



A Sustainable Community  
Strategy for Crawley  
2008 to 2012

# A Vision for Crawley 2008 to 2020

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Crawley will celebrate the diversity of life in the neighbourhoods where residents feel safe, well served, well housed and have access to excellent health care. Everyone will have the opportunity to benefit from first class education, and to develop the skills essential for a vibrant and diverse local economy, supported by an integrated and accessible transport system. Local people and visitors will enjoy a wide range of cultural and leisure activities in an attractive environment sustained in balance with the town's economic success.

Crawley will be a friendly, prosperous, forward-looking and enjoyable town – a place where people want to live, work and visit.

## Introduction

In 2002, Crawley Together launched its first Community Strategy. The Strategy was based on extensive consultation with local people, businesses and organisations, and has provided a sense of vision and direction for the town ever since.

In the intervening years, Crawley Together has been the catalyst for the development of solid joint working relationships between different organisations, the increased participation of local people in service improvement and the establishment of the principles of social inclusion, equality of opportunity and sustainable development.

Today, Crawley Together is part of a larger network of partnerships and governance structures that aspire to greater levels of collaboration, and critically, the internalisation of the principle of sustainable development.

The principle of sustainable development is a key component of this strategy. Strong vibrant communities depend on increased social opportunities, economic growth and the protection of the natural environment; three goals which can often be in conflict with each other. A sustainable approach seeks to balance these interests so that the quality of life is advanced for today's communities without compromising the ability of future generations to meet their own needs.

Achieving these goals will require a range of different organisations and individuals to work in complementary ways; to join together where there are common issues and avoid preventable, negative impacts where there may be conflicting interests. The key is to achieve the right balance between individual, organisational and community demands.

The purpose of this second Crawley Together Community Strategy is to build on the original strategic aims and objectives for the town. However, it seeks to further develop co-ordinated and joined up working between various organisations to promote and encourage sustainable improvements. Crucially, this strategy represents a commitment to working in partnership by those that make up Crawley Together.

The Strategy will be refreshed in 2012 to take into account achievements and the changing environment. However, some of the strategies and programmes of activities referred to in this plan have timescales which go beyond this date.



**Crawley – A growing and developing town**

Building on the first Community Strategy and its vision, there is now a clear picture of how the town will grow and change spatially over the next 10-15 years. This is encapsulated in the Core Planning Strategy for the town endorsed by a Government inspector and adopted by Crawley Borough Council in 2006.

The Strategy indicates that the principle of the neighbourhoods will remain a characteristic of the town, and neighbourhood centres will continue to play an important role as a focal point for community facilities and local shopping. Steps will also be taken to protect other valued features of the natural and built environment, both within and around the town. Indeed, new development will provide high quality environments, and be of a high standard of design and sustainable construction.

The town will, however, continue to grow as a place to live, as a place to work and as a place which people visit whether to shop, to use the town's leisure facilities, to gain access to higher education or to use the local hospital. A new neighbourhood is being planned to the west of the town beyond the borough boundary. The airport will increase its capacity as a single runway two terminal facility, but land is safeguarded to the north of the town pending the Government's decision on airport expansion.

Between 2008 and 2016, the town will have grown in size by at least 2,400 dwellings, helping meet the needs for increased housing in the area. Approximately 130,000 - 140,000 sqm of additional employment floor space will be constructed as well as retail and other development in the town centre, which, in itself, will add to the range of employment opportunities.

Land on the north east side of the town will also have been retained for a new neighbourhood. Construction of this neighbourhood in the longer term will be dependant on Government decisions

on a second runway for Gatwick.

Most new dwellings will be built on previously developed land and within the existing built up area. The shortage of land within the borough means that development will be at higher densities than in the past, and the emphasis will be on smaller dwellings, whilst also delivering a housing mix that meets the needs of the borough. The delivery of affordable housing is a priority and a significant proportion of new affordable homes should be delivered by 2016.

New employment opportunities will have helped secure a more diverse economic base with less dependence on Gatwick Airport. Most of the new employment opportunities will have been provided within the built up area, through the redevelopment and some limited expansion of sites within Manor Royal, the town centre, the Three Bridges Corridor and other employment areas. It is hoped this development and redevelopment will provide the quality and type of premises to encourage businesses to locate and remain in Crawley.

The neighbourhoods, a fundamental feature of Crawley's planning, will have accommodated new housing development but will have retained their overall character; neighbourhood centres will have remained the focus of local community activity and opportunities will have been taken to enhance them through development and environmental improvement.





## Our Communities

Crawley is a compact New Town with a population of around 100,000. It is the principle urban centre within West Sussex, accounting for 40 per cent of business, and it sits at the heart of the Gatwick Diamond. Transport links, proximity to London, the vibrant economy and good quality leisure and community facilities attract many people to Crawley to live, work and visit; the town is expected to grow by more than 2.4 per cent by 2016.

The eight priority areas in this strategy show that our “story of place” is not unlike similar urban centres, throughout the country: in most respects Crawley reflects the national average for quality of life issues. This is not an excuse for complacency; on the contrary it means we have a lot of work to do to improve the quality of life of our communities across a broad range of themes.

There are, of course, issues that require particular attention. Crawley has one of the largest BME populations outside of London at over 11.5 per cent. Inward migration continues to rise, and in recent years there has been an influx of migrant workers from Lithuania and Poland. Our largest BME communities are from the Indian sub continent, and in total there are more than 61 nationalities represented in the town. The majority of surveyed residents think that people from different backgrounds get on well together. However, recently people have demonstrated concern about the level of immigration. We value our BME communities so we need to be mindful of race hate crimes, the potential for religious tensions and the importance of cohesion.

Crawley has more very young children than the national average but early years provision is low: Crawley has the lowest proportion of child minding and holiday play scheme places in the county, and the second lowest number of places in early education and childcare. Eleven areas in the town have child income deprivation within the bottom 10 per cent for the county and two are in the worst 20 per cent nationally.

The older population of the town is predicted to grow, and the 85+ group is expected to increase by 44 per cent by 2016. At present there are ten areas with income deprivation for older people that are among the worst 20 per cent in the county and one area in the worst 10 per cent nationally.

The west of the town tends to reflect higher levels of overall deprivation: six areas experience deprivation within the worst 10 per cent for the county and one area is the in worst 20 per cent nationally. Four of the western wards have significantly lower life expectancy than wards with the highest life expectancy in the east of the town.

Although life expectancy is slightly above the national average, healthy lifestyles do not compare favourably: levels of physical activity are below the national average, and obesity levels are amongst the highest in the county. Some of our BME communities suffer from relatively high levels of coronary heart disease and diabetes. The number of mothers who breast feed is low, and teenage pregnancies are the highest in the county. The number of people experiencing mental health problems is higher than the national average.

Although there is relatively low unemployment in Crawley, a significant proportion of the work is insecure, low paid or seasonal. Seven areas of Crawley are amongst the worst 10 per cent for income levels in West Sussex, and one area is in the worst 20 per cent nationally. There are 18 areas in the bottom 20 per cent for education and skills where working age adults have low level or no skills. Nine of these areas are in the worst 20 per cent nationally.

Historically, academic achievement has been below the average for the county, although there has been some improvement in recent years. Nine areas are in the lowest 10 per cent in the county and two are in the bottom 20 per cent nationally.

Overall crime figures are below the national average but seven areas are in the top 20 per cent nationally, and one in is in the top 10 per cent. Violent crime is above the national average. At a county level, 16 areas are in the worst 10 per cent for overall crime.

Housing is an important challenge for the town: there is a mismatch between the types of homes in the town and the types of household. Affordability is a key issue; 56 per cent of households with two people working would be unable to purchase a home in the lower end of the price range. Homelessness is high especially amongst young people and overcrowding is the highest in the county and 12th highest regionally.

This snap shot of our community priorities provide the context in which our strategic goals have been set. More detail on these issues can be found in the Crawley Community Profile and Core Strategy of the Local Development Framework. However, we live in a changing environment and as part of the yearly evaluation of this strategy shifts in the “story of place” will be monitored and responded to.

## Crawley Together – The Local Strategic Partnership

### Its Purpose

Since Crawley Together was established, important new partnerships have emerged to lead on issues such as health and wellbeing, and community safety. Also the public sector is leading the expansion of the strategic planning process beyond administrative boundaries by seeking connections at the county, sub-regional and regional level.

Crawley Together has a critical role to play within this wider planning and governance structure in safeguarding the interests of Crawley's communities. Within this context, it is the role of Crawley Together to:

- Maintain the sense of a common strategic vision and direction for Crawley outlined in the Community Strategy;
- Continue to articulate the needs, priorities and aspirations of local communities;
- Seek to influence the integration and joining up of public, private, voluntary and community organisations to meet the needs of local communities;
- Secure the equal consideration of local priorities within the wider aspirations for the county and sub region, and;
- Facilitate the monitoring and review of the Community Strategy.

### Its Structure

The community partnership principle is not just about working together on common projects and initiatives where risks and benefits are shared as in a commercial venture. It is about facilitating the evolution of a collaborative framework whereby a broad variety of stakeholders can share ideas, information, resolve conflicts, and jointly invest resources to drive improvements that will help deliver the overall vision set out in the Sustainable Community Strategy.

There are eight thematic areas covered in this Strategy but there is not a single organisation with sole responsibility for each one. What is important, is that all organisations actively seek to facilitate an environment whereby individual organisations can collaborate around issues where they share a common purpose, facilitate solutions where there may be conflicts of interest, and through a process of peer review, monitor and review progress.

Getting organisations to collaborate is not, therefore, about creating lots of formal partnerships bound together in a formal structure and hierarchy: making links between organisations should be an integral part of the way we work. Nevertheless, some structure and process is necessary in order to provide a sense of ownership of the Sustainable Community Strategy and maintain momentum. This will be provided in the following way:

- Annual conferences of the wider Crawley Together Partnership to undertake a peer review of progress of this Strategy;
- Annual conferences to stimulate creative and innovative thinking on particular themes of the strategy;
- A support team lead by Crawley Borough Council and other partner organisations to facilitate communication between the wider membership, and;
- A Partnership Board that will maintain a strategic overview of the Community Strategy and champion the needs of Crawley in the wider strategic planning and governance structure.



### Its Partners

Participation in the wider partnership is open to any organisation that has an interest in improving the quality of life of Crawley's communities but a sustainable approach requires the involvement of organisations across the public, private and voluntary sectors. To facilitate this involvement certain organisations will have a key role:

Crawley Borough Council will have a principle role in bringing together public service organisations;

The Local Economy Action Group will lead on facilitating the involvement of private sector organisations, and;

Crawley Council for Voluntary Service will have a key role representing the interests of the voluntary and community sector.

Collaborative working is, however, about creating multiple links across sectors and organisations and approximately 100 organisations and agencies make up the wider Crawley Together Partnership. Some of the most prominent organisations include:

#### Public Sector

- Crawley Borough Council
- West Sussex County Council
- Crawley Health and Wellbeing Partnership
- Crawley Children and Young People's Integrated Services Partnerships

- Crawley Responsible Authorities Partnership
- Learning & Skills Council
- Surrey and Sussex (NHS) Hospital Trust
- Sussex Police
- Government Office for the South East
- English Partnerships
- Surrey and West Sussex Health and Social Care
- West Sussex Primary Care NHS Trust
- Environment Agency
- Central Sussex College

#### Voluntary sector

- Crawley Council for Voluntary Service
- Shelter
- Anchor Staying Put
- Crawley Ethnic Minority Partnership
- Crawley Young Persons' Council
- Crawley Community Relations Forum
- Crawley Arts Council
- Crawley Citizens' Advice Bureau
- Crawley Interfaith Network
- Crawley Town Access Group (TAG)
- Sussex Wildlife Trust
- The Crawley Foyer Project

#### Private Sector

- Local Economy Action Group
- Town Centre Partnership
- Sussex Enterprise
- Crawley Chamber of Commerce
- BAA plc
- Gatwick Diamond Initiative
- CADIA

### The Strategic Themes and Principles

Eight themes and four principles make up the core of this Community Strategy and represent the key areas of commitment by partner organisations.

The Strategy is made up of eight themes, containing a set of aims and objectives and the indicators that will be used as part of the process of monitoring success. These have been agreed through extensive consultation with stakeholders and will act as a focus for the work of all partner organisations.

The eight themes are:

- Community Cohesion
- Community Safety
- Young People and Children
- Health and Wellbeing
- Older people
- The Environment
- The Local Economy
- Social Inclusion

Each theme in this Strategy is presented in two parts. The first part sets out the connected strategic aims and objectives. The second part lists what are considered to be the key indicators that will be used to measure progress towards each of the strategic aims and objectives. These will form part of the evaluation carried out by partners at an annual conference.

### The Principles

Underpinning the strategic aims and objectives within this strategy are four key principles. These will guide the way partner organisations work to help ensure that the Strategy facilitates action and drives improvement. They are:



### Using this Strategy

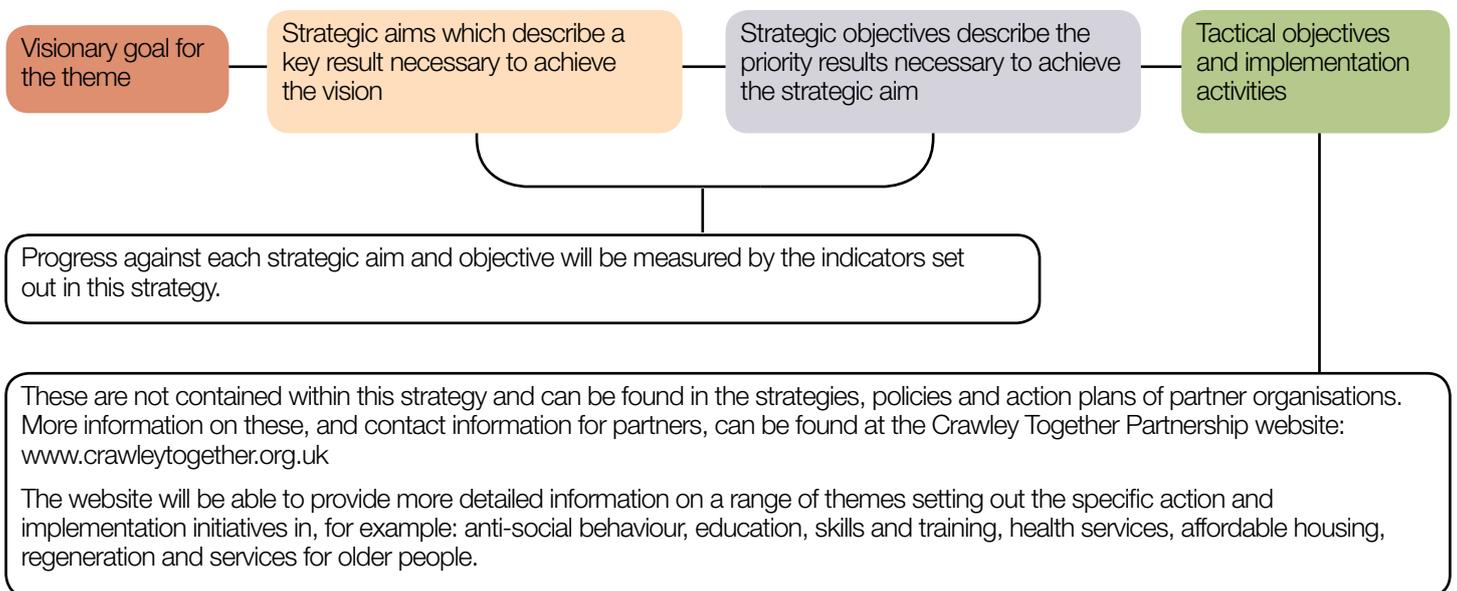
This Strategy does not provide a comprehensive explanation of how every strategic aim and objective will be realised. It sets out a “big picture” of the outcomes that are necessary if the overall vision for the town is to be achieved: it describes desired results rather than actions.

The Strategy intends to provide a clear strategic direction so that all stakeholders can consider how to make their own unique contribution to achieving outcomes by asking:

- What is it that we can do that will help to achieve the strategic objective in this area?
- Does what we do conflict with the aims of this strategy? If so, what can be done differently?
- Could we work with others to make a more effective intervention?

In this way stakeholders across the public, private and voluntary sector can seek to work interactively and interdependently so that there can be support and joint working where they share a common purpose, and mutually beneficial solutions can be negotiated where there may be competing interests.

The vision and aims of each of the eight themes are set out in the following pages. They are not presented as a list of statements but as a connected map of desired results or outcomes. For example:



Each of the strategic aims and objectives is accompanied by a set of indicators. These indicators have been compiled from the national indicator set (NIS), local indicators from partner organisations, and indicators specific to this strategy which will be measured using information supplied by partner organisations.

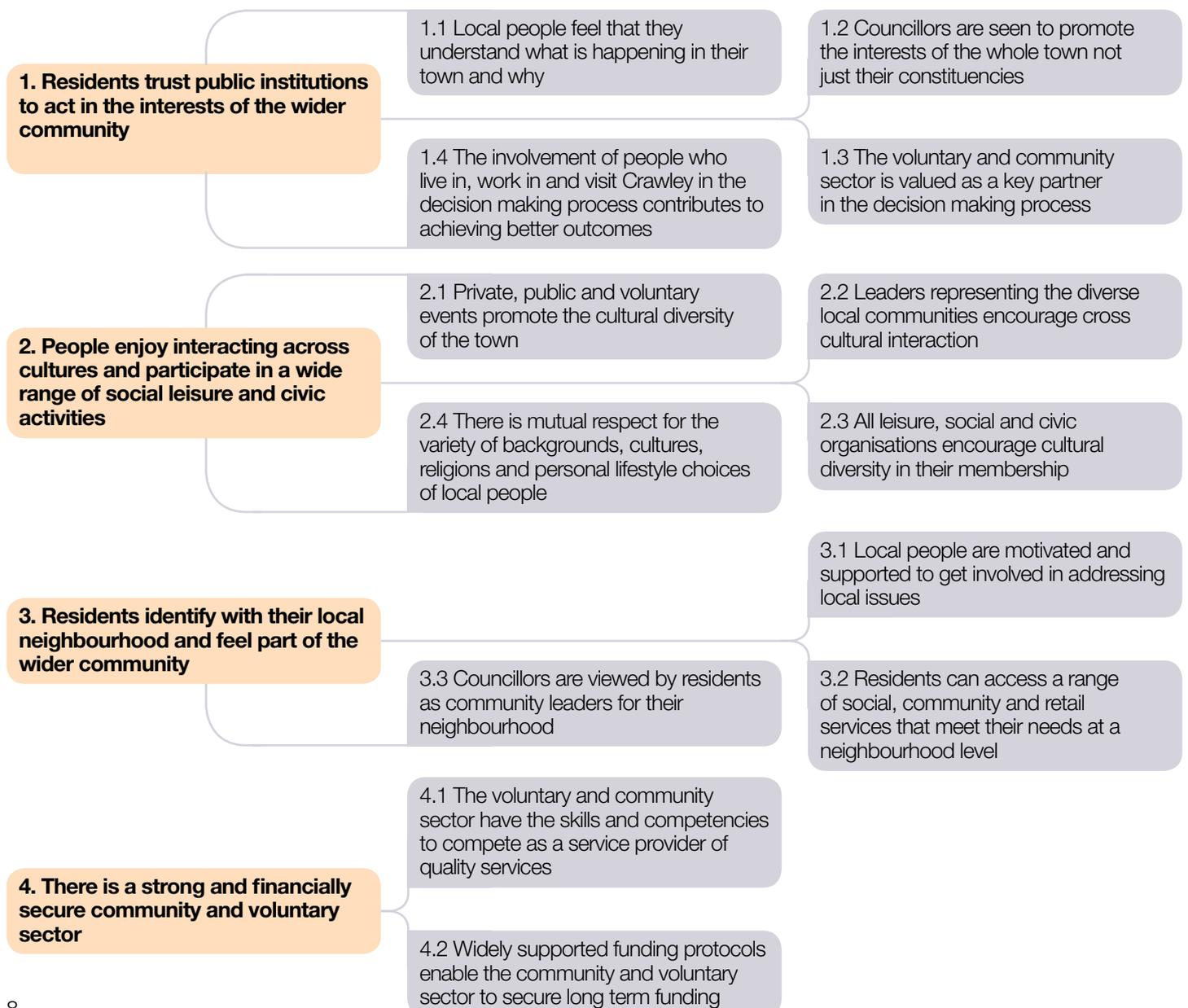


# Community Cohesion



A town where people from different communities interact across a range of cultural, leisure and social activities, are mutually supportive of each other, and feel part of a wider community.

This vision is dependent on achieving the following interrelated strategic aims and objectives:



## National and Local Indicators

OUTCOME NUMBER	INDICATORS	DATA SOURCES
1.	<ul style="list-style-type: none"> <li>• % of residents that say they trust public institutions</li> </ul>	CBC Residents' Survey
1.1	<ul style="list-style-type: none"> <li>• % of residents that feel the council keeps them well informed about services</li> </ul>	CBC Residents' Survey
1.2	<ul style="list-style-type: none"> <li>• % of residents that say they think councillors promote the interests of the whole town not just their constituents</li> </ul>	CBC Residents' Survey
1.3	<ul style="list-style-type: none"> <li>• % of partners that believe the community and voluntary sector is treated as a key partner in decision making</li> </ul>	Annual Partnership Survey
1.4	<ul style="list-style-type: none"> <li>• % of people who feel they can influence decision making in their locality</li> </ul>	NI 4 LAA
2.	<ul style="list-style-type: none"> <li>• % of people who say they regularly participate in social and leisure activities with people from different cultures</li> <li>• Migrants English language skills and knowledge</li> </ul>	CBC Residents' Survey NI 13
2.1	<ul style="list-style-type: none"> <li>• The number of public events held in the town annually that promote cultural diversity</li> <li>• Effectiveness of cultural events in bringing different communities together</li> </ul>	CBC CBC
2.2	<ul style="list-style-type: none"> <li>• % of partner organisation that feel community leaders are promoting cultural interaction</li> <li>• % of residents that feel community leaders promote the benefits of cultural integration</li> <li>• Number of community leaders who feel that cultural interaction is being effectively promoted</li> </ul>	Annual Partnership Survey CBC Residents' Survey Annual Partnership Survey
2.3	<ul style="list-style-type: none"> <li>• Number of local organisations that have successfully promoted cross cultural interaction</li> </ul>	Annual Partnership Survey
2.4	<ul style="list-style-type: none"> <li>• % of people who believe that people from different backgrounds get on well together in their local area</li> </ul>	NI 1 LAA
3.	<ul style="list-style-type: none"> <li>• % of people who feel that they belong to their local neighbourhood</li> <li>• Overall/general satisfaction with their local area</li> </ul>	NI 2 NI 5
3.1	<ul style="list-style-type: none"> <li>• Civic participation in the local area</li> <li>• % of residents who participate in elections</li> </ul>	NI 3 CBC
3.2	<ul style="list-style-type: none"> <li>• Use of public libraries</li> <li>• Visits to museums or galleries</li> <li>• Engagement in the arts</li> </ul>	NI 9 NI 10 NI 11
3.3	<ul style="list-style-type: none"> <li>• % of residents who say they view their local councillor as a leader for their neighbourhood</li> </ul>	CBC Residents' Survey
4.	<ul style="list-style-type: none"> <li>• Participation in regular volunteering</li> <li>• Environment for a thriving third sector</li> <li>• Range and number of voluntary and community organisations in Crawley</li> </ul>	NI 6 NI 7 LAA Police Audit
4.1	<ul style="list-style-type: none"> <li>• % of community and voluntary organisations that feel there is a lack of skills and competencies for the sector to act as a genuine competitor for the provision of quality services</li> </ul>	Annual Partnership Survey
4.2	<ul style="list-style-type: none"> <li>• Number of instances of non-compliance with the Compact</li> </ul>	Annual Partnership Survey

NI - National Indicator Set

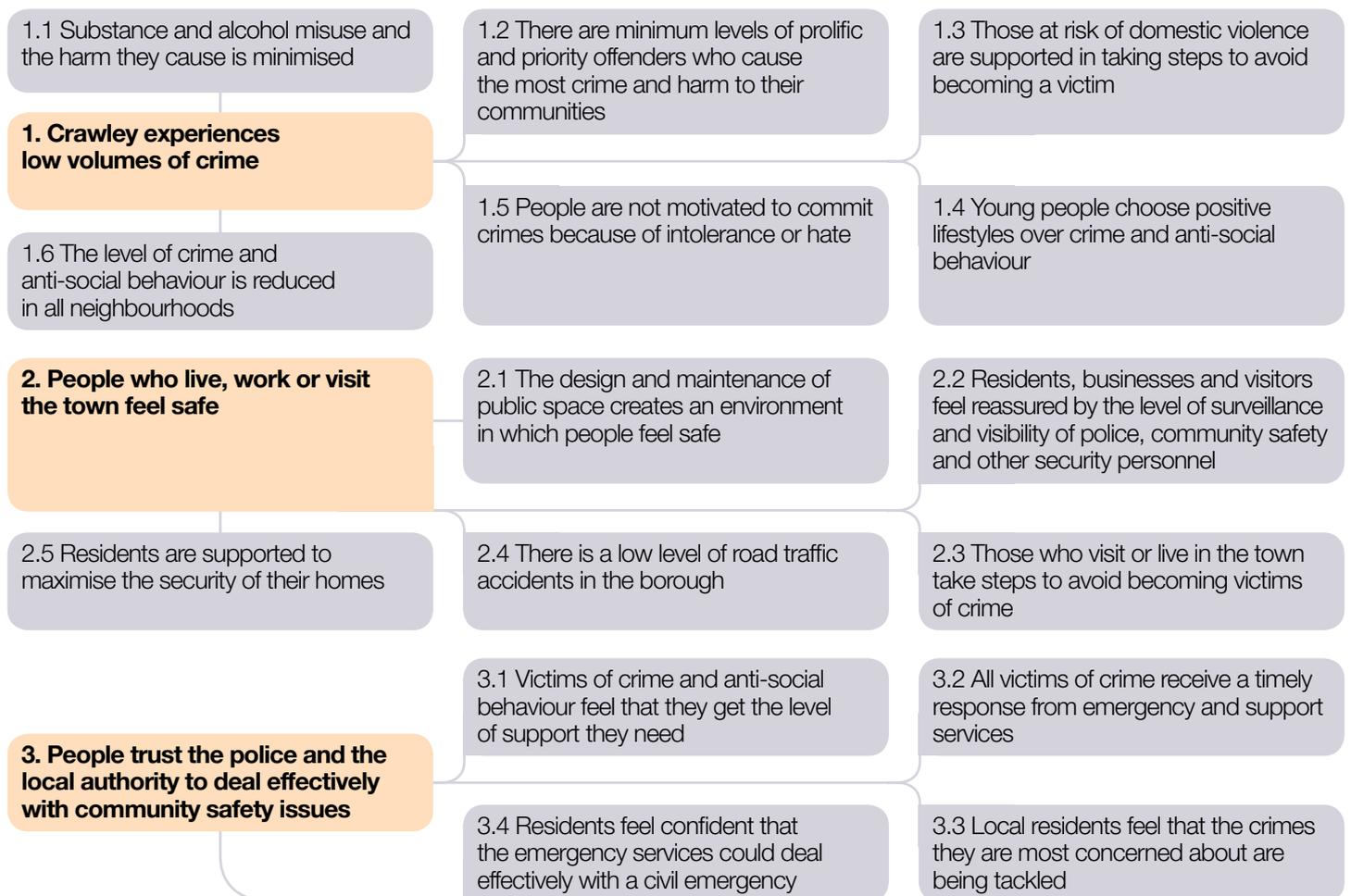
LAA - West Sussex Local Area Agreement

# Community Safety



A town where people are safe, and feel safe; where the police, council and other community safety partners work with residents and local communities to tackle crime, disorder and anti-social behaviour. A town where effective action is taken to deal with those who cause the most harm or nuisance

**This vision is dependent on achieving the following interrelated strategic aims and objectives:**



## National and Local Indicators

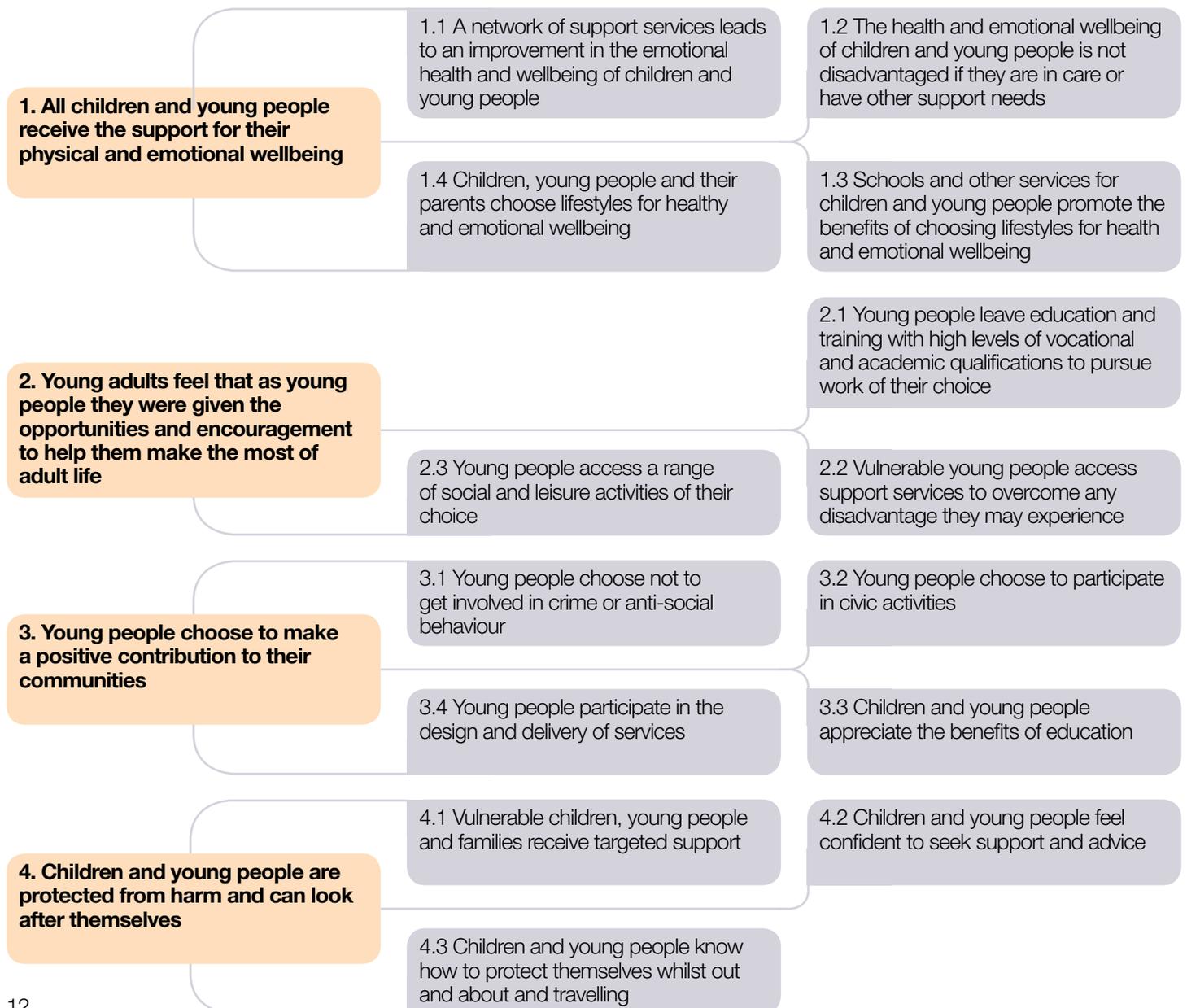
OUTCOME NUMBER	INDICATORS	DATA SOURCES
1.	<ul style="list-style-type: none"> <li>• Serious violent crime rate</li> <li>• Serious acquisitive crime rate</li> <li>• Rate of proven re-offending by young offenders</li> <li>• Assault with injury crime rate</li> <li>• Serious knife crime rate</li> <li>• Gun crime rates</li> <li>• Arson incidents</li> </ul>	NI 15 NI 16 NI 19 LAA NI 20 NI 28 NI 29 NI 33
1.1	<ul style="list-style-type: none"> <li>• Perception of drunk rowdy behaviour problems</li> <li>• Perceptions of drug use of drug dealing as a problem</li> <li>• Drug related (Class A) offending rate</li> <li>• Alcohol-harm related hospital admission rates</li> <li>• Drug users in effective treatment</li> </ul>	NI 41 NI 42 NI 38 NI 39 LAA NI 40
1.2	<ul style="list-style-type: none"> <li>• Adult re-offending rates for those under probation supervision</li> <li>• Re-offending rate of prolific and priority offenders</li> <li>• Re-offending rates of registered sex offenders</li> <li>• Rate of proven re-offending by young offenders</li> </ul>	NI 18 NI 30 LAA NI 31 NI 19
1.3	<ul style="list-style-type: none"> <li>• Repeat incidents of domestic violence</li> <li>• Domestic violence murder</li> </ul>	NI 32 LAA NI 34
1.4	<ul style="list-style-type: none"> <li>• Young offenders engaged in suitable education employment or training</li> <li>• Ethnic composition of offenders on Youth Justice System disposals</li> <li>• Perceptions of parents taking responsibility for the behaviour of their children</li> </ul>	NI 45 NI 44 NI 22
1.5	<ul style="list-style-type: none"> <li>• Building resilience to violent extremism</li> <li>• Protection against terrorist attacks</li> </ul>	NI 35 NI 36
1.6	<ul style="list-style-type: none"> <li>• The level of crime in all wards</li> </ul>	Sussex Police
2.	<ul style="list-style-type: none"> <li>• The per centage of Crawley residents who would agree with the statement Crawley is a safe place</li> <li>• Perceptions of anti-social behaviour</li> </ul>	CBC Residents' Survey NI 17 LAA
2.1	<ul style="list-style-type: none"> <li>• % of people who feel that the design and maintenance of the built environment creates safe environments</li> </ul>	CBC Residents' Survey
2.2	<ul style="list-style-type: none"> <li>• % of businesses who feel reassured by the level of surveillance in the town</li> <li>• % of people who feel reassured by the level of surveillance in the town</li> </ul>	Business Survey CBC Residents' Survey
2.3	<ul style="list-style-type: none"> <li>• Number of crime prevention initiatives each year</li> </ul>	Sussex Police
2.4	<ul style="list-style-type: none"> <li>• People killed or seriously injured in road traffic accidents</li> <li>• Children killed or seriously injured in road traffic accidents</li> </ul>	NI 47 LAA NI 48
2.5	<ul style="list-style-type: none"> <li>• Effectiveness of home security campaigns</li> <li>• Number of primary fires and related fatalities and non fatal casualties</li> </ul>	Sussex Police and CBC NI 49
3.	<ul style="list-style-type: none"> <li>• % of local people who trust the police and local authority to deal effectively with community safety issues</li> </ul>	CBC Residents' Survey
3.1	<ul style="list-style-type: none"> <li>• % victims of crime who felt they got the level of support they needed</li> <li>• Specialist support to victims of a serious sexual offence</li> </ul>	Sussex Police NI 26
3.2	<ul style="list-style-type: none"> <li>• Satisfaction with the way the police and local council dealt with anti-social behaviour</li> <li>• Satisfaction of different groups with the way police and local council dealt with anti-social behaviour</li> <li>• Satisfaction with response rate of police</li> <li>• Satisfaction with Community Wardens</li> </ul>	NI 24 NI25 Sussex Police CBC Residents' Survey
3.3	<ul style="list-style-type: none"> <li>• Dealing with local concerns about anti-social behaviour and crime by the police and local council</li> <li>• Satisfaction of different groups with the way the police and local authority dealt with anti-social behaviour</li> <li>• Understanding of local concerns about anti-social behaviour and crime by the local council and police</li> </ul>	NI 21 NI 25 NI 27
3.4	<ul style="list-style-type: none"> <li>• Awareness of civil protection arrangements in the local areas</li> </ul>	NI 37

# Children and Young People



The children and young people of the town have the opportunity to enjoy healthy and safe lives as confident, high achieving learners who are valued contributors in their communities

This vision is dependent on achieving the following interrelated strategic aims and objectives:



## National and Local Indicators

OUTCOME NUMBER	INDICATORS	DATA SOURCES
1.	<ul style="list-style-type: none"> <li>Emotional health of children</li> <li>Effectiveness of child and adolescent mental health services</li> </ul>	NI 50 NI 51 LAA
1.1	<ul style="list-style-type: none"> <li>Number of Children's Centres</li> <li>Number of families using Children's Centres</li> <li>Satisfaction of parents with the range and quality of support services available</li> <li>Number of young people participating in chlamydia screening</li> <li>Number of school site health clinics</li> <li>Number of young people under 15 accessing speech therapy</li> </ul>	NI 109 ISCYP ISCYP ISCYP ISCYP ISCYP
1.2	<ul style="list-style-type: none"> <li>Emotional and behavioural health of children in care</li> </ul>	NI 58
1.3	<ul style="list-style-type: none"> <li>The percentage of schools achieving National Healthy Schools Status</li> <li>Take up of school lunches</li> </ul>	ISCYP NI 52
1.4	<ul style="list-style-type: none"> <li>Obesity among primary school age children in Reception Year</li> <li>Obesity among primary school children in Year 6</li> <li>Children and young people's participation in high quality PE and sport</li> <li>Prevalence of chlamydia in under 20s</li> <li>Under 18 conception rates</li> <li>Prevalence of breast feeding at 6-8 weeks from birth</li> <li>Number of young people doing regular exercise</li> </ul>	NI 55 NI 56 NI 57 NI 113 NI 112 NI 53 ISCYP
2.	<ul style="list-style-type: none"> <li>% of young adults that feel that as young adults they were given opportunities and encouragement to make the most out of their lives</li> <li>Number of schools in special measures</li> </ul>	ISCYP NI 89
2.1	<ul style="list-style-type: none"> <li>Yearly assessment from Children's Trust on educational attainment in Crawley's schools including A-C grades at GCSE</li> <li>Number of young people attaining vocational qualifications and training</li> <li>16-18 year olds who are not in education, training or employment</li> <li>Number of young people who believe that they have been supported to pursue work of their choice</li> </ul>	NI 72-80, 83-85 & 93-98 LAA NI 90 & 91 NI 117 LAA ISCYP
2.2	<ul style="list-style-type: none"> <li>Services for disabled children</li> <li>Number of young people using the Connexions services</li> </ul>	NI 54 ISCYP
2.3	<ul style="list-style-type: none"> <li>Number of Extended Schools</li> <li>Number of children and young people who do not regularly access social and leisure activities</li> <li>Number of children and young people who do not believe they have access to a sufficient range of social and leisure activities</li> </ul>	NI 88 ISCYP ISCYP ISCYP
3.	<ul style="list-style-type: none"> <li>Number of young people who participate in a range of positive activities</li> </ul>	NI 110 LAA
3.1	<ul style="list-style-type: none"> <li>First time entrants to the Youth Justice System aged 10-17</li> <li>Substance misuse by young people</li> </ul>	NI 111 NI 115
3.2	<ul style="list-style-type: none"> <li>Number of 18-19 year olds that vote</li> <li>Number of young people involved in civic activities</li> </ul>	CBC ISCYP
3.3	<ul style="list-style-type: none"> <li>Secondary school persistent absence rates</li> <li>Rate of permanent exclusions</li> </ul>	NI 87 LAA NI 114
3.4	<ul style="list-style-type: none"> <li>Number of engagement activities for children and young people</li> </ul>	ISCYP
4.	<ul style="list-style-type: none"> <li>% of children and young people who believe that they are protected from harm and can look after themselves</li> <li>Hospital admissions caused by unintentional and deliberate injuries to children and young people</li> </ul>	ISCYP NI 70
4.1	<ul style="list-style-type: none"> <li>Number of looked after children</li> <li>Number of children on child protection register</li> <li>Levels of domestic violence experienced by children and young people</li> <li>Level of child care for single parents</li> <li>Learning and training opportunities for single parents</li> <li>Support to vulnerable children, young people and families</li> </ul>	ISCYP ISCYP ISCYP ISCYP ISCYP ISCYP
4.2	<ul style="list-style-type: none"> <li>% of children and young people who feel confident in seeking advice</li> </ul>	ISCYP
4.3	<ul style="list-style-type: none"> <li>Number of children involved in road accidents</li> <li>Children who have experienced bullying</li> </ul>	NI 48 NI 69 LAA

# Health and Wellbeing



A town where healthy living is a lifestyle choice of all our communities and where people can depend on services that provide timely responses to illness and accidents. Those who rely on care and support are helped to live independent lives where appropriate.

**This vision is dependent on achieving the following interrelated strategic aims and objectives:**



## National and Local Indicators

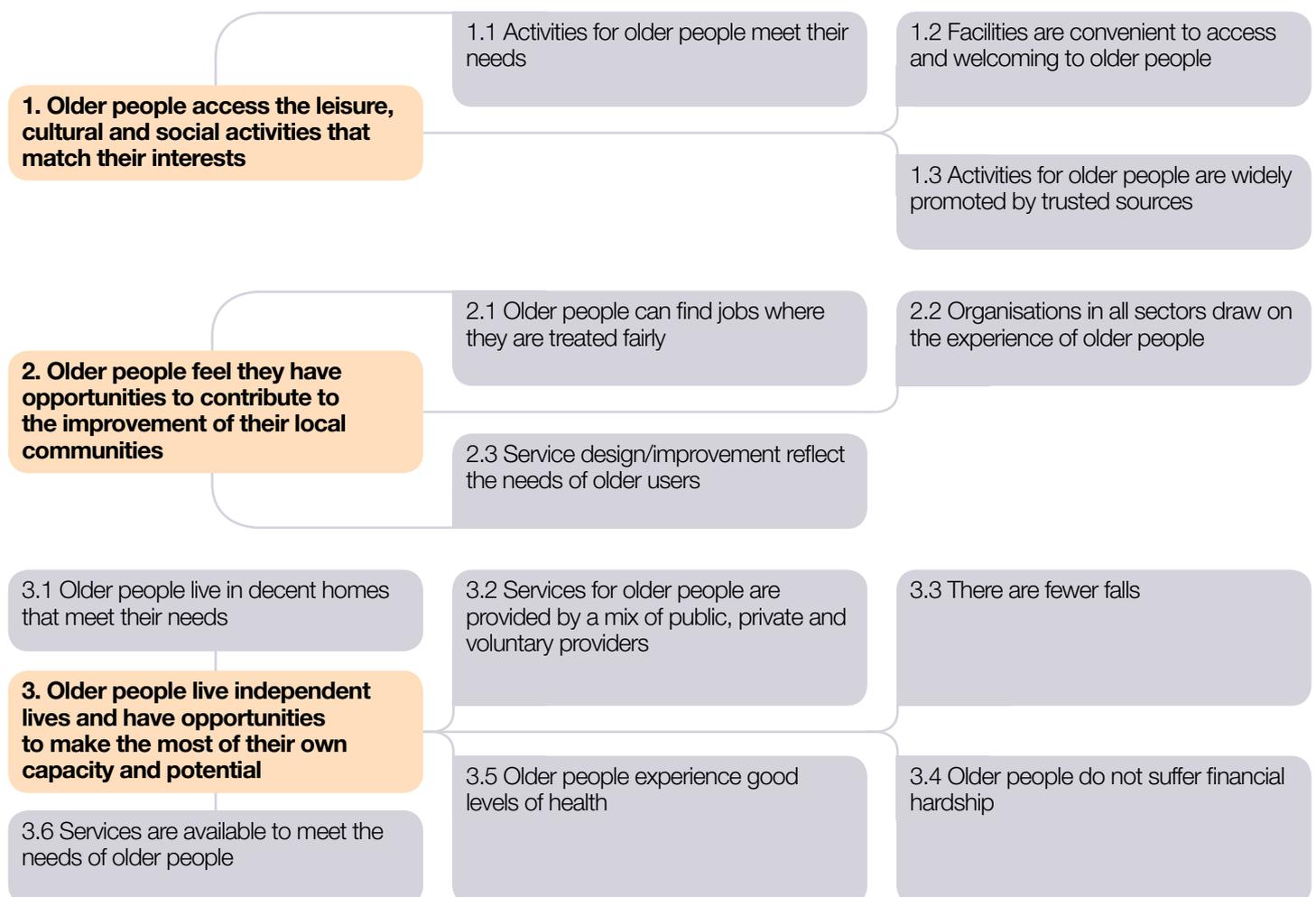
OUTCOME NUMBER	INDICATORS	DATA SOURCES
1.	<ul style="list-style-type: none"> <li>• Self reported measure of people's overall health and wellbeing</li> <li>• All age all cause mortality rate</li> <li>• Mortality rate from circulatory diseases at ages under 75</li> <li>• Mortality rates from all cancers at ages under 75</li> <li>• Healthy life expectancy at 65</li> <li>• The number of emergency bed days per head of population</li> </ul>	NI 119 NI 120 LAA NI 121 NI 122 NI 137 NI 134 LAA
1.1	<ul style="list-style-type: none"> <li>• Adult participation in sport</li> <li>• 16+ current smoking prevalence rate</li> <li>• 10 % of the Crawley population engaging in physical activity</li> <li>• Estimated prevalence of obesity</li> </ul>	NI 8 LAA NI 123 CBC Indicator Health Observatory
1.2	<ul style="list-style-type: none"> <li>• The number of people accessing the Crawley Health and Wellbeing Centres</li> <li>• The number of older people participating in Partnership for Older People's Projects</li> <li>• Ease of access to services</li> </ul>	PCT PCT PCT
1.3	<ul style="list-style-type: none"> <li>• Effectiveness of primary and social care services in preventing illness</li> </ul>	PCT
1.4	<ul style="list-style-type: none"> <li>• Health inequalities based on race, gender employment and neighbourhood</li> </ul>	Health Observatory
1.5	<ul style="list-style-type: none"> <li>• Level of air quality – reduction in NOx and primary PM10 emissions through local authority estates and operations</li> <li>• Food establishments in the area which are broadly compliant with food hygiene law</li> <li>• Injuries at work</li> <li>• Workplace related sickness absences levels over three days</li> </ul>	NI 191 NI 184 CBC Indicator Health & Safety Executive
2.	<ul style="list-style-type: none"> <li>• User reported experience of respect and dignity in their treatment</li> <li>• % of patients satisfied with the treatment for illness and accidents</li> <li>• Self reported experience of social care users</li> </ul>	NI 128 Health Observatory NI 127
2.1	<ul style="list-style-type: none"> <li>• Number of people screened for major illnesses (cancer, heart disease, etc)</li> </ul>	Health Observatory
2.2	<ul style="list-style-type: none"> <li>• Satisfaction with access to GP Services</li> </ul>	CBC Residents' Survey & PCT
2.3	<ul style="list-style-type: none"> <li>• % of patients that receive treatment within 18 weeks of consultation</li> <li>• Early access for women to maternity services</li> <li>• Opening hours of Community Health Services</li> <li>• Timeliness of social care assessments</li> <li>• Timeliness of social care packages</li> </ul>	Health Observatory NI 126 PCT NI 132 NI 133
2.4	<ul style="list-style-type: none"> <li>• % of people satisfied with acute health services</li> </ul>	CBC Residents' Survey & PCT
3.	<ul style="list-style-type: none"> <li>• People with long term conditions supported to be independent and in control of their conditions</li> </ul>	NI 124
3.1	<ul style="list-style-type: none"> <li>• The effectiveness of joined up services providing quality services to users</li> <li>• Delayed transfers of care from hospitals</li> <li>• People supported to live independently through social services</li> <li>• End of life access to palliative care enabling people to choose to die at home</li> </ul>	PCT NI 131 NI 136 NI 129
3.2	<ul style="list-style-type: none"> <li>• Unmet need for extra care accommodation</li> </ul>	PCT
3.3	<ul style="list-style-type: none"> <li>• Number of gaps in service provision filled by good quality services</li> </ul>	PCT
3.4	<ul style="list-style-type: none"> <li>• Social care clients receiving self directed support</li> <li>• % of users satisfied with self directed supported</li> </ul>	NI 130 LAA Health Observatory
3.5	<ul style="list-style-type: none"> <li>• % of carers that feel they receive good quality support services</li> <li>• Carers receiving needs assessment or review</li> </ul>	Crawley Council for Voluntary Services NI 135 LAA

# Older People

Older people have happy lives because they feel they are valued members of a community where attitudes and services enable them to live independent lives and participate in activities of their choice.



This vision is dependent on achieving the following interrelated strategic aims and objectives:



## National and Local Indicators

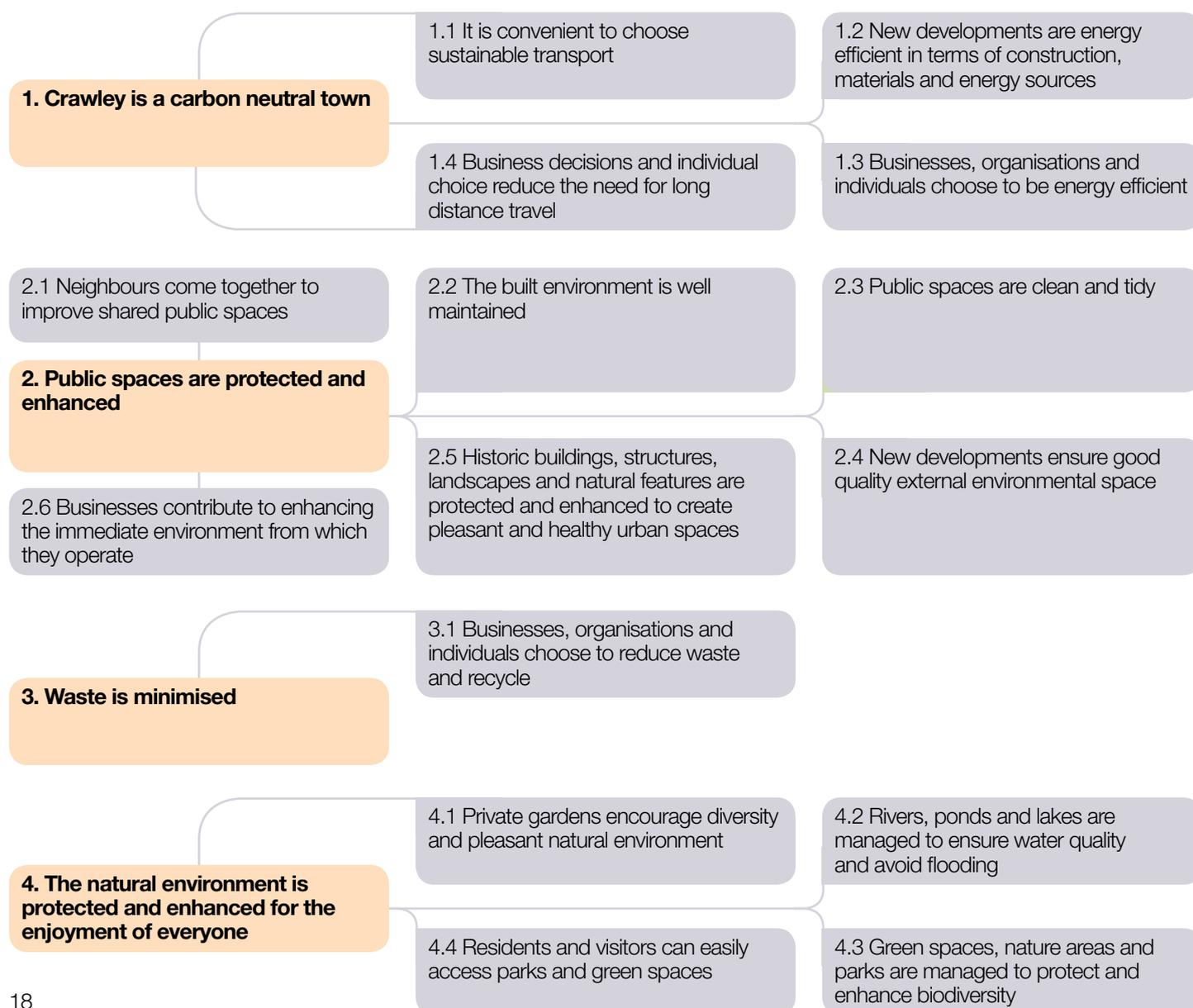
OUTCOME NUMBER	INDICATORS	DATA SOURCES
<b>1.</b>	<ul style="list-style-type: none"> <li>• Satisfaction of people over 65 with both home and neighbourhood</li> </ul>	NI 138
1.1	<ul style="list-style-type: none"> <li>• % of older people who believe that they have access to a range of social and leisure activities that meet their needs</li> </ul>	Older Person's Forum Survey
1.2	<ul style="list-style-type: none"> <li>• % of people who believe that facilities are convenient to access and welcoming to older people</li> </ul>	Older Person's Forum Survey
1.3	<ul style="list-style-type: none"> <li>• People over the age of 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently</li> <li>• % of older people who feel they can access information from trusted sources</li> </ul>	NI 139 Older Person's Forum Survey
2.1	<ul style="list-style-type: none"> <li>• Number of older people who feel they have not been treated fairly by employers because of their age</li> </ul>	Older Person's Forum Survey
2.2	<ul style="list-style-type: none"> <li>• Number of local companies that benefit from the services of older people</li> </ul>	Private Sector Survey
2.3	<ul style="list-style-type: none"> <li>• Number of older people who have said they had been involved in the design and delivery of services</li> <li>• Number of partnership initiatives that have involved older people in the design and delivery of services</li> </ul>	Older Person's Forum Survey Older Person's Forum Survey
<b>3.</b>	<ul style="list-style-type: none"> <li>• Achieving independence for older people through rehabilitation/intermediate care</li> </ul>	NI 125
3.1	<ul style="list-style-type: none"> <li>• Number of older people who have been supported to adapt homes</li> <li>• Number of older people whose homes need adapting</li> <li>• Number of homes that meet the lifetime home standards</li> </ul>	CBC CBC CBC
3.2	<ul style="list-style-type: none"> <li>• Effectiveness of mixed service provision in providing services for older people</li> </ul>	Health and Wellbeing Partnership
3.3	<ul style="list-style-type: none"> <li>• Number of falls per annum</li> </ul>	PCT
3.4	<ul style="list-style-type: none"> <li>• Number of older people helped to obtain benefits</li> </ul>	CBC
3.5	<ul style="list-style-type: none"> <li>• Healthy life expectancy at the age of 65</li> <li>• Number of illnesses caused by lack of warmth</li> </ul>	NI 137 PCT
3.6	<ul style="list-style-type: none"> <li>• % of older people who believe that there is an adequate supply of support services for older people to live independent lives</li> </ul>	Older Person's Forum Survey

# The Environment

A town that is characterised by clean, tidy, streets and public areas with green spaces that are well maintained, and inhabited by a variety of animal and plant life. Individuals and businesses have a reputation for minimising waste, maximising recycling and striving to achieve a carbon neutral town.



This vision is dependent on achieving the following interrelated strategic aims and objectives:



## National and Local Indicators

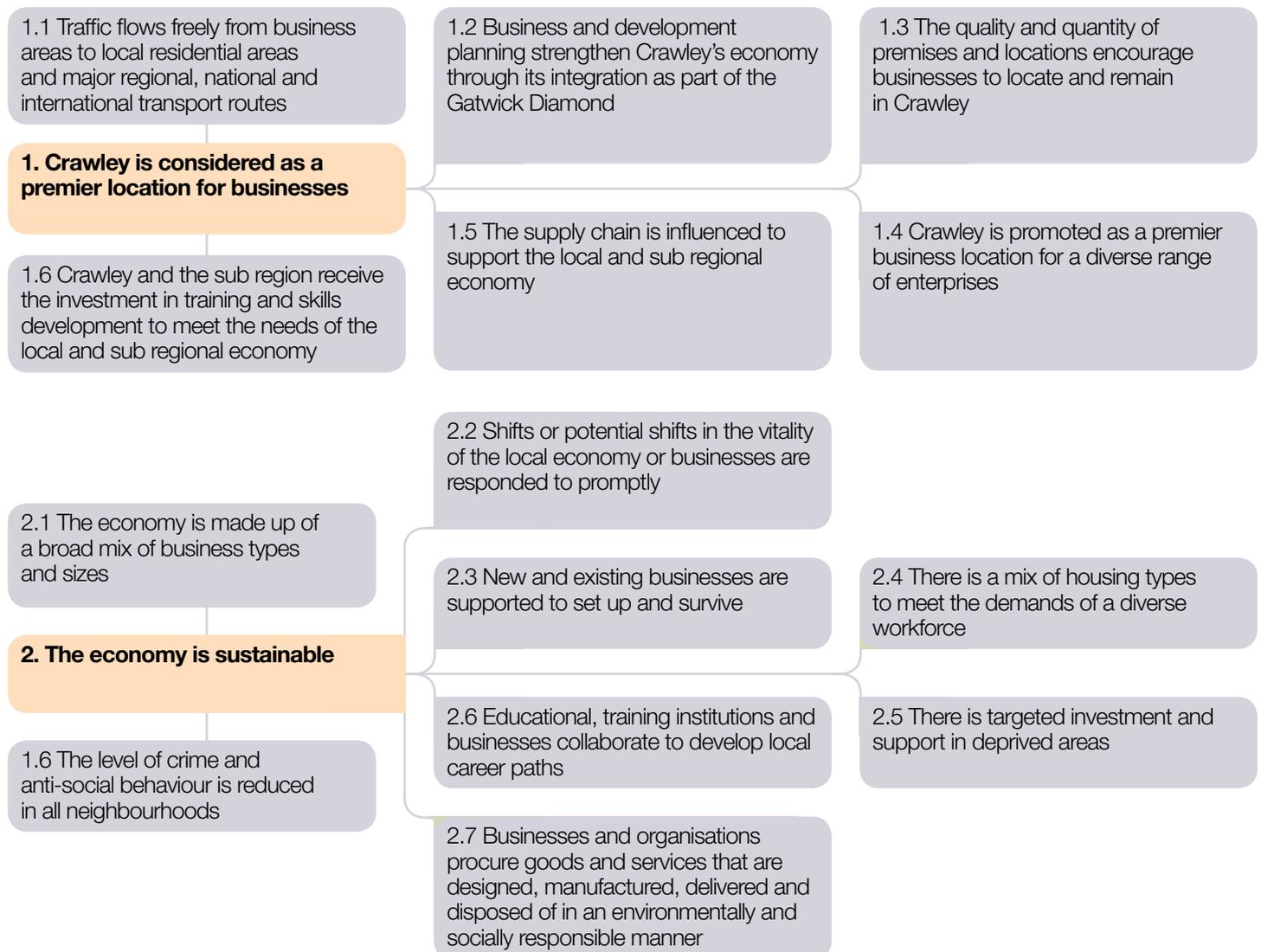
OUTCOME NUMBER	INDICATORS	DATA SOURCES
1.	<ul style="list-style-type: none"> <li>• CO2 reduction from local authority operations</li> <li>• Per capita CO2 emissions in the local authority area</li> <li>• Adapting to climate change</li> </ul>	NI 185 NI 186 LAA NI 188
1.1	<ul style="list-style-type: none"> <li>• Access to services and facilities by public transport, walking and cycling</li> <li>• Working age people with access to employment by private transport</li> <li>• Bus services running on time</li> </ul>	NI 175 LAA NI 176 NI 178
1.2	<ul style="list-style-type: none"> <li>• Standard of energy efficiency of all new developments</li> </ul>	CBC
1.3	<ul style="list-style-type: none"> <li>• % of businesses and individuals who have taken steps to improve their use of energy</li> </ul>	CBC Residents' Survey Business Survey
1.4	<ul style="list-style-type: none"> <li>• Children travelling to school – mode of transport usually used</li> <li>• Local bus journeys originating in the local authority area</li> </ul>	NI 198 LAA NI 177
2.	<ul style="list-style-type: none"> <li>• % of people who feel that public spaces are being protected and enhanced</li> </ul>	CBC Residents' Survey
2.1	<ul style="list-style-type: none"> <li>• Number of Let's FACE It! projects every year</li> <li>• Number of people involved in Let's FACE It! projects</li> </ul>	CBC LAA CBC
2.2	<ul style="list-style-type: none"> <li>• % of people who feel that the built environment is well maintained</li> </ul>	CBC Residents' Survey
2.3	<ul style="list-style-type: none"> <li>• Improved street and environmental cleanliness (levels of graffiti, litter, fly posting and fly tipping)</li> </ul>	NI 195 & 196 LAA
2.4	<ul style="list-style-type: none"> <li>• % of new developments that meet highest development standards</li> </ul>	CBC
2.5	<ul style="list-style-type: none"> <li>• % of people who feel that historic buildings, structures and landscapes are protected</li> </ul>	CBC Residents' Survey
3.	<ul style="list-style-type: none"> <li>• Residual household waste per head</li> <li>• Household waste recycled and composted</li> <li>• Municipal waste land filled</li> </ul>	NI 191 NI 192 NI 193
3.1	<ul style="list-style-type: none"> <li>• Number of businesses and organisations with waste management plans</li> <li>• Number of businesses that would like to do more to minimise waste</li> <li>• % of residents that say they reduce waste</li> </ul>	CBC Business Survey CBC Residents' Survey
4.	<ul style="list-style-type: none"> <li>• Level of air quality</li> <li>• % of people who believe that the natural environment is being protected and enhanced</li> </ul>	NI 194 CBC Residents' Survey
4.1	<ul style="list-style-type: none"> <li>• Number of people who participate in improvement initiatives</li> </ul>	CBC
4.2	<ul style="list-style-type: none"> <li>• Flood and coastal erosion risk management</li> </ul>	NI 189
4.3	<ul style="list-style-type: none"> <li>• Improved local biodiversity – active management of local sites</li> </ul>	NI 197
4.4	<ul style="list-style-type: none"> <li>• % of people who say they can easily access parks and green spaces</li> </ul>	CBC Residents' Survey

# The Local Economy



A diverse range of local, regional, national and global business interests choose Crawley as their location because of high quality premises; good quality business parks are well connected, allowing for the easy movement of goods, services and staff, and; skill and supply chain requirements can be sourced locally or from the sub regional Gatwick Diamond.

**This vision is dependent on achieving the following interrelated strategic aims and objectives:**



## National and Local Indicators

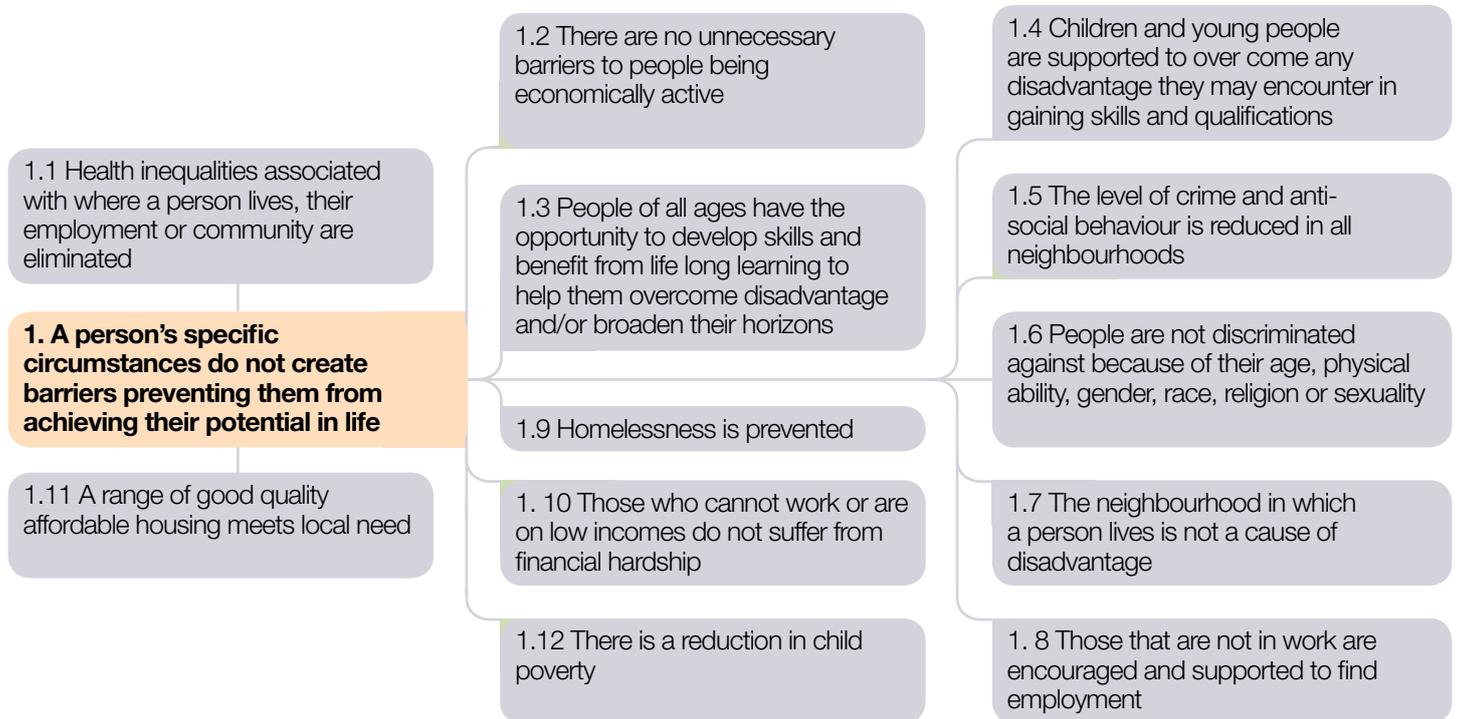
OUTCOME NUMBER	INDICATORS	DATA SOURCES
1.	<ul style="list-style-type: none"> <li>VAT registration rate</li> <li>VAT registered businesses in the area showing growth</li> <li>Overall employment rate</li> <li>% of businesses that believe Crawley is a premier business location</li> <li>Satisfaction of businesses with local authority regulation services</li> </ul>	NI 171 NI 172 NI 151 Business Survey NI182
1.1	<ul style="list-style-type: none"> <li>Congestion – average journey time per mile during the morning peak hour</li> <li>Bus services running on time</li> <li>Principle roads where maintenance should be considered</li> <li>Non principle roads where maintenance should be considered</li> </ul>	NI 167 NI 178 NI 168 NI 169
1.2	<ul style="list-style-type: none"> <li>% of businesses that feel the Gatwick Diamond is being developed to the advantage of local businesses</li> </ul>	Business Survey
1.3	<ul style="list-style-type: none"> <li>% of businesses that believe the quality of their premises is of a high quality and meets their long term needs</li> </ul>	Business Survey
1.4	<ul style="list-style-type: none"> <li>% of stakeholders who feel that Crawley is promoted as a premier business location</li> </ul>	Partnership and Business Surveys
1.5	<ul style="list-style-type: none"> <li>Number of initiatives undertaken to support the supply chain</li> </ul>	CBC
1.6	<ul style="list-style-type: none"> <li>Skills gaps in the current workforce reported by employers</li> <li>Learners achieving a level 1 qualification in literacy</li> <li>Learners achieving an entry level 3 qualification in numeracy</li> <li>Working age population qualified to at least level 2 or higher</li> <li>Working age population qualified to at least level 3 or higher</li> <li>Working age population qualified to at least level 4 or higher</li> <li>Yearly investment in new training schemes</li> </ul>	NI 174 NI 161 NI 162 LAA NI 163 NI 164 LAA NI 165 CBC
2.	<ul style="list-style-type: none"> <li>Average earnings of employees in the area</li> <li>Impact of local authority regulatory services on fair trading environment</li> <li>Overall employment rate</li> <li>Working age people on out of work benefits</li> </ul>	NI 166 NI 183 NI 151 NI 152 LAA
2.1	<ul style="list-style-type: none"> <li>Diversity of VAT registered new businesses</li> </ul>	CBC
2.2	<ul style="list-style-type: none"> <li>Number of initiatives responding to shifts in the vitality of the local economy</li> </ul>	CBC
2.3	<ul style="list-style-type: none"> <li>Number of new businesses that are still in business after three years</li> <li>Number of initiatives to support new and existing businesses</li> </ul>	CBC CBC
2.4	<ul style="list-style-type: none"> <li>Net additional homes provided</li> <li>Supply of ready to develop housing sites</li> <li>Type of dwellings built compared to local needs</li> </ul>	NI 154 LAA NI 159 CBC
2.5	<ul style="list-style-type: none"> <li>Number of initiatives that provide new funding to deprived areas</li> </ul>	CBC
2.6	<ul style="list-style-type: none"> <li>Number of joint initiatives between businesses and education and training institutions</li> </ul>	Central Sussex College
2.7	<ul style="list-style-type: none"> <li>Number of public authorities that achieve level 5 of the National Sustainable Procurement Strategy</li> <li>Number of private companies that have sustainable procurement strategies</li> </ul>	CBC CBC
2.8	<ul style="list-style-type: none"> <li>% of stakeholders that think there is a high level of collaboration between the public and private sector</li> </ul>	Partnership Survey

# Social Inclusion



Everyone from every walk of life is afforded the same dignity, respect and opportunity to realise their potential in life; the needs of the whole community are taken into account to narrow the gap between those that have and those that do not, and in so doing no one is left behind.

**This vision is dependent on achieving the following interrelated strategic aims and objectives:**



**Social inclusion is a major cross cutting issue and some of the strategic aims and objectives under this heading are repeated in other themes. However, because of the importance of this issue it is included as a theme in its own right.**

## National and Local Indicators

OUTCOME NUMBER	INDICATORS	DATA SOURCES
1.	<ul style="list-style-type: none"> <li>Fair treatment by local services</li> <li>Number of vulnerable people achieving independent living</li> <li>Number of vulnerable people supported to maintain independent living</li> </ul>	NI 140 NI 141 NI 142 LAA
1.1	<ul style="list-style-type: none"> <li>Levels of health based on gender, race, employment and neighbourhood of residence</li> </ul>	Health Observatory
1.2	<ul style="list-style-type: none"> <li>Adults with learning difficulties in employment</li> <li>Number of adults in contact with secondary mental health services in employment</li> <li>Offenders under probation supervision in employment at the end of their order or licence</li> <li>Care leavers in employment, education or training</li> </ul>	NI 146 NI 150 LAA NI 144 NI 148
1.3	<ul style="list-style-type: none"> <li>16-18 year olds who are not in employment, education or training</li> <li>Number of adults enrolled on training courses</li> </ul>	N117 Learning Skills Council
1.4	<ul style="list-style-type: none"> <li>Inequality gap in the achievement of a level 3 qualification by the age of 19</li> <li>Inequality gap in the achievement of a level 2 qualification by the age of 19</li> <li>Narrowing the gap between the lowest achieving 20% in the early years Foundation Stage Profile and the rest</li> <li>Educational achievement of children in care</li> <li>Educational achievement of those with special needs</li> <li>Young people from low income backgrounds progressing to higher education</li> <li>Educational achievement of BME</li> </ul>	NI 81 NI 82 NI 92 LAA  NI 99 –102 LAA NI 104 –105 NI 106 NI 107 –108
1.5	<ul style="list-style-type: none"> <li>Level of crime in all wards</li> </ul>	Sussex Police
1.6	<ul style="list-style-type: none"> <li>Perception that people in the area treat one another with respect and dignity</li> <li>Services for disabled children</li> <li>Incidents of race hate crimes reported</li> </ul>	NI 23 NI 54 West Sussex Racist Incidents Team
1.7	<ul style="list-style-type: none"> <li>The reduction in the gap between the most deprived Super Output Areas and the national average ranking for multiple deprivation</li> <li>Working age people claiming out of work benefits in the worst performing neighbourhoods</li> </ul>	Indices of Multiple Deprivation  NI 153
1.8	<ul style="list-style-type: none"> <li>Number of initiatives supporting people back into work</li> </ul>	Connexions
1.9	<ul style="list-style-type: none"> <li>Number of households living in temporary accommodation</li> <li>Number of households where homelessness is prevented</li> <li>Length of stay in temporary accommodation</li> <li>Number of young offenders access to suitable accommodation</li> <li>Care leavers in suitable accommodation</li> <li>Adults with learning difficulties in suitable accommodation</li> <li>Offenders under probation supervision in settled and suitable accommodation at the end of their order and licence</li> <li>Adults in contact with secondary mental health services in settled accommodation</li> </ul>	NI 156 CBC Indicator CBC Indicator NI 46 NI 147 LAA NI 145 NI 143
1.10	<ul style="list-style-type: none"> <li>Weekly amount of benefit income gained as a result of interventions</li> <li>Increase in average wage levels</li> <li>Time taken to process Housing Benefit/Council Tax Benefit new claims and change events</li> </ul>	CBC Indicator CBC NI 181
1.11	<ul style="list-style-type: none"> <li>Number of affordable homes</li> <li>Number and type of affordable homes built compared to demand</li> <li>Number of people in fuel poverty</li> <li>% decent council homes</li> <li>Local authority tenants' satisfaction with landlord services</li> </ul>	NI 154 & NI 155 LAA CBC NI 187 NI 158 LAA NI 160
1.12	<ul style="list-style-type: none"> <li>Proportion of children in poverty</li> <li>Income deprivation affecting children</li> <li>Take up of childcare by low income working families</li> </ul>	NI 116 Indices of Multiple Deprivation NI 118

### **Monitoring this strategy**

This Strategy cannot be delivered by one organisation alone. All sectors, organisations and individuals will need to play their part. However, the Strategy will not help to deliver results unless it is championed, the necessary links between stakeholders are maintained, and the principles of collaboration and joint working are adhered to.

Every year there will be a peer review of this Strategy: partners will come together at an annual conference, using the indicators in this Strategy and additional supporting information from the operational activities of partner organisations, to evaluate progress, learn from success, and consider more effective ways of working where needed.

There will be a complete update of the strategy in 2012.

### **Contact details**

If you have any comments or would like further information about this Strategy you may contact Crawley Together in any of the following ways:

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