDON.....	8
WHAT YOU TOLD US .....	9
WHAT ARE CROYDON'S CHALLENGES .....	10
CROYDON'S CONTEXT .....	11
CROYDON'S STRATEGIC PARTNERSHIP .....	11
CROYDON'S GOALS AND PRIORITIES .....	12
• A BETTER BOROUGH .....	13
• PROTECT VULNERABLE PEOPLE .....	19
• TAKE RESPONSIBILITY.....	26
MAKING IT HAPPEN.....	34
• PARTNERSHIP PERFORMANCE FRAMEWORK.....	34
MORE INFORMATION .....	40
APPENDIX ONE: SUMMARY OF THE COMMUNITY STRATEGY .....	41



# FOREWORD - Chair of Croydon's Local Strategic Partnership

**Welcome to Croydon's latest Community Strategy. It covers the period 2013-18 and reflects the priorities that local people have told us are important to them and which have been captured in the long-term vision for the borough.**

Croydon has a long history of community pride and spirit making it a great place to live and work. I want everyone to share my passion and make it a place that is open for business to those who want to invest in creating sustainable opportunity and a sense of belonging for everyone.

Croydon like other places in the country has faced social and economic difficulties. These challenges have strengthened our commitment to partnership working – not just with each other as agencies – but with the people of Croydon. Our partnership must be at the centre of everything we do. That is why we will examine our partnership to ensure it is robust and delivers the priorities in this strategy.

Croydon's vision for 2014 is to be the most enterprising borough and with considerable private and public investment we are on the cusp of the most significant regeneration in sixty years. This will enhance the borough's position as a key regional employment hub for London and the South East by creating affordable housing and more than 16,000 jobs. Over the next few years Croydon's two main shopping centres Whitgift

and Centrale will be transformed into a retail and leisure destination which will reposition the borough as a great place to work and live. This regeneration will secure Croydon's economic future and make it an attractive place. Croydon's strategic partnership is determined to ensure that local people access these opportunities.

Whilst we have a clear long-term vision for the borough, we must seek to anticipate and adapt to the challenges that Croydon faces now and in the future. The needs of our communities must be our collective responsibility. We must be innovative and make greater efforts to harness our joint resources if we are to continue to deliver good quality services to the most vulnerable, carry out new responsibilities for helping those most in need, and retain all that is good about our borough. We need to make sure that all partner organisations in Croydon share a common focus and are ready to make the most of the opportunities that lie ahead.

As an award winning and innovative partnership I expect partners to take a proactive approach to promoting economic growth, improving health and wellbeing, supporting vulnerable people and making communities cohesive and safer at the same time as protecting priority local services, improving efficiency and reducing costs. As a partnership we are not complacent about the scale of our current challenges which make it vital that there is a shared response across Croydon.

This Strategy sets out the direction for the Local Strategic Partnership for the next five years and beyond. It outlines the key goals and priorities and how we aim to address them. By working together and staying focussed on what needs to be delivered over the next five years we will achieve our vision for Croydon.

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



Councillor Mike Fisher  
Chair of the Local Strategic Partnership

# INTRODUCTION

Croydon's Community Strategy is the overarching strategy for the borough. It is our most important strategic planning document and provides a framework for the work of all partner organisations within Croydon's Local Strategic Partnership to be aligned to our vision through strategies and plans. This latest Community Strategy takes a medium term strategic perspective and has been developed in support of the delivery of Croydon's long-term vision.

## The purpose of the strategy

Croydon's Community Strategy is very much a partnership document whose role and purpose is to address difficult cross cutting issues which affect the social, economic and environmental wellbeing of the area. Its purpose is not to repeat the contents of other key strategies and documents, but rather to influence the future direction. Consideration of the influence of Croydon's Community Strategy on other key documents is found in chart one.

The issues in Croydon's Community Strategy are best tackled through the combined efforts of different agencies and organisations. In identifying these issues, Croydon's Community Strategy must be based on a sound understanding and analysis of local needs and issues. This then provides the evidence base for other themed strategies and plans.



Alongside the Community Strategy, and leading from the development of Croydon's vision, is the Croydon Local Plan: Strategic Policies. It is the most important planning policy document for the borough. It encourages sustainable development to make sure we have homes, shops, jobs, schools, health leisure and other essential facilities we need to help deliver our vision for Croydon up to 2031.

## How was it produced?

Croydon's Community Strategy is based on the facts and figures about the population and its needs found in the borough profile. It has evolved through a process of information gathering, discussion and debate amongst partner organisations, themed partnerships, communities and individuals. Key to the strategy's development has been an extensive consultation programme which has gathered information in a range of ways including consultation undertaken by our themed partnerships.

We have also conducted consultation through the Local Strategic Partnership and its meeting of Congress. These meetings happen twice a year and involve key stakeholders from across a range of agencies and organisations. This Strategy is informed by the views expressed by local people and key stakeholders about their experience of living and working in the borough. A summary of this information can be found at: [www.croydon.gov.uk](http://www.croydon.gov.uk)

## Who is it for?

Croydon's Community Strategy is for everyone who lives and works in the borough but mainly intended for use by the partners involved in the borough's strategic partnership. It should also influence policy makers at regional and local levels through the themed partnership boards. Further information about the partnership can also be found in the section Making it Happen.

# Croydon's vision

## “We are Croydon”

Croydon's vision was developed over three years ago by approximately 20,000 residents. The outcome is an ambitious and compelling vision of the type of place that Croydon wants to be by 2040.

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

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

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

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

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

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

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

More information about Croydon's Vision can be found at [www.croydon.gov.uk](http://www.croydon.gov.uk)



## About Croydon

Croydon has a prime location, with fast access to London, Gatwick and the South Coast, as well as enjoying one of the best public transport networks (rail, tram and road links) in London. Croydon is a true edge city, with all the benefits of a fast paced urban environment similar to inner-London complemented by quieter more leafy suburbs reflecting outer-London.

The borough is home to one of London's largest local retail and commercial centres with a significant night-time economy. It has more than 120 parks and open spaces making it one of the greenest places in London.

Croydon is a unique place to live and work with 16 distinct places identified in the Croydon Local Plan where the north of the borough shares many characteristics with inner-London and areas in the south reflect the outskirts of London. It is a place with some of London's most affluent areas to live as well as some of the most deprived as shown on Map Two on page nine.

Croydon's population is the largest in London at approximately 363,400 with one of the fastest growing black and minority ethnic (BME) communities in London. Croydon's communities speak more than 100 different languages and 45% of the population from a BME background. While the borough's residents are ageing, it also has the largest population of young people in London.



Map One: Croydon's 16 places.



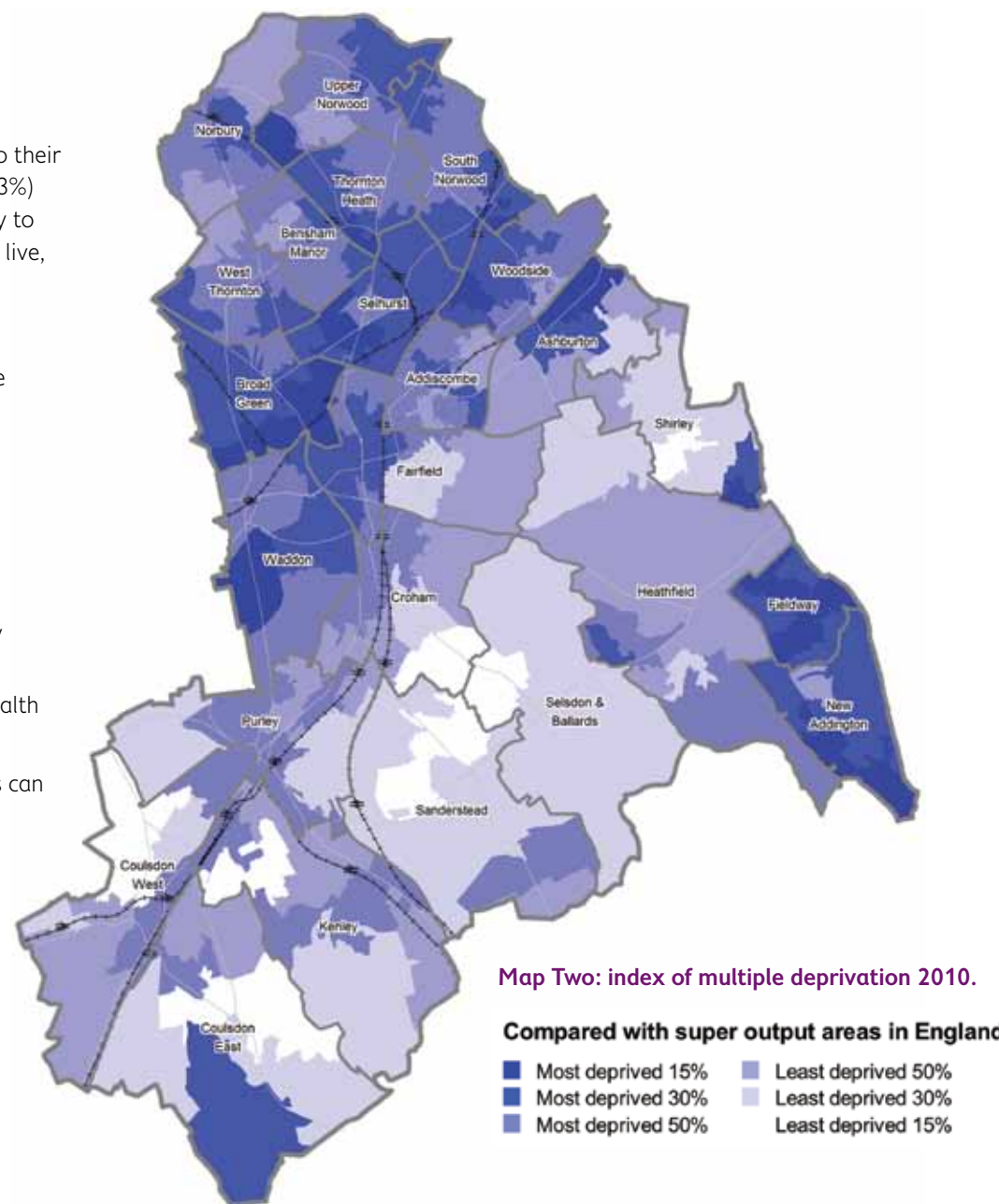
## What you told us

Overall 72% of residents agree that their local area is a place where people from different backgrounds get on well together, while 69% strongly feel they belong to their local neighbourhood. The majority of residents are satisfied with the borough (73%) and their local area (79%) as a place to live. Residents in the south are more likely to say they get on with the people in their community and satisfied with where they live, while those living in the north of the borough are least likely to agree.

Community priorities include:

- Better promotion of opportunities to get involved in their communities to make them resilient, build trust and confidence;
- Help with breaking the cycle of poverty and unemployment through earlier intervention in primary and secondary schools to support children and families at risk of not being in education employment or training (NEET);
- A targeted approach to dealing with deprivation;
- To attract more inward investment and enhance Croydon's reputation;
- Activities and opportunities that support young people e.g. getting them ready for work;
- Promotion of community based interventions to improve community safety, health and wellbeing.

More information about Croydon's needs and what our communities have told us can be found at [www.croydon.gov.uk](http://www.croydon.gov.uk) and [www.croydonobservatory.org.uk](http://www.croydonobservatory.org.uk)



## What are Croydon's challenges?

Croydon is a great place to live, work and visit for most people. However, we know there is a need to improve outcomes for local people in some of our most deprived areas.

We know Croydon's population is changing dramatically with one of the fastest growing black and minority ethnic communities; more young people than other boroughs, an emerging trend of young adults and families leaving the borough and people living longer. We need to ensure Croydon is a place that is attractive to families and young adults and services meet the needs of the people who live in the borough. There is a need to take a look at new and existing communities to identify what can be done to promote greater community cohesion and integration.

We know Croydon is already a great place to do business with a range of economic and educational opportunities that make this borough an even better area to learn, work and live. There is a need to ensure businesses choose Croydon by attracting and promoting sustainable and long-term investment and growth. We need to ensure young people and those who are long term unemployed are ready for work and have the skills to make best use of apprenticeship, training and work experience and provide relevant skills and education to enable local people to access jobs.

Croydon is a safe place for most people but for some there is a real sense of the fear of crime and concerns about violent crime including domestic abuse, anti-social behaviour and hate crime. There is a need to build trust and confidence so that people know agencies will address the issues that matter most to them and their communities.

We know that most people in Croydon are healthy but there are differences in life expectancy between men and women as well as those living in the north and south of the borough. There is a need to do more to encourage people to live healthier lives through better information and activity. This could include an examination of our key services to ensure they are targeted.

Croydon is known for having an innovative and dynamic partnership and in tough economic times it is the strength of this partnership that is tested. There is a need to do more together with limited resources which includes considering new ways to use our assets as well as ways of working. This could involve developing community budgets, integrating and co-locating services.

To do all of this we will work better together in partnership, particularly in the context of current and probable future reductions in public sector resources. The foundations are already laid through Croydon's Strategic Partnership. We will build on this to raise our collective game, develop new and innovative approaches and work together to make a real difference.

As a partnership there are challenges for all agencies and these include:

- Addressing the deprivation experienced by people living in the borough, in particular wards in the north as well as New Addington and Fieldway
- Tackling violent crime, especially domestic abuse and serious youth violence
- Tackling anti-social behaviour including hate crime and fear of crime
- Tackling growing social pressures including child poverty, lack of affordable housing and a rising trend in homelessness
- Address the underlying causes that prevent communities from becoming cohesive, integrated, resilient and active
- Tackling youth unemployment and targeting areas of the borough with high economic inactivity
- Providing opportunities for people especially those aged between 16 – 24 to be in education, training or employment
- Helping businesses to survive and thrive in Croydon, including support for small to medium enterprises
- Ensuring Croydon is promoted as a place for investment, economic growth and employment opportunity
- Strengthening the resilience of individuals and families with complex needs such as poor mental and physical health and drug and alcohol problems
- Tackling health inequalities across the borough including obesity in children and adults

More detail about the wider challenges can be found in different partnership strategies and plans as well as related needs assessments.

## Croydon's context

The Community Strategy was last updated in 2010 and since that time there have been significant changes at a national and local level. Croydon has faced major challenges as a local area that involve managing significant reductions in government funding as well as national policy reforms to welfare and housing, health, education and planning, directly impacting local people and communities. We have also taken a considered approach to the violent disorder that happened in a number of London boroughs including in Croydon in August 2011, especially as this event will have affected the way people feel about where they live and work.

At the same time we are also preparing for the regeneration of the town centre and working with local people and businesses as well as regional and national partners to secure sustainable investment and employment in the borough. All of this is happening at a time when we anticipate continued growth and change in local neighbourhoods and communities in and around Croydon, in terms of new housing, businesses and population. Given this range of challenges and opportunities, it is particularly relevant and important that we are focussed on the right goals and priorities for our future direction.

All these dynamics require us to carefully consider how we can best develop and deliver excellent services in Croydon. This Community Strategy creates an opportunity for agencies to work together to explore how we harness the positive contributions and involvement from everyone in our community to help achieve our local vision. It is also intended to help partners from all sectors by providing a framework that ensures everyone living and working in Croydon is better able to benefit from the changes in their local area.

## Croydon's Strategic Partnership

Croydon's strategic partnership is award winning and noted for its innovation where partners from different sectors work together to improve outcomes for local people. Croydon's public, business, community, voluntary and faith sector partners recognise that the only way to effectively and efficiently deal with these challenges is to work together in partnership.

Our most important partner is Croydon's community and by working together we are committed to building a **better borough** that creates sustainable opportunities so that it is a great place to learn, work and live for everyone; where we look out for, support and **protect vulnerable people**, and communities come together to create a sense of belonging by **taking responsibility** for their families and neighbourhoods.

Local stakeholders and communities need to work together with less money to find new ways of meeting the growing and changing needs of a diverse population. To achieve more with less we need to be targeted with clear goals and priorities that continue to help us move towards the borough's vision.

Together we can deliver outcomes which are beyond the scope of any one partner organisation to tackle. Croydon's strategic partnership is currently organised into four partnership boards. These are responsible for the coordination and delivery of action which is set out in borough-wide partnership strategies and plans.

A review is currently being undertaken of the Local Strategic Partnership structure to ensure it has the most appropriate mechanisms for collectively reviewing and steering resources to achieve the goals and priorities set out in Croydon's Community Strategy. Information on any changes to the structure will be provided in subsequent iterations of this strategy.

# CROYDON'S GOALS AND PRIORITIES

We want Croydon to be a **better borough** using the talents, aspiration and ambition of the people that live and work here. To do this we need safer communities where local people live and work free from the fear of crime and the police and council are trusted to deal with the issues that affect them. We need more educational opportunities, skills and jobs so that businesses have a ready supply of the most talented people. *We want to build a better borough making it a great place to learn work, and live.*

We want to **protect vulnerable people** and will offer good quality, accessible and joined-up services and information so that agencies can make a difference to local people through coordinated prevention and early intervention. *We want to work with stakeholders and local people to understand what they need, and involve them in shaping and delivering better outcomes.*

We want to encourage people to **take responsibility** and build community capacity to organise and have a greater voice in the things that matter most to them. To do this we will build trust and confidence in local agencies, promote resilient and integrated communities and harness community and voluntary sector enterprise, creativity and innovation. *We want to ensure that people are able to help themselves, family, neighbours and communities.*

A summary of the goals and priorities can be found at appendix one. Detailed information and delivery programmes supporting these goals and priorities can be found in Croydon's themed partnership plans and strategies found on page 40.



# GOAL ONE: A BETTER BOROUGH

## PRIORITY ONE – A great place to learn, work and live

### Why is this important?

We want a thriving and sustainable world class economy for the future with highly skilled and motivated people.

We know that sustainable economic growth and development is best delivered through our significant town centre regeneration programme. This will act as a catalyst to attract businesses to invest, who in turn go on to thrive providing opportunities for local people.

The borough is the most important commercial centre outside central London for financial and business services. It serves as a major economic and employment centre for the region for both retail and public administration. Croydon's current 12,000 strong business base is one of the borough's most important assets.

Croydon will undergo major change and civic renewal in the next two decades, with potential for over 20,000 new homes across the borough, many in the town centre and a revitalised local economy. Croydon's development and regeneration proposals will maximise economic, social, health and environmental benefits for the borough. In particular, the plans for London Road and Town Centre Master Plans will play a major role in bringing forward positive change for people and businesses.

We want to encourage innovation and investment into the borough to support enterprise and increased employment for the benefit of all Croydon residents. Croydon is working regionally with businesses and other local authorities to attract inward investment to stimulate local economic development through mechanisms such as the Local Enterprise Partnership and the Croydon Opportunity Planning Framework. The Croydon Local Plan will help to enable sustainable development while the new community infrastructure levy (CIL) will support infrastructure provision. In addition business growth must be based around encouraging our existing small to medium enterprise base to flourish. Key to this process is encouraging innovation via promotion and support of new start-up micro businesses.

Reforms to the planning system give residents greater control over the built environment in which they live, and communities the right to draw up neighbourhood plans and put forward development proposals that have widespread local support. Investment in our local infrastructure such as our schools estate will help us to better meet the needs of our changing and growing population.

The new Community Infrastructure Levy (CIL) is a new planning charge on developers. It will support new infrastructure provision for healthcare facilities, education and community facilities, public open space, public sports and leisure and projects in the Connected Croydon Delivery Programme, ensuring communities receive direct contributions to local improvements. Investment in our local infrastructure such as our schools estate will help us to better meet the needs of our changing and growing population. In order to support growth, the public realm needs to be sustainable, adapting to climate change, robust and multifunctional, providing well designed, connected open spaces where people want to be, and assisting in the establishment of healthy, safe and cohesive communities.

A statutory requirement of Croydon's Local Plan is that it complies with the 'Duty to Cooperate' on issues beyond local authority neighbours where the Local Plan has implications for other authorities, such as energy management. Engaging with local enterprise partnerships (LEPs) is therefore important. Partners also need to work together throughout the planning process and coordinate on strategic planning.

We want to enhance our cultural offer by building on the recent successful investment in Croydon's Cultural Quarter in the Old Town area, through targeted cultural regeneration.

We also aim to improve the quality of our parks and green spaces, whilst protecting and enhancing their biodiversity. Local people can take an active role in protecting green spaces. At the same time we want to improve access and links to and through green spaces to encourage more physical activity including walking and cycling so that we attract increased investment in making Croydon a cycle friendly borough.

## Working together we will:

Coordinate an integrated and strategic approach to managing growth and change by ensuring there is a partnership understanding of the scale and nature of physical and social regeneration.

Stimulate new business, innovation and entrepreneurship by looking at measures to support small business by providing:

- Appropriate infrastructure for business incubation, growth and clustering;
- Opportunities for entrepreneurship, innovation, continuous improvement and investment in skills;
- Intensive support for micro businesses;
- Mentoring and networking for businesses.

Attract and retain businesses by:

- Promoting 'Choose Croydon' as a destination option that is 'open for business' and re-establishing Croydon as the first choice for businesses looking for a South London location;
- Looking at the support requirements of existing businesses enabling them to grow and increase their productivity.

Improve Croydon's town centre by:

- Development of the retail realm to ensure a mixed economy;
- Encouraging stronger town centre offer and developing a mixed night-time economy;
- Ensuring business accommodation reflects flexible office requirements and opening two new business centres.

Improve Croydon's reputation as one of the greenest places in London by enabling local people to make use of the borough's parks and open spaces through a range of new initiatives that encourage physical activity including walking and cycling.

Promote cultural regeneration by undertaking a review of our assets and galvanise the talent of local people to create an innovative and vibrant cultural offer that will inform the development of cultural activity.

## Partnership outcomes

- More businesses locate in Croydon increasing the net business base by sector and existing business base.
- More social enterprises and small to medium businesses start-up.
- Increasing new business registration rate.
- Increasing the footfall and retail sales in the town centre.
- More people choose to stay in Croydon.
- More people attracted to Croydon's cultural offer.

## Who is responsible for making this happen?



Councillor Vidhi Mohan  
Cabinet Member for Communities  
and Economic Development



Nathan Elvery  
Chief Executive of  
Croydon Council



Councillor Jason Perry  
Cabinet Member for Planning,  
Regeneration and Transport



Matthew Sims  
Chief Executive of Croydon  
Business Improvement District



Councillor Tim Pollard  
Deputy Leader and Cabinet Member  
for Children, Families and Learning

## PRIORITY TWO – More educational opportunities, skills and jobs

### Why is this important?

We want everyone in Croydon to have the opportunity to set themselves high ambitions and to achieve them so that they live fulfilled lives.

We know that Croydon's schools and colleges offer children and young people excellent learning opportunities and educational attainment can lead to better life chances. Therefore as schools, colleges, and independent providers gain greater autonomy, local partners especially those who commission services will need to set clear strategic priorities in relation to education and act as champions of deprived communities, and vulnerable people.

The route into employment is dependent upon the coordinated effort of a wide range of partners and services. There is a need for an integrated approach that encourages schools and colleges to work with local employers to access jobs for Croydon residents as well as support young people to have the skills to access opportunities. At the same time there is a need to address multiple and interrelated barriers that households face in securing employment.

We need new and existing businesses to provide jobs, apprenticeships and work experience for local people especially young adults and those who are long term unemployed.

By offering good prospects for future employment and learning where people attain higher skills and are ready to take up these opportunities we will be in a better position to retain local talent especially young adults and families.

### Working together we will:

Identify and maximise employment opportunities arising from key growth areas in Croydon especially through the town centre regeneration by negotiating agreements around local jobs, training and apprenticeships.

Coordinate the efforts of partners to help young people and the long term unemployed move closer to employment by:

- Supporting residents especially young people and the long term unemployed to develop the right skills at the right level to compete in the job market;
- Supporting measure to address low self-esteem and aspiration;
- Working with Croydon employers to increase the number of jobs and ensure that local residents are considered as a priority especially young people and the long-term unemployed and those living in deprived areas;
- Supporting young people to be employment ready;
- Promoting and improving access to training in Croydon.

## Partnership outcomes

- More young adults and families choose to stay in Croydon.
- Increasing the proportion of working age people in work and not on out of work benefits.
- Improving educational attainment at primary, secondary and tertiary level.
- Improving opportunities for vulnerable children by narrowing the gap in educational attainment.
- Increasing the proportion of 16 – 18 year olds in education, employment and training.

## Who is responsible for making this happen?



Councillor Vidhi Mohan  
Cabinet Member for Communities  
and Economic Development



Frances Wadsworth  
Chief Executive of  
Croydon College



Councillor Tim Pollard  
Deputy Leader and Cabinet Member  
for Children, Families and Learning



Hazel Renwick  
Croydon's District Operation  
Manager for Jobcentre Plus



Nathan Elvery  
Chief Executive of  
Croydon Council



Photo by David Baird



## PRIORITY THREE – Safer communities

### Why is this important?

We want everyone who lives or works in Croydon to feel safe and trust agencies to tackle the community safety issues that most affect them.

We know that Croydon is a safe place for most people but some residents living in some of the borough's most deprived areas experience more crime and there is a real sense of the fear of crime and concerns about anti-social behaviour including hate crime. Community safety remains one of the top concerns for Croydon residents, despite actual recorded crime rates having become more stable over recent years.

London's new police and crime plan sets out ambitious priorities around reducing key neighbourhood crimes, boosting public confidence in the police and reducing costs. In relation to criminal justice the key priorities are around ensuring swifter justice for victims, increasing compliance with community sentencing and reducing reoffending by young people. Central to this new approach is a stronger focus on the victims of crime.

Derelict sites and buildings can impact on the perception of the borough and the visual quality of the public realm. They can have an adverse impact on community safety owing to lack of active frontages. We want to conserve and create spaces and buildings that foster safe, healthy and cohesive communities.

### Working together we will:

Produce a community safety needs assessment, a programme of consultation that informs the development of a new community safety strategy by 2015.

Implement the Local Policing Model which will involve:

- Exploring new forms of public access between the police and council;
- Providing more police through redesigned safer neighbourhood teams that are responsible for driving down crime;
- Considering the establishment of a new safer neighbourhood board.

Share intelligence and information about incidents of anti-social behaviour including hate crime to ensure victims and perpetrators are identified so that early support and intervention is established.

Adopt a multi-agency approach to tackling violent crime, especially gang related and involving robbery by:

- Providing positive interventions for young people known to be at risk in particular known gang members and girls/young women as well as wider youth engagement programmes;
- Continuing to work closely with community and voluntary groups to support individuals and their families to tackle underlying problems linked to re-offending especially links with deprivation, and drug and alcohol use;
- Harnessing expertise in the voluntary sector to increase community participation in promoting community safety.

## Partnership outcomes

- Improving public confidence in community safety services enabling them to say they feel safer in their communities.
- Improving the protection and support available to people who become the victim of crime.
- Reducing the crimes that have an impact on the lives of local people including domestic abuse and serious youth violence as well as anti-social behaviour.

## Who is responsible for making this happen?



Councillor Simon Hoar  
Cabinet Member for  
Community Safety



Nathan Elvery  
Chief Executive of  
Croydon Council



Dave Musker  
Borough Commander of  
Croydon Police



David Lindridge  
Borough Commander of  
Croydon Fire Service



# GOAL TWO: PROTECT VULNERABLE PEOPLE

## PRIORITY ONE – Good quality, accessible and joined-up services and information

### Why is this important?

We want local people to have good quality services that are joined-up so that they can access the right services, at the right time and in the right place.

We know people have high expectations of public services especially health and social care. There is increasing demand for these services including emergency services, which comes at a time of tighter financial controls on public spending. In addition, the public has high expectations that the most vulnerable children and adults in society and their carers have their voices heard and are protected from abuse and neglect through strong safeguarding arrangements.

Recent high profile investigations at Winterbourne and Mid Staffordshire remind everyone of the need to promote and protect a person's right to be treated with dignity and respect and that we must put people – their voice and experience – at the heart of everything we do. In Croydon we expect safeguarding to be everybody's business and that all local communities play a part in preventing, detecting and reporting neglect and abuse.

Croydon has a large population of older people and many live independent lives but some experience disability as they age. As a borough we are passionate about putting disabled people first and recognise the need to ensure we hear their voice and services meet needs in a way that encourages independence as well as fulfilled lives. We recognise that services and organisations supporting disabled and older people need to develop and be re-designed to effectively and efficiently deal with growing demands. Work is already underway to provide more personalised and flexible services based on the individual. This includes the £11m redevelopment of Purley Hospital to support care closer to home. Conversely, we need to make the most of the opportunities that the large and sustained growth in the older population may also present.

We know with the continuing reduction in public sector funding agencies will need to consider new ways of working and different options for service delivery including closer working on the development of shared services or those provided within the community. We want to use our commissioning activity to buy better outcomes for local people, in particular for people who live complex lives with multiple needs; including disabled people and those who experience persistent inequalities living in the poorest areas of the borough.

Recent reform to health and social care has seen the setting up of health and wellbeing boards, the establishment of clinical commissioning groups as well as the transfer of public health to the local authority. As with schools, who, like GP consortia will operate with greater autonomy, there is a need for partners to work together to determine how best to improve the life chances of local people. This will mean highlighting the importance of a borough-wide strategic approach to public health as well as the value of community preventative services.

We know that agencies will need to do more to ensure that information and advice is accessible to different communities. There is a need to ensure that older and disabled people, families and those who are unemployed are able to use new technology so that they can make the most of integrated pathways to services.

Local people should be at the centre of the design of services which should ideally be located in the places in which they live. This could involve a greater role for the community and voluntary sector.

## Working together we will:

Develop greater understanding of our diverse communities and plan for their accommodation, service and market needs ensuring there is a joined up approach to service delivery across all sectors and within all our policy planning and service design.

Improve the integration of services across organisational boundaries, including between children's and adult's services, mental, physical and disability health services, health and social care services and hospitals, to community services.

Use an evidence approach to identify need and developing interventions that are targeted at priority areas and groups of people especially those living in deprived areas, who are vulnerable or disabled.

Coordinate an integrated approach to commissioning local services that meet the needs of local people through a range of different providers including the community, voluntary and faith sectors.

Develop a diverse range of services that meet the individual needs and aspirations of disabled and older people and which promote dignity and respect including the promotion of dignity champions throughout agencies.

Encourage greater self-help options which involve:

- Improving access to information, advice and guidance for vulnerable people so that they can exercise choice and live independently in their own homes;
- Exploring new ways of making information more accessible through the use of technologies such as social media.

Expect all agencies to prioritise adult and children safeguarding and ensure policy, procedure and practice is regularly reviewed in an open and transparent way across a wide range of functions from information sharing through to commissioning and delivery of services.

Explore the feasibility of conducting a review of local services that offer community based prevention and intervention services that improve access to health, social care and education.

## Partnership outcomes

- Improving satisfaction with local services.
- More older people and disabled people supported to live independent and fulfilled lives.
- More services provided locally by community and voluntary sector.
- Increasing the proportion of people who say they can access good quality information about services in their neighbourhood.
- Increasing the proportion of people who say they can access good quality services in their neighbourhood.

## Who is responsible for making this happen?



**Councillor Margaret Mead**  
Cabinet Member for Adult Services and Health



**Paula Swann**  
Chief Officer for Croydon's Clinical Commissioning Group



**Councillor Tim Pollard**  
Deputy Leader and Cabinet Member for Children, Families and Learning



**John Goulston**  
Chief Executive of Croydon's Health Services



**Nathan Elvery**  
Chief Executive of Croydon Council

## PRIORITY TWO – Better prevention and early intervention for people who are vulnerable

### Why is this important?

We want Croydon to be a place that reaches out to all of its communities to provide the support needed to help people lead independent, healthy, and productive lives.

Overall life is good for most people living in Croydon. However some of our communities lead complex lives, experience disability, multiple and inter-generation disadvantage and live in some of Croydon's most deprived areas.

One of the most important factors is persistent health inequalities which are difficult to change. They are also widening and will continue to do so unless we do things differently. This means addressing not only the short-term consequences of avoidable ill-health but also the longer-term causes and the wider determinants of poor health.

Overall, life expectancy is increasing but the life expectancy gap between the most deprived areas in Croydon and the least deprived is 9.5 years for men and 5.8 years for women. There are significant differences in preventable deaths between the most and least deprived areas in Croydon, with circulatory diseases, cancers and respiratory diseases causing the majority of deaths in deprived areas. Many of these diseases are related to unhealthy lifestyles and socio-economic circumstances such as child poverty.

Disability, mental and physical ill-health can severely impact on the quality of life of those suffering from it and those immediately around them. It is also closely associated with deprivation. We know some people have chaotic and complex needs that can expose them to greater risks of increased experience of mental health problems as well as drug and alcohol use.

Recently the impact of not taking-up childhood immunisations has seen the emergence of life threatening illness that is entirely preventable. There is a need to ensure every child has the best start in life which involves ensuring information about the importance of immunisation programmes are widely known to encourage greater take-up by parents.

We want people to live a full a life as possible for as long as possible. Working together we can strengthen preventative approaches that encourage a 'life course approach' that starts from our citizens' earliest years and runs throughout their lives. For example prioritising childhood obesity, encouraging parents to immunise their children, promoting physical activity as part of a healthy lifestyle will improve the health and well-being of children and reduce the health impacts in later life.

We know an integrated approach to safeguarding vulnerable adults and children is an essential priority for all agencies in Croydon. Some people that have complex needs are vulnerable and can be at risk of being abused. There is a need to ensure that everyone, families, carers as well as agencies share information about children and adults at risk and ensure that their voice and experience is at the centre of everything we do.

If we can do this, it will make us effective in tackling some of the persistent inequalities experienced by our most deprived communities.

## Working together we will:

Expect all agencies to prioritise the work of Croydon's children and adult safeguarding boards so that victims are identified and receive the most appropriate interventions.

Adopt a joined-up approach to tackling persistent inequalities addressing the factors that drive poorer outcomes amongst the poorest and most disadvantaged communities in the borough.

Coordinate an integrated approach to tackling child poverty by:

- Supporting families in maximising income and reducing spending;
- Meeting immediate needs of children and families at risk of poverty;
- Strengthening support for families in poverty;
- Mitigating impact of poverty on families.

Tackle complex needs through early intervention:

- Extending the multi-agency front door for early intervention;
- Family engagement partnerships and payment by results;
- Extending family resilience service to full size;
- All children identified as vulnerable receive an intervention;
- Single pathways for vulnerable families (9mths – 3 years);
- Prevention of drug and alcohol misuse;
- Early intervention around mental health;
- Promoting childhood immunisations programmes.

Adopt a multi-agency problem solving approach to tackling the incidence and impact of domestic abuse and sexual exploitation.

Adopt a partnership approach to encouraging participation in physical activity especially in deprived communities as well as disabled and vulnerable people.

Support people to live independently through integrated care, self-directed support and reablement.

Ensure disabled people are supported through a range of interventions appropriate to their needs and support them to lead fulfilled lives.

Tackle the underlying causes of ill health through improving educational attainment, housing, getting local people into jobs and creating a safe and healthy environment.

Develop a range of actions to promote healthier lifestyles, focusing on physical activity, reducing smoking, obesity, encouraging safe and social use of alcohol.

Focus on the health of specific groups of people and ensure access to good preventative and treatment services such as immunisations, diabetes and stroke services.

## Partnership outcomes

- Reducing child poverty.
- Improving confidence in domestic violence services.
- Reducing childhood obesity.
- More people have healthier lifestyles through increased physical activity.
- Narrowing the outcomes gap between people in deprived wards and elsewhere.
- Increasing the proportion of people supported to live independently.
- Increasing the proportion of people helped through self-directed support.
- Improving satisfaction with services.
- Increasing the proportion of people who say they were treated with dignity and respect.

## Who is responsible for making this happen?



Councillor Margaret Mead  
Cabinet Member for Adult Services  
and Health



Paula Swann  
Chief Officer for Croydon's  
Clinical Commissioning Group



Councillor Tim Pollard  
Deputy Leader and Cabinet Member  
for Children, Families and Learning



John Goulston  
Chief Executive of  
Croydon's Health Services



Nathan Elvery  
Chief Executive of  
Croydon Council



## PRIORITY THREE – Meeting housing need

### Why is this important?

We want to ensure there is a choice of housing for people at all stages of life and that housing is affordable. Croydon has comparatively high levels of home ownership, with 59% of people either owning their home outright or mortgage holders. Croydon has approximately 17% social housing and recently seen a large rise in the number of people that are privately renting their homes locally. Many residents will be affected by recent changes to welfare reforms.

We know the current housing market conditions present a significant challenge both nationally and in Croydon. Affordability is a persistent problem and the population of Croydon is projected to rise. There will also be a demographic shift with the proportion of older people increasing. Other issues include meeting the housing and support needs of vulnerable residents; eliminating rough sleeping; preventing homelessness; giving local people more choice in the housing available to them by increasing the range of housing on offer; and tackling poor housing conditions.

### Working together we will:

Deliver a coordinated approach to information, advice and support for people at risk of homelessness and experiencing the impact of welfare reform.

Deliver access to affordable temporary and permanent accommodation and housing by bringing empty properties back in to use.

Manage demand by providing information, support and advice to help residents select the most appropriate housing option to meet their needs and aspirations.

Refurbish and develop new units of supported housing in partnership with housing providers.

Tackle homelessness through conducting a review of homelessness and refreshing the borough's homelessness strategy.

Coordinate an integrated response to welfare and housing reform that identifies those most at risk of further social and economic exclusion.

Maximise the supply of high quality, environmentally efficient, affordable homes in the borough.

Support social housing providers in leading the way by providing high quality, well managed and maintained housing.

Explore all options available to ensure a supply of affordable housing by working flexibly with a range of other investors and providers.

Promote the private rented housing stock as a tenure of choice for residents as well as ways of accessing home ownership options products available to Croydon's residents.

Ensure that the housing support and accommodation needs of vulnerable people are met by providing appropriate services and adaptations especially for the disabled and older people.

Ensure new housing development will support planned economic growth and wider regeneration initiatives and is sustainable both in terms of its location (to reduce travel and transport usage) and its design, built to have a minimal carbon footprint, be resilient to the impacts of climate change and have affordable running costs for the occupants.

### Partnership outcomes

- Increasing the number of affordable homes.
- Reducing the number of statutory homelessness.
- Improving satisfaction with services.



Who is responsible for making this happen?



Councillor Dudley Mead  
Deputy Leader and Cabinet Member  
for Housing



Nathan Elvery  
Chief Executive  
of Croydon Council



Councillor Jason Perry  
Cabinet Member for Planning,  
Regeneration and Transport



# GOAL THREE: TAKE RESPONSIBILITY

## PRIORITY ONE – Community capacity to organise and have a greater voice in the things that matter most to them

### Why is this important?

We want the community, voluntary, faith and social enterprise groups and organisations to be at the heart of our effort to improve engagement with residents and communities to better respond to their needs.

We know having stronger communities that take responsibility for their neighbourhoods is important so that local people can cope with changes that take place to their families and around them. Local people can have a dramatic impact on their neighbourhoods through a range of action that deals with anti-social behaviour, noise, fly-tipping, environmental issues and recycling, as well as supporting carers, providing child care and promoting health and wellbeing.

We want to encourage more people to get involved in their local area and when asked which activities, if any, Croydon residents would personally be willing to get involved in their local community, people are most likely to help an elderly neighbour, report environmental issues and clear the public footpaths outside their homes.

Local people can make a difference and sometimes need information and guidance about how to do this. Often community strains appear when people experience difficulty and feel they cannot influence change. Increasingly community action is the means by which local people and community groups can affect the shape of services in their areas and, where there is a real local wish to do so, local people can get involved in local neighbourhood planning and provide their own services in their own way for their own community.



## Working together we will:

Improve participation in civic life especially among those who are under-represented or in areas where community involvement is low.

Encourage initiatives that support local people to develop as champions in their local area especially those involved in self-help and empowerment activities.

Help local people who want to get involved to develop local projects which have the backing of their communities.

Coordinate campaigns that encourage residents to get involved in protecting their local environment focussed on recycling, cleaner streets, accessible transport and improving home efficiency.

Encourage people who live and work in Croydon to get involved in volunteering opportunities especially in the most deprived areas including clear-up days and support for local community groups.

Encourage local employers to support Croydon's residents through a range of corporate social action programmes especially in deprived areas.

Encourage local residents to get involved in improving community safety in their neighbourhood by promoting safer neighbourhood panel boards, resident associations as well as make connections with others who feel the same and start up local groups.

Encourage people to have a voice and take greater responsibility for their own health and wellbeing by promoting:

- Croydon's Healthwatch;
- Forums where people can have their say;
- Ways to improve health and wellbeing in the workplace;
- The five ways to wellbeing which include keep active, keep learning, make contact, take notice and keep giving;
- Safe and social use of alcohol.

Promote opportunities for communities to develop their own identities using social media and distinct branding e.g. e-community forums.

## Partnership outcomes

- Increasing regular volunteering.
- Increasing the proportion of people who feel they can influence decisions in their local area.
- Increasing the proportion of people who say they are involved in civic participation.
- Increasing self-reported wellbeing.

## Who is responsible for making this happen?



**Councillor Vidhi Mohan**  
Cabinet Member for Communities  
and Economic Development



**Nero Ughwujabo**  
Chief Executive of  
Croydon BME Forum



**Nathan Elvery**  
Chief Executive of  
Croydon Council



**Steve Phaure**  
Chief Executive of  
Croydon Voluntary Action



**Councillor Sara Bashford**  
Cabinet Member for Corporate and  
Voluntary Services

## PRIORITY TWO – Trust and confidence in local agencies

### Why is this important?

We want local people to have trust and confidence in local agencies to involve them in the ways that help them to have a greater say and influence. Individuals are more likely to feel they belong and can influence decisions locally in areas where people trust their local institutions.

We know that elected bodies and representatives play an important part in helping the voice of local communities to be heard throughout the borough and wider.

Factors like deprivation do not always result in poor community cohesion, as some deprived areas have high levels of community spirit. Therefore, in addition to tackling the causes of social exclusion, efforts must be made to challenge perceptions and myths about different communities and neighbourhoods.

### Working together we will:

Ensure that all agencies address deprivation and inequality experienced by different groups of people and communities.

Review how we approach community engagement to ensure that future activity promotes cohesion and is used as a trusted way of growing confidence that offers a two-way dialogue with local people, decision-makers and those who deliver services.

Provide clear details of the range of mechanisms the partners will use to inform, consult and involve different communities.

Keep residents including schools and colleges, community leaders and networks and frontline workers in the public, community and voluntary sector services informed and up-to-date with current events by providing accessible information through a range of media channels.

Consider how we can make better use of social networking to engage a wider range of local people in the issues affecting their neighbourhoods.

Ensure a range of community forums exist that allow local people to have a say about what matters most to them through the stop and search monitoring group, safer neighbourhood panel boards, youth and faith groups as well as Healthwatch.

Promote transparency of information and decision making across the partnership, publishing performance information regularly.

Communicate clearly with residents, using different types of media and giving feedback on suggestions and concerns.

Promote an understanding of the service standards that residents can expect.

Provide opportunities for local residents to have a say about how money is spent in their local area.

Provide opportunities that engage with young people in the delivery and design of services that directly affect them, supporting them to participate and have their say.

Work with our communities to increase their confidence, closing the gap between perceptions and reality, particularly by working with the local media.

Provide coordinated and consistent response to community safety issues as they arise especially with the media.

### Partnership outcomes

- Improving satisfaction with local public services.
- Improving trust and confidence in local agencies.
- Increasing civic participation.
- Increasing the proportion of people who feel they can influence decisions.

## Who is responsible for making this happen?



Councillor Mike Fisher  
Leader of Croydon Council



John Goulston  
Chief Executive of  
Croydon's Health Services



Nathan Elvery  
Chief Executive of  
Croydon Council



Paula Swann  
Chief Officer for Croydon's Clinical  
Commissioning Group



Dave Musker  
Borough Commander of  
Croydon Police



David Lindridge  
Borough Commander of  
Croydon Fire Service



## PRIORITY THREE – Resilient and integrated communities

### Why is this important?

We want everybody to be proud of our varied and unique local distinctiveness, culture and heritage, with a strong sense of civic pride.

We know that to help communities to be strong, resilient and integrated they need to have a shared future vision and sense of belonging, a focus on what new and existing communities have in common and recognition of the value of diversity and strong and positive relationships between people from different backgrounds.

We know people who feel there is community cohesion in their local area are more likely to feel they belong to their neighbourhood and tend to be more satisfied with their area.

We want to help build better futures for Croydon residents through the social regeneration of communities and neighbourhoods, in particular in communities experiencing persistent inequalities.

### Working together we will:

Take a coordinated approach to tackling persistent inequalities such as health, education and employment using available resources and where possible accessing external funding.

Develop a co-ordinated community cohesion and integration plan for Croydon, which sets out steps to promote stronger communities through a co-ordinated set of partnership actions.

Deliver a programme of new community and street based initiatives to strengthen neighbourhoods including visible physical improvements especially London Road.

Encourage communities to get involved in local activity designed to improve their local areas.

Examine the results from the social audit to identify gaps in delivery to facilitate community planning.

Promote activities that celebrate the diversity of Croydon's community including activity that brings people from different backgrounds together such as the big lunch.

Encourage activities that help to increase involvement especially among under-represented communities and promote understanding in local areas.

Examine the issues which impact on people's sense of belonging such as housing and lack of satisfaction with the local area.

Increase opportunities for adults and young people to take part in local activities such as volunteering.

Examine the impact of migration on settled communities and the barriers to integration such as language.

Provide information to newly arrived communities and promote interaction between new and established communities.

### Partnership outcomes

- Increasing the proportion of people who say people from different backgrounds get on well together in their local area.
- Increasing the proportion of people that feel they belong to their local neighbourhood.
- Increasing self-reported wellbeing.

## Who is responsible for making this happen?



Councillor Vidhi Mohan  
Cabinet Member for Communities  
and Economic Development



Nathan Elvery  
Chief Executive of  
Croydon Council



Councillor Simon Hoar  
Cabinet Member for  
Community Safety



Dave Musker  
Borough Commander of  
Croydon Police



## PRIORITY FOUR – Harness community and voluntary sector enterprise, creativity and innovation

### Why is this important?

We know Croydon has a thriving voluntary and community sector, with more than 1200 organisations working in the borough in all sectors including the arts, environment, sport, health and social care. We want to harness the talents that exist in local people through our local voluntary, community, and faith sectors.

Every community is strengthened by the activities of community, voluntary, faith and other not for profit groups and organisations (known as the third sector). This sector works across communities and with vulnerable and disadvantaged groups, providing support and helping to shape and provide services to meet identified local needs. It also contributes to economic wellbeing through the provision of training, jobs and volunteering opportunities.

Croydon is experiencing population change and increasing demand for local services across a range of sectors especially in health and social care. In addition, an increasingly diverse population also means there are new markets to explore and sectors to develop especially in hospitality, cultural, creative, digital and technological sectors. We want to encourage innovation, investment and enterprise as well as encourage the provision of new employment in the innovation, creative and cultural sectors and create opportunities for facilities.

Recent reforms indicate a need to ensure interventions are developed with the community and located where people live. This could present real opportunities through the formation of new community organisations and social enterprises where local people develop and deliver solutions to issues affecting their communities.

### Working together we will:

Explore and promote initiatives that encourage opportunities for people to develop social enterprise activities and services in existing and new sectors including niche markets especially in the north of the borough.

Encourage a thriving community, voluntary and faith sector including:

- Supporting the community and voluntary sector infrastructure organisations;
- Publishing a partnership voluntary sector compact with local agencies which sets out ways of working together;
- Developing and publishing a voluntary sector and social enterprise strategy setting out the priorities;
- Promoting opportunities that lead to new community based interventions.

Develop the capacity of the voluntary sector to encourage greater collaboration within the sector to access local commissioning opportunities especially community non-clinical initiatives.

Remove barriers to the effective involvement of voluntary sector organisations in service delivery.

Ensure voluntary sector organisations commissioned to provide services on behalf of organisations in the borough address inequality, support vulnerable people and promote good community relations.

Promote innovative use of shared spaces and the transfer of assets for community use.

Promote key successes and achievements of voluntary sector organisations.

Publish a set of partnership intentions to support local employers to deliver their corporate social responsibility programmes.

Provide opportunities for people to participate in cultural and physical activities.

Support large and small organisations to engage in the service commissioning culture of local strategic partners.

Promote the borough, its town centre and district centres as destinations and encourage local people to get involved in maintaining their vitality and viability.



## Partnership outcomes

- We will have a healthy and vibrant third sector, actively engaging and participating in partnership working across the area and involved in developing and delivering services which meet local needs.
- Everyone in all our communities will know, understand and have access to information about the different groups from the sector that are active in their area.
- Increasing the proportion of local voluntary organisations which report that Croydon provides an environment for a thriving voluntary and community sector.
- Increasing the proportion of new social enterprises in deprived areas of the borough to meet local needs.
- Increasing the proportion of the social enterprise and voluntary sector organisations that provide services to meet local need.

## Who is responsible for making this happen?



Councillor Vidhi Mohan  
Cabinet Member for Communities  
and Economic Development



Steve Phaure  
Chief Executive of  
Croydon Voluntary Action



Nathan Elvery  
Chief Executive of  
Croydon Council



Nero Ughwujabo  
Chief Executive of  
Croydon BME Forum



Councillor Sara Bashford  
Cabinet Member for Corporate  
and Voluntary Services



# MAKING IT HAPPEN

This section outlines in broad terms the mechanisms by which the ambitions of this document will be taken forward. Key to this is our Local Strategic Partnership (LSP), which brings together partners from across the public, private, voluntary, community and faith sectors working at strategic, tactical and operational levels.

Together we can deliver outcomes which are beyond the scope of any one partner organisation to tackle. The partnership is currently organised into four thematic partnerships. A review is currently being undertaken of the Local Strategic Partnership structure to ensure it has the most appropriate mechanisms for collectively reviewing and steering resources to achieve the aspirations set out in Croydon's Community Strategy.

Information on how each thematic partnership will take forward the borough's vision, goals and priorities set out in the Community Strategy, as part of the new structure will be made available once this review is completed.

The LSP chief executive group will receive regular reports from each of the thematic partnership boards including the Health and Wellbeing Board as well as children and adult safeguarding Boards. This will ensure there is a joint understanding of the key policy developments, emerging priorities as well as collectively influence areas for improvement. The performance management framework outlined below guides this process.

## PARTNERSHIP PERFORMANCE FRAMEWORK

### GOAL ONE: A BETTER BOROUGH

Partnership priorities	Partnership outcomes	Partnership performance indicators
<p><b>PRIORITY ONE</b> A great place to learn, work and live</p>	<ul style="list-style-type: none"> <li>• More businesses locate in Croydon increasing the net business base by sector and existing business base</li> <li>• More social enterprises and small to medium businesses start-up</li> <li>• Increasing new business registration rate</li> <li>• Increasing the footfall and retail sales in the town centre</li> <li>• More people choose to stay in Croydon</li> <li>• More people attracted to Croydon's cultural offer</li> </ul>	<ul style="list-style-type: none"> <li>• Number of regeneration schemes enabled in district centres</li> <li>• Proportion of businesses in borough retained following lease break</li> <li>• Customer satisfaction with parks and open spaces - annual</li> <li>• Number of visits to libraries/active library users</li> <li>• Participation in cultural activities</li> </ul>

## GOAL ONE: A BETTER BOROUGH

Partnership priorities	Partnership outcomes	Partnership performance indicators
<p><b>PRIORITY TWO</b> More educational opportunities, skills and jobs</p>	<ul style="list-style-type: none"> <li>• More young adults and families choose to stay in Croydon</li> <li>• Increasing the proportion of working age people in work and not on out of work benefits</li> <li>• Improving educational attainment at primary, secondary and tertiary level</li> <li>• Improving opportunities for vulnerable children by narrowing the gap in educational attainment</li> <li>• Increasing the proportion of 16 – 18 year olds in education, employment and training</li> </ul>	<ul style="list-style-type: none"> <li>• Educational attainment - education achievement in Croydon in top 5% for London</li> <li>• Number of jobs created for local people via economic development initiatives</li> <li>• Gap in educational outcomes between vulnerable or disadvantaged young people and their peers</li> <li>• Young offenders engagement in suitable education</li> <li>• % of adults with learning disabilities in paid employment at the time of their assessment or latest review</li> <li>• % of former care leavers aged 18-20 who are in education, employment or training</li> <li>• Adult learners achieving skills for life</li> <li>• Adult learners achieving level 2/3</li> <li>• % of 16-18 year olds who are not in education training or employment (NEET)</li> <li>• % of pupils achieving 5 or more A*-C or equivalent including English and Maths at KS4</li> </ul>
<p><b>PRIORITY THREE</b> Safer Communities</p>	<ul style="list-style-type: none"> <li>• Improving public confidence in community safety services enabling them to say they feel safer in their communities</li> <li>• Improving the protection and support available to people who become the victim of crime</li> <li>• Reducing the crimes that have an impact on the lives of local people including domestic abuse and serious youth violence as well as anti-social behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• Rates of crime and anti-social behaviour, and fear of crime</li> <li>• Incidents of serious youth violence</li> <li>• Incidents of gang-activity</li> <li>• Incidence of domestic violence</li> <li>• Sanctioned detection rate for domestic violence</li> <li>• Rate of first time entrants to the criminal justice system per 100,000 (aged 10 - 17) who go directly to court without a reprimand or final warning</li> </ul>

# GOAL TWO: PROTECT VULNERABLE PEOPLE

Partnership priorities	Partnership outcomes	Partnership performance indicators
<p><b>PRIORITY ONE</b> Good quality, accessible and joined-up services</p>	<ul style="list-style-type: none"> <li>• Improving satisfaction with local services</li> <li>• More older people and disabled people supported to live independent and fulfilled lives</li> <li>• More services provided locally by community and voluntary sector</li> <li>• Increasing the proportion of people who say they can access good quality information about services in their neighbourhood</li> <li>• Increasing the proportion of people who say they can access good quality services in their neighbourhood</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of service users who are satisfied with the service they have received</li> <li>• % older people and carers receiving self-directed support</li> <li>• % of service users who have moved on from supported accommodation in a planned way</li> <li>• % of older people discharged from hospital to their own home who are at home three months after the date of their discharge from hospital</li> </ul>
<p><b>PRIORITY TWO</b> Better prevention and early intervention for vulnerable people</p>	<ul style="list-style-type: none"> <li>• Reducing child poverty</li> <li>• Improving confidence in domestic violence services</li> <li>• Reducing childhood obesity</li> <li>• More people have healthier lifestyles through increased physical activity</li> <li>• Narrowing the outcomes gap between people in deprived wards and elsewhere</li> <li>• Increasing the proportion of people supported to live independently</li> <li>• Increasing the proportion of people helped through self-directed support</li> <li>• Improving satisfaction with services</li> <li>• Increasing the proportion of people who say they were treated with dignity and respect</li> </ul>	<ul style="list-style-type: none"> <li>• Child poverty</li> <li>• Incidence of domestic violence</li> <li>• Sanctioned detection rate for domestic violence</li> <li>• % Excess Weight in reception age children (Children aged 4-5 years who are obese or overweight)</li> <li>• % Excess Weight in year 6 children (Children aged 10-11 years who are obese or overweight)</li> <li>• % older people and carers receiving self-directed support</li> <li>• % of service users who have moved on from supported accommodation in a planned way</li> <li>• % of older people discharged from hospital to their own home who are at home three months after the date of their discharge from hospital</li> <li>• Proportion of service users who are satisfied with the service they have received</li> <li>• Number of families receiving support from Family Resilience Service</li> </ul>

## GOAL TWO: PROTECT VULNERABLE PEOPLE

Partnership priorities	Partnership outcomes	Partnership performance indicators
<p><b>PRIORITY THREE</b> Meeting housing need</p>	<ul style="list-style-type: none"> <li>• Increasing the number of affordable homes</li> <li>• Reducing the number of statutory homelessness</li> <li>• Improving satisfaction with services</li> </ul>	<ul style="list-style-type: none"> <li>• Number living in temporary accommodation and shared facilities provided under the homelessness legislation</li> <li>• % of former care leavers aged 18-20 in suitable accommodation</li> <li>• Young offenders access to suitable accommodation</li> <li>• Council tenants who have reported that they are very or fairly satisfied with the overall service provided by their landlord</li> <li>• Number of affordable homes enabled</li> <li>• Number of market (sale and rent) homes enabled</li> <li>• Percentage of major planning applications dealt with in a timely manner</li> </ul>

# GOAL THREE: TAKE RESPONSIBILITY

Partnership priorities	Partnership outcomes	Partnership performance indicators
<p><b>PRIORITY ONE</b> Community capacity to organise and have a greater voice</p>	<ul style="list-style-type: none"> <li>• Increasing regular volunteering</li> <li>• Increasing the proportion of people who feel they can influence decisions in their local area</li> <li>• Increasing the proportion of people who say they are involved in civic participation</li> <li>• Increasing self-reported wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of adult population who participate in regular formal volunteering</li> <li>• Proportion of residents who feel that they can influence how services are delivered and how decisions are made</li> <li>• Proportion of the adult population involved in decisions that affect the local area</li> <li>• Self-reported well-being</li> </ul>
<p><b>PRIORITY TWO</b> Trust and confidence in local services</p>	<ul style="list-style-type: none"> <li>• Improving satisfaction with local public services</li> <li>• Improving trust and confidence in local agencies</li> <li>• Increasing civic participation</li> <li>• Increasing the proportion of people who feel they can influence decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of adult population involved in group decisions that affect the local area</li> <li>• Percentage of people who feel they can influence decisions in their local area</li> <li>• Positive feedback from all sections of the community including young people and vulnerable groups</li> <li>• Satisfaction with local public services</li> </ul>

## GOAL THREE: TAKE RESPONSIBILITY

Partnership priorities	Partnership outcomes	Partnership performance indicators
<p><b>PRIORITY THREE</b> Resilient and integrated communities</p>	<ul style="list-style-type: none"> <li>• Increasing the proportion of people who say people from different backgrounds get on well together in their local area</li> <li>• Increasing the proportion of people that feel they belong to their local neighbourhood</li> <li>• Increasing self-reported wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of people who believe people from different backgrounds get on well together</li> <li>• Percentage of people who feel they belong to their local neighbourhood</li> <li>• Self-reported wellbeing</li> </ul>
<p><b>PRIORITY FOUR</b> Harness community and voluntary sector enterprise, creativity, innovation</p>	<ul style="list-style-type: none"> <li>• We will have a healthy and vibrant third sector, actively engaging and participating in partnership working across the area and involved in developing and delivering services which meet local needs</li> <li>• Everyone in all our communities will know, understand and have access to information about the different groups from the sector that are active in their area</li> <li>• Increasing the proportion of local voluntary organisations which report that Croydon provides an environment for a thriving voluntary and community sector</li> <li>• Increasing the proportion of new social enterprises in deprived areas of the borough to meet local needs</li> <li>• Increasing the proportion of the social enterprise and voluntary sector organisations that provide services to meet local need</li> </ul>	<ul style="list-style-type: none"> <li>• Proportion of local voluntary organisations which report that Croydon provides an environment for a thriving voluntary and community sector</li> </ul>

## MORE INFORMATION

More information about Croydon's Partnerships can be found at: [www.croydononline.org/get\\_involved/](http://www.croydononline.org/get_involved/)

The needs analysis for this strategy (borough profile) can be found at Croydon's Observatory: [www.croydonobservatory.org](http://www.croydonobservatory.org)

Croydon Residents' Survey 2012: [www.croydon.gov.uk/democracy/communications/croydon-surveys](http://www.croydon.gov.uk/democracy/communications/croydon-surveys)

Reports from Croydon Congress can be found at: [www.croydononline.org/get\\_involved/](http://www.croydononline.org/get_involved/)

### **Partnership strategies and plans:**

- The Children and Families Partnership is responsible for the Children and Young People's Plan
- Croydon Development and Cultural Partnership is responsible for the Economic Development Plan and Skills and Employment Plan
- The Health and Wellbeing Board is responsible for the Health and Wellbeing Strategy
- The Safer Croydon Partnership is responsible for the Community Safety Strategy
- The Local Strategic Partnership is responsible for the Stronger Communities Strategy

These documents can be found at: [www.croydon.gov.uk](http://www.croydon.gov.uk)

The Croydon Local Plan: Strategic Policies (formerly the Core Strategy) can be found at: [www.croydon.gov.uk/planningandregeneration/](http://www.croydon.gov.uk/planningandregeneration/)

As we complete the review of the partnerships, further information will be provided on the links to any new partnership structures.



# APPENDIX ONE – COMMUNITY STRATEGY SUMMARY

<b>Croydon's vision for 2040</b>	<b>We are Croydon</b>	<b>An Enterprising City</b> a place renowned for its enterprise and innovation with a highly adaptable and skilled workforce and diverse and responsive economy	<b>A Learning City</b> a place that unleashes and nurtures local talent and is recognised for its culture of lifelong learning and ambitions for children and young people	<b>A Creative City</b> a place noted for its culture and creativity - one of the best incubators of new artistic and sporting talent in the country
		<b>A Connected City</b> a place defined by its connectivity and permeability; with one of the best digital, communications and transport networks in the country	<b>A Sustainable City</b> a place that sets the pace amongst London boroughs on promoting environmental sustainability	<b>A Caring City</b> a place noted for its safety, openness and community spirit where all people are welcome to live and work and fulfil their potential and deliver solutions for themselves

<b>Croydon's Community Strategy for 2013-18</b>	<b>Partnership goals</b>	<b>GOAL ONE: A better borough</b> Croydon is a great place to learn, work and live	<b>GOAL TWO: Protect vulnerable people</b> Local agencies understand the needs of people and involve them in shaping and delivering better outcomes	<b>GOAL THREE: Take responsibility</b> People help themselves, family, neighbours and communities
	<b>Partnership priorities</b>	<ul style="list-style-type: none"> <li>• A great place to learn, work and live</li> <li>• More educational opportunities, skills and jobs</li> <li>• Safer Communities</li> </ul>	<ul style="list-style-type: none"> <li>• Good quality, accessible and joined-up services and information</li> <li>• Better prevention and early intervention for people who are vulnerable</li> <li>• Meeting housing need</li> </ul>	<ul style="list-style-type: none"> <li>• Community capacity to organise and have a greater voice</li> <li>• Trust and confidence in local agencies</li> <li>• Resilient and integrated communities</li> <li>• Harness community and voluntary sector enterprise, creativity, innovation</li> </ul>
	<b>Partnership outcomes</b>	<ul style="list-style-type: none"> <li>• More businesses in Croydon</li> <li>• Increasing footfall and retail sales in the town centre</li> <li>• More people choose to stay in Croydon</li> <li>• Improve educational attainment and narrow gaps</li> <li>• More working age people in work and 16-18 year olds in education, employment or training</li> <li>• Improving public confidence in community safety services</li> <li>• Improving protection and support for victims of crime</li> <li>• Reducing the crimes that have an impact on people's lives</li> </ul>	<ul style="list-style-type: none"> <li>• Improving satisfaction with public services</li> <li>• More people supported to live independently and treated with dignity and respect</li> <li>• Reducing child poverty</li> <li>• Improving confidence in domestic violence services</li> <li>• More people have healthier lifestyles</li> <li>• Narrowing gaps in outcomes in the borough</li> <li>• More affordable homes</li> <li>• Reducing number of statutory homeless</li> </ul>	<ul style="list-style-type: none"> <li>• People feel they can influence decisions</li> <li>• Increasing volunteering and civic participation</li> <li>• Increasing self-reported wellbeing</li> <li>• Improving trust and confidence in local agencies</li> <li>• People feel they get on well together and belong to their local neighbourhood</li> <li>• A thriving voluntary and community sector and more social enterprises</li> </ul>
	<b>Partnership actions</b>	<ul style="list-style-type: none"> <li>• Manage growth and change in physical and social infrastructure</li> <li>• Stimulate new business, innovation and entrepreneurship</li> <li>• Attract and retain businesses</li> <li>• Action to improve Croydon's town centre</li> <li>• Promote Croydon as one of the greenest places in London</li> <li>• Promote cultural regeneration</li> <li>• Identify and maximise employment opportunities</li> <li>• Help young people and the long term unemployed move closer to employment</li> </ul>	<ul style="list-style-type: none"> <li>• Develop integrated and accessible information and services</li> <li>• Safeguard vulnerable children and adults</li> <li>• Tackle child poverty through an integrated approach</li> <li>• Tackle complex needs through early intervention</li> <li>• Tackle persistent inequalities</li> <li>• Tackle domestic abuse and sexual exploitation</li> <li>• Support people to live independently</li> <li>• Promote healthier lifestyles</li> <li>• Ensure access to affordable housing and tackle homelessness</li> </ul>	<ul style="list-style-type: none"> <li>• Promote opportunities for people to get involved and take part in civic life</li> <li>• Encourage self-help activity and greater responsibility for health and wellbeing</li> <li>• Encourage local employers to deliver local corporate social action programmes</li> <li>• Build community engagement to promote cohesion and grow trust</li> <li>• Promote stronger neighbourhoods and tackle barriers to integration</li> <li>• Provide opportunities for people to participate in cultural and physical activities</li> </ul>





If you find it easier to read large print, use an audio tape, Braille or need to communicate in a language other than English, please let us know.

 020 8726 6000



**CROYDON**  
www.croydon.gov.uk

**CROYDON COLLEGE**

  
croydonvoluntaryaction

  
METROPOLITAN POLICE  
Working together for a safer London

**L F B**  
LONDON FIRE BRIGADE

  
Croydon Clinical Commissioning Group

Croydon Health Services   
NHS Trust

  
CROYDON BME FORUM  
ENGAGE TO CHANGE

  
jobcentreplus

