

For General Release

REPORT TO:	CABINET 24th September, 2018
SUBJECT:	Corporate Plan
LEAD OFFICER:	Jo Negrini, Chief Executive
CABINET MEMBER:	Councillor Tony Newman, Leader of the Council
WARDS:	All

CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON

The local elections on May 3rd returned a Labour administration to serve the London borough of Croydon. The commitments on which the Labour administration were returned will become the basis for the organisational delivery programme. The Corporate Plan outlines the key Council priorities for the next four years (2018 – 2022), how they will be delivered, and how they will be measured.

FINANCIAL IMPACT

There are no direct financial implications arising directly from the corporate plan. There will be financial implications associated with the delivery and these have been factored in to the Financial Strategy that is being presented to Cabinet in September 2018.

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below:

1. RECOMMENDATIONS

The Cabinet is recommended to recommend to full Council

- 1.1 Approval of the Corporate Plan for Croydon, 2018 – 2022, as set out in Appendix A & B

2. EXECUTIVE SUMMARY

- 2.1 The local elections on May 3rd returned a Labour administration to serve the London borough of Croydon. The ambitions for the borough were described in Labour's 2018 manifesto – Ambitious for Croydon, for the many not the few and in many cases were advanced during the previous administration from 2014-18. The commitments on which the Labour administration were returned will become the basis for the organisational delivery programme.
- 2.2 The Corporate Plan outlines the key Council priorities for the next four years (2018 – 2022), how they will be delivered, how they will be measured and describes the ways in which we will enable communities right across the borough. The plan is ambitious, building on the successes of the preceding four

years, however it is realistic, and costed with an accompanying financial strategy, it will also be measured against a performance management framework.

- 2.3 Fundamental to the delivery of the key Council priorities, is getting the basics right for residents. We will continue to listen to residents and use their feedback to continually improve the services we deliver.
- 2.4 In the delivery of the Corporate Plan, we will develop closer collaborative working with the voluntary sector, public sector partners and business in order to manage and maintain progress. Where there are suitable opportunities for cross-party working we will pursue this when it is to the advantage of Croydon.
- 2.5 The Corporate Plan has an accompanying performance framework, which is aligned to the outcomes of the plan.

3. DETAIL

- 3.1 The Council has an ambitious vision for our borough: We are London's growth borough where we want everybody to have the opportunity to benefit. There is a significant opportunity for Croydon to use this growth to address some of the real challenges facing the borough.
- 3.2 We are all rightfully proud of being part of Croydon. We want it to succeed and we want to use this success for the benefit of all people who live and work here. Our ambition is that Croydon becomes a destination that people choose, whether it is to invest, move here or work here. We have the potential to meet the needs of our hugely diverse population through growing jobs, increasing our housing offer, creating a dynamic cultural and retail offer and spreading this success right across the borough so that all parts are benefiting and contributing to the success of Croydon.
- 3.3 These ambitions and commitments were set out during the election and will become the basis for the organisational delivery programme. The Corporate Plan, which reflects our vision for the borough, sets out the priorities we will focus on and the ways in which we will achieve these. This will be complemented by a performance framework that is aligned to the outcomes in the plan and which will be used to monitor the delivery of the Corporate Plan.
- 3.4 The delivery of the plan will be dependent on a number of external factors, which the organisation will seek to influence. This includes joint working with our partners, including the development of a strong Local Strategic Partnership; collaboration with key strategic bodies like Coast to Capital and the South London Partnership; and crucially very close working with the voluntary and community sector and our residents.
- 3.5 In order to take our ambitions and convert them into a meaningful coordinated plan we will be setting out a set of policy positions through Cabinet over the coming months. This will provide an opportunity to set out a clear agenda but also to ensure it is understood, scrutinised and tested.

3.6 The Corporate Plan will be built around a set of nine outcomes, which are set out below.

3.6.1 PEOPLE LIVE LONG, HAPPY, HEALTHY AND INDEPENDENT LIVES

Croydon's population continues to grow and age and there is a real pressure to ensure we have the right levels of infrastructure in place to respond. This includes having high quality health provision and an environment that promotes healthy living. A major driver for us is working with partners to reduce inequalities. This includes tackling the broader determinants of health, including access to housing and employment, improving financing stability and reducing child poverty.

What success looks like

- Croydon becomes a more equal place
- Happy, healthy and independent lives are lived by as many as possible for as long as possible
- Access to effective health services and care services when needed

What we will do

- Invest in the voluntary and community sector to reduce inequality and increase the resilience of communities and individuals
- Expand the One Croydon Alliance to integrate hospital, primary care, mental health and social services into an all age service
- Revise Croydon's joint Mental Health Strategy to prevent mental health problems and ensure early intervention for those who are ill
- Support the development of a culture of healthy living
- Reduce differences in life expectancy between communities
- Build upon the support and assistance given to carers

3.6.2 OUR YOUNG PEOPLE THRIVE AND REACH THEIR FULL POTENTIAL

Croydon is home to the largest youth population in London and this will soon exceed 100,000. We want to work towards a borough that can provide every young person the best possible start and to recognise the different needs and challenges that they all face. We will continue our focus on safeguarding the most vulnerable Croydon residents, including driving improvements and investing in children's services.

What success looks like

- Children and young people in Croydon are safe, healthy and happy, and aspire to be the best they can be
- Every child and young person can access high-quality education and youth facilities
- Getting more young people involved in taking part in local democracy and in tackling the issues that matter most to them

What we will do

- Grow our 'Choose Your Future' campaign to raise young people's aspirations and increase their opportunities
- Ensure there are high quality school places for Croydon's increasing numbers of children and young people
- Continue to invest in and improve services for children and young people in need of help and protection

- Champion the interests of children and young people in our care and support care leavers into successful young adulthood
- Support and implement the priorities of our Youth Mayor and Deputy and launch an annual youth festival

3.6.3 GOOD, DECENT, HOMES, AFFORDABLE TO ALL

Croydon is growing fast; our population will soon exceed 400,000. We are committed to providing more homes that are affordable, safe and of good quality which meet the different needs and circumstances of our residents. As an organisation we will work with the Mayor of London and housing providers including Brick by Brick, our own housing development company, to ensure all play their part in responding to this housing challenge. We will prioritise Croydon residents in our schemes and deliver many more affordable homes.

What success looks like

- New homes are built for all needs, including genuinely affordable homes
- Quality homes more existing homes are decent and meet people's needs
- Homes for everyone, all have the opportunity to access a suitable home and avoid homelessness, with no one forced to sleep on the streets
- Standards are improved in the private rented sector

What we will do

- Build 2,000 homes that give priority to Croydon residents
- Return at least 100 vacant properties back into use
- Renew the Landlord Licensing Scheme beyond 2020 and increase the number of properties registered
- Purchase 250 street properties for families in need with truly affordable rent and security of tenure
- Develop our Homelessness Prevention Strategy and assist and enable our residents to secure accommodation, supporting vulnerable residents to increase resilience and independence
- Work with the Mayor of London to ensure affordable housing in new developments

3.6.4 EVERYONE FEELS SAFER IN THEIR STREET, THEIR NEIGHBOURHOOD AND THEIR HOME

Our ambition is that people from all of our communities feel safer. We will work with our partners in the police, statutory agencies, business and the voluntary and community sector to implement Croydon's Community Safety Strategy. This will include a focus on reducing the overall crime rate in Croydon, improving the safety of children and young people, tackling anti-social behaviour (ASB) and reducing vulnerability for all victims of crime. We will improve community engagement and seek to improve public confidence.

What success looks like

- Working in partnership to reduce crime; including serious youth violence, domestic and sexual violence, and hate crime
- Anti-social behaviour is reduced throughout the borough, through work with partners and local community involvement
- Public protection to ensure that residents and visitors are safe and that businesses are operating effectively to minimise risks

What we will do

- Work in partnership to develop a public health approach to tackling serious youth violence and knife crime
- Further develop services that support survivors of domestic and sexual violence, and disrupt the most prolific offenders
- Work with communities, businesses police and other agencies to tackle crime and anti-social behaviour across the borough
- Deliver our Prevent Strategy to reduce radicalisation, extremism and hate crime
- Upgrade our CCTV infrastructure and ensure the control room is operating effectively to reduce crime and protect the public
- Ensure that licensing and regulation systems are effective and reduce the risk of harm to the public

3.6.5 A CLEANER AND MORE SUSTAINABLE ENVIRONMENT

The need to make sure all our neighbourhoods and high streets are clean and accessible is important for the wellbeing of local people and the success of our local economy. Our 'Don't Mess With Croydon, Take Pride' campaign sets out our ambitions for how we expect Croydon to be. We know that residents and business have to be our partners in tackling the issues we have with litter and fly-tipping. A major emphasis for us over the next four years is to strengthen our relationship with residents and business in how we deal with waste. We will encourage more community ownership and involvement through the Street Champions and community clean-ups and improve the way people can report litter online.

What success looks like

- Increase education and information to improve individual responsibility for waste and to encourage increased reports of fly-tipping
- Improved air quality, especially at or near schools
- Croydon's recycling rate is increased and the use of plastics is reduced

What we will do

- A sustained education piece to increase individual responsibility for waste and, increased reports of fly-tipping
- Implement intelligence-led interventions to continue to take tough action on those who litter and fly-tip
- Delivery of our Air Quality Action Plan to tackle idling vehicles, in particular around schools and, plant 3,500 new trees by 2023 in streets and open spaces
- Increase our recycling rate to over 50% with a more effective bin service

3.6.6 EVERYONE HAS THE OPPORTUNITY TO WORK AND BUILD THEIR CAREER

The investment into Croydon is very positive, and the development of Croydon Town Centre alone, is expected to generate 7,000 jobs. We want to ensure that local residents have access to these employment opportunities, and will support this by maintaining a strong focus on high quality skills provision, and increasing the apprenticeship opportunities in the borough. This will particularly be focused on addressing the inequalities in the employment opportunities for the most vulnerable groups, including care leavers, homeless people, and people with disabilities.

What success looks like

- More businesses pay the London Living Wage, employ local and buy local
- More residents and businesses benefit from the regeneration and investment being made in Croydon
- More residents can develop their skills through apprenticeships, academic and technical courses

What we will do

- Create the environment for thousands of new job opportunities to be made available to local people
- Increase apprenticeships and learning opportunities for all of our residents, particularly young people, the homeless, care leavers and people living with a disability or long-term condition
- Support vocational routes into our growth sectors of care, culture, retail, technology and construction through Croydon Works, our job brokerage service
- Work towards establishing a university campus in Croydon
- Develop a childcare loan scheme to allow more people to access work

3.6.7 BUSINESSES MOVE HERE AND INVEST AND OUR EXISTING BUSINESSES GROW

The borough is home to a thriving business sector with many organisations setting up their headquarters alongside a strong tech sector and a huge number of start-up businesses. We will promote a theme of 'Croydon is open' as a way of demonstrating that Croydon is open for business and we are inclusive and supportive of all our residents. We will continue to focus on District Centre Regeneration, working with residents and businesses to create healthy and vibrant high streets and surrounding areas, and will support new businesses to come to Croydon. We will develop our existing business base, extending the Good Employer charter to increase the number of good jobs in the borough, ones that make a positive impact on the lives and prosperity of our residents.

What success looks like

- Transport, digital and social infrastructures are effective and support economic growth
- Small-Medium Enterprises and entrepreneurs thrive in an open and supportive environment
- Local communities and high streets benefit from economic growth and flourish

What we will do

- Promote 'Croydon is open' to realise more investment into Croydon
- Deliver the new town centre with new retail, jobs and homes
- Ensure excellent broadband is available to Croydon businesses
- Develop plans relevant to every local high street along with our Business Improvement District partners
- Increase the number of businesses in the borough and support existing business for sustainable economic growth

3.6.8 AN EXCELLENT TRANSPORT NETWORK THAT IS SAFE, RELIABLE AND ACCESSIBLE TO ALL

Croydon is one of the largest London boroughs with connections via road and rail down to the coast or up into central London. It is a busy working place where people expect to be able to move about freely and quickly. With assets

like the Croydon tram we start from a good position, but we want to invest in it further and see a real emphasis over the next 4 years and beyond on better sustainable transport. This will be crucial to support the huge growth in housing and business that we have planned for. As the borough changes and the population increases we want to explore how transport, jobs, housing and wellbeing are all connected. This means that when we look at the needs of a neighbourhood we can see transport as a vital element in making it a better and more successful place to live.

What success looks like

- A reliable public transport system that ensures safe and convenient travel
- Easy, accessible, safe and reliable, making it more convenient to travel between Croydon's local places
- Less reliance on cars, more willingness to use public transport, walk and cycle

What we will do

- Partner with Transport for London and Network Rail to improve public transport links to our local high streets, including introducing new bus routes to better connect Croydon's places
- Lobby for the expansion of the tram up to Crystal Palace
- Invest in 400 electric vehicle charging points across the borough
- Expand 20mph zones and tackle congestion around schools
- Invest in safe cycle lanes between central Croydon and local centres

3.6.9 WE VALUE THE ARTS, CULTURE, SPORTS AND ACTIVITIES

We know that a successful cultural and sports offering is an important part of a healthy borough and a great driver for the economy. For us, our cultural offer will be a major part of the growth in Croydon. It will be a reason for people to come to Croydon as well as be an opportunity for those already here. The Fairfield Halls opening in 2019 will provide a unique venue for the borough and region. We want to see an ambitious programme delivered across all art forms, in particular we will work with a range of partners including Fairfield to support new theatre production for Croydon and help local venues promote their offers. We want to develop a Creative Enterprise Zone encompassing a new cultural quarter in Central Croydon to encourage the borough's creative industries to flourish.

What success looks like

- Croydon's cultural offer enhances our town and creates places where people want to live, work and visit
- Good, affordable and accessible sports and leisure facilities enable people to be as active and healthy as they want to be
- Our parks and open spaces are safe, pleasant, thriving places where everyone can exercise and have fun

What we will do

- Reopen Fairfield Halls with a diverse all year round programme
- Grow an annual programme of Croydon events including events that celebrate the borough's rich diversity
- Invest in a modern and active library service that serves all our communities
- Open a new leisure centre in New Addington
- Develop more outdoor active gyms and other sports facilities in parks

4. PLANS FOR NEIGHBOURHOODS – EVOLUTION AND DEVOLUTION OF OUR LOCAL NEIGHBOURHOODS

- 4.1 The Local Plan 2018 has been developed to deliver 33,000 new homes across the borough over the next two decades – a third to be built in the suburban areas beyond the Croydon Opportunity Area and District Centres. This is based on the borough’s housing need, and is likely to increase further over the next few years. The Council is currently consulting people on how these new homes can be best integrated into the existing neighbourhoods (Supplementary Planning Document 2 – Suburban Design Guide) and will continue to engage proactively in ensuring the delivery of the new homes residents need. This will inform the detail in the annually updated Infrastructure Delivery Plan, which ensures that growth and the additional services that local communities will require can be accommodated in a sustainable and positive manner
- 4.2 The Council recognises that accommodating the new homes our community needs will be challenging. We are already seeing the transformation of our ‘city centre’. We now need to be planning for sustainable growth that will see our suburbs evolving to meet changing needs as initially outlined in the Local Plan 2018, but with greater levels of change in some areas, whilst protecting, and indeed strengthening the identities of each of the distinct Places that makes up our Borough.
- 4.3 Improving our neighbourhoods is a priority and must reflect existing challenges of the 16 ‘Places of Croydon’. The envisaged growth will introduce additional needs for social infrastructure including public transport, schools, health care facilities, sports and entertainment facilities, and community centres and they will therefore require individual plans – Plans for Neighbourhoods - that:
- sets out a vision for each area for 2036
 - recognises the current strengths, challenges, and opportunities in each area
 - support their improvement by making them more active and successful
 - gives their communities a greater say in their futures
 - accommodates their growth over the next two decades, integrating more people and their homes, and the additional social infrastructure to support increased and changing needs; and
 - identifies a series of short, medium and long term projects that will address current and future needs to deliver the vision
- 4.4 Each ‘Plan for a Neighbourhood ’ will be a living document that will evolve over time. The initial phase will be bring together the information we already have and identify any gaps. This will help in determining priorities and needs across the Borough. As the Plans develop they will increasingly involve the community and key stakeholders.
- 4.5 They will develop under the umbrella of a borough wide strategy, whilst being unique and responding to the very different needs of each Place of the Borough. Key to this is to ensure the creation of sustainable neighbourhoods with a strong offer of local services, transport and facilities. Local communities and key stakeholders will be increasingly involved in shaping the regeneration and future evolution of their neighbourhoods

4.6 As the 'Plans for Neighbourhoods' develop they could include aspects such as Community identified issues and local initiatives to address them, supported where necessary by the Council. A community list of small local projects could be established to be funded from ward budgets, bids and local fundraising. Ambitious communities could establish or develop their own 'Community Hubs' of local services and facilities run for and by the Community, with other important local amenities formally scheduled as Assets of Community Value. Expressions of the local distinctiveness that can be developed through art, events, street furniture, could recognise local history, celebrate the current community and look forward to the future of each Neighbourhood.

5. OPERATING MODEL

- 5.1 Earlier this year the Council initiated a process to explore a new operating model to drive even harder the approach to:
- supporting residents and families
 - tackling issues before they reach crisis
 - delivering creative solutions to deliver better outcomes
 - overcome the challenges presented by ongoing reductions to funding and increasing need for Council services
- 5.2 Building on the approach already established in the Gateway Service, the Corporate Plan will drive a 'total place' based approach that uses business intelligence to design new preventative services and programmes tailored to local need and delivered close to home.
- 5.3 Working in partnership, notably with health, police and the voluntary sector, we will look to design holistic and integrated services based on a system-wide approach, with joint pooled resources and pathways operating across organisational boundaries and maximising the use of digital technology
- 5.4 A key element of delivering the corporate plan priorities and securing better outcomes requires us to recognise the variations in assets and needs within the different localities across the borough. The development of the model will be closely aligned and draw from the proposal above to develop the Neighbourhood Plans.
- 5.5 Providing the right services closer to home, and developing preventative programmes in conjunction with communities and families who need them is central to the new approach. This reflects approaches already underway in the Gateway Service and through our work with Health in the One Alliance. Trialling different approaches in different areas will enable us to test the impact of this approach.

6. CONSULTATION

- 6.1 The Corporate Plan reflects the ambitions of the Administration set out in 2018 election programme.
- 6.2 One of the central principles to the Operating Model is service design through resident and community engagement. The Council will be engaging residents and local communities in the design and where appropriate the delivery of services that will deliver the Corporate Plan Outcomes, enabling residents to have say in the vision for their local areas.

7 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 7.1 There are no direct financial implications arising directly from the corporate plan. There will be financial implications associated with the delivery of the plan and where known these have been factored in to the Financial Strategy that is being brought to Cabinet in September 2018.
- 7.2 As key projects arising from the delivery of the plan are developed these will be subject to the usual considerations and governance and will be factored into future financial plans as the impact is known.

Approved by: Lisa Taylor Director of Finance, Investment and Risk

8. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 8.1 The Solicitor to the Council comments that there are no direct legal implications arising from the recommendations in this report.

Approved by: Jacqueline Harris Baker, Director of Law and Monitoring Officer

9. HUMAN RESOURCES IMPACT

- 9.1 Key to delivery of the corporate plan will be to recruit, retain and invest in a skilled workforce, who are enabled and engaged through a positive organisational culture. Creating a workforce strategy aligned to the corporate plan will support building the workforce skills and capacity for the future.
- 9.2 Any planned service changes through informed review, will be subject to the council's organisational change procedure and consultation with staff and trade unions.

Approved by: Sue Moorman, Director of Human Resources

10. EQUALITIES IMPACT

- 10.1 An Equalities Analysis has been carried out, the key findings were that the Corporate Plan does not have any potential negative impact on protected groups.
- 10.2 The impact of the Corporate Plan is described as “no major change”, which means that the Equality Analysis demonstrates that the policy is robust and that the evidence shows no potential for discrimination and that all opportunities to advance equality have been taken.

11. ENVIRONMENTAL IMPACT

- 11.1 There is no environmental impact arising directly from this report.

12 CRIME AND DISORDER REDUCTION IMPACT

- 12.1 There is no specific crime and disorder impact arising from this report.

13 REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 13.1 This report sets out the programme and intentions for the Administration and outlines the priority themes against which the work will be delivered.

14 OPTIONS CONSIDERED AND REJECTED

- 14.1 Not to adopt a Corporate Plan.
- 14.2 Although there is no longer a statutory requirement to produce a Corporate Plan, it is an essential component of good governance, and helps us to articulate the vision for the borough and agree the council's priorities in order to inform decision making and allocation of resources.

CONTACT OFFICER:

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APPENDICES TO THIS REPORT:

- Appendix A – Corporate Plan
- Appendix B – Performance Framework

BACKGROUND PAPERS: None