

For General Release

REPORT TO:	CABINET 13 July 2015
AGENDA ITEM:	6
SUBJECT:	Corporate Plan 2015-18
LEAD OFFICERS:	Sarah Ireland, Director of Strategy, Communities and Commissioning Sharon Godman, Head of Strategy and Communities
CABINET MEMBER:	Councillor Tony Newman, Leader of the Council
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT: This report contributes to all corporate priority areas.	
AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS: The Corporate Plan sets out how the Council will achieve the ‘Ambitious for Croydon’ outcomes.	
FINANCIAL IMPACT The corporate plan sets out the outcomes that the council are aiming to deliver over this period. The annual budget will set out how we target our resources to achieve these priorities.	
KEY DECISION REFERENCE NO.: This is not a key executive decision.	

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:

- 1.1 Adopt Croydon Council’s Corporate Plan at Appendix 1 **printed separately.**
- 1.2 Note the proposed targets for the 2015/16 Ambitious for Croydon performance framework in the action plan at Appendix 2 **printed separately.**

2. EXECUTIVE SUMMARY

- 2.1 The Corporate Plan 2015-18 sets out how the Council will progress towards Croydon’s long term vision over the next three years and contribute to implementation of the Community Strategy 2013-18, the over-arching strategy for the borough and framework for the work of organisations in Croydon’s Local Strategic Partnership. The outcomes set out in the Corporate Plan flow from the strategic direction set by the Administration’s ‘Ambitious for Croydon’

commitment adopted by Cabinet on 19 January 2015 (Min.A9/15). Cabinet also adopted three strategic priorities – Growth, Independence and Liveability - and a set of performance measures to support improvement in all areas and delivery of the ‘Ambitious for Croydon’ outcomes.

- 2.2 The Corporate Plan has three supporting documents: the Growth Plan & District Centre Investment and Place Plans (the Growth Promise) adopted by Cabinet on 29 September 2014 (Min.A79/14), and the Independence and Liveability Strategies which are the subject of a separate Cabinet report on this agenda.
- 2.3 Croydon Council’s Corporate Plan (the Plan) for adoption is attached at Appendix 1. Its action plan, which includes proposed targets for the 2015/16 Ambitious for Croydon performance framework, is attached at Appendix 2. While the content is final the design and layout of the Corporate Plan and Appendix 2 may change prior to publication.

3. DETAIL

- 3.1 On 19 January 2015 Cabinet adopted the ‘Ambitious for Croydon’ key outcomes and performance measures. To ensure these key outcomes are achieved for Croydon’s residents, three principal strategic priorities were adopted:
 - Growth - creating growth for our economy;
 - Independence - helping our residents to be as independent as possible;
 - Liveability - creating a pleasant place where local people want to live.
- 3.2 These three strategic priorities have shaped the Plan; the Ambitious for Croydon outcomes and performance measures form the basis of the Plan. As the role of the Council is to enable these outcomes to be delivered, five outcomes refer specifically to Croydon’s enabling core, to ensure the organisation has the right approach, service models, skills and tools.
- 3.3 The ‘Ambitious for Croydon’ performance measures will be used to report on the delivery of outcomes that the Council are seeking for the borough and its residents. Performance against these measures will be reported to Cabinet on a quarterly basis. Progress on fulfilling the promises made in the Corporate Plan will be reported on an annual basis.
- 3.4. The Corporate Plan has three supporting documents: the previously adopted Growth Promise, and the Independence and Liveability Strategies which are the subject of a separate cabinet report. These set out in greater detail the promises that will enable the Council to achieve its three strategic priorities.

3.5 The Corporate Plan 2015-18

3.5.1 The Corporate Plan sets out how the Council will progress towards Croydon's long term vision over the next three years and contribute to implementation of the Community Strategy 2013-18, the over-arching strategy for the borough and framework for the work of organisations in Croydon's Local Strategic Partnership. The Corporate Plan's four key areas of action are listed below with the 'Ambitious for Croydon' outcomes relating to each area:

Growth

- A place where people and businesses want to be
- More local people are able to access a wider range of jobs
- A thriving and lively cultural offer which engages communities and supports regeneration
- People of all ages are able to reach their potential through access to quality schools and learning
- Decent safe, affordable homes for every local resident who needs one.

Independence

- Families are healthy and resilient and able to maximise their life chances and independence
- People from all communities live longer, healthier lives through positive lifestyle choices
- Children and vulnerable adults are protected from harm and exploitation
- Families and individuals are more financially resilient and live affordable lives
- Domestic abuse and sexual violence is prevented where possible, victims are supported, and perpetrators held to account.

Liveability

- A place that communities are proud of and want to look after as their neighbourhood.
- Parks and open spaces are a cultural resource
- A place where people feel safe and are safe.
- A place that is easy and safe for all to get to and move around in.
- Wellbeing improved across all communities through sport and physical activity.

Enabling

- Improvements to people's lives through innovative use of resources
- Right people with right skills in the right jobs
- Fairness for all communities, people and places
- Digital services that meet people's needs
- Openness and transparency with communities at the heart of decision-making.

4. CONSULTATION

4.1 The Corporate Plan is based on data on Croydon's population and its needs set out in the Croydon Observatory. This includes annual Joint Strategic Needs Assessments. Development of priorities and promises has been informed by ongoing information gathering and discussion amongst partner organisations

and the themed partnerships that make up our Local Strategic Partnership and meetings of its Congress. This meets twice a year and involves leaders and stakeholders from the business, public, voluntary, faith and community sectors. This has been complemented by an extensive consultation programme, such as the #ambitiousforculture and Safer Croydon surveys and a survey of residents conducted for the Croydon Opportunity and Fairness Commission.

- 4.2 The Council receives regular feedback from service users through structures such as Croydon Adult Social Services User Panel and its Tenant and Leaseholder Involvement Framework. Extensive engagement with service users and patients has informed the design of new services and outcomes to be used in outcomes based commissioning.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 The Corporate Plan is set in the context of the significant cuts to the funding the Council expects to receive from government over this period. Through the annual budget process the council's resources will be focused on achieving the outcomes set out in this plan.

(Approved by: Richard Simpson, Assistant Chief Executive (Corporate Resources and Section 151 Officer)

6. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER

- 6.1 The Council Solicitor comments that there are not direct legal implications arising from this report.

(Approved by: Gabriel MacGregor, Head of Corporate Law on behalf of the Council Solicitor and Monitoring Officer)

7. HUMAN RESOURCES IMPACT

- 7.1 There are no immediate HR considerations that arise from the recommendations of this report for LBC staff.

(Approved by: Michael Pichamuthu, HRBP on behalf of Heather Daley, Director of Human Resources)

8. EQUALITIES IMPACT

- 8.1 The development of the Corporate Plan has been informed by analysis of information on Croydon's diverse population and the specific needs of service users and local communities (including those who share a protected characteristic). Sources used include the Croydon Observatory, annual Joint Strategic Needs Assessments and the Foundation report of the Opportunity and Fairness Commission, together with extensive consultation with the public and our service users, and performance data across key service areas.

- 8.2 From this analysis the key inequalities and inclusion issues that the Corporate Plan aims to address are:
- Health inequalities - including differences in life expectancy, obesity, the physical health of people who suffer mental health concerns
 - Poverty - differences in income, child poverty, older people's poverty, in-work poverty, especially among women, as well as food and fuel poverty
 - Education - including attainment and lifelong learning, and the significant proportion of young people leaving school with no qualification
 - Employment - including young people not in employment, education or training, long-term unemployment, lone parents, disabled people, women
 - Community safety - including fear of crime, hate crime, domestic abuse and sexual violence, child sexual exploitation, bullying, trafficking,
 - Population change – to plan for and manage change, including ensuring new and existing communities have opportunities to integrate
 - Housing - including homelessness, affordable homes, temporary accommodation and use of empty properties
 - Social and civic participation - including the community, faith and voluntary sector, digital inclusion, social isolation, volunteering, and voting and involvement in community activity, especially among women and the young
 - Community relations, greater community response and opportunity for meaningful interaction between different groups of people.
- 8.3 The Corporate Plan's three strategic priorities will support delivery of three strategic priorities in the Council's Equality and Inclusion Policy 2014-16:
- Make Croydon a place of opportunity and fairness by tackling inequality, disadvantage and exclusion.
 - Encourage local people to be independent and resilient by providing responsive and accessible services and offering excellent customer care.
 - Improve empowerment and participation by strengthening partnership work with community, faith and voluntary sectors.
- 8.4 The Council is developing a three year programme of equality analyses of key Council functions to identify the service needs of residents (including those who share a protected characteristic) and define actions that can be taken to deliver better outcomes for local people. Equality analyses have already been carried out in respect of some projects in the Corporate Plan and the findings have been shared through Cabinet reports. As further projects contained in the Corporate Plan and supporting strategies are developed, equality analyses will be completed and findings will be used to inform the delivery of the strategies.
- 8.5 A detailed equality analysis for the Corporate Plan will be provided through the work of the Croydon's Opportunity and Fairness Commission. Its report and recommendations, due in January 2016, supported by the qualitative and quantitative research undertaken, will be used to review the priorities set out in the Corporate Plan.

9. ENVIRONMENTAL IMPACT

- 9.1 Liveability promises will help to increase recycling, reduce the use of landfill, and promote the responsible disposal of waste. Promises relating to transport

encourage and support sustainable travel options, such as walking, cycling and public transport.

10. CRIME AND DISORDER REDUCTION IMPACT

10.1 Liveability promises are designed to reduce crime and fear of crime and tackle violent crime and anti-social behaviour. They support implementation of the Community Safety Strategy in seeking to reduce the overall crime rate with a focus on violent crime and domestic abuse, improving the safety of children and young people, reducing anti-social behaviour, and improving public confidence.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 As set out in the report.

12. OPTIONS CONSIDERED AND REJECTED

12.1 None.

CONTACT OFFICERS:

Sharon Godman, Head of Strategy and Communities. 020 8604 7034 Ext 47034

BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972: none

Appendices printed separately

Appendix 1: Corporate Plan

Appendix 2: Corporate Plan action plan with proposed targets for the 2015/16 Ambitious for Croydon performance framework,