



**Corporate Plan  
2013-2015**



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# INTRODUCTION

**Croydon is on the up. Our schools are performing better and better, helping more young people to get a better start in life. Our streets are getting cleaner and safer and confidence in Croydon is growing. There are few better examples of this than the £1billion investment in the city centre by the Croydon Partnership, which is helping to create and support opportunities for jobs and businesses in Croydon.**

As a town, there are many things that we can be very proud of, but we cannot underestimate the size of the challenge that we face in continuing to provide fair and safe services for people living in Croydon. The government's initial spending review in 2010 projected a 28% reduction in funding for local councils by next year. In reality, this will be closer to 35%. Demand for services is growing quicker than ever before. While our population is getting older with more complicated care needs, the number of young people in Croydon is also continuing to accelerate rapidly, causing unprecedented demand for new school places and meaning that there are more young children that we all need to help keep safe and help achieve their potential.

Many people living in Croydon also face added challenges following the reforms to the welfare system and the introduction of new caps and surcharges. This is being felt earlier and harder by in Croydon as we were chosen to implement the overall benefit cap early and because house rental costs are so high in the capital.

What is clear is that the challenge isn't going to go away. The financial position, both nationally and globally, remains difficult at best and pressures on both the Council and residents will continue for some years to come. We know that demand for services will continue to rise while resources available to the Council will continue to reduce.

Our plan for responding to the challenge is laid out over the pages that follow in this document. Our Corporate Plan isn't written in isolation but rather represents the Council's contribution to the Croydon Community Strategy over the next two years. It describes how the Council will support delivery of the priorities that are shared by people and organisations across the whole of Croydon. Given the rapidly changing landscape across public services and Croydon itself, the plan describes the actions that we will take over the next two years to help achieve our shared long-term vision and how we will focus our energy and resources over that time.

We have listened to residents and understand which services matter to you the most; we understand which services do the most to help and to protect people and we know where we need to invest to help make Croydon a more prosperous place for everyone living in the Borough. We will invest in services that keep Croydon clean and safe, that help people and our town centres to flourish, that help people live independently and that reflect the pride that we have in Croydon and our communities. We will help communities to support each other, help people earlier when they face difficulties, help people to achieve and fulfil their potential.

We also know how we have to change and improve as a Council in order to achieve all of this on behalf of residents and customers. We have made great strides in

providing our services in new ways that cost less without putting people at risk, but there is still further to go. We will continue to work with not just other public sector agencies such as the Health Service and the Police, but also with people and groups across Croydon's communities to find new ways of delivering more for less. Crucially, we will continue to keep an iron grip of the Council's finances, so that we never ask for any more than we absolutely need to from the people of Croydon.

The challenge we face is tough, but I have no doubt that Croydon will continue to achieve and prosper as it rises to that challenge.



**Councillor Mike Fisher**  
Leader of Croydon Council



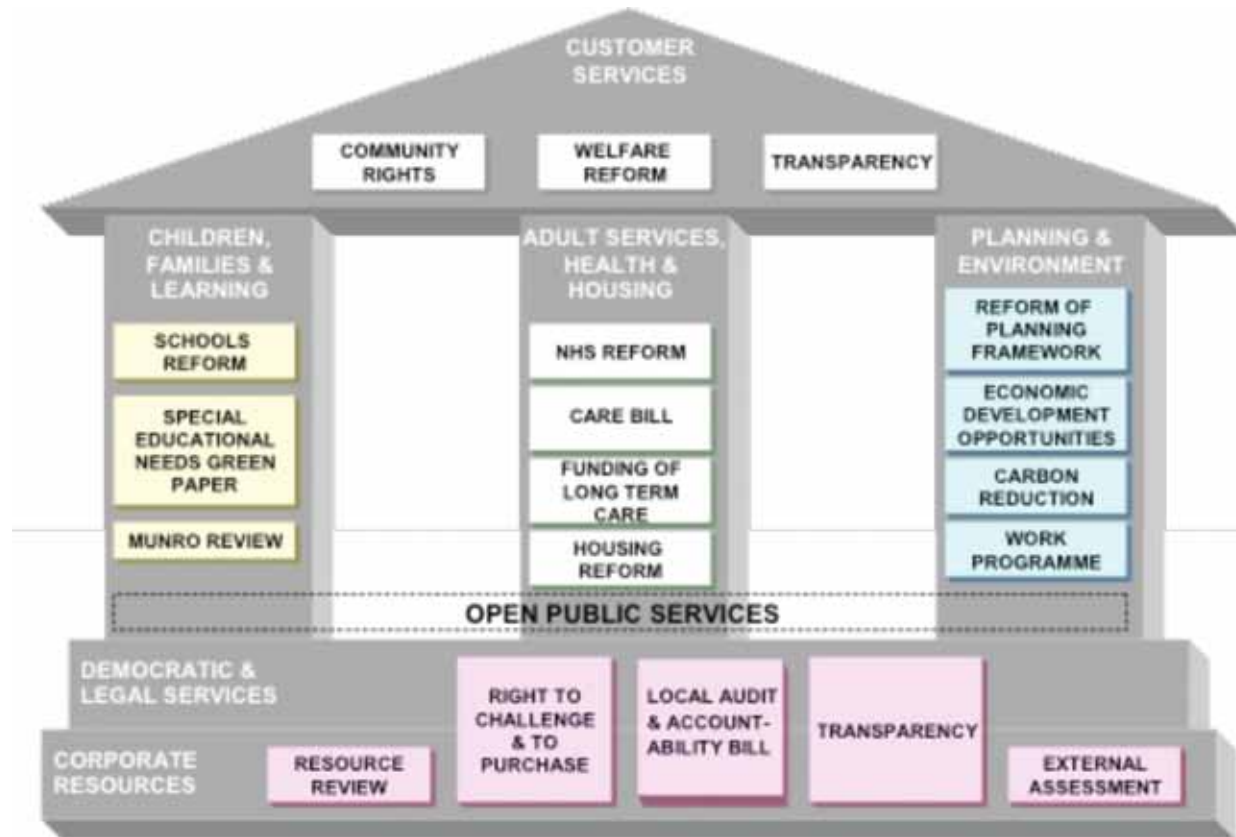
**Nathan Elvery**  
Chief Executive

# CONTEXT

This plan is helping to guide Croydon through a period of significant, unprecedented and rapid change. Shifts in national policy, nationwide economic turbulence and changing socio-economic dynamics within London are having a profound effect on the Council and the services we deliver.

This section considers some of the major policy drivers for change at a national level and considers the local impact of these.

## Public service reforms

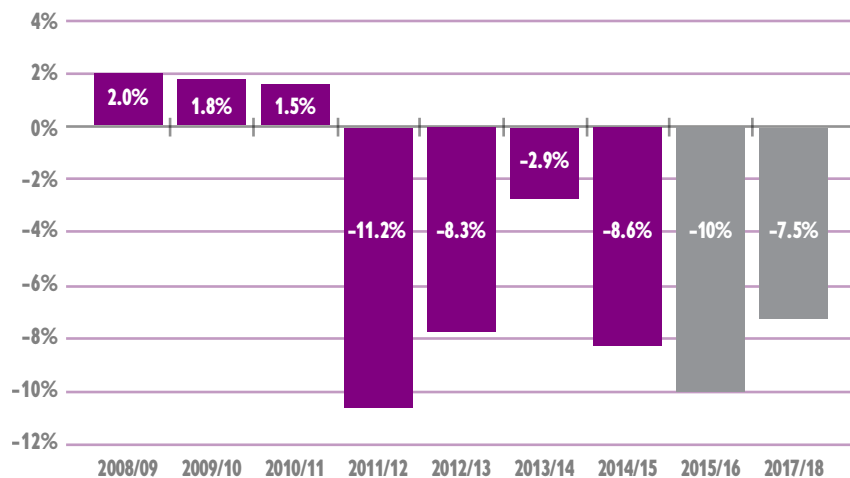


<sup>1</sup> LEGI: Local Economic Growth Initiative

## Financial context

After delivering its largest ever budget reduction in 2011/13, mainly as a result of reductions in central government grant, the Council must reduce the budget further in 2013/15 and prepare for further significant reductions in grant beyond this period, while facing rising demographic and social pressures. After freezing council tax levels for two years, the Council has limited the increase in council tax in 2013/14 to 1.2%, below the rate of inflation, limiting the burden on local residents at a time of financial hardship.

**Percentage changes in Croydon's central government grant since 2008/09 (on an adjusted basis)**



To meet this challenge the Council will continue with its ambitious programme of change, adopting new ways of working supported by its new public services delivery hub, Bernard Weatherill House, due for completion in the first six months of this plan.

With changes in local government funding it becomes even more important to promote growth in Croydon as our budget becomes more reliant on income from business rates and the new homes bonus (a government incentive payment for each new home built), which are both affected by the health of the local economy. The council is committed to attracting investment and strengthening the key drivers of growth, such as workforce skills and qualifications, housing and transport.

## Regeneration and economic development

Not since the 1960's will Croydon have witnessed the level of commercial development and regeneration which is expected over the next five years.

The £1 billion redevelopment of the Whitgift Centre and the regeneration of the surrounding area will create a new retail, leisure, business and housing offer befitting one of the three major centres of London in the 21st Century. The Croydon Partnership proposals are already proving a catalyst for other funders, investors and developers to rethink our town centre. Beyond the centre, committed investment in public realm, infrastructure and in regenerating the district centres is starting to build confidence among local businesses and residents and will deliver improved connectivity.

By integrating the Council's services for shaping, developing, and managing the environment, our department has the central role in enabling Croydon to realise its full potential. While challenges remain, 2013/14 is definitely the year of opportunity.

The Croydon Local Plan and the central area plan (OAPF) have been endorsed. These 'active' plans provide statutory guidance for developers, residents and investors. At the detailed level, five master plans guide the development of 'character' areas of the town centre. Our new Economic Development Plan sets out how we will implement our Local Plan and deliver the master plans, with a strong focus on attracting inward investment and securing jobs for local people. We are developing a more joined up approach to marketing Croydon, working with Develop Croydon, Croydon Town Centre BID, and major occupiers. Like the best regeneration cities, Croydon should have one investment identity and message.

Within our master plan areas investment is underway to improve the environment; modernising the public realm, making streets more attractive and vibrant. In London Road and the wider West Croydon area we are starting to rebuild the confidence of businesses with community engagement in a co-ordinated programme of improvements. In 2013/14 we will strengthen the co-ordination of all our partnership activities in London Road to deliver the sustainable regeneration local businesses and residents deserve.

## Welfare Reform

Welfare reform is major strand of the government's programme. The Welfare Reform Act is shaking up the benefits and tax credits system alongside employment and skills provision. In 2012 reductions in Housing Benefit affected 3,000 private tenants in Croydon. From April 2013 three main reforms are introduced:

- A local council tax support scheme replaces Council Tax Benefit following a 10% cut in government grant; 12,700 people in Croydon are seeing their support reduced
- Housing benefit is reduced for 2,500 working age social housing tenants who have more bedrooms than they need
- A household benefit cap limits the total benefit that an out-of-work household can receive to £500 per week including housing costs (£350 for single people). Starting in April in four areas including Croydon, the cap will be rolled out nationally by September 2013. The aim is to ensure that work always pays. Initially, 500 are affected in Croydon.

Overall, 16,000 households are affected by these reforms, some by more than one change; 91% lose less than £20 pw; 7% lose between £20 and £50 pw; and 2% of households lose over £50, this final group largely due to the benefit cap.

Personal independence payments replace the disability living allowance for 16-64 year olds from June 2013 for new claims. There are 10,500 claimants in Croydon. Capability assessments of existing claimants may reduce the caseload by 20% between October 2013 and 2018.

The Council is at the heart of a multi-agency team involving housing, social care, benefits services and Jobcentre Plus to identify sustainable options for people, with referrals to other agencies and voluntary organisations, to enable them to become work-ready, find a job (accessing child care if needed), make more of their money or move to a more affordable area.

The introduction of Universal Credit expected in 2014 for Croydon is designed to replace the current range of in-work and out-of-work benefits with a single streamlined package. As people move into and out of work it will provide continuous support.

The Council is engaging local employers to support the government's Work Programme and collaborating with the three private delivery companies for Croydon to ensure there is a clear progression route into work for all local people. The new Skills and Employment Plan and Economic Development Plan set out the Council's future actions in this area.

## Housing

The government has radically overhauled housing policy. Changes focus on de-regulation and flexibility. New flexible fixed-term tenancies enable social landlords to make better use of scarce housing stock by targeting it at those who need it for as long as they need it. With 'affordable rents', they can charge up to 80% of market rents, enabling them to borrow more to fund development. Croydon has revised its housing allocation policy and developed a strategic tenancy policy with its housing association partners.

The reformed housing finance system allows councils to decide how much rental income to spend on maintaining their housing and financing new homes, and how much to use for servicing their housing debt. Tenants are now empowered to play a bigger role in managing their homes.

The government's national housing strategy (2011) includes ways to increase housing supply, make better use of existing social housing, bring empty homes back into use, support quality and choice for private and social housing tenants, and support home ownership. Measures include a £400m "Get Britain Building" investment fund for developers to restart stalled developments and funding to bring empty properties including offices into use as homes. New loan guarantees to builders and developers are aimed at encouraging investment in private homes to let. To support home ownership, there are 95% mortgages for first time buyers and more generous terms are proposed for social housing tenants who buy their homes.



The Mayor's draft revised London Housing Strategy (2012) supports these national priorities and seeks to increase the supply and quality of housing, enhance mobility and choice, tackle housing need, especially overcrowding and rough sleeping, and improve options for home ownership.

Homelessness increased significantly over the past two years and Croydon has experienced a harder and faster impact than other areas while having one of London's lowest homeless acceptance to decision ratios. The buoyancy of the rental market and the initial stages of welfare reform led to the withdrawal of many private landlords from letting to benefit claimants. The number of private tenants becoming homeless doubled and between 2008/09 and 2012/13 numbers placed by the council in private rented homes fell by 37%. A marketing campaign advertising an improved council offer to landlords has led more than 250 to offer properties to the council. This has contributed to a 57% reduction in the use of B&B hotels for homeless people between November 2012 and May 2013.

Croydon has drawn down significant funding from the Homes & Communities Agency (HCA) to secure new affordable housing units, working with housing providers across the borough. Building more homes for local people and for people choosing to live in Croydon will be an increasing feature of 2013/14. This will depend of course, on the market, the availability of mortgage finance and on the Council's ability to borrow more to finance its own house building. We will review existing opportunities, including stalled sites, and work closely with the GLA, housing providers and investors to develop a new five-year housing development programme across the borough.

## Health and Social Care

The health and social care system sees major changes from April 2013 introduced by the Health and Social Care Act 2012, which entails a new role for local authorities. Strategic health authorities and primary care trusts have been abolished. Health and Wellbeing Boards are charged to ensure that health and social care commissioning plans are properly aligned and that service delivery is integrated. General Practitioners hold significant influence through Clinical Commissioning Groups (CCGs). Local authorities take over responsibility for health improvement and public health functions, reinforcing their remit and resources to promote and protect health and wellbeing in their areas.

In Croydon all the required arrangements are in place. The Council is also establishing an integrated commissioning unit with the CCG to incorporate NHS, adult social care and children's commissioners and associated resources. The Director of Public Health's annual report summarises the latest intelligence and public health priorities for Croydon (the 2012/13 report is here). Actions set out in the corporate plan support the priorities set out in this document. As a close partner of the council, the CCG will be based in Bernard Weatherill House.

The 'Caring for our future' white paper (2012), backed up by the Care Bill, sets out government plans to rebuild the care and support system around promoting people's independence and wellbeing. The aim is to ensure that all concerned do everything to prevent, postpone and minimise people's need for formal care and support and place people in control of their own care and support. It strengthens a number of long-standing themes in social care. New duties for councils include providing all with information and advice on the system and how to access local provision, helping everyone to develop their care and support plans, promoting the efficient and effective operation of a market in services for meeting those needs, and promoting integration of care and support with health services. For the first time councils must not only assess carers' support needs but also meet whatever needs are determined to be eligible. A national maximum threshold for care will be introduced and the lifetime cost of long-term care will be capped at £72,000 from 2016.

## Children's Social Care

The government is making reforms to children's social care to improve the lives of the over 60,000 children in local authority care. An Action Plan for Adoption overhauls the system for prospective adopters and aims to cut bureaucracy to speed up the process and strengthen the performance regime for councils. An OfSTED inspection of Croydon's adoption service in December 2012 judged the service to be good in all areas of inspection. During 2012/13 24 adoptions were completed, more than double the number during 2011/12. There has been a nationwide campaign to increase the number of foster carers and the process for placing children in foster care is also being reviewed so that suitable placements can be found more quickly.

## Environment & Climate Change

Tackling climate change continues to be a core policy driver at both national and local government level. The Energy Act 2011 introduced major changes in national policy on energy and climate change. The 'Green Deal' provides financial incentives and support for owners and tenants to improve the energy efficiency of domestic dwellings and business premises. The Energy Company Obligation places a duty on energy suppliers to help low income vulnerable households to pay for more costly energy efficiency works helping them to move out of fuel poverty. The Council's Climate Change Mitigation Action Plan sets a borough-wide carbon reduction target of 15% by 2015 using 2005 as the baseline.

## Education

Against the backdrop of a national shortage of school places, the Chancellor announced in his 2012 autumn statement £1bn funding for additional school places. Croydon was faced with a chronic shortage of places. Over 300 additional reception places were created in Croydon's primary schools for September 2012 and more are planned for the following September. The council's expansion plans will be supported by £63m in government funding. The government continues to progress its plans to increase the number of academies and free schools. As at March 2013 11 of Croydon's 21 secondary schools were academies and plans for three free schools have been approved.

The government is about to implement a new system of testing at age 16 following concern that GCSEs are not sufficiently rigorous. The Code of Practice for special educational needs (SEN) is being revised to replace the current code of practice, the learning difficulties assessment guidance and the inclusive schooling guidance, and will be reduced in length while still containing the essential information that schools, colleges, local authorities and others need.

The most significant change in the new code of practice is that it will be a new single piece of statutory guidance on SEN that reflects the new system for those aged 0-25. It will include information on the provisions set out in the Children and Families Bill such as the local offer, personal budgets, joint commissioning, assessments and education health and care plans.

## Open public services

The main thrust of the *Open Public Services white paper* (updated in 2012) is to allow non-public providers to run public services including schools. A level playing field is being created for alternative providers, with the presumption that private firms, voluntary groups and charities be allowed to run services, emphasising opportunities for local providers and provision as close to service users as possible.

The implications are far-reaching for the council, our voluntary sector partners and local businesses in areas like schools, health and social care. The council has an excellent track record in promoting a mixed economy of service providers. Our maxim is 'what works, works.' Where possible and desirable we would prefer to be the commissioner of services and allow others to do the providing on the ground. In commissioning we seek to maximise the benefit to the local economy and community by using local supply chains, commissioning from the voluntary and community sector, and including a social value element in our contracts, like the recruitment of local labour and the offering of apprenticeships.

## Croydon's Borough Profile

Croydon's Borough Profile; ([http://www.croydonobservatory.org/docs/1.\\_Borough\\_Profile\\_2012.pdf](http://www.croydonobservatory.org/docs/1._Borough_Profile_2012.pdf)) and observatory; (<http://www.croydonobservatory.org/>) provide a detailed analysis of local needs, socio-economic trends and their impact. A summary analysis has been included within each of the main sections of this plan.



# PRIORITIES & OBJECTIVES

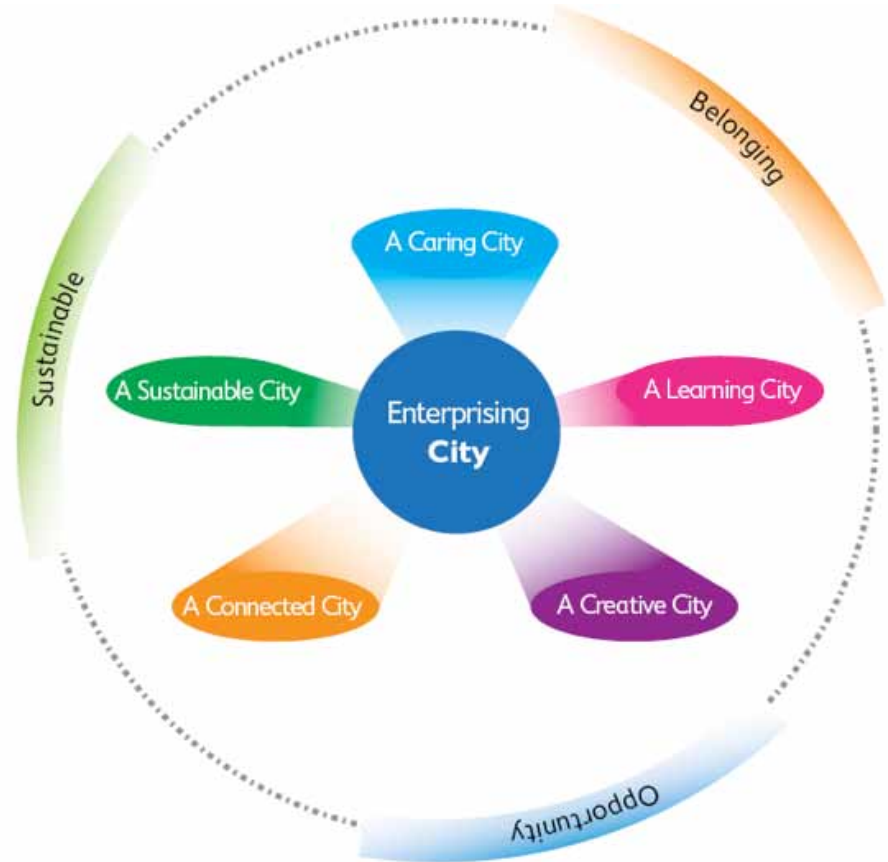
## WE ARE CROYDON – THIS IS OUR VISION

A shared, long-term vision for the borough was agreed in 2010 when all the leaders in Croydon came together to consider the results of the huge engagement exercise in which 20,000 residents and businesses had played an active part.

“In 2040 Croydon will be London’s most enterprising borough - a city that fosters ideas, innovation and learning, and provides skills, opportunity and a sense of belonging to all.”

The resulting vision is centred on becoming a city renowned for our enterprise, skills and contribution to the London, UK and global economy. Our goal is to be recognised as the highest-performing, most innovative and efficient local authority in London and one of the top 10 in the country.

The Croydon Strategic Partnership has set out the medium-term steps it will take to deliver this vision in the Community Strategy for 2013-18.



## CROYDON'S COMMUNITY STRATEGY FOR 2013-18

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

### The Community strategy sets out three key aspirations for Croydon;

1. To be a **better borough** using the talents, aspiration and ambition of the people who live and work here. To do this we need safer communities where local people live and work free from the fear of crime and the police and council are trusted to deal with the issues that affect them. We need more educational opportunities, skills and jobs so that businesses have a ready supply of the most talented people. We want to build a better borough making it a great place to invest, work, and enjoy a healthy lifestyle.
2. In order **to protect vulnerable people** we need to offer better information about good quality services that are accessible and joined up, better prevention and early intervention for people who are vulnerable and we need to meet housing need. We want to work with stakeholders and local people to understand what they need, and involve them in shaping and delivering better outcomes.
3. To encourage people to **take responsibility** we need to encourage community capacity to organise and have a greater voice in the things that matter most to them, build trust and confidence in local agencies, promote resilient and integrated communities and harness community and voluntary sector enterprise, creativity and innovation. We want to ensure that people are able to help themselves, family and friends, neighbours and communities.

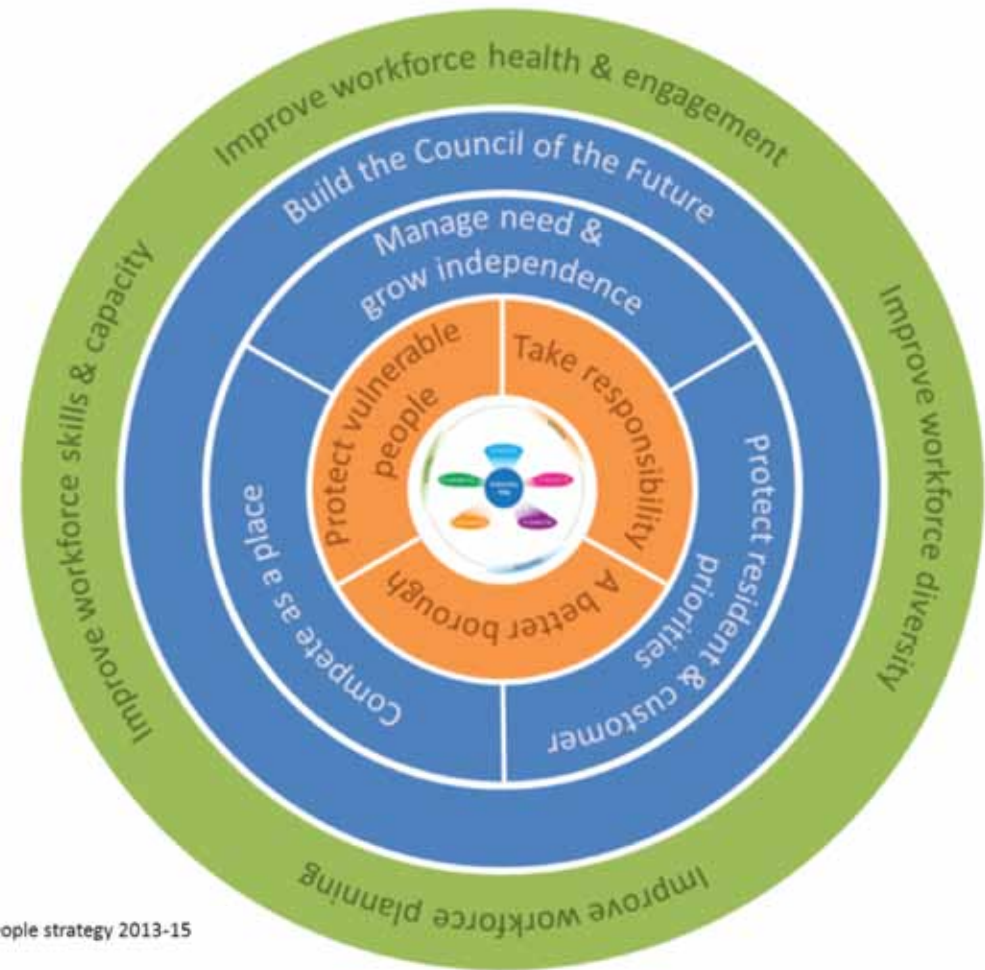


## CROYDON'S LOCAL STRATEGIC PARTNERSHIP

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

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

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



-  People strategy 2013-15
-  Corporate plan 2013-15
-  Community strategy 2013-18
-  Vision for 2040

Croydon's 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. Croydon Council will;

**A: Compete as a place – this means being;**

- 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

**B: Manage need and grow independence – this means being;**

- 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

**C: Protect the priorities of our residents and customers – this means being;**

- 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

In order to achieve these objectives from a rapidly shrinking cost base we need to;

**D: Build the Council of the future – this means being;**

- 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 as set out by Croydon's People Strategy 13–15

# PRIORITY A – COMPETE AS A PLACE

## LEAD CABINET MEMBER AND OFFICERS



**Councillor Vidhi Mohan**  
Cabinet member for  
Communities & Economic  
Development



**Councillor Jason Perry**  
Cabinet member for Planning,  
Regeneration & Transport



**Paul Spooner**  
Executive director for  
Planning & Environment



**Councillor Dudley Mead**  
Deputy Leader and Cabinet  
Member for Housing



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



**Hannah Miller**  
Executive Director for Adults,  
Social Care, Health & Housing

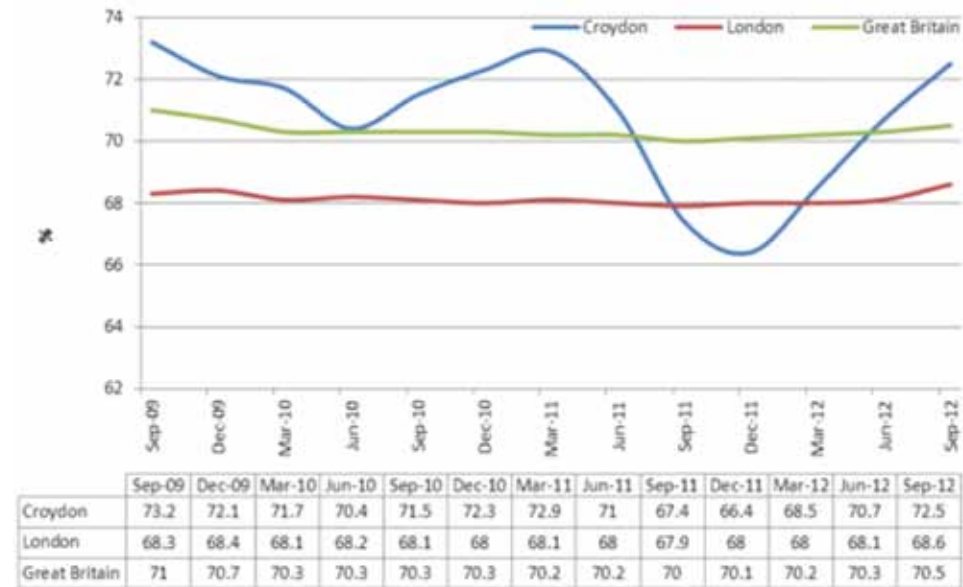


**Paul Greenhalgh**  
Executive director for Children,  
Families & Learners

## THE BASELINE FOR OUR BOROUGH

- The employment rate in Croydon is 72.1% (16-64yrs) and is now marginally higher than the rates for London and Great Britain.

### GRAPH – employment rate (source: NOMIS)



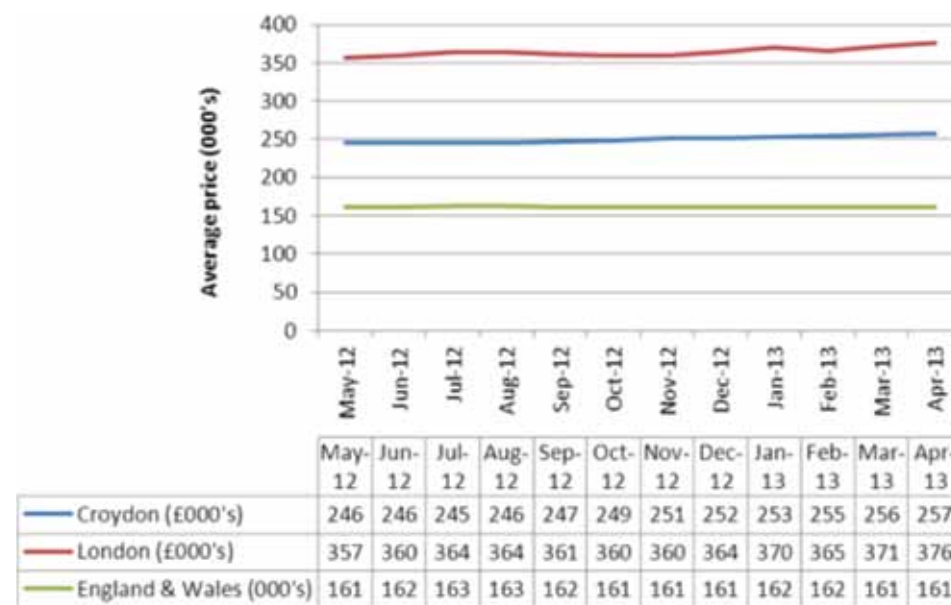
- Younger age groups have the lowest employment rate in the borough, 28.4% for 16-19 year olds and 58.2% for 20-24 year olds; however these rates are above the regional rate for these age groups.



- Younger age groups have the lowest employment rate in the borough, 28.4% for 16-19 year olds and 58.2% for 20-24 year olds; however these rates are above the regional rate for these age groups.
- The highest numbers of residents are recorded as being in professional occupations (19.6%), followed by administrative and secretarial occupations. Just under 15% of Croydon residents are employed in the retail sector, followed by health and social care at 13%. There is a higher dependency on public sector jobs locally than regionally and nationally.
- Latest data for April 13 shows that the current average house price in Croydon stands at £257,132 which is considerably below the average for London at £375,795, and the gap is widening. The average (median) rent in Croydon varies from £81 per week for one room up to £369 per week for a four bedroom house.
- Croydon has comparatively high levels of home ownership, with 58.8% of people either owning their home outright or mortgage holders – however this proportion is decreasing rapidly compared to the London average. There has been a corresponding 70% increase in the number of people privately renting property in Croydon over the last ten years.
- At ward level Kenley has the highest number of households which are owned or part owned, Fairfield has the highest number of private rented households and Fieldway has the highest number of social rented households.

For more information – visit [www.croydonobservatory.org](http://www.croydonobservatory.org)

GRAPH: Average house prices (source – Land Registry)



# OUR COMMITMENT

What outcome are we seeking?	What are we going to do? (EO) = equalities objective (see page 43)	How will we know we have succeeded?
<p><b>A1. A place where people choose to live, work, play and invest</b></p>	<p><b>A1.1</b> - To manage regeneration of Croydon's retail offer, working with developers, the Greater London Authority (GLA) and Transport for London (TfL)</p> <p><b>A1.2</b> - To secure investment in housing, offices, retail and cultural amenities through leadership of the opportunity area planning framework (OAPF), working with the GLA, land and property owners and developers whilst complementing the Whitgift redevelopment.</p> <p><b>A1.3</b> - To ensure that all homes continue to meet the decent home standard and set out plans for improvement and future regeneration through the development of a new asset management strategy for the council's housing stock</p> <p><b>A1.4</b> - To deliver new housing, including on surplus local authority land, and through regeneration, in the district centres and other neighbourhoods.</p> <p><b>A1.5</b> - To strengthen the Borough's cultural offer in response to local needs, enhancing the lives of people who live work and play in Croydon and improving the economic wellbeing of the borough</p> <p><b>A1.6</b> - To regenerate the Taberner House site</p>	<ul style="list-style-type: none"> <li>• Satisfaction with local place, facilities, activities and housing</li> <li>• Positive business feedback</li> <li>• House prices closer to London average.</li> <li>• More than 6m ft2 of grade A office space</li> <li>• Increased business rate revenue</li> <li>• Increased proportion of New Homes Bonus - £5.470m in 2013/14</li> <li>• Top 10% of housing delivery in London</li> <li>• Increased participation in cultural activities</li> <li>• Financial sustainability of Fairfield Halls secured</li> <li>• Delivery of 400 residential units on the Taberner site</li> </ul>
<p><b>A2. A place with a competitive local economy and labour market</b></p>	<p><b>A2.1</b> - To develop our inward investment and business relationship role, working with property agents and business groups to attract new inward investment and secure continuing investment by existing business, ensuring effective communication with these markets.</p> <p><b>A2.2</b> (EO) - To maximise training and recruitment of local unemployed people with jobs in the major developments; establish the Croydon Partnership as an exemplar of local recruitment and training.</p> <p><b>A2.3</b> (EO) - To ensure that partners work to benefit the local area by publishing a set of aspirations relating to borough-wide corporate social responsibility and social value</p> <p><b>A2.4</b> - To create more than 16,000 jobs over the next 5 years in Croydon through increased activity in the housing market, investment in infrastructure, support for SMEs and inward investment in the business services market.</p>	<ul style="list-style-type: none"> <li>• Economic Activity rate comparable to the London average</li> <li>• Increase in business rate yields</li> <li>• Unemployment rate at London average</li> <li>• Business start-up and growth rates</li> <li>• Reductions in update of Job-Seekers Allowance and out-of-work benefits</li> <li>• Increase in apprenticeships</li> </ul>

What outcome are we seeking?	What are we going to do? (EO) = equalities objective (see page 43)	How will we know we have succeeded?
<p><b>A3 A place that meets physical and social infrastructure needs</b></p>	<p><b>A3.1</b> - To ensure that Croydon Urban Regeneration Vehicle delivers its current programme</p> <p><b>A3.2</b> (EO) - To ensure sufficient school places to meet rapidly growing demand by continuing the timely delivery of the education programme including additional short-term provisions, primary, secondary, academies and special educational needs (SEN) provisions.</p> <p><b>A3.3</b> - To ensure sufficient school places to meet rapidly growing demand by supporting the development of free schools in the Borough working closely with the Department for Education and Education Funding Agency.</p> <p><b>A3.4</b> - To improve the borough's transport infrastructure with access to more sustainable modes of transport and a reduction of road casualties through delivery of the Local Implementation Plan</p> <p><b>A3.5</b> - To lead the Connected Croydon programme as an exemplar of public realm investment to unlock private sector development, enhance the built environment and improve connectivity across and beyond the OAPF area</p> <p><b>A3.6</b> - To support the development of academies ensuring an efficient and smooth conversion process</p>	<ul style="list-style-type: none"> <li>• Access to transport and shift to more sustainable transport modes including public transport, walking and cycling</li> <li>• Increased use of public space</li> <li>• Improvements in the condition of our road and street lighting infrastructure</li> <li>• Achieve 5% excess capacity for school places</li> </ul>
<p><b>A4. A place where town centres flourish</b></p>	<p><b>A4.1</b> - To shape appropriate development of the town centre ensuring that;</p> <ol style="list-style-type: none"> <li>a. public and private investment in infrastructure and development is coordinated</li> <li>b. impact on the Croydon economy is minimised</li> <li>c. communication with all key stakeholders is effective</li> </ol> <p><b>A4.2</b> - To deliver further environmental improvement and development of the London Road area and Croydon's district centres to rebuild confidence and attract investment in retail, housing, business and community opportunities.</p> <p><b>A4.3</b> - To develop options for future management of Surrey Street market including reviewing implications of London Local Authority Act and approach to waste management.</p>	<ul style="list-style-type: none"> <li>• Vacant shops reduced to less than 5%</li> <li>• Croydon is in top 5/6 retail locations in the UK</li> <li>• Croydon city centre seen as a model of modern 24/7 metropolitan living</li> </ul>

# PRIORITY B – MANAGE NEED AND GROW INDEPENDENCE

## LEAD CABINET MEMBER AND OFFICERS



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



**Councillor Tim Pollard**  
Deputy Leader & cabinet member  
for Children, Families & Learning



**Paul Greenhalgh**  
Executive director for Children,  
Families & Learners



**Hannah Miller**  
Executive Director for Adults,  
Social Care, Health & Housing



**Councillor Dudley Mead**  
Deputy Leader and Cabinet  
Member for Housing



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



**Mike Robinson**  
Director of Public Health

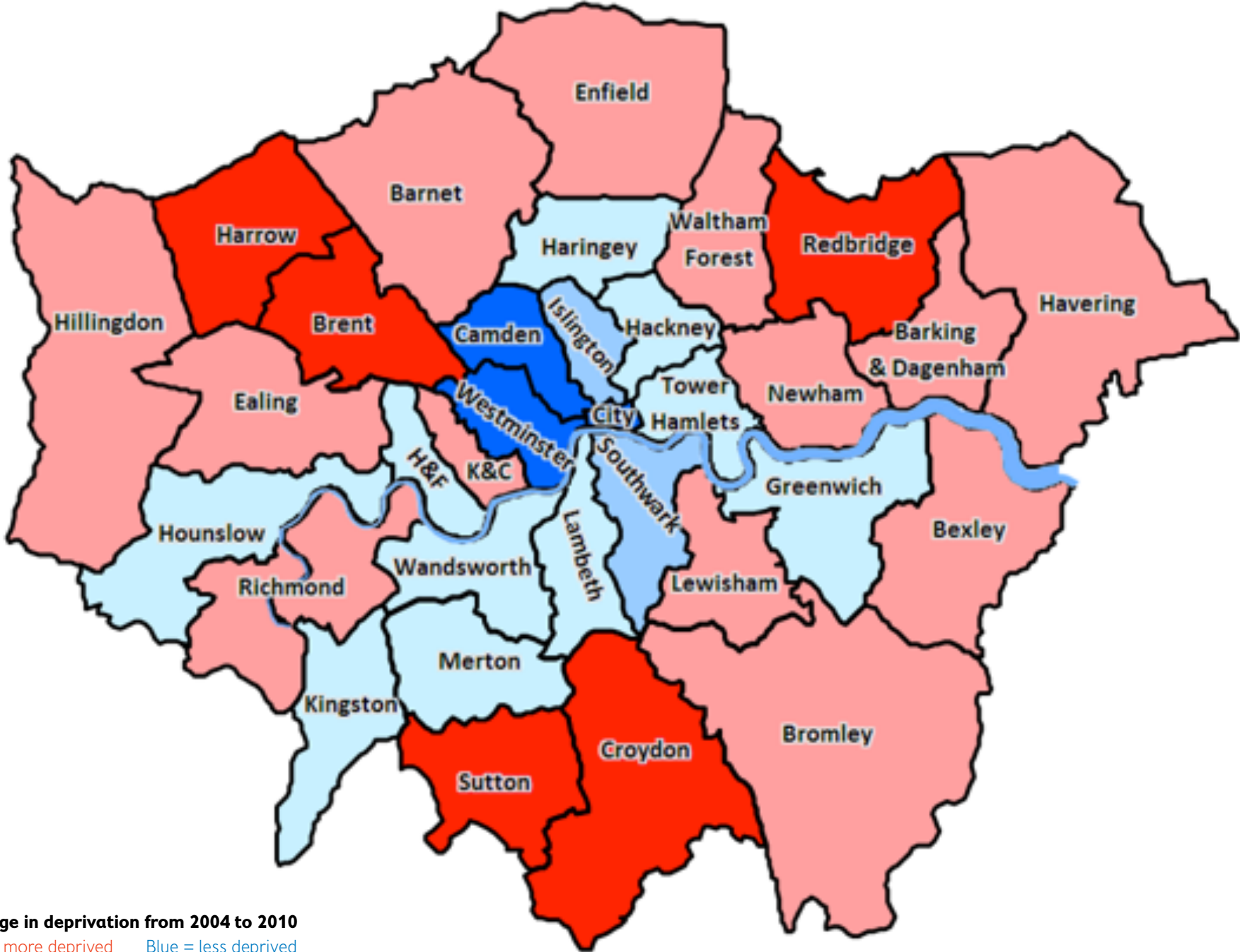
## THE BASELINE FOR OUR BOROUGH (graphs to be added)

### Deprivation

- Croydon is the 19th most deprived borough in London (based on data from 2010), with increasing deprivation in recent years.
- The north of borough is generally more deprived than the south, sharing more of the characteristics of inner London than the south of the borough. Fieldway and New Addington wards in the east of Croydon also have high levels of deprivation, with Fieldway being the most deprived ward in Croydon.

### Children's health

- The proportion of children living in poverty in the borough is higher than the England average at 25.7% of children in Croydon living in poverty. There is variation across Croydon, in Fieldway nearly half of children aged under 16 live in poverty.
- Croydon's general fertility rate (GFR) is 74 births per 1,000 women. At ward level the highest number of births are in wards in the north of the borough which correlates with the more densely populated areas of the borough.
- Infant mortality had declined greatly in the last 100 years; however, Croydon has the seventh highest infant mortality rate in London. Stillbirths are significantly higher locally than England or London and the borough's performance compared to other areas has deteriorated in recent years.
- Immunisation coverage does not reach the 95% level recommended by the World Health Organisation. In particular the borough needs to increase the coverage of immunisation for measles, mumps and rubella.

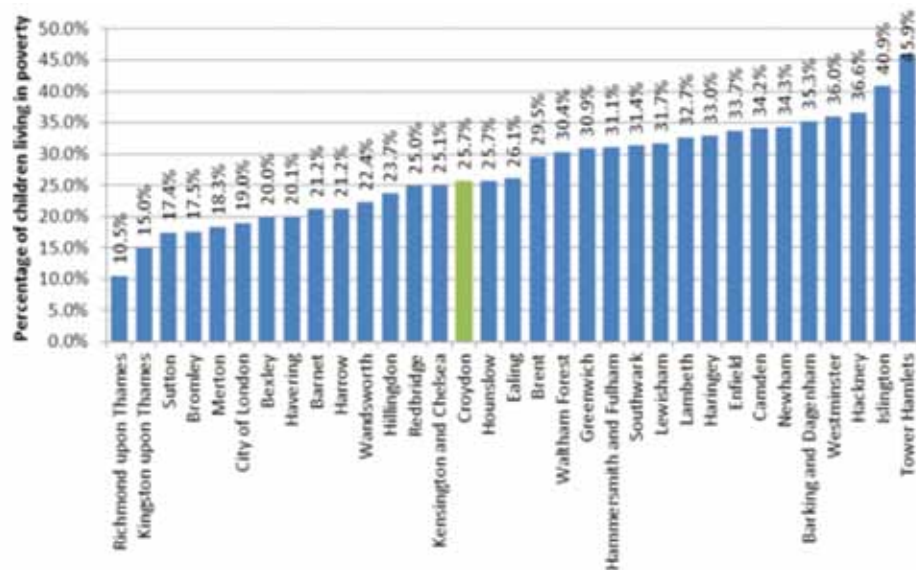


Change in deprivation from 2004 to 2010

Red = more deprived    Blue = less deprived

- Croydon's teenage conception rate has dropped from 41.8 conceptions per 1000, 15-17 year old women during 2010 to 32.8 per 1000 during 2011. This equates to just 234 conceptions during 2011. As a consequence Croydon has seen its under-18 conception rate drop by 44.5% from the 1998 baseline.
- Croydon's obesity level for year 6 children is significantly higher than reception year. At ward level the highest proportion of obese children in year six live in Thornton Heath (28%) and by ethnicity are also highest for children from black communities at 26.9%, which is comparable to England at 26.1%.

**GRAPH: Proportion of children living in poverty by borough (Source HMRC)**



### Long-term illness and disability

- Life expectancy for men in Croydon is now 79.6 years and for women it is 83.3 years, both of which are slightly more than the average for England and Wales.
- The fastest-growing long-term condition in the borough is Chronic Obstructive Pulmonary Disease with an increase of 54% by 2021, followed by diabetes at over 46% and dementia at nearly 44%.
- Locally it is estimated there are currently 3,300 people with dementia in the borough, the majority female. This figure is predicted to rise to over 4,500 by 2025.

### Vulnerable people

- In 2012/13 a total of 7,700 adults received a social care service. People with physical disabilities in Croydon access home care services more than any other service, followed by meals and then day care. People with mental health problems use professional support services in Croydon more than any other service, and people with learning disabilities in the borough access day care more than any other service.
- The number of safeguarding referrals received by the Council has risen from just over 700 in 2011/12 to just under 900 in 2012/13. However, this increase may in part be due to the introduction of a new electronic system to record safeguarding data and improved safeguarding awareness amongst staff in partner agencies and providers.
- At year-end there were a total of 755 looked after children in the borough, of whom 54% are indigenous and 46% are unaccompanied asylum-seeking children (UASC). Wards in the north of the borough such as Bensham Manor, Thornton Heath, Upper Norwood house a greater concentration of looked after children than the south of the borough.
- A quarter of these children are from 'any other Asian background' of whom the majority are UASC from countries such as Afghanistan. White British children make up the second highest proportion at 20%

## Homelessness

- The number of people presenting as homeless within Croydon has more than doubled in the last four years, in 2009/10 the number of households was 425, increasing by 486 households by 2012/13. Of the total 911 households accepted as homeless in 2012/13, 676 households included dependent children.
- A snapshot of the latest data for May 2013 shows there are a total of 2,220 households living in temporary accommodation; of this there are 1,798 households with dependent children. At a ward level, 11% of households living in temporary accommodation are in West Thornton, and 7% are living outside of the borough.
- As at 30th April 2013 there are currently 8,563 households on the housing register in Croydon, including 5,062 households with dependent children and 777 households living out of the borough. During 2012/13 a total of 820 households were re-housed (a reduction of 117 households compared to 2011/12), 51% into council homes and 49% in Housing Association homes. The 3 wards with the most households re-housed in were Broad Green, Waddon & South Norwood.

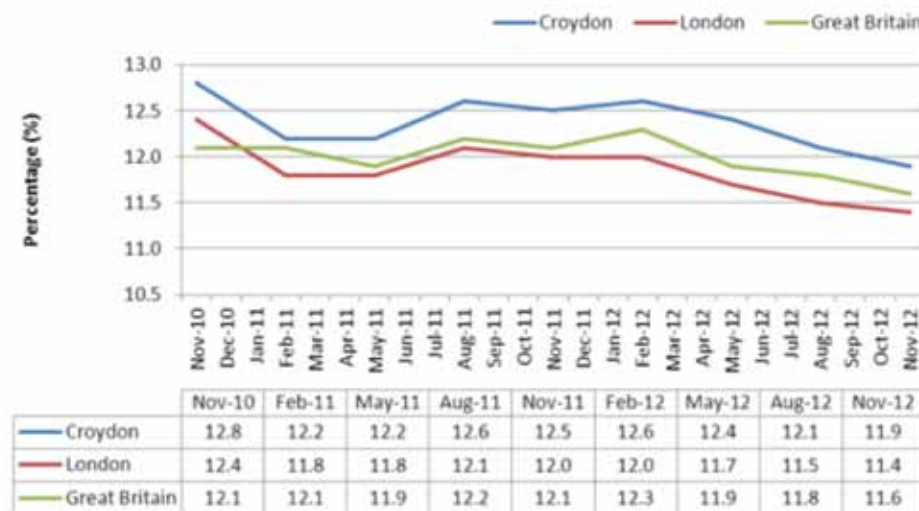
## Benefits profile

- The number of people claiming out of work benefits has been increasing over the last five years. The local rate peaked in February 2012 at 13.3% but more recent data shows a downward trend. The local claimant rate is currently 11.9%, approximately 28,650 working age residents, just slightly above the rates for London (11.4%) and Great Britain (11.6%).
- Croydon's current Job Seekers Allowance (JSA) claimant rate is 3.9% of the working age population which equates to 9,460 people, compared to the London rate of 3.8%. The JSA claimant rate is highest for residents aged between 18-24 years and is consistently higher in wards in the north of the borough. Claimant rates in Thornton Health, Selhurst, South Norwood, Fieldway and Woodside are consistently the highest in the borough and collectively make up 34.1% of total borough claimants.

- A snapshot of data from October 12 shows there were 44,106 residents claiming housing benefit in the borough. The highest claimant levels are for residents within the age group 36-45 yrs and at ward level 21.8% of all housing benefit claimants live in Selhurst, Broad Green and South Norwood.
- Data for the same period shows there were 37,137 residents claiming council tax benefit in Croydon. The highest claimant levels were also for residents within the age group 36-45 yrs and at ward level 22.9% of all council tax benefit claimants live in Selhurst, Broad Green and South Norwood

For more information – visit [www.croydonobservatory.org](http://www.croydonobservatory.org)

**GRAPH: Key out of work benefits claimants (source – NOMIS)**



# OUR COMMITMENT

What outcome are we seeking?	What are we going to do? (EO) = equalities objective (see page 43)	How will we know we have succeeded?
<p><b>B1. A place where people manage their own lives successfully</b></p>	<p><b>B1.1</b> - (EO) - To alleviate homelessness and pressure on housing by;</p> <ul style="list-style-type: none"> <li>a. Increasing the supply of permanent, temporary and supported accommodation</li> <li>b. Conducting a review of the homelessness strategy</li> <li>c. Rehousing overcrowded families from the housing and transfer registers</li> <li>d. Reduce the health impact of poor housing</li> </ul> <p><b>B1.2</b> (EO) - To implement an integrated council-wide response to welfare reform across housing and benefits services with Job Centre Plus, third sector and local organisations</p> <p><b>B1.3</b> - To change our relationship with customers by delivering a programme of demand management interventions, initially within homelessness, mental health reablement services and customers of personal support</p> <p><b>B1.4</b> - To optimise the use of sheltered housing and support by conducting a review of assets and the older people's housing strategy</p> <p><b>B1.5</b> (EO) - To work with young people to reduce risk-taking behaviours, targeting reductions in alcohol and drug abuse, teenage pregnancy, crime and antisocial behaviour</p> <p><b>B1.6</b> (EO) - To reduce child poverty and its impact</p> <p><b>B1.7</b> - To provide high-quality information and advice through work with the voluntary sector and NHS as part of early intervention / prevention strategy</p>	<ul style="list-style-type: none"> <li>• Decrease in child poverty</li> <li>• Decrease in approaches for homelessness, social care and benefits</li> <li>• Reduction in demand for key services</li> <li>• Reduction in bad debt and arrears for council tenants affected by welfare reform</li> <li>• Reduction in A+E attendances that convert into admissions</li> <li>• Reductions in teenage pregnancy and alcohol-related problems</li> </ul>



What outcome are we seeking?	What are we going to do? (EO) = equalities objective (see page 43)	How will we know we have succeeded?
<p><b>B2. A place where people take responsibility for their health and wellbeing</b></p>	<p><b>B2.1</b> (EO) - To improve immunisation rates and participate in Emergency Preparedness Resilience and Response processes</p> <p><b>B2.2</b> (EO) - To improve cardiovascular health with a focus on schools and workplaces by the delivery of a Heart Town campaign</p> <p><b>B2.3</b> - To prevent alcohol misuse through development of options for public health based interventions</p> <p><b>B2.4</b> (EO) - To reduce obesity by re-commissioning adult and child weight management services</p> <p><b>B2.5</b> - to help residents quit smoking by re-establishing the network of community based stop smoking advisers</p> <p><b>B2.6</b> - To improve health in the workplace in Croydon by developing a work programme with major employers in Croydon</p> <p><b>B2.7</b> (EO) - To deliver a Healthwatch which is regarded as a credible champion for local patients and service users.</p> <p><b>B2.8</b> - To deliver mental health placement cost reduction and actively support recovery and rehabilitation programmes in response to increased demand</p>	<ul style="list-style-type: none"> <li>• Improvements in immunisation rates</li> <li>• A reduction in smoking prevalence and an increase in the amount of quitters</li> <li>• A reduction in incidence of alcohol-related harm</li> <li>• Reductions in childhood and adult obesity and increases in participation in healthy activity</li> <li>• Improved sexual health including reductions in the incidence of chlamydia</li> </ul>

OUR COMMITMENT continued

What outcome are we seeking?	What are we going to do? (EO) = equalities objective (see page 43)	How will we know we have succeeded?
<p><b>B3. A place where vulnerable adults and children maximise their independence</b></p>	<p><b>B3.1</b> (EO) - To enable more people to live independently for longer by:</p> <ul style="list-style-type: none"> <li>a. Enabling older and disabled people to remain in their homes</li> <li>b. Increasing the use of self-directed support and achieving a wider market of providers</li> <li>c. Providing travel training where appropriate</li> </ul> <p><b>B3.2</b> (EO) - To increase the number of people who are supported to stay at home by conducting a review of the role and function of a 24 hour mobile “careline” service</p> <p><b>B3.3</b> (EO) - To enable and support people with dementia to retain their independence and to support the carers network through implementation of the joint dementia strategy action plan</p> <p><b>B3.4</b> (EO) - To reduce the number of people (e.g. with mental health problems or learning or physical disabilities) placed into residential care or living in residential care through development of viable independent living alternatives</p> <p><b>B3.5</b> (EO) - To provide support for vulnerable families through an integrated conception to 19 Family Support Service,</p> <p><b>B3.6</b> - Continue to improve and develop provision for children and young people with complex needs in response to changes arising from the Children and Families Bill – e.g. single care, education and health plans</p> <p><b>B3.7</b> (EO) - To improve transition of young disabled people into adulthood working with parents to define care needs earlier, putting appropriate packages of care in place and managing expectations</p> <p><b>B3.8</b> – To support the redesign of care packages to ensure best fit with the needs of service users and value for money</p>	<ul style="list-style-type: none"> <li>• Reduction in ongoing need / intervention of care following reablement, alongside an increase in self-directed support</li> <li>• Reduction in delayed transfers of care, emergency hospital admissions and admissions to residential and nursing care</li> <li>• Evidence that an integrated service is delivering good outcomes for babies, children and young people and their families</li> <li>• Parents report successful outcomes from Common Assessment Framework</li> <li>• The rate of entry of young people into the criminal justice system</li> <li>• The outcomes for families receiving support from our Family Resilience Service</li> <li>• The performance of our childrens’ centres within the Ofsted assessment framework</li> <li>• Increase in the proportion of adults with disability or mental health issues living in their community and in employment</li> </ul>

What outcome are we seeking?	What are we going to do? (EO) = equalities objective (see page 43)	How will we know we have succeeded?
<p><b>B4. A place with strong communities</b></p>	<p><b>B4.1</b> (EO) - To develop a co-ordinated community cohesion and integration plan for Croydon, which sets out steps to promote stronger communities involving work with partners , community, voluntary and faith sectors</p> <p><b>B4.2</b> (EO) - To raise awareness of equality and inclusion issues as well as promote community cohesion through delivery of a programme of events</p> <p><b>B4.3</b> (EO) - To build stronger neighbourhoods through wider promotion of existing street based initiatives such as the Big Lunch and development of new street level initiatives</p> <p><b>B4.4</b> (EO) - To promote the role of families as the building block of communities through work with families with children aged between 0-5, communities, health, children centres, faith and voluntary groups linked to the Primary Prevention Plan</p> <p><b>B4.5</b> (EO) - To ensure a strong and resilient voluntary and community sector by re-commissioning infrastructure services which support their development</p>	<ul style="list-style-type: none"> <li>• The proportion of people who feel that they get on well with people from different backgrounds and within their neighbourhoods</li> <li>• The proportion of residents who participate in volunteering</li> <li>• The proportion of residents who feel that they can get support from their community, family and friends</li> <li>• The proportion of local voluntary organisations which report that Croydon provides an environment for a thriving voluntary and community sector</li> </ul>

# PRIORITY C – PROTECT RESIDENT PRIORITIES

Protect the services that matter the most to Croydon's residents and customers.

## LEAD CABINET MEMBER AND OFFICERS



**Councillor Phil Thomas**  
Cabinet Member for Highways  
& Environmental Services



**Councillor Simon Hoar**  
Cabinet Member for Community  
Safety & Public Protection



**Councillor Tim Pollard**  
Deputy Leader & cabinet member  
for Children, Families & Learning



**Paul Spooner**  
Executive director  
for Planning & Environment



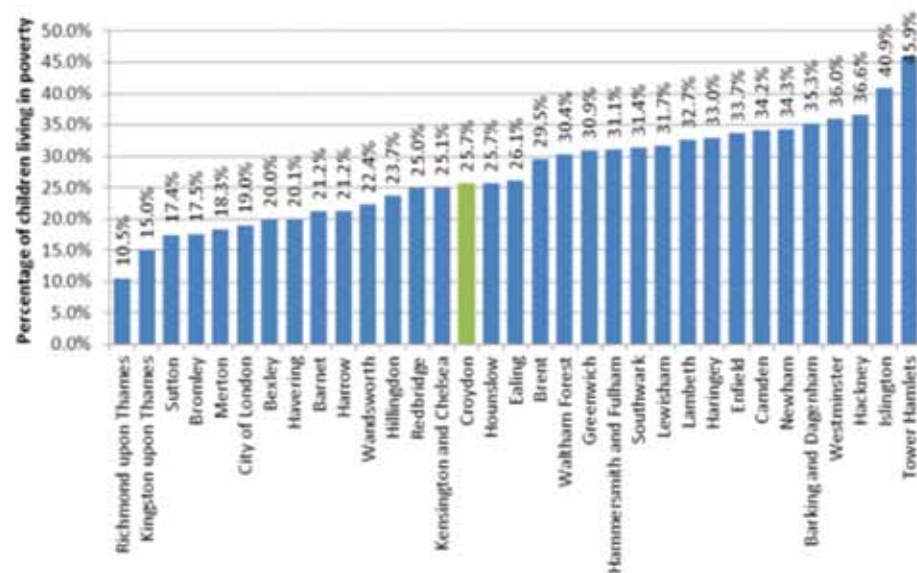
**Paul Greenhalgh**  
Executive Director for Children,  
Families & Learners

## THE BASELINE FOR OUR BOROUGH (graphs to be added)

### Crime and community safety

- The police use total notifiable offences (TNOs) as a measure for overall crime, analysis of TNOs per 1,000 population shows that Croydon is ranked 19 out of 33 London boroughs with a rate of 62.2 crimes per 1,000 population.
- The highest levels of crime are recorded within the Fairfield ward, due to high numbers of visitors during the day and by night. Fairfield is closely followed by other northern wards including Broad Green, Selhurst, West Thornton, Bensham Manor, Thornton Health and South Norwood as persistent secondary hot-spots for crime.
- While the overall trend for TNOs is reducing, serious violence shows an upward trend and is projected to increase. The latest data on violent crime shows that these offences are most prevalent in the same wards.
- The trend for serious youth violence is also projected to rise however this rise is projected at a much lower rate than 'most serious violence'. Most 'gang crime' occurs between gang members, gang membership in Croydon remains relatively low and activity is limited to a small number of areas within the borough.

GRAPH: Total Notifiable Offences by borough (Source: MET)



### Cleanliness, waste and sustainability

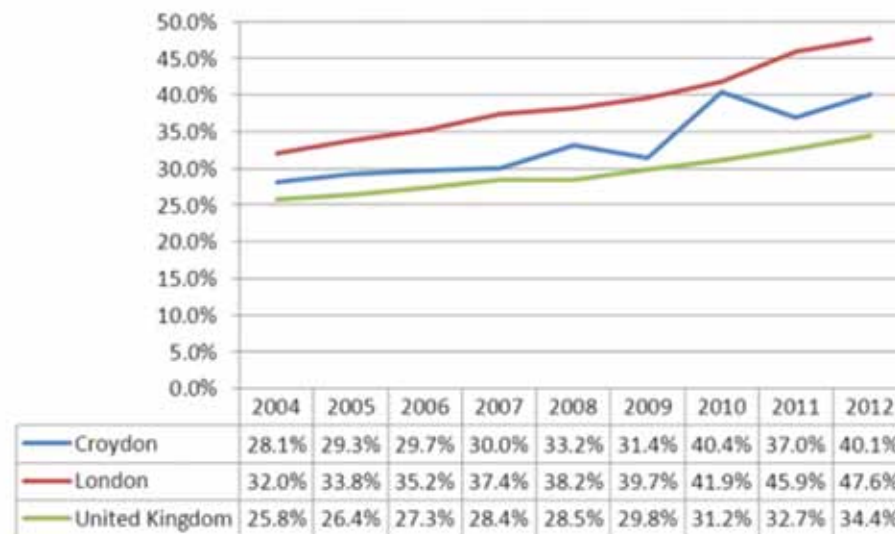
- In Croydon the overall recycling rate has increased to 45% in 2012/13 compared with 38% in 2011/12 and 33% the previous year. This puts Croydon amongst the top recycling boroughs in London.
- Trends in both domestic electricity and gas usage show a reduction since 2005 which compares with London and national trends. Total energy consumption locally been gradually falling with the biggest reduction in the commercial and industry sector.
- The latest estimates (2010) for carbon dioxide emissions in Croydon was 4.6 tonnes per head, overall there has been a reduction in emissions of 0.7 tonnes per head since 2005, although between 2009 and 2010 there was an increase of 0.2 tonnes per head which is in line with the overall trend for London.

## Educational attainment and adult skills

- The percentage of Croydon school pupils achieving 5 or more grades A\* to C grades at GCSE, including English and Maths, has consistently been higher than the national average since 2008-2009. The latest 2010-2011 performance exceeds the national target.
- The percentage of Croydon pupils achieving 2 or more passes at A-level or equivalent in 2010-2011 was higher than the national average. However, the percentage of students achieved higher-grade passes of AAB in 3 or more subjects is significantly lower than other local authorities in outer London and the national average.
- Reducing inequalities in educational achievement of vulnerable groups is a key priority for the borough. Pupils eligible for free school meals (FSM), who have special education needs (SEN), or who are looked-after by the borough (LAC) tend to perform more poorly than their peers, although the gaps are in line with London averages.
- The percentage of the working-age population in Croydon without any qualification has reduced from 8.9% (20,300 residents aged 16-64yrs) in 2011 to 6% in 2012 (13,500 residents aged 16-64yrs). Croydon has a lower 'no qualification' rate than London and Great Britain. The proportion of residents in Croydon with the highest (level 4+) qualification has been increasing; by the end of 2012 40.1% of local residents had a level 4+ qualification, narrowing the skills gap between Croydon and London.

For more information – visit [www.croydonobservatory.org](http://www.croydonobservatory.org)

**GRAPH: Percentage of adult population qualified to degree level or above (source – NOMIS)**





# OUR COMMITMENT

What outcome are we seeking?	What are we going to do? (EO) = equalities objective (see page 43)	How will we know we have succeeded?
<p><b>C1. A clean place</b></p>	<p><b>C1.1</b> - To maintain high-quality refuse, recycling and street cleaning services, tackling problem areas across the borough</p> <p><b>C1.2</b> - To enable 1500 installations of loft and cavity wall insulation and replacement heating systems by engaging households that qualify for ECO Affordable Warmth funding. Encourage wider uptake of energy efficiency measures through identification of appropriate funding and promotion.</p>	<ul style="list-style-type: none"> <li>• Reduction in flytipping, graffiti and other forms of enviro-crime and our performance in tackling these issues when they occur</li> <li>• Increased rates of recycling – the Council aspires to be within the top 5% of London for recycling rates</li> <li>• The performance of our refuse collection service</li> <li>• Improving customer perceptions of and satisfaction with waste, recycling and cleanliness services</li> <li>• Carbon emissions for the Borough</li> </ul>
<p><b>C2. A safe place</b></p>	<p><b>C2.1</b> - (EO) - To reduce crime and antisocial behaviour through development of the Community Safety Strategy 2014-2017 with Safer Croydon Partnership members</p> <p><b>C2.2</b> - To continue to improve the quality of children’s social care services</p> <p><b>C2.3</b> (EO) - To deliver a multi-agency safeguarding hub (MASH) to keep children and young people safe, working with partners</p> <p><b>C2.4</b> (EO) - To further improve permanence and wellbeing outcomes for looked after children and care leavers</p> <p><b>C2.5</b> - To ensure every local authority care leaver makes a successful transition to adulthood</p> <p><b>C2.6 (EO)</b> - Continue to develop services to deliver the Domestic Abuse and Sexual Violence Strategy to reduce the incidence and impact of domestic abuse and sexual violence</p> <p><b>C2.7 (EO)</b> - To reduce serious youth violence and protect those most at risk from gang activity through work with our partners to deliver the Gangs Strategy</p> <p><b>C2.8 (EO)</b> - To protect young people at risk of sexual exploitation by ensuring that the relevant organisations co-operate effectively to safeguard and promote the welfare of children.</p> <p><b>C2.9 (EO)</b> - Continue to protect adults at risk of abuse or harm through effective multi-agency work</p>	<ul style="list-style-type: none"> <li>• Reduction in rates of crime and anti-social behaviour</li> <li>• Reduction in disproportionate fear of crime and anti-social behaviour</li> <li>• A reduction in the number of serious injuries or deaths on our roads</li> <li>• Reduction in incidents of serious youth violence</li> <li>• A reduction in gang-activity</li> <li>• Better identification and reduction of domestic abuse and reduced incidence of sexual exploitation</li> <li>• Evidence of improved outcomes for children looked after by the Council or who are subject to a child protection plan</li> <li>• Evidence that care leavers are making a successful transition into adulthood</li> </ul>



What outcome are we seeking?	What are we going to do? (EO) = equalities objective (see page 43)	How will we know we have succeeded?
<p><b>C3. A place where people can learn and fulfil their true potential</b></p>	<p><b>C3.1</b> (EO) - To ensure sufficient quality childcare places to meet the new entitlement for early education for disadvantaged 2 year olds</p> <p><b>C3.2</b> (EO) - To drive forward 16-25 year old employment and education opportunities</p> <p><b>C3.3</b> - Continue to drive excellence across the borough's schools through achievement of a sustainable model for school improvement services</p> <p><b>C3.4</b> (EO) - To enhance schools admissions arrangements in order to improve the experience of parents and reduce the numbers of children without a school place within target timescales</p> <p><b>C3.5</b> (EO) - To develop Croydon's Adult Learning and Training (CALAT) services and learning provision to respond to learner needs and funding requirements</p>	<ul style="list-style-type: none"> <li>• Continued increase in the number of schools judged as good or outstanding</li> <li>• Continued improvement in educational attainment - education achievement in Croydon in top 5% for London</li> <li>• Increase in the number of Croydon parents choosing a Croydon school</li> <li>• 100% of parents get offered one of their top three preferred school choices</li> <li>• Clear pathways to future learning, training and employment leading to a continued reduction in the proportion of 16-18 year-olds who are not in employment, education or employment (NEET)</li> <li>• Continued reduction of fixed term and permanent exclusions from schools</li> <li>• Reduction in the gap in educational outcomes between vulnerable or disadvantaged young people and their peers</li> <li>• Maximise CALAT funding by maintaining quality of provision and retaining learners</li> </ul>



What outcome are we seeking?	What are we going to do? (EO) = equalities objective (see page 43)	How will we know we have succeeded?
<p><b>C4. A Council that seeks views, hears community concerns and acts upon them</b></p>	<p><b>C4.1</b> (EO) - To increase cross generational understanding and involvement and improve life on our housing estates through the expansion of our 'All Ages' programme</p> <p><b>C4.2</b> (EO) - To improve community capacity to organise and have a greater voice in the things that matter to them, to strengthen local decision making and civic participation</p> <p><b>C4.3</b> (EO) - To engage with and understand service users by putting in place a range of mechanisms to connect with residents, businesses, service users and different sections of the community</p>	<ul style="list-style-type: none"> <li>• The proportion of residents who feel that they can influence how services are delivered and how decisions are made</li> <li>• Positive feedback from local businesses</li> <li>• Positive feedback from all sections of the community including young people and vulnerable groups</li> <li>• The proportion of the adult population involved in decisions that affect the local area</li> </ul>

# PRIORITY D – BUILD THE COUNCIL OF THE FUTURE

Ensure that Croydon Council has the right service models, skills and tools to deliver its aspirations and is prepared for significant reductions in grant income in future years

## LEAD CABINET MEMBER AND OFFICERS



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



**Councillor Steve O'Connell**  
Cabinet Member  
for Finance & Performance  
Management



**Nathan Elvery**  
Chief Executive



# OUR COMMITMENT

What outcome are we seeking?	What are we going to do? (EO) = equalities objective (see page 43)	How will we know we have succeeded?
<p><b>D1. A Council that is agile, flexible and streamlined</b></p>	<p><b>D1.1</b> - To ensure that the Council continues to reduce its cost base throughout the 2013-15 period and beyond in line with reductions in government grant by;</p> <ul style="list-style-type: none"> <li>a. Planning and ensuring the delivery of the necessary efficiencies and cost reductions</li> <li>b. Maximising inward investment from all possible sources</li> <li>c. Maximising collection rates from Council Tax and other sources of income</li> <li>d. Recommissioning or renegotiation of contracts</li> </ul> <p><b>D1.2</b> - To maximise the synergy with public health and impact on the borough's health inequalities in a sustainable way through embedding the public health function within council business</p> <p><b>D1.3</b> - To develop shared service models to achieve services that deliver value for money and maintain delivery of outcomes:</p> <ul style="list-style-type: none"> <li>a. for statutory mental health social work,</li> <li>b. for regulatory services,</li> <li>c. for transactional finance and HR services work with One Oracle</li> <li>d. for special educational needs</li> </ul> <p><b>D1.4</b> - To improve Council-wide ICT infrastructure and support</p> <p><b>D1.5</b> - Complete a successful move to Bernard Weatherill House</p>	<ul style="list-style-type: none"> <li>• Striking the right balance between local taxation, efficiency and value for money</li> <li>• Maximising the settlement from central government and securing a fair deal for Croydon</li> <li>• Performance of our capital projects and programme</li> <li>• Carbon emissions from Council buildings, fleet and activities</li> <li>• Improvements to the value and performance of key contracts</li> </ul>

OUR COMMITMENT continued

What outcome are we seeking?	What are we going to do? (EO) = equalities objective (see page 43)	How will we know we have succeeded?
<p><b>D2. A Council that meets the priority needs of the borough through expert commissioning</b></p>	<p><b>D2.1</b> - To achieve improved standards and savings in residential and nursing care placements through development of new commercially based relationships, renegotiation of contracts with residential care, supported housing and NHS providers</p> <p><b>D2.3</b> - To consolidate and strengthen joint commissioning arrangements across the Council and Clinical Commissioning Group through establishment of an integrated commissioning unit for health and social care</p> <p><b>D2.4</b> - To ensure the Council becomes expert at the commissioning of services by embedding the commissioning framework and supporting toolkits and providing learning and developing to commissioners, members and the community to actively engage in commissioning.</p> <p><b>D2.5</b> - To implement the corporate and adult social care commissioning strategy, using the procurement process to maximise the levels of social value, including introducing greater opportunities for third sector organisations and small and medium sized (SME) businesses to compete.</p> <p><b>D2.6</b> - To enable the third sector and local small / medium enterprises to be commissioning-ready and competitive in providing key services locally</p>	<ul style="list-style-type: none"> <li>• Demonstrating that we are tackling local needs in a way that represents value for money – better outcomes at a lower cost</li> <li>• Increased capacity within the 3rd Sector supply side</li> <li>• Increased involvement of local providers in market development</li> <li>• Building on the success of our integrated commissioning with partners</li> <li>• Delivery of savings and service improvement through shared services</li> <li>• Delivery of Council procurement plan achieving at least 15% efficiencies</li> </ul>
<p><b>D3. A Council that delivers accessible and responsive services</b></p>	<p><b>D3.1</b> - To improve customer access and reduce organisational cost through improved online and self-serve facilities</p> <p><b>D3.2</b> - To implement an integrated face-to-face customer service facility within BWH; supporting the organisation's strategy to improve customer access whilst assisting channel shift to provide organisational efficiencies.</p> <p><b>D3.3</b> - To integrate key services and relocate CALAT through completion of the New Addington Centre integrated service hub and Strand House remodelling.</p> <p><b>D3.4</b> - To deliver integrated health and social care services through multi-disciplinary case management based around GP networks and an integrated rapid response team to prevent hospital admissions</p>	<ul style="list-style-type: none"> <li>• The volume within and responsiveness of each of our customer channels – face-to-face, telephone, email and internet</li> <li>• The proportion of residents who believe that the Council is easy to do business with</li> <li>• The proportion of residents who are satisfied with how the Council runs things</li> <li>• The proportion of service users who are satisfied with the service they have received</li> </ul>

What outcome are we seeking?	What are we going to do? (EO) = equalities objective (see page 43)	How will we know we have succeeded?
<p><b>D4. A Council that has the right people with the right skills and the right support</b></p>	<p><b>D4.1</b> - To improve workforce health and engagement through:</p> <ol style="list-style-type: none"> <li>Embedding a refreshed set of organisational values to increase the engagement levels of the existing workforce and improve levels of trust, responsibility and accountability</li> <li>Targeted support to improve the health and wellbeing of the workforce</li> <li>Enabling Council employees to become health champions</li> </ol> <p><b>D4.2</b> (EO) - To improve workforce planning through:</p> <ol style="list-style-type: none"> <li>Putting in place effective recruitment and retention plans to tackle capacity shortages and ensure the workforce is representative</li> <li>Review of the use of external resource and reduction of reliance on this where appropriate</li> </ol> <p><b>D4.3</b> (EO) - To improve workforce diversity through :</p> <ol style="list-style-type: none"> <li>Improvement of the organisational understanding and use of the workforce profile and establishment of appropriate actions to improve departmental contributions to their key areas of improvement</li> <li>Addressing equalities issues within the Council's workforce</li> </ol> <p><b>D4.4</b> - To improve workforce skills and capacity through:</p> <ol style="list-style-type: none"> <li>Addressing current skills shortages, identifying future skills requirements, implementing a new leadership offer and improving succession planning</li> <li>Improving performance review by providing managers the tools, confidence and support to effectively manage performance</li> </ol>	<ul style="list-style-type: none"> <li>Staff engagement and the results of our staff survey and regular pulse surveys – staff feel valued, productive and that it is easier to get things done</li> <li>The diversity of our workforce reflecting that of the borough</li> <li>The right balance of permanent and non-permanent workers</li> <li>A healthy workforce demonstrated by reductions in sickness absence</li> <li>Recruitment and retention rates</li> <li>The amount and quality of staff development opportunities</li> </ul>

# FINANCE SUMMARY

**For full details on the budget see <http://www.croydon.gov.uk/democracy/budgets/budget-book>**

The financial outlook for local authorities remains extremely challenging. As the government continues to tackle the national deficit, so our resource base continues to reduce. Since 2010/11, core funding for local authorities in London has been reduced by £0.6billion and this trend is set to continue.

We are already aware that the Council will be subject to a further reduction in funding in 2014-15, which adds further pressure on local authority resources. Whilst there is uncertainty about national spending plans for 2015 and beyond, there is no realistic prospect of a reversal in this trend.

At the same time, Croydon is seeing an increase and intensification of need within the borough. Turbulence in the wider economic climate is hitting Croydon residents and businesses as hard as it is the Council; levels of deprivation, unemployment and poverty are showing a long-term increase. The demand for key services is therefore growing whilst the resources available to meet that demand are shrinking.

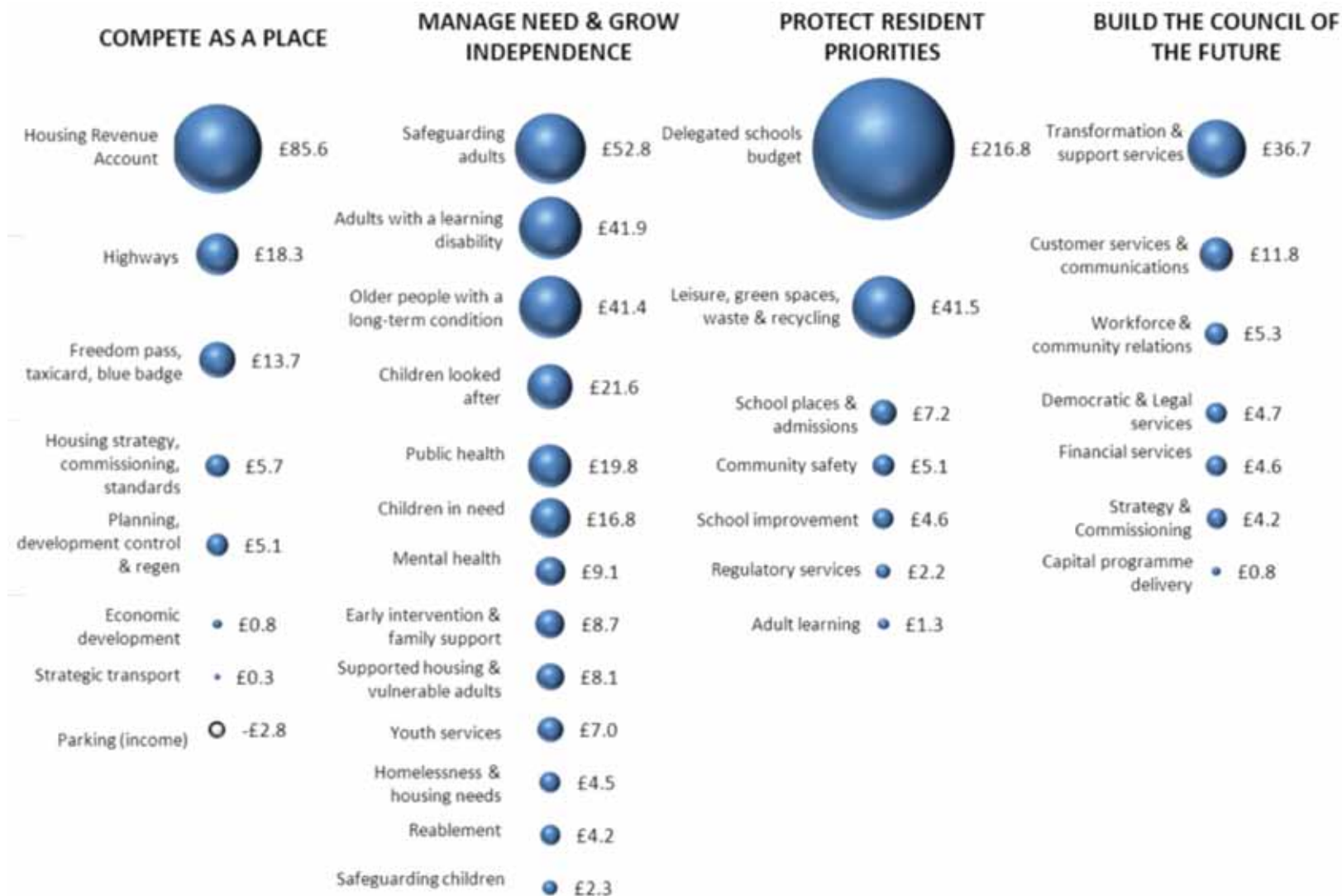
So far, the Council has met most of its financial pressures by delivering efficiencies, with a significant proportion of those delivered through our step change programme. The Council will continue to innovate, reinvent and reimagine itself to meet this challenge. Whether this is through developing new wraparound services, earlier interventions or better technology; Croydon will remain at the forefront of delivering value for money services that deliver the best outcomes possible for our residents and customers with our reducing resources.

The Council has also agreed a new financial strategy for 2013-17, which sets out the framework for how we will develop Council budgets. Together, the financial strategy and this corporate plan lay out the Council's response to our financial challenge and will guide how our budgets are set in future years. The following pages detail the highlights of our revenue and capital expenditure plans and also the headline areas where the Council will be commissioning new services.





REVENUE EXPENDITURE ON CORPORATE PLAN PRIORITIES 2013/14 (£millions)



## CROYDON'S 5-YEAR CAPITAL PROGRAMME

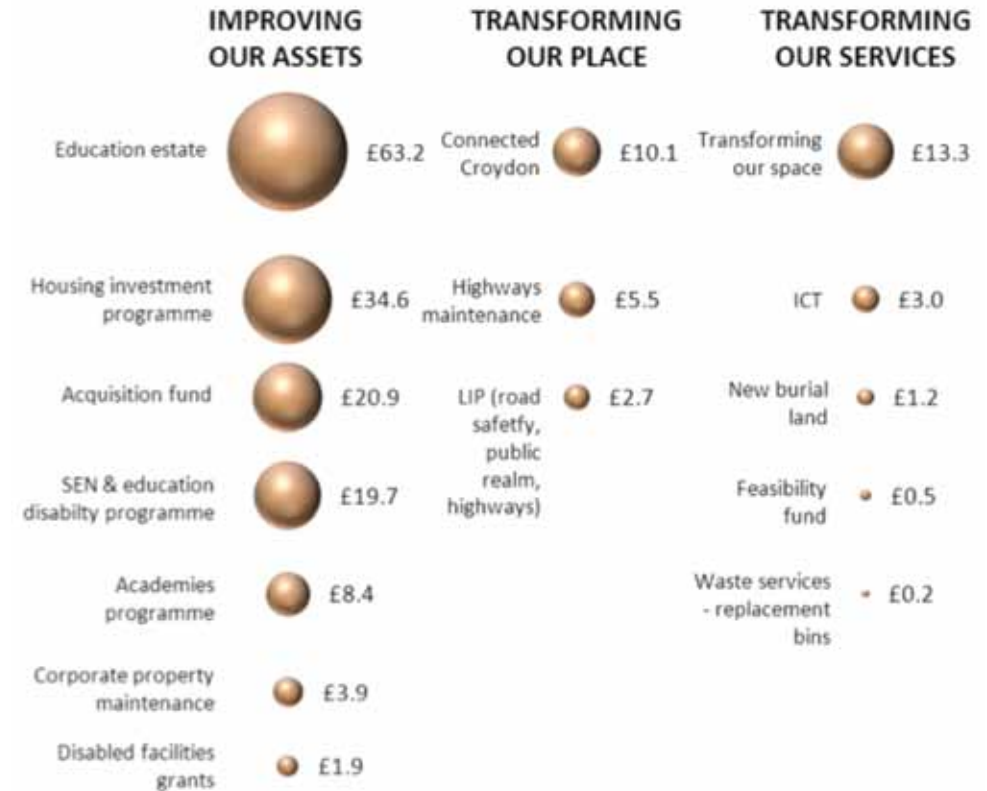
Croydon's twenty-year capital strategy was agreed by Cabinet in November 2010. At a time when the Council's revenue budget is reducing, the decision has been taken to focus on significant capital investment in infrastructure and regeneration. The current five-year programme represents the first tranche of this expenditure.

Through our capital programme we are tackling many of the key issues faced by our residents and customers – for example providing homes and school places, making improvements to our town centres and strengthening transport infrastructure.

To ensure that this money is spent effectively, the Council has created a Capital Delivery Hub. This has strengthened governance arrangements, increased corporate capacity and improved client commissioning / delivery functions.

For more information see:

<http://www.croydon.gov.uk/democracy/budgets/>





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# EQUALITY OBJECTIVES AND ANALYSIS

## Meeting the public sector equality duty

The council, along with other public sector organisations, has a duty under the Equality Act 2010 to take action to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic and those who do not;
- foster good relations between people who share a protected characteristic and those who do not.

A specific action within the corporate plan that addresses this duty is to 'deliver an annual programme of equality and inclusion activity that supports delivery of the council's Equality Strategy and requirements of the public sector equality duty'.

The council's Equality Strategy 2012 has ten objectives which are shown below. Examples of how action in our corporate plan will help us to meet these objectives are shown in brackets.

1. To build stronger communities by reducing deprivation (we will work with partners to deliver the Child Poverty Strategy)
2. To encourage safer communities by reducing violence (we will deliver the Gangs Strategy and reduce serious youth violence)
3. To improve outcomes for children by providing a better start in life (we will strengthen the early intervention service to provide support for vulnerable children and young people aged 0-19 and their families)
4. To achieve better learning outcomes for children and young people by narrowing the attainment gap for those who are vulnerable (we will continue to improve provision for children and young people with complex needs)

5. To improve the economic outcomes of young people and adults by increasing opportunities to be in education, employment or training (we will establish a Youth Unemployment Taskforce to review and drive forward 16-25 year old employment and education opportunities)
6. To achieve better outcomes for children and young people by increasing the proportion who say they are listened to and able to influence (we will develop a co-ordinated integration plan to promote stronger communities)
7. To improve health and wellbeing by reducing health inequalities (we will commission adult and child weight management services to reduce obesity)
8. To improve health and social care by providing better care in later life (we will implement the joint dementia strategy to enable people with dementia to retain their independence and to support the carers network).
9. To improve support for vulnerable people by making it easier for them to have more choice and control over their lives (we will increase the use of self-directed support and achieve a wider market of providers)
10. To encourage a modern and diverse workforce by increasing the proportion of staff who say they are valued and treated fairly (we will address equality issues within the council's workforce).

Our programme of equality analysis will also support delivery of the council's Equality Strategy and the requirements of the public sector equality duty. The analysis planned for the next two years is shown below. Additional equality analysis will be carried out by services where appropriate.

**Area for equality analysis 2013/14**

<b>Adult services, health and housing</b>	<b>Children, families and learning</b>
Asset management strategy for council homes	Early education strategy
Homelessness review	Special educational needs programme
Physical disabilities and sensory impairment strategy	Children and families partnership
Universal services strategy	Cultural services review
Department for adult services, health and housing category plan	Funding model for children's centres
Public health category plan	Early intervention service integration
Overcrowding reduction strategy	Front line youth services
Healthy weight healthy lives strategy	
Anti-social behaviour enforcement	
Debt recovery	
Planned maintenance and improvements to council homes	

**Area for equality analysis 2013/14**

<b>Chief executive's office</b>	<b>Planning and environment</b>
People strategy	Unauthorised encampment policy
Community strategy	Shared regulatory services
Flexible working	Burial land provision
Re-organisation and restructuring	Highways asset management plan
Temporary working	Cane Hill/Coulsdon masterplan
Accessible information policy	Cycling in parks
Corporate equality analysis – ethnicity	Old Town masterplan
Corporate equality analysis – disability	Crime strategy
Pay and progression policy	
Rent subsidy to voluntary groups	
Communication strategy	
Travel services	
Interpreting and translation service	
Rationalisation of transport provision	
Budget challenge outcomes	

**Area for equality analysis 2014/15**

<b>Adult services, health and housing</b>	<b>Children, families and learning</b>
Safeguarding vulnerable adults	Adult learning
Harm reduction strategy	
Older people's strategy	
Substance misuse/alcohol strategy	
Occupational therapy	

**Area for equality analysis 2014/15**

<b>Chief executive's office</b>	<b>Planning and environment</b>
Stronger communities strategy	Green spaces
Small grants fund review	Streetscene
TUPE	Highways
Flexible retirement	Spatial planning
Recruitment	
Facilities management	
One Oracle shared services	
Budget challenge outcomes	

# APPENDIX A - SUMMARY OF THE CORPORATE PLAN FOR 2013-15

## COMMUNITY STRATEGY 2013-2018

### A - Compete as a place

#### A1 - A place where people choose to live, work, play & invest

- To manage regeneration of Croydon's retail offer
- To secure investment through OAPF
- To maintain & improve the condition of council homes
- To deliver new housing including affordable housing
- To strengthen Croydon's cultural offer
- To regenerate the Taberner House site

#### A2 - A place with a competitive local economy & labour market

- To maximise investment from business and relocation of businesses into the borough
- To promote recruitment & training of local unemployed
- To develop a shared approach to social responsibility & social value
- To create more than 16,000 jobs through the Croydon Partnership

#### A3 - A place that meets physical & social infrastructure needs

- To ensure delivery of the CURV programme
- To deliver school places through education programme
- To support the development of free schools
- To improve transport infrastructure & make safer
- To deliver the Connected Croydon programme
- To support the development of academies

#### A3 - A place that meets physical & social infrastructure needs

- To shape appropriate development of the town centre
- To make environmental improvements to London Road
- To secure the future of Surrey Street Market

### B - Manage need & grow independence

#### B1 - A place where people manage their own lives successfully

- To alleviate homelessness & pressure on housing
- To make an integrated response to welfare reform
- To change our relationship with customers through a programme of demand management interventions
- To optimise use of sheltered housing & support
- To reduce high-risk behaviour by young people
- To Reduce child poverty & its impact
- To provide high-quality information & advice services

#### B2 - A place where people take responsibility for their health & wellbeing

- To improve immunisation rates
- To improve cardiovascular health
- To reduce alcohol misuse
- To reduce obesity
- To improve workplace health
- To create "healthwatch"
- To reduce mental health placement costs and expand reablement in response to increasing demand

#### B3 - A place where vulnerable adults & children maximise their independence

- To enable people to live independently for longer
- To increase numbers supported to live at home
- To support vulnerable families through 0-19 service
- To improve provision for children with complex needs
- To improve transitions of disabled young people into adulthood
- To redesign adult care packages to best fit need

#### B4 - A place with strong communities

- To promote stronger communities
- To promote equality, inclusion & social cohesion
- To build stronger neighbourhoods
- To promote the role of families
- To ensure a strong and resilient third sector

### C - Protect the priorities of residents & customers

#### C1 - A clean place

- To maintain high-quality refuse, recycling and street cleaning services, tackling problem areas across the borough
- To improve energy efficiency for households within the borough

#### C2 - A safe place

- To reduce crime & ASB in partnership
- To improve the quality of children's social care
- To deliver multi-agency safeguarding hub (MASH)
- To improve outcomes for LAC & care leavers
- To reduce domestic abuse & sexual violence
- To address youth violence & gang activity
- To protect young people at risk of exploitation
- To protect adults at risk of abuse or harm

#### C3 - A place where people can learn & fulfil their potential

- To ensure sufficient childcare places
- To increase skills & employment for 16-24 age group
- To raise standards in schools through new models of school improvement
- To enhance school admissions services
- To develop CALAT in line with demand & funding

#### C4 - A Council that seeks views, hears community concerns & acts on them

- To increase cross-generational understanding on estates through the "all ages" programme
- To improve community voice & capacity to organise
- To engage with & understand residents, service users & businesses through a range of mechanisms

### D - Build the Council of the Future

#### D1 - A Council that is agile, flexible & streamlined

- To continue to reduce cost base in line with reductions in grant
- To embed public health & maximise synergy
- To develop shared service models
- To improve council-wide ICT infrastructure through re-procurement
- To complete a successful move to Bernard Weatherill House

#### D2 - A Council that is an expert commissioner

- To embed commissioning framework & toolkits
- To re-procure housing repairs
- To re-commission residential & nursing care
- To establish the integrated commissioning unit
- To implement adult social care commissioning strategy
- Enable the local third sector and SMEs to be commissioning-ready and competitive

#### D3 - A Council that delivers accessible & responsive services

- To improve customer access through improved online & self-serve facilities
- To implement an integrated face-to-face customer service facility within Bernard Weatherill House
- To complete remodelling of New Addington Centre and Strand House
- To deliver integrated health and social care services

#### D4 - A Council with the right people with the right skills & the right support

- To improve workforce health & engagement
- To improve workforce planning
- To improve workforce diversity
- To improve workforce skills & capacity

#### PEOPLE STRATEGY 2013-16

## APPENDIX B - YOUR CROYDON COUNTS

A full suite of key performance indicators results will be published on an annual basis alongside Croydon's Annual Report. The Annual Report for 2012/13 will be published in autumn of 2013. The following key performance measures will be reported to Cabinet and the public on a quarterly basis within "Your Croydon Counts".

Corporate plan priority	Your Croydon Counts performance indicators
<b>Manage need and grow independence</b>	<ul style="list-style-type: none"> <li>• Breakdown of overall numbers living in temporary accommodation provided under the homelessness legislation.</li> <li>• % of smokers who have quit 4 weeks after their quit date</li> <li>• No. of families receiving support from Family Resilience Service</li> <li>• % of former care leavers aged 18-20 who are in (a) education, employment or training and (b) suitable accommodation</li> <li>• % of social care clients receiving self-directed support</li> <li>• % of adults with learning disabilities in paid employment at the time of their assessment or latest review.</li> </ul>
<b>Protect resident priorities</b>	<ul style="list-style-type: none"> <li>• % of household waste sent by the authority for reuse, recycling, composting or treatment by anaerobic digestion.</li> <li>• No. of number of fly tips reported</li> <li>• No. of fixed-penalty notices issued by the Council for incorrect disposal of rubbish</li> <li>• No. of looked after children adopted in the year</li> <li>• No. of licensing compliance visits undertaken</li> <li>• % of Primary and Secondary rated good or outstanding by Ofsted at the most recent inspection</li> <li>• % of pupils achieving 5 or more A*-C or equivalent including English and Maths at KS4</li> <li>• % of 16-18 year olds who are not in education training or employment (NEET)</li> </ul>
<b>Compete as a place</b>	<ul style="list-style-type: none"> <li>• No. jobs created for local people via the West Croydon Investment package and other initiatives</li> <li>• No. of affordable homes enabled</li> <li>• % of major planning applications dealt with in a timely manner</li> <li>• No. of regeneration schemes enabled in district centres ( 10)</li> </ul>





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