

<b>REPORT TO:</b>	<b>HEALTH AND WELLBEING BOARD (CROYDON)</b> <b>8 June 2016</b>
<b>AGENDA ITEM:</b>	<b>8</b>
<b>SUBJECT:</b>	<b>Croydon's Community Strategy</b>
<b>BOARD SPONSOR:</b>	<b>Paul Greenhalgh, Executive Director People and Paula Swann, Chief Officer, Croydon CCG</b>
<b>BOARD PRIORITY/POLICY CONTEXT:</b>	
<p>The Community Strategy reflects the commitments set out in <i>Ambitious for Croydon</i> and through focussing the efforts of Local Strategic Partnership members will help to achieve the aim 'to achieve a stronger, fairer borough where no community is held back'. The Community Strategy will also focus the efforts of partner agencies to improve health and wellbeing outcomes and address health inequalities for Croydon residents, and to achieving the priorities and objectives set out in Croydon's Joint Health and Wellbeing Strategy, and emerging priorities aimed at transforming Croydon's health care services.</p>	
<b>FINANCIAL IMPACT:</b>	
<p>Costs associated with implementing the Community Strategy will be funded from existing budgets. The borough's Community Strategy seeks to take a more strategic view of the combined resources available and determine how best these are deployed and coordinated across Council services and partner organisations to achieve the maximum benefit at the lowest cost.</p>	

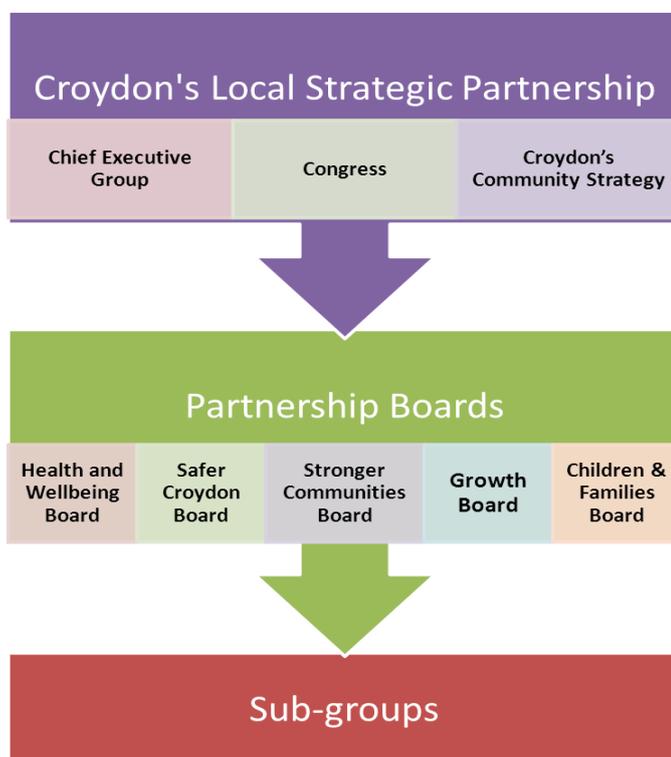
## **1. RECOMMENDATIONS**

This report recommends that the health and wellbeing board:

- 1.1 Approve the draft Community Strategy 2016-21, Appendix 1 to this report and recommend its adoption by Cabinet and Full Council
- 1.2 Agree that the Health and Wellbeing Board adopt the Community Strategy as approved by Full Council, for delivery over the period 2016-21
- 1.3 Agree that the Executive Director People and the Chief Officer of Croydon CCG are authorised to make minor factual or presentational amendments to the Community Strategy response to feedback from engagement detailed below prior to approval by Full Council.

## 2. EXECUTIVE SUMMARY

- 2.1 Croydon's Community Strategy is the overarching strategy for the borough. It is the Council's most important strategic planning document and provides a framework for the work of all partner organisations within Croydon's Local Strategic Partnership (LSP) and the context for future strategies and plans in the borough. The LSP is organised into five partnership boards.



- 2.2 The new draft Community Strategy 2016-21, attached at Appendix 1, continues to draw on Croydon's long-term vision and the final report of Croydon's Opportunity and Fairness Commission. It is an ambitious plan for Croydon's residents that seeks to focus the efforts of local public sector, business, voluntary and community sector partners on Croydon's most pressing and important priorities for the next five years.
- 2.3 Croydon's Community Strategy is a partnership plan. Its 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 partnership and organisational strategies and plans, but rather to influence the future direction.
- 2.4 Two major challenges during the life of this Community Strategy are ensuring that the benefits of major investment in Central Croydon are enjoyed by local people and local businesses and the continuing substantial reductions in funding available to the public and voluntary sectors. The scale of these challenges makes it vital that there is a shared strategic response across Croydon which takes a proactive approach to promoting economic growth, enabling local people to take up employment opportunities, tackling increasing poverty; supporting vulnerable people and making communities engaged and resilient while protecting priority local services, improving efficiency and reducing costs.

### 3. DETAIL

- 3.1 The Community Strategy provides the strategic direction for Croydon's Local Strategic Partnership (LSP). It will be presented for endorsement by the relevant organisational boards and management teams of the LSP, including the Health and Wellbeing Board. Delivery of the strategy and performance will be reported to the LSP and to Cabinet on an annual basis.
- 3.2 Table 1 below sets out the partnership boards that make up the LSP and their respective strategies and plans. A review will be conducted of the partnership boards to ensure that they are delivering the strategy and adding value. Part of the review will include ensuring supporting strategies and plans are aligned with the Community Strategy.

**Table One: LSP Partnership Boards and their Strategies and Plans**

Partnership Board	Strategy/Plan	Approval/Review	Responsible Cabinet Member
Health and Wellbeing Board	Health and Wellbeing Strategy 2013-18	New strategy to be approved in December 2016	Cllr Louisa Woodley, Families, Health and Social Care; Cllr Alisa Flemming, Children, Young People & Learning
Stronger Communities Partnership	Stronger Communities Plan 2016-19	Approval due in July 2016	Cllr Hamida Ali, Communities, Safety and Justice
Children and Families Partnership	Children and Families Plan 2016-17	Approval due in June 2016	Cllr Alisa Flemming, Children, Young People & Learning
Growth Partnership Board	The Croydon Promise 2014	2014	Cllr Alison Butler (Deputy Leader), Homes, Regeneration & Planning
Safer Croydon Partnership	Safer Croydon Strategy 2016-17	New strategy being developed in 2016-17	Cllr Hamida Ali, Communities, Safety and Justice

- 3.3 The Community Strategy 2016–21 provides a framework for all agencies in Croydon to work together on a set out key goals and priorities aimed at addressing key challenges over the next five years. The LSP would expect that all of its partner agencies will take the appropriate measures to ensure the outcomes set out in this strategy are reflected in their corporate strategies and plans.
- 3.4 The Community Strategy is based on an analysis of local economic, social, health and environmental needs including Public Health England's Croydon Health Profile, the Joint Strategic Needs Assessment (JSNA) Core Dataset, and Croydon's Director of Public Health Annual Report. This analysis provides the evidence base for the borough's supporting strategies and plans, including Croydon's Local Plan which provides the framework to guide the work of partner organisations in our local strategic partnership (LSP) in delivering Croydon's long-term vision.

3.5 The Community Strategy sets out Croydon's partnership approach to reducing health inequalities, increasing healthy life expectancy, reducing and preventing long term conditions through prevention and early intervention, strengthening the resilience of people and families with complex needs, maintaining the independence of older people and people with disabilities, and safeguarding vulnerable adults and children. It also sets out how the together the LSP partner agencies will also tackle the wider determinants of health including poverty, deprivation, homelessness, and will support and enable children and adults to achieve their full potential and develop the resilience to life's inevitable challenges through improving education services, providing support and opportunities to access employment, and holistic support to families with complex needs.

3.5 The Community Strategy's three key objectives and the priorities are:

**Objective One: A Place to Learn, Work and Live in**

**Partnership priorities:**

- Deliver the infrastructure for growth
- Build new homes
- Support the local economy to grow
- Deliver a vibrant cultural offer
- Secure a safe, clean and green borough.

**Objective Two: A Place of Opportunity for Everyone**

**Partnership priorities:**

- Reduce poverty and deprivation
- Support individuals and families with complex needs
- Prevent homelessness
- Deliver better education and the opportunity to reach full potential
- Secure a good start in life, improved health outcomes and increased healthy life expectancy

**Objective Three: A Place with a Vibrant and Connected Community and Voluntary Sector**

**Partnership priorities:**

- Connecting our residents, local groups and community organisations
- Strengthen and mobilise our voluntary, community and social enterprise sector.

3.6 Croydon's LSP has identified a range of challenges for all agencies. These are addressed in the Community Strategy and include:

• **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 two year 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
- **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 bill and the freeze in housing benefit
- **Attainment**
  - Ensuring vulnerable young children and our looked after children receive the support they need
  - Continuing to improve the proportion of pupils attaining level 4 in reading, writing and mathematics at Key Stage 2 (77%) 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 in 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.
- **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

#### **4. CONSULTATION**

- 4.1 The draft 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 conducted in a range of ways. The findings of the Opportunity and Fairness Commission, which took place during 2015 and interacted with over 3,000 people and local businesses to investigate issues of poverty and inequality, shaped the Community Strategy as did the Commission's recommendations on how the LSP can use its resources in a more effective and targeted way to address these challenges.
- 4.2 The Council has also conducted consultation through the LSP and its meeting of Congress and examined consultation undertaken previously on its behalf. Congress meets twice a year and involves key stakeholders from across a range of agencies and organisations. The Community Strategy has also been considered by the LSP Boards and their feedback incorporated into the current draft. The Community Strategy is informed by the views expressed by local people and key stakeholders about their experience of living and working in the borough and this draft strategy will be subject to further engagement with the community during June and July 2016 prior to approval by Full Council. Given the engagement already carried out it is not anticipated that significant changes will be required to the current draft of the strategy following this engagement, however, should any significant changes arise following approval by the Health and Wellbeing Board and Cabinet these will be notified to full Council

#### **5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

- 5.1 Costs associated with implementing the Community Strategy will be funded from existing budgets.
- 5.2 There are no direct future savings or efficiencies associated with this report. However, the borough's Community Strategy seeks to take a more strategic view of the combined resources available and determine how best these are deployed and coordinated across Council services and partner organisations to achieve the maximum benefit at the lowest cost.

Approved by – Lisa Taylor – Assistant Director of Finance and Deputy S151 Officer

#### **6. LEGAL CONSIDERATIONS**

- 6.1 The Acting Council Solicitor comments that there are no direct legal considerations arising from the recommendations within this report.

Approved by: Gabriel MacGregor, Acting Council Solicitor.

## **7. EQUALITIES IMPACT**

- 7.1 The borough profile and consultation, including the report of the Opportunity and Fairness Commission (OFC), have informed the equality analysis and development of the Community Strategy 2016-21. The equality analysis is attached at Appendix 2.
- 7.2 The Council's Equality Policy 2016-20 and statutory Equality Objectives, agreed by Cabinet in April 2016, address issues identified by the OFC and Index of Multiple Deprivation. The work of the Stronger Communities Partnership Board will give effect to the Council's response to these issues. The Stronger Communities Plan 2016-19 is developed by the Stronger Communities Partnership Board as a supporting plan of the Community Strategy. It focusses on strengthening the community and voluntary sector and increasing community cohesion, as informed by the recommendations of the Opportunity and Fairness Commission and the Council's Corporate Plan.
- 7.3 The Stronger Communities Board's proposed high-level outcomes, which Cabinet is recommended to endorse, are:
1. Croydon is a place of opportunity and fairness
  2. Croydon is a place where people from different backgrounds get on well together
  3. Croydon is a place that has a thriving and joined-up community, faith and voluntary sector.

The Cabinet Member responsible for the Stronger Communities Board will be responsible for the Stronger Communities Plan that will deliver these outcomes. The full list of high-level outcomes and priorities are listed at Appendix 3.

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### **Appendix 1 – Community Strategy 2016-21**

#### **BACKGROUND DOCUMENTS**

**None**