



Our Trust, our Future  
**Strategic Plan**  
**2019-23**

## Crystal Palace Community Trust (CPCT): Strategic Plan Contents

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## 1. Welcome

We are at an important and exciting time for the Crystal Palace Community Trust (CPCT).

We have been successful in raising funds for all our major projects and are providing a range of fantastic community initiatives for our Eagles Club, Youth and Arts Clubs to the Pineapple Luncheon Club and the Kingswood Community Shop. (KCS)

We enjoy a strong financial footing thanks to a regular 90% to 100% occupancy in our Business Centre, and well used hall hire at Anerley Town Hall (ATH). Over the last two years we have invested heavily in the town hall to create a safe, vibrant base for all our activities. We are proud of our positive relationships with the local community and the range of partnerships that have evolved for the benefit of the area.

As we continue to provide increasing value to our community, now is the right time to reflect, consolidate and re-affirm our mission, vision and values going forward.

In an increasingly isolationist world, it is organisations like the CPCT, with our values and vision, that provide an enduring force for good within our community. Thank you to all who contributed to this plan and I look forward to working with you to make it a reality.

Oliver Leeming, Chairman

The Crystal Palace Community Trust is a charity delivering affordable services that aspire to improve the lives of local people







## **2. Foreword.**

This plan lays out our ambition for the future of the Trust. It is to be used to focus our energy and resources, inspire our community and inform our stakeholders.

This document is a statement of intent that we will refer to when delivering projects, allocating resources, fundraising and reviewing our work. It sets out what we are going to do, how we are going to do it and why.

The plan will help inform local communities, local authorities, benefactors, funders and other stakeholders. It highlights that although our focus remains rooted in the local community we will not work in isolation: many of our challenges and aspirations are aligned with those of the collective local authority objectives and society as a whole. Partnership is a key principle - with local communities and businesses, local authorities and other statutory bodies and, of course, with local people and the community and charitable organisations that assist them.

## **3. Why a strategic plan?**

The strategic plan sets priorities and focuses energies and resources. It strengthens the day to day delivery of CPCT by setting out our strategic aims and how we will meet them enabling all staff, trustees and stakeholders to work towards common goals, establish agreement about intended outcomes and focus on results.

The strategic plan is owned by the Board and Staff and is important for local communities, Local Authorities, other stakeholders and funders. It defines the direction of travel for CPCT, and demonstrates the synergy between the collective Local Authority objectives and our strategic aims. The strategic plan informs our annual action/delivery plan and funding plan, which are both separately available.





#### 4. Vision (aspirational), mission (achievable) and values & guiding principles



### VISION

A thriving community where every individual has the opportunity to achieve their potential.

### MISSION

To provide accessible, affordable and diverse services and activities which enrich the lives of local communities, meeting local needs and contributing to the regeneration of local neighbourhoods within the six wards surrounding Crystal Palace Park. (see map page 10)

### VALUES

To remain rooted within the local community.  
To be inclusive, representing the diverse cultures and age groups in our communities.  
To support small local initiatives, rather than larger regional or national ones.  
To develop sustainable initiatives.

## 5. The Strategic Aim

The Strategic Aim of CPCT is to strengthen and support the communities immediately surrounding Crystal Palace park. We plan to achieve this through a combination of:

- Providing direct services to the community that address unmet needs, e.g. positive activities for young people;
- Providing indirect services to community groups, e.g. the provision of space, support and resources;
- Working with other agencies (statutory and non-statutory) to build and sustain appropriate partnerships, with the goal of increasing activities, support and services for and with the community;
- Helping build local capacity by championing the area on behalf of local people and fulfilling a community leadership role.

Delivery of the strategic aim is underpinned by two facilitating aims which are:

- Maintenance and servicing of affordable business space for rent (to stimulate the local economy) and hire of halls for important life events such as weddings, christenings etc – both of which provide a secure and sustained source of income.
- Affordable hire of space and rooms to other local groups for social and community development purposes that also contribute towards the achievement of the Trust's strategic aim.



## 6. Environment - Context

- There are a number of key local authority policies that influence the aims and operations of CPCT. We are possibly unique in that, within the one -mile radius that we cover, there are parts of five different London boroughs. Each of these authorities emphasises the importance of supporting the community and voluntary sector in helping to determine and meet the particular needs within their local area. In turn this helps reduce the reliance on local authority funding. Appendix 3 summarises key Local Authority Priorities.
- Similarly, public health policy now emphasises a greater role for what is known as social prescribing, recognising that people's health is determined by a range of social, economic and environmental factors that need to be addressed in a more holistic way.
- However, a recent evaluation report (Crystal Palace Park Grants scheme, 2017) identified a plethora of small groups that operate within the area that have a lack of access to capacity building and support. Perhaps this is unavoidable within a borough-based model, as the local authorities and CVS support structures are inevitably (and reasonably) focused closer to the centre of their geographical area, meaning the population within the CPCT catchment is often remote from the centre of service delivery. This impacts on the availability of local provision and affects the capacity for successful partnership development.
- The situation is further complicated by the fact that parts of the geographical area that CPCT serves are comparatively affluent, although these exist alongside other local communities with significant need. For further exploration of this see appendix 1 Community Consultation.
- The operational area for CPCT, is identified below. The wards are split across five boroughs, each identified by a different colour.
- The profiles for the six wards immediately surrounding Crystal Palace Park primarily show a pattern of need and resources consistent with the majority of London. However, the smallest reference areas (known as Lower Super Output Areas - LSOA's), highlight concentrations of much higher deprivation within these wards. The impact of crime follows a similar pattern. CPCT is serving an area at the extremity of all 5 boroughs, each with local pockets of deprivation, but lacking sufficient facilities, resources and provision. A more detailed exploration of this local concentration of deprivation (IMD) is available in the appendix 2
- Demographics: CPCT is well positioned to support the mix of local authority objectives and public health policies, supplementing and adding value to the important role of local authority-based councils of voluntary service (CVSs).
- CPCT given its track record is well positioned to support the mix of local authority objectives and public health policies, supplementing and adding value to the important role of local authority-based councils for voluntary service.

### Demography Summary Around Crystal Palace

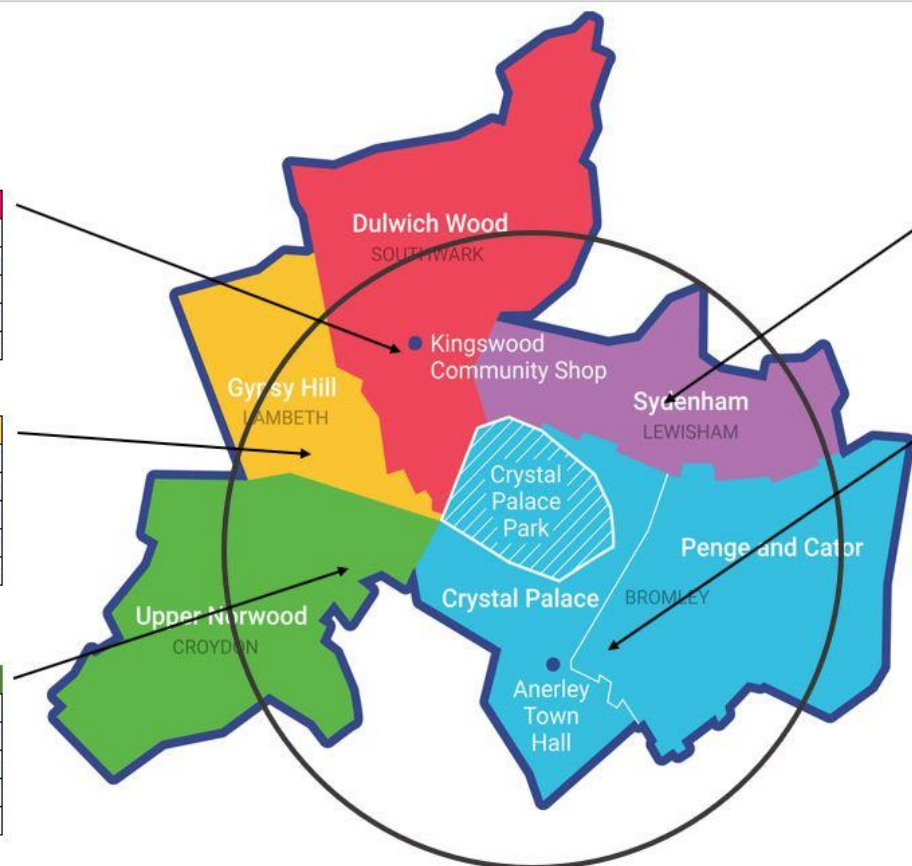
The drawing below shows a map displaying the 6 council wards surrounding Crystal Palace Park, 1 each from Croydon, Lambeth, Lewisham and Southwark, and 2 from Bromley. The figures for each area compare the 2015 figures for the "Index of Multiple Deprivation" or "IMD". This is a calculation comprising several factors, such as employment, income, crime and housing. The figures (in grey) show first the borough as a whole, then the average of the area specifically from that borough near (approx 1 mile radius) to Crystal Palace Park, and finally the specific area ("LSAO") within that that has the worst "IMD" rating. Below these are the crime and income figures for the worst performing individual areas, near to Crystal Palace, within the respective boroughs. The scale for this is 0% (most deprived) to 100% (least deprived). Additionally the last table shows these aggregated areas in a London context, along with the separate figures for crime and income. More detail is included in the appendix 2

KEY		
IMD = Index of Multiple Deprivation		
LSOA = Lower Super Output Area		
Radius = 1 mile from C Palace Park		

Southwark (Borough) - Dulwich Wood (Ward)		
Southwark Borough	IMD	12%
Southwark Crystal Palace Area	IMD	32%
Kingswood Estate LSOA	IMD	13%
Farquar Road LSAO	Crime	5%
Kingswood Estate LSAO	Income	5%

Lambeth (Borough) - Gipsy Hill (Ward)		
Lambeth Borough	IMD	13%
Lambeth Crystal Palace Area	IMD	23%
Gipsy Hill West LSOA	IMD	8%
Salter's Hill LSAO	Crime	5%
Gipsy Hill West LSAO	Income	8%

Croydon (Borough) - Upper Norwood (Ward)		
Croydon Borough	IMD	29%
Croydon Crystal Palace Area	IMD	36%
Central Hill LSOA	IMD	28%
Church Rd LSAO	Crime	6%
Central Hill/Church Rd LSAO	Income	28%



Lewisham (Borough) - Sydenham (Ward)		
Lewisham Borough	IMD	15%
Lewisham Crystal Palace Area	IMD	19%
Sydenham Hill LSOA	IMD	16%
Sydenham Hill LSAO	Crime	8%
Sydenham Hill LSAO	Income	8%

Bromley (Borough) - Penge and Cator / Crystal Palace		
Bromley Borough	IMD	64%
Bromley Crystal Palace Area	IMD	19%
Croydon Rd / Seymour Villas LSOA	IMD	7%/8%
Oakfield Rd/ Thicket Road LSAO	Crime	3%/0%
Croydon Rd / William Booth Road LSAO	Income	6%/12%

Area / Average	IMD	Crime	Income
London	35%	15%	32%
5 x Boroughs surrounding C Palace	26%	7%	24%
26 x LSOA around C Palace	27%	13%	24%





## 7. Governance

- ☐ CPCT is governed by its Articles of Association. These outline our broad set of aims and our roles and responsibilities to ensure transparency and accountability and the proper delivery of our charitable aims
- ☐ We are governed by a Board of Trustees, to whom staff are accountable concerning the strategic development and operational delivery of CPCT.
- ☐ We are registered with and overseen by the Charity Commission (registered number 1107343) and Companies House: (number 05090173)
- ☐ We measure our effectiveness and benefits to the local community and report these in an annual report which is made publicly available on our website.
- ☐ We ensure that our financial protocols and policies are compliant with Charity Law and report annually to the Charity Commission.

## 8. Operational Delivery

We have set out a summary of our Operational Delivery Plan in [appendix 5](#). In this we reference the intended outcomes from the delivery of our current activities and how this links to our overarching strategic aims. The table below summarises the key elements of the Operational Delivery Plan and link these to the strategic aims:

Strategic and Operational Aims	How we are/will do it?
Provide direct services for the community	Youth Club
	Art Club
	School Holiday activities.
	Kingswood Community Hub Services
Provide indirect services for the community, including affordable hire space for 3 <sup>rd</sup> party delivered activities for local people and private hire space for celebration of important life events.	Affordable space and resources provided to groups such as: <ul style="list-style-type: none"> <li><input type="checkbox"/> Pineapple Elders Club</li> <li><input type="checkbox"/> Eagles Elders Club</li> </ul>
	Affordable hire space provided for 3 <sup>rd</sup> party delivered activities such as: <ul style="list-style-type: none"> <li><input type="checkbox"/> Yoga</li> <li><input type="checkbox"/> Exercise</li> <li><input type="checkbox"/> Dance</li> <li><input type="checkbox"/> Art</li> </ul>



	<p>Affordable private hire space provided for celebration of important life events such as:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Wedding receptions</li> <li><input type="checkbox"/> Birthday parties</li> <li><input type="checkbox"/> Christening parties</li> <li><input type="checkbox"/> Other life events e.g. Funerals</li> </ul>
Work with other agencies to sustain and develop appropriate partnerships to meet local needs.	Attend and contribute to relevant forums/meetings e.g. Youth Offending and Targeted Youth Support, Community Links Bromley, Croydon Voluntary Action, Southwark CVS, VALS, Community Safety
Support capacity building by championing the area on behalf of local people.	<p>Promote Anerley as an area and ATH as a venue for community activities and events.</p> <p>Represent the interests of local people within appropriate forums.</p> <p>Offer development support to small groups and individuals involved in positive activities for the community.</p> <p>Provide an umbrella function, including developing consortium funding bids.</p> <p>Promote the activities of the Trust with local authorities to draw attention to the needs in the area.</p>
Maintenance and servicing of affordable business space for rent.	<p>Buildings maintenance / repair</p> <p>Periodic major works</p> <p>Provide reception and administrative support to businesses.</p> <p>Carry out caretaking and premises management functions</p>
Hire of space and rooms for social and community development purposes and activities.	<p>Promote availability of space for hire to attract broad range of users.</p> <p>Provide support services to enable use of space, e.g. training facilities.</p> <p>Encourage use of facilities by different users e.g. small community groups, individuals plus larger groups, local authority and other statutory users.</p>

## 9. Funding

Our values and ethos guide what we raise funds for and how we raise them.

We aim always to be flexible, professional and innovative in our approach to fundraising, seeking a range of appropriate income streams that ensure suitable diversification. We strive to develop a range of appropriate partnerships in order to achieve our strategic aims.

The underpinning financial model is:

- The majority of core costs are provided by revenue received from hire charges for the business and community space at Anerley Town Hall
- Project's (such as the Youth Club and KCS) staff and associated running costs are primarily financed by fundraising from foundations and charitable trusts
- Emerging and new projects (for instance, the renovation of the Old Library Community space, with a special focus on services for children, young people and families are similarly funded by foundations and charitable trusts, and where necessary cross-subsidised by CPCT
- The Trust strives to involve statutory partners such as local authorities, the Police and Health Services, including the Clinical Commissioning Group, to bring statutory and mainstream services to the area through use of the Anerley Town Hall buildings as a delivery point.
- The Town Hall building is held on a 40-year lease from Bromley Council: currently no rent is charged to the Trust.
- Southwark Council financially part supports the Trust's outreach project at Kingswood Community Shop.

For further information about our funding, see [appendix 4](#)

## 10. Contact

For more information about our organisation

If you would like to know more about how you can help the Crystal Palace Community Trust, please contact us:

Phone: 020 8676 5666

Email: [info@cpct.org.uk](mailto:info@cpct.org.uk)

Visit: <https://www.cpct.org.uk/>

Facebook: [@CrystalPalaceCommunityTrust](https://www.facebook.com/CrystalPalaceCommunityTrust)

Twitter: [@CPCtrust](https://twitter.com/CPCtrust)

Instagram: [@CPCtrust](https://www.instagram.com/CPCtrust)

