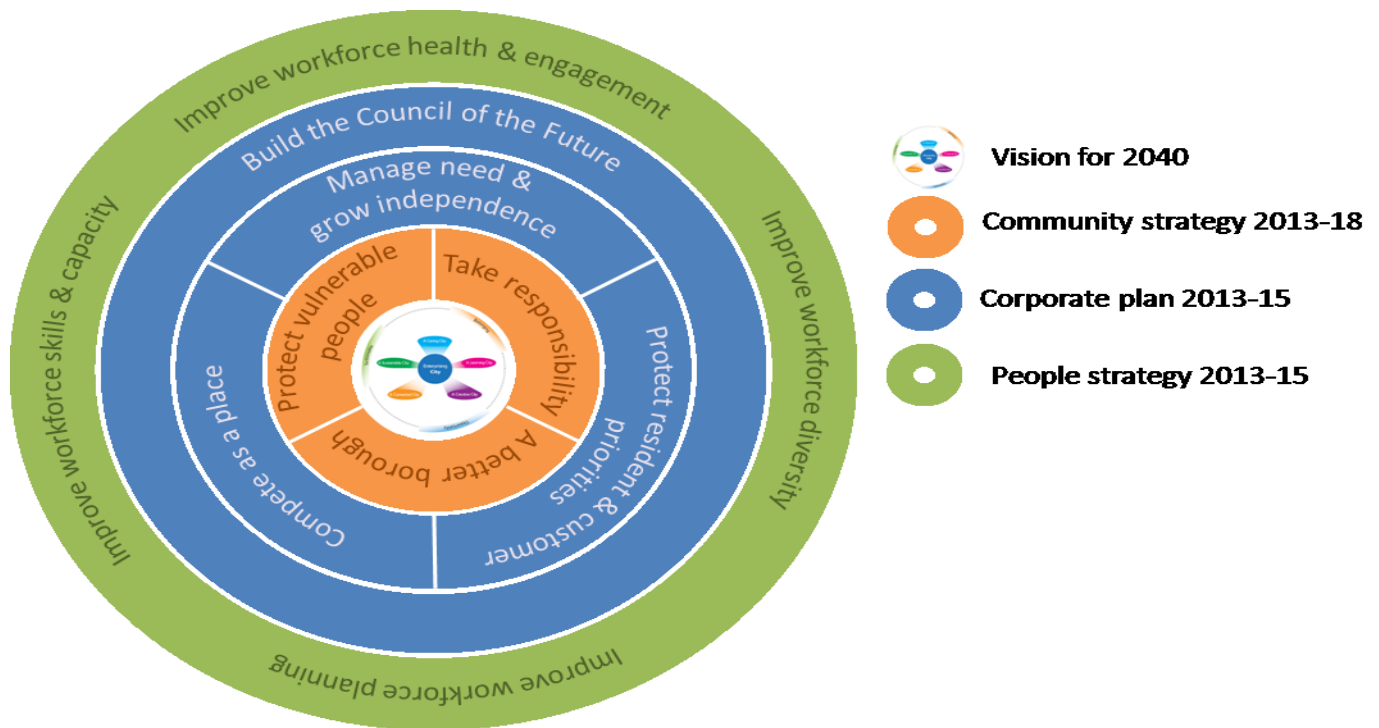


For General Release

REPORT TO:	CABINET 15 July 2013
AGENDA ITEM:	6
SUBJECT:	Croydon's Community Strategy 2013-18 Croydon Council's Corporate Plan for 2013-15 Croydon Council's People Strategy for 2013-15
LEAD OFFICER:	Nathan Elvery, Chief Executive
CABINET MEMBER:	Councillor Mike Fisher, Leader of the Council
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT: This report contributes to all corporate priority areas.	
FINANCIAL IMPACT Costs associated with implementing the Community Strategy, Corporate plan and People Strategy will be found from existing budgets and absorbed by departments as appropriate. 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.	
KEY DECISION REFERENCE NO.: Appendix 1 is reserved to Council. Appendix 2 is a key decision. Appendix 3 is not a key decision	
The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below Recommendations 1. The Cabinet is asked to agree: 1.1 That having considered the results from the equality analysis at appendix 4 that have informed the development of the Croydon's Community Strategy 2013 – 18 (the Community Strategy), Full Council be recommended to approve the Community Strategy 2013 – 18 at appendix 1 (circulated separately); 1.2 Croydon Council's Corporate Plan 2013-15 and Croydon Council's People Strategy 2013-15 at appendix 2 and 3 (circulated separately); 1.3 To note that prior to its submission to Full Council for approval the Leader of the Council may agree further changes to the draft Croydon's Community Strategy 2013-18, including any that may arise from further feedback from Croydon's Local Strategic Partnership and consultation.	

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 and the context for future strategies and plans in the borough.
- 2.2 The new Community Strategy 2013 - 18, attached at appendix one, will continue to draw on Croydon's long-term vision and seek 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 very much a partnership plan 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 partnership and organisational strategies and plans, but rather to influence the future direction.
- 2.4 The global economic climate and the continuing impact of the recession will be a major challenge during the life of this Community Strategy. The scale of this challenge makes it vital that there is a shared strategic response across Croydon which takes a proactive approach to promoting economic growth, tackling increasing poverty; supporting vulnerable people and making communities great at the same time as protecting priority local services, improving efficiency and reducing costs.
- 2.5 The Corporate Plan and the People Strategy for 2013-15 set out how the Council will act to secure the agreed outcomes found in the Community Strategy.
- 2.6 The Corporate Plan for 2013-15 sets out the Council's contribution to the Community Strategy over the next two years. The commitments within this document flow directly from the longer-term shared goals of our community and based on the needs of the borough.
- 2.7 The Council's People Strategy 2013-2015 flows from the Corporate Plan and sets out how the Council will work to ensure it has the right people, with the right skills doing the right jobs. The People Strategy is informed by the Council's workforce profile which determines the development and implementation of a range of plans to ensure fair and equitable reward, improve employee performance, improve the culture and streamline structure of the organisation.
- 2.8 The diagram set out below provides an overview of the alignment and relationship of these strategies and plans in delivery the Borough's vision.



3. BACKGROUND

3.2 Community Strategy 2013 - 18

3.3 Croydon's strategic partnership has identified a range of challenges for all agencies and these include:

- Addressing the deprivation experienced by people living in the north of the borough, in particular West Croydon, as well as New Addington and Fieldway;
- Tackling violent crime, especially domestic abuse, 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;
- Addressing 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 as well as those with drug and alcohol problems;

- Tackling health inequalities across the borough including obesity in children and adults.
- 3.4 The Community Strategy 2013 – 18 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.
- 3.5 The Community Strategy's three key goals and the priorities are:

Goal One: A better borough – Croydon is a great place to invest, work, and live.

Partnership priorities:

- Safer Communities.
- More educational opportunities, skills and jobs.
- Attractive place to invest and live.

Goal Two: Protect vulnerable people – local agencies understand the needs of people and involve them in shaping and delivering better outcomes.

Partnership priorities:

- Good quality, accessible and joined-up services.
- Better prevention and early intervention for vulnerable people.
- Meeting housing need.

Goal Three: Take responsibility – people help themselves, family and friends, neighbours and communities.

Partnership priorities:

- Community capacity to organise and have a greater voice.
- Trust and confidence in local services.
- Resilient and integrated communities.
- Harness community and voluntary sector enterprise, creativity, innovation.

3.6 The Corporate Plan 2013 -15

3.7 The Council's contribution to supporting the delivery of the Community Strategy is set out in the Corporate Plan 2013 – 15 which has four key areas of action. These are:

Compete as a place

- A place where people choose to live, work play and invest
- A place with a competitive local economy and labour market
- A place that meets physical and social infrastructure needs
- A place where town centres flourish

Manage need and grow independence

- A place where people manage their own lives successfully
- A place where people take responsibility for their health & wellbeing

- A place where vulnerable adults and children can maximise their independence
- A place with strong communities

Protect the priorities of our residents and customers

- A clean place
- A safe place
- A place where people can learn and fulfil their potential
- A Council that seeks views, hears community concerns and acts upon them

Build the Council of the future

- A Council that is agile, flexible and streamlined
- A Council that meets the priority needs of the borough through expert commissioning
- A Council that delivers accessible and responsive services
- A Council that has the right people with the right skills and the right support

3.8 The People Strategy 2013-15 sets out how the Council is going to facilitate getting the right people, with the right skills, doing the right jobs and with the right support. Its key priorities and objectives are:

To improve our workforce diversity

- the Council has a representative workforce
- the Council has a proportional numbers of senior women in senior roles
- the Council is an employer choice for BME communities

To improve our people's health and engagement

- the Council has a positive and values-based culture
- staff are enabled and trusted to take responsibility; and are accountable for their actions
- staff believe the Council cares for their wellbeing.

To improve our workforce skills and capacity

- the corporate learning and organisational development plan impacts skills for cultural change and leadership
- staff perform well and are happy at work

To improve our people planning

- over 92.5% of human resource within the Council is employed directly rather than engaged as interims or through it Managed Service Agency
- that service changes are implemented with minimum impact to staff and service delivery.

4. CONSULTATION

4.1 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 gathered in a range of ways including an examination of consultation undertaken previously. The Council has also conducted consultation through the local strategic partnership and its meeting of congress. This meeting happens twice a year and involves key stakeholders from across a range of agencies and organisations. This Community Strategy is informed by the views expressed by local people and key stakeholders about their experience of living and working in the borough.

- 4.2 Public feedback on the Community Strategy has been sought over a six week period and any responses are being considered and collated to inform the future development of the strategy.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 Costs associated with implementing the Community Strategy will be found from existing budgets and absorbed by departments as appropriate.

There are no direct future savings or efficiencies associated with this report. However, the borough's Community Strategy which 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.

- 2 Approved by: Helen Sach on behalf of the Director of Finance.

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Council Solicitor comments that there are no legal implication arising from this report beyond the Council's statutory responsibility to produce a Sustainable Community Strategy, on behalf of the Local Strategic Partnership.

Approved by: Gabriel MacGregor on behalf of the Council Solicitor & Monitoring Officer.

7. HUMAN RESOURCES IMPACT

- 7.1 None specifically identified.

Approved by: Heather Daley on the Acting Director of Workforce.

8. EQUALITIES IMPACT

- 8.1 The borough profile and consultation have informed the equality analysis and development of the Community Strategy 2013 – 18. The equality analysis recommends that each partnership board including the health and wellbeing board address low participation rates across a range of groups of people that are under-represented and in areas where community involvement is low. It also found a need for agencies to work together to improve community relations between groups of people and communities including specific locations in the

borough. The analysis also recommends each Partnership Board including the Health and Wellbeing Board promote ways of achieving better community relations.

- 8.2 The Council's equality strategy 2012 – 16 sets out its statutory equality objectives which are aligned with the Community Strategy, Corporate Plan and People Strategy. A summary of the Council's equality objectives can be found in the Corporate Plan including a programme equality analysis. The People Plan includes action to ensure the Council has a diverse workforce.

9. ENVIRONMENTAL IMPACT

- 9.1 The borough-wide vision's supporting themes include the aspirations of making Croydon a Sustainable City and a Connected City which are designed to help ensure that it is easier for local people and businesses to adopt greener lifestyles and working practices and that Croydon meets appropriate environmental targets. Actions are also designed to ensure that the future development of Croydon is sustainable and meets the needs of the community.
- 9.2 The new vision and place aspirations are being used to drive the Croydon Local Plan (formerly the Core Strategy).

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 The borough-wide vision's supporting themes include the aspiration of making Croydon a Caring City, which contain actions that are designed to drive down crime in Croydon, increase people's sense of personal responsibility to their local community and to help local people feel safer.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 As set out in the report.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 None.

CONTACT OFFICERS:

Sustainable Community Strategy: Sharon Godman, Head of Croydon's Strategic Partnership and Community Relations, ext. 47034

Corporate Plan: Martin Ellender, Head of Strategy and Performance, ext. 60585

People Strategy: Heather Daley, Acting Director of Workforce, ext. 47090

BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972

1. Croydon's Vision:

This document is available at

http://www.croydonobservatory.org/docs/strategies/1166217/1166588/Croydon_Vision.pdf

Appendices: e-copy only (a printed copy has been sent to Cabinet & Shadow Cabinet Members)