



CORPORATE PLAN

ENABLING: **GROWTH • INDEPENDENCE • LIVEABILITY**

2015 - 2018





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FOREWORD FROM THE LEADER OF THE COUNCIL



The Administration was elected on a clear manifesto platform that firmly established a borough-wide 'Ambitious for Croydon' vision. Our Corporate Plan for the next three years sets out our priorities for the delivery of this vision. I am proud

of our borough, its diverse mix of people and places that makes it a great place to live and work in. I am keen to work at a national, regional and local level to get the very best deal for Croydon and its residents.

Croydon is on the cusp of great social and economic transformation. It is an opportunity that must be grasped so that together we create a place for every resident where no one is left behind. It is time to be ambitious and help unlock the aspirations of our citizens to improve their quality of life for the better.

My ambition over the next three years is to create a stronger, fairer borough where no community is held back. To make savings and meet rising demand we will have to work differently with our partners and our residents. In doing so, we will be guided by our core principles:

- Power for people to shape their services in response to their specific needs and those of their communities.

- Collaboration and co-operation between public services and organisations to stop inefficient duplication.
- Investment in services that prevent need from developing, early intervention to avoid crises and enabling people to have as much control over their lives as possible.

We will work in partnership and lead from the front in supporting growth in the local economy. Over £9 billion is being invested in Croydon over a five-year period, the largest investment programme of any city in England. We will work for every resident in our diverse community to be able to reach their full potential and enjoy the benefits of a vibrant economy in a fair and inclusive Croydon.

This plan sets out how we will deliver on three key ambitions:

- **GROWTH**, creating growth in our economy;
- **INDEPENDENCE**, helping residents to be as independent as possible;
- **LIVEABILITY**, creating a welcoming, pleasant place in which local people want to live.

We will press for a fairer funding settlement from the government that truly supports the needs of our borough. We will work effectively with the government

and Mayor of London to take up any offer to devolve further powers and responsibilities to local councils for the benefit of our residents. We will do this in order to have the tools to use our resources in the most effective way to improve the lives of our citizens.

I am proud that Croydon is a Living Wage borough but not complacent. I recognise that in difficult financial times, fairness matters more than ever. That is why I have established an independent opportunity and fairness commission to develop recommendations for the Council and the borough about how to make Croydon a stronger, fairer place for everyone.

Tony Newman
Leader of the Council

MESSAGE FROM THE CHIEF EXECUTIVE



This Plan will guide our organisation through a period of unprecedented change. Cuts in public spending, devolution and public sector reform are having a profound effect on the Council and its partners.

Our plan sets out what the Council will do over the next three years to respond to these changes and to work towards the long-term shared outcomes of our community. Our plan contains the Council's contribution to Croydon's Community Strategy developed by Croydon's Local Strategic Partnership (LSP).

The ambitions of our political administration are clear and frame the direction and priorities contained in this plan. These ambitions focus the entire organisation on the people and the places of Croydon and the things that matter most to our residents.

Public services have never faced a greater challenge. Because of cuts in government funding the Council will have to make £100 million in savings over the next three years at a time when many of our citizens are experiencing hardship and need support in their daily lives.

The last spending cuts led to a relentless focus not only on efficiency but on effectiveness and the outcomes achieved.

We have deployed a range of techniques to deliver greater value for money to improve or maintain key outcomes whilst delivering over £100 million of savings. In the next three years we will continue to identify new ways to reduce costs in all of our services but, faced with a further period of unprecedented financial contraction, efficiency alone will not get us to where we need to be by 2018. Difficult choices will need to be made.

This Corporate Plan has a robust focus on a radical transformation of public sector services that will need to be innovative in finding new ways to work with our partners and community.

We have developed this plan by examining evidence about the current and future population of Croydon, considered the needs and opportunities that we need to exploit. At the same time we have identified the resources the Council has at its disposal and considered which of our activities and actions will make the biggest contribution to delivering positive outcomes for our residents. That is why we have organised the Council around three departments, People, Places and Resources.

We have identified three overarching strategies to deliver our political administration's ambition for Croydon. The Council cannot deliver these strategies on its own. We will work across all sectors, and most importantly of all, our residents, to achieve our shared ambitions for Croydon. In particular we will help more

people to become independent and resilient; act early to prevent the need for more costly interventions later; and join up services wherever we can to make them more efficient, effective and responsive to our residents' needs.

This plan quite rightly looks outwards but we also have to ensure that our organisation remains fit for purpose, both now and in future. Ultimately our success is entirely dependent upon the quality of the people we employ, who continue to demonstrate resilience, productivity and commitment. The Council's values will continue to drive our business so that we achieve better outcomes for the residents of Croydon. Our values are: **One Team; Proud to Serve; Honest and Open; Taking Responsibility; and Valuing Diversity.**

There are challenging times ahead for the Council, our partners and our community but we must work together to make Croydon a better place for everyone. Having the clarity of the ambitions and outcomes set out in this plan, I am convinced that together we can achieve even greater things in the years to come.

Nathan Elvery
Chief Executive

CROYDON – PEOPLE AND PLACES

Croydon is a unique place to live and work in with 16 distinct places identified in the Croydon Local Plan, where the north of the borough shares many characteristics with inner-London and areas in the south reflect the outskirts of London.

Croydon is a business centre

13,000 businesses & **141,000** jobs

PLACE

More shops than anywhere else in London outside the West End



FIFTH largest financial services cluster in London with over **4,000** people employed

1,000 digital, creative and software businesses

Croydon is well connected

East Croydon is the **3RD BUSIEST**

interchange on the Network Rail network

LONDON BRIDGE



LONDON VICTORIA



GATWICK AIRPORT



26,000 passengers a day



Thameslink

Connects Croydon to **European networks** through St Pancras and its extension will connect Croydon with a **further 100 stations** allowing greater commuter reach and business opportunities.



Tram network

Only Tram network in London.
Highest satisfaction rating of any TfL service

London's greenest borough

1/3RD

green or open land



over **300** PARKS
WOODS
DOWNLANDS
COPSES & MEADOWS

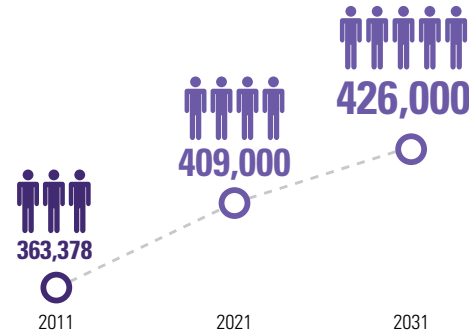
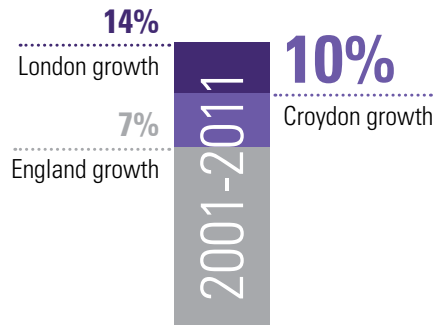
NATURE RESERVES



737ha of woodland making up **8%** of the borough



PEOPLE



London's largest borough by population



Over 65s are nearly 13% of Croydon's population; over the next five years, this will grow by

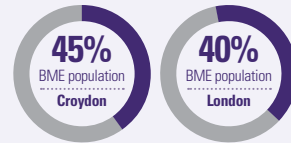


Croydon's population is young and diverse

There will be **9,538** more under-18s by 2021, who will need school places.

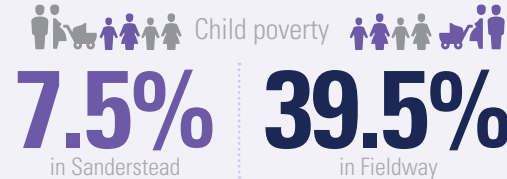
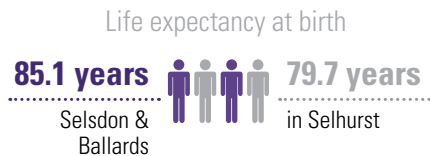


One of the fastest growing black and minority ethnic populations in London:

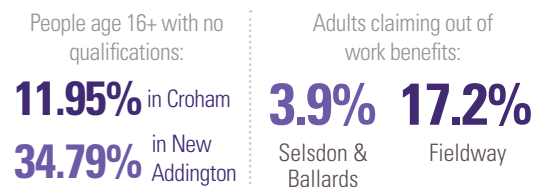
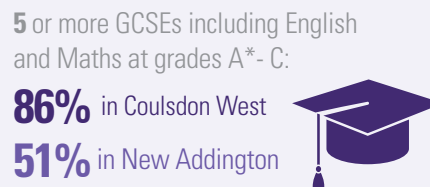
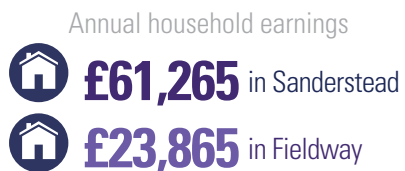


INEQUALITY

Croydon is the **19th** most deprived borough out of **32** London boroughs (IMD). Croydon became **12.4%** more deprived between **2004** and **2010**, relative to all local authorities.



There are major inequalities within Croydon



CROYDON – PEOPLE AND PLACES CONTINUED...

Inequalities

Croydon is the 19th most deprived borough out of 32 London boroughs (IMD). Croydon became 12.4% more deprived between 2004 and 2010, relative to all local authorities.

The map shows levels of deprivation in different areas in Croydon. The darker areas are more deprived. Broadly, the north of borough is more deprived than the south. Wards like Broad Green, Selhurst and South Norwood are among the most deprived; Fieldway and New Addington in the east also have high levels of deprivation, with Fieldway the most deprived ward in Croydon. There are also pockets of deprivation in the south. This pattern of deprivation has persisted over many years.

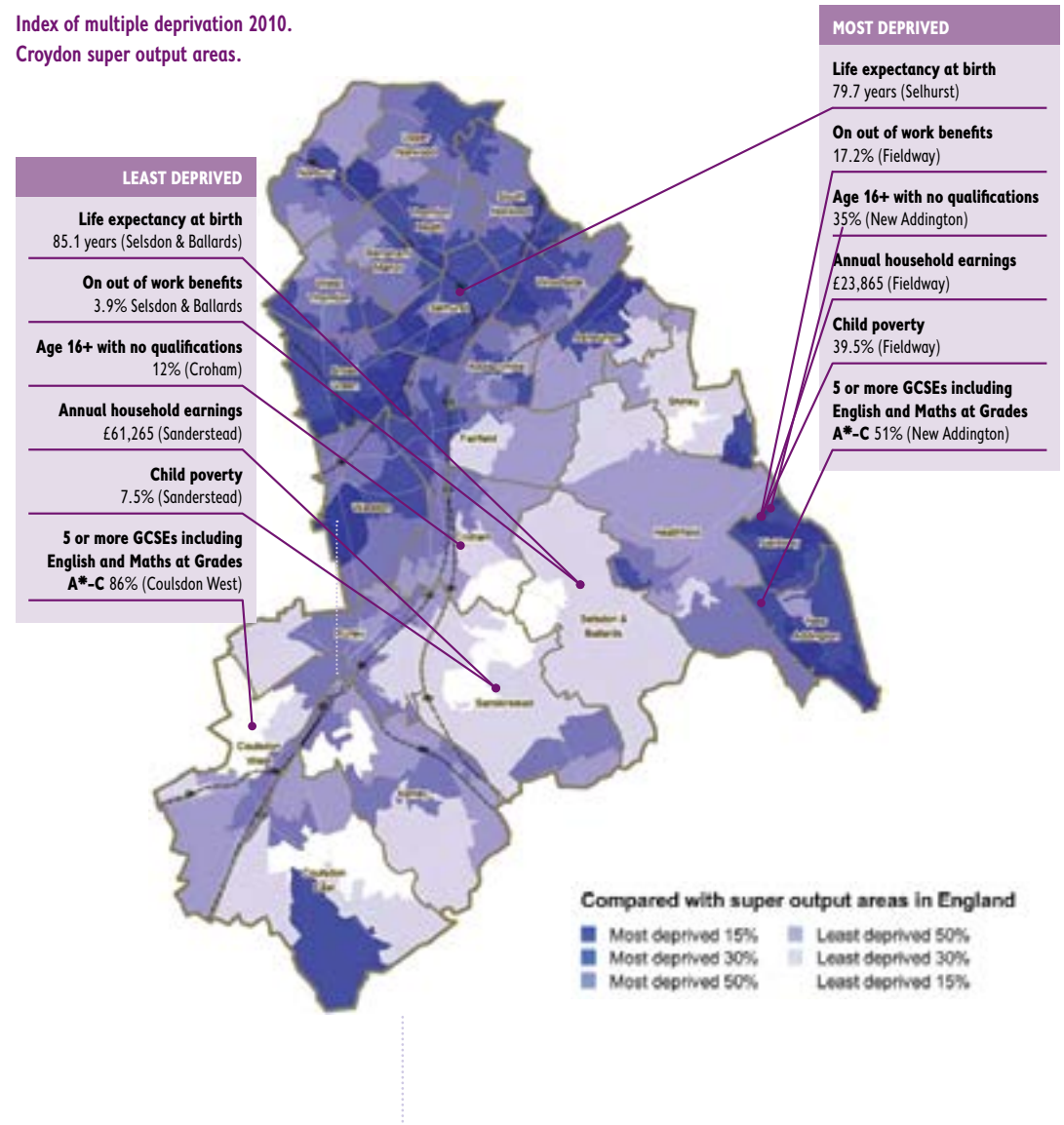
In the most deprived areas almost one in three households is deprived in at least two dimensions of employment, education, health and disability or housing. A high proportion of adults are unemployed or on welfare benefits and up to half of children do not achieve five or more GCSEs. In Fieldway and New Addington only 12.5% of adults are

qualified to NVQ level 4 or above, well below the level in other wards. Poor health, teenage pregnancy, and overcrowding are all associated with deprivation.

Council must work with its partners to ensure that people in the most deprived areas are supported to achieve better results at school, and enabled to access training and education, to improve their skills and qualifications, and access the new job opportunities in Croydon. We need to continue to promote healthy lifestyles and access to prevention services to tackle health inequalities.

Our aim over the next three years is to achieve a stronger, fairer borough where no community is held back. We have set up an Opportunity and Fairness Commission to examine issues of inequality in the borough. It will recommend ways in which the Council and its partners can work together to reduce inequalities and increase fairness within the local economy and local communities with opportunities for all who live and work here.

Index of multiple deprivation 2010.
Croydon super output areas.



What residents have told us

In our latest survey of Croydon residents:

- 75% were very or fairly satisfied with Croydon as a place to live
- 72% identified very or quite strongly with Croydon
- 64% were very or quite proud of Croydon
 - They were most proud of transport/ease of access (16%), shopping/restaurants/markets (12%), people/community (8%) and improvements/regeneration (7%)
- The most important issue facing Croydon was crime and safety (24%), housing (13%), parking (8%) and cleanliness/street cleansing (8%)
- 50% thought their area would get a lot or slightly better
- 60% were very or fairly satisfied with the Council
- 28% were involved in the local community or were keen to get involved
 - Over the last year 25% had volunteered at least once a month
 - Likely ways of becoming involved included helping an elderly neighbour (39%), joining a group to solve issues in the locality (17%), reporting environmental issues to the Council (15%), helping in local community facilities like a community centre, theatre or park (9%), planting flowers and keeping verges tidy near home (6%), and organising a local community group (4%).

A phone survey of 400 Croydon residents was conducted for the Opportunity and Fairness Commission in November 2014.



77%



definitely agreed or tended to agree that people from different backgrounds get on well together

33%



want more work; barriers to getting it include lack of opportunities (36%) and family responsibilities (25%)

Asked what they thought about fairness, 56% of residents said that 'what matters is ensuring everyone has equality of opportunity.' Most thought that 'those in most need should get the most'.

95%

of residents thought Culture was important and 95% expressed support for more cultural activities. (December 2014 survey)



What we have achieved so far

There is a real sense of change in Croydon and the Council is making a difference to the lives of its residents. The delivery of this Corporate Plan builds on a strong track record of achievement over the last year over a broad range of areas, including:

GROWTH

- Set out our regeneration ambitions in Growth Plan and 10 Promises detailing how we will deliver new homes, economic growth, vibrant metropolitan and district centres and infrastructure investment.
- Attracted investment from Boxpark to Croydon for a pop-up mall with 80 retail and leisure units.
- Secured an internationally renowned operator for a new tech business incubator and start-up space in the heart of Croydon.
- Established an annual summer festival, starting with the Ambition Festival in July 2015.
- Established a schools mutual to deliver school support services and improve standards.
- Increased to 91% the proportion of primary schools judged by OFSTED to be good or outstanding (May 2015).
- Enabled 1872 market homes for sale or rent.
- Established a new Development Company and Revolving Investment Fund which will kickstart our housing delivery and enable us to deliver our ambitious homes delivery targets.

INDEPENDENCE

- Supported over 2,200 local people in 2014/15 to quit smoking successfully for four weeks; 790 had still quit at 12 weeks.
- Deepened health and social care integration through an 'Outcomes Based Commissioning' project with Croydon Clinical Commissioning Group, focused on delivering a new model of health and social care services for over 65s.
- Croydon Council became a living wage employer and is implementing a requirement to pay the London Living Wage through its commissioning process.
- Established Croydon as a Food Flagship Borough to improve school meals and enable children to grow food and cook.
- Ran a high profile campaign with partners to change attitudes towards domestic abuse and sexual violence, including adoption of the White Ribbon Campaign.
- Increased the percentage of domestic violence incidents cleared up through formal sanction to the offender from 28% to 33% in 2014/15.

LIVEABILITY

- Delivered significant public realm improvements in the metropolitan centre including at East and West Croydon stations.
- Launched 'Don't mess with Croydon: Take Pride' campaign to support our Clean and Green approach to encourage recycling and tackle environmental issues.
- Introduced a My Croydon app to enable residents to speedily capture and report environmental crimes to the Council.
- 8 Green Flag Awards for parks and open spaces.
- Implemented an Anti-Social Behaviour Policy and Procedure.
- Adopted a 20 Year Transport Vision to make Croydon's places easy to get to and move through and encourage sustainable forms of travel.
- Introduced an area-wide 20mph maximum speed limit scheme.
- Started the Play Street scheme to support increased physical activity among children and strengthen communities.
- Condition of A roads improved by 8% and B&C roads improved by 7%.
- Hosted Croydon Tour Series cycling Road Race.



CROYDON – PEOPLE AND PLACES CONTINUED...

Opportunities and challenges for the Council

Croydon has a once in a lifetime opportunity to transform its districts and our metropolitan centre creating local jobs for our local residents. Over five years, £9 billion is being invested, the largest investment programme of any city in England. Opportunities include:

- The £1bn Croydon Partnership redevelopment of the Whitgift retail centre, bringing 5,000 jobs and 600 homes and making Croydon one of the most visited retail and leisure destinations in South London.
- A proposed Growth Zone would devolve to Croydon powers to use locally generated taxes to accelerate the transformation of our metropolitan centre, delivering a £5.25bn regeneration programme including 23,500 new jobs and 8,000 homes in the town centre by 2031.
- A second runway at Gatwick airport could result in 22,000 extra jobs – we have agreed a Memorandum of Understanding with Gatwick to realise the opportunities for our residents and businesses.
- Biggin Hill Airport has been identified as a strategic growth area by the Mayor of London, with potentially 2,300 jobs created.

This investment means more jobs and apprenticeships, more affordable homes to buy or rent, more learning and leisure facilities. It means the opportunity to live in more attractive, healthier and safer places where it is easier to get around on foot, by bicycle, tram or train.

Financial context

Over the past four years, the Council has experienced an unprecedented 32% reduction in central government grant funding as part of the national deficit reduction plan. Over this period we have delivered over £100m in efficiency savings and cuts.

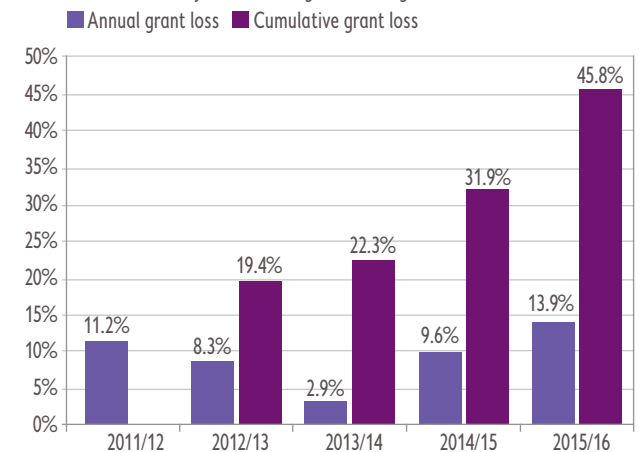
Funding and grant reductions on a similar scale are expected from national government over the next four years, and the Council faces rising demand for its services. A funding gap of over £100m is projected over 2015/19.

To deal with this funding gap, deliver high quality services and meet growing demand, we have initiated our Croydon Challenge programme to transform Council services. Our ambition is to make our Council more efficient and more effective, through our focus on the right outcomes, and delivering services that change people's lives for the better.

We must also promote growth in Croydon as our budget relies more 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. This plan shows we are committed to attracting investment and supporting growth by improving housing, transport and the skills and qualifications within Croydon.

Reduction in Croydon's central government grant 2011/16



National context

The Queen's Speech on 27 May 2015 announced the Government's reform agenda that will have a significant impact on Croydon and the Council. One of the most important changes will come from a Cities and Local Government Devolution Bill which will enable powers over economic development, transport, housing, policing, health and social care to be devolved to cities with city-wide elected executive mayors who work with local councils. Any further devolution in London will be to the Mayor, who recently gained further powers over skills provision.

The Council will work with the Government and the Mayor to take up opportunities for further devolution. We want more powers to be devolved to local councils, like freedoms to set local taxes and charges; to incentivise developers to speed up developments; to raise standards in all local schools; and to join up local commissioning of health and social care services. The proposed Growth Zone in Croydon is an example of how we will use devolution opportunities for the benefit of our residents.

The Liveability Strategy and the Independence Strategy show how the Council will respond to the policy changes around welfare reform, housing, health and social care and education and adoption.

Table 1 provides a summary of some of the government reforms that will have an impact in Croydon:

<p>Cities and Local Government: Create powers to devolve a wide range of powers to cities with elected mayors, including Greater Manchester, the functions to be determined for each city.</p>	<p>Enterprise Bill: Cut red tape to help save small businesses £10 billion, improve business rates system and create new body for small businesses to help resolve company-to-company disputes.</p>
<p>Education and Adoption Bill: Create new powers to bring new leadership to failing schools and allow "coasting" and failing schools to be converted into academies. Create regional adoption agencies.</p>	<p>Full Employment and Welfare Bill: Cut benefit cap to £23,000. Freeze most working-age benefits, tax credits and child benefit for two years. Require unemployed 18-21 year olds to do community work or train in return for an allowance, ending automatic entitlement to housing benefit.</p>
<p>Extremism Bill: Create powers to ban extremist groups, close premises used to support extremism and allow Ofcom to better control extremist broadcasts.</p>	<p>Housing Bill: Build more starter homes to be sold at a 20 per cent discount for young first-time buyers. Extend the right to buy to housing association tenants.</p>
<p>Health and Social Care: Increase funding to £8bn extra a year by 2020. Create a 7-day NHS. More health and social care integration.</p>	<p>Childcare Bill: Double the amount of free childcare to 30 hours for three- and four-year-olds.</p>

AMBITIOUS FOR CROYDON

Our corporate plan

Over the next three years, progress towards our long-term vision will be shaped by the Administration's 'Ambitious for Croydon' vision. The aim is 'to achieve a stronger, fairer borough where no community is held back'. To do this, we have set key three ambitions:

- **GROWTH**, creating growth in our economy;
- **INDEPENDENCE**, helping residents to be as independent as possible;
- **LIVEABILITY**, creating a welcoming, pleasant place in which local people want to live.

The actions in this plan are developed in three supporting documents - the Growth Promise, the Independence Strategy and the Liveability Strategy.



Ambitious for Croydon outcomes for 2015-18

The Council's Ambitious for Croydon outcomes are set out in four areas: three ambitions - Growth, Independence and Liveability - and the Council's enabling function.

A set of performance indicators and targets will enable the Council and the public to track progress and success in achieving the outcomes for the borough and its residents. These indicators and targets are set out at Appendix 2 of the Corporate Plan against the outcomes and the promises that we have made to achieve those outcomes. We will report performance to Cabinet on a regular basis and progress in fulfilling the promises on an annual basis in a way that promotes openness, transparency and accountability.

GROWTH

To create a place where people and businesses want to be

To enable more local people to access a wider range of jobs

To grow a thriving and lively cultural offer which engages communities and supports regeneration

To enable people of all ages to reach their potential through access to quality schools and learning

To provide a decent, safe, and affordable home for every local resident who needs one

INDEPENDENCE

To help families be healthy and resilient and able to maximise their life chances and independence

To help people from all communities live longer, healthier lives through positive lifestyle choices

To protect children and vulnerable adults from harm and exploitation

To help families and individuals be more financially resilient and live affordable lives

To prevent domestic abuse and sexual violence where possible, support victims and hold perpetrators to account

LIVEABILITY

To create a place that communities are proud of and want to look after as their neighbourhood

To make parks and open spaces a cultural resource

To create a place where people feel safe and are safe

To build a place that is easy and safe for all to get to and move around in

To improve wellbeing across all communities through sport and physical activity

ENABLING

To be innovative and enterprising in using available resources to change lives for the better

To have the right people with the right skills in the right jobs

To drive fairness for all communities, people and places

To be digital by design in meeting the needs of local people

To be open and transparent and put communities at the heart of decision making



AMBITION PRIORITY ONE: GROWTH

Creating growth in our economy

Our Growth Promise

Business and investment

- Oversee the development of one of Europe's largest urban shopping and leisure centres – the Whitgift redevelopment, support independent retailers and invest in refurbishing Fairfield Halls to re-establish its reputation as a music and theatre venue by 2018.
- Attract investment to our district and local centres, creating vibrant communities across the borough and ensuring that all of Croydon is a great place to live, work and visit.
- Make Croydon the best place in London to start a new business, enabling 2,000 new business starts per annum, and support the growth of small and medium sized businesses.
- Reinstate Croydon's position as a premier office location by accelerating the development of over one million sq ft of new high-quality office space, and reducing the excess supply of older office stock while delivering a high quality Tech hub.
- Take on a new role in driving growth through a devolved settlement with national government and the Mayor.
- Work with the government, the Mayor of London, local businesses and regional partnership to secure funding for the infrastructure we need to drive growth in Croydon.

- Deliver inward investment and ensure we use our own procurement to produce additional employment and opportunities.

Employment

- Enable the creation of 16,000 jobs – accessible to all - in a range of growing sectors including creative, digital and information technology; financial and professional services; construction; retail; leisure; education; health and social care.
- Develop our economy to increase employment and reduce poverty.
- Support residents – young and old - into employment by implementing our new Pathways to Employment programme; raising the skills of the workforce; and ensuring the skills system is responsive to the needs of employers.
- Buy local wherever possible and use the Council's purchasing power to support local businesses and generate jobs.

Education and learning

- Raise aspirations of residents through partnering with an international calibre university to offer more higher education in the borough to raise the number of residents with degree level qualifications and to bring a new vibrancy to the metropolitan centre.

Transport

- Improve the transport network across the borough, providing genuine alternatives to the private car, and strengthening links with Gatwick airport.

Housing

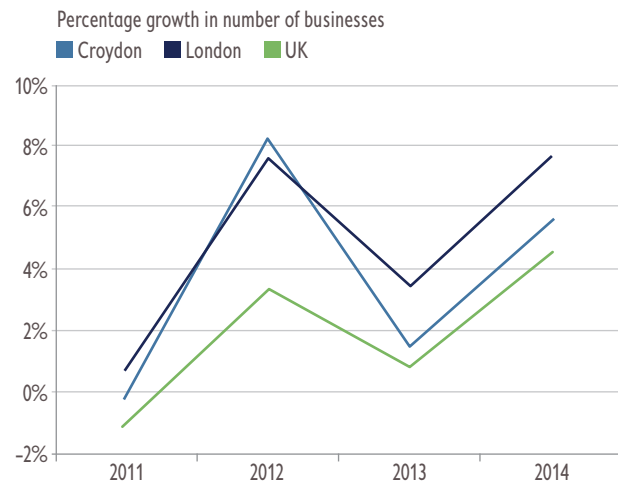
- Provide a choice of homes for people at all stages of life – addressing housing shortages in the borough by enabling at least 9,500 housing starts over the next five years.
- Use planning powers and other powers to get the best out of our housing market.
- Regenerate our council housing estates, producing new homes, improving standards for estate residents, and maintaining all council homes at the decent home standard.
- Drive up housing standards for tenants living in the private rented sector.

For more detail on what we will do, see the Growth Promise that supports this Corporate Plan.

GROWTH

Ambitious for Croydon Outcomes

- 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

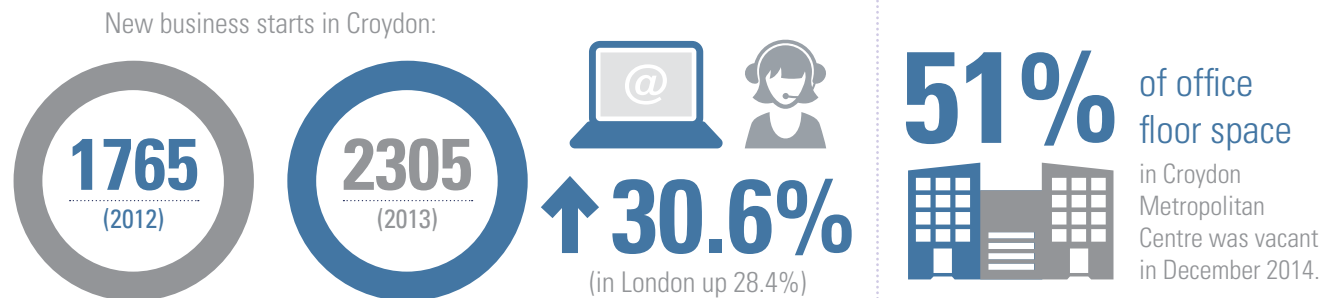


Why this is important:

We want to create a place where people and businesses want to be

We want companies and investors to be proud to invest because Croydon is a great place to do business, with modern offices in a cosmopolitan centre and strong district centres, all served by world-class digital networks. Currently the business sector in Croydon is growing faster than in the UK, but not as fast as in London. Over the next five years, a £9bn investment programme will boost the rate of growth as it transforms Croydon's communities and the metropolitan centre. Boxpark will open an 80 unit pop-up mall in 2016.

We have set out our regeneration ambitions and are holding place-based discussions with local communities, businesses and investors to create thriving districts. We also have plans to create a cultural quarter centred on College Green and a refurbished Fairfield Halls and are hosting an annual summer festival from July 2015. We intend Croydon to become a Growth Zone with new devolved powers to use locally generated taxes to accelerate the transformation of our metropolitan centre and fund the strategic infrastructure.





AMBITION PRIORITY ONE: GROWTH

Creating growth in our economy

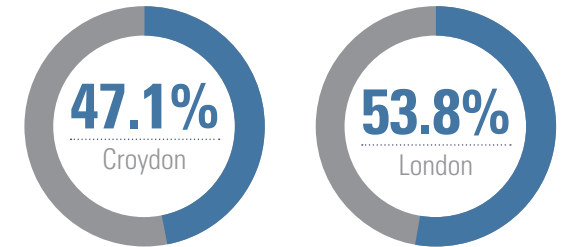
We want to enable more local people to access a wider range of jobs

Croydon has a relatively high employment rate compared to London, but residents tend to be employed in low-wage, low-skilled jobs in the business administration, support and retail sectors, rather than in high-wage/high-skilled sectors. We want our industrial areas to provide a range of employment in manufacturing, warehousing and distribution. Croydon now has an engineering sector; the fastest growing tech cluster in London; 2,140 apprenticeships offered by Croydon businesses and organisations, more than any other London borough; and an Employability Hub in Croydon College to help 8,000 students meet and network with big name employers.

We are working with partners to design and deliver training schemes for local residents addressing the skills needed to secure jobs created by the Croydon Partnership development. Our Job Brokerage Service developed with Jobcentre Plus will prepare and place local residents into available jobs. The new tech business incubator and start-up space will further increase Croydon's tech cluster.



Residents employed in professional, managerial and technical services sectors in 2014



£592.50

Croydon



£617.80

London

11TH LOWEST

in 2014 median full time gross weekly earnings



November 2014



Percentage of schools rated good or outstanding:

We want people of all ages to reach their potential through access to quality schools and learning

Raising educational standards supports economic growth, personal independence and makes a locality more attractive to potential residents. We are working to ensure local residents have the skills to take up the jobs being created in the borough. Croydon College has entered a partnership with the University of Sussex. School results are improving, and as of May 2015 Ofsted ratings of Croydon primary schools now exceed the London average. Our new schools mutual will work to continue the improvement in standards. We want Croydon residents to be as well-qualified as in London overall.



	Croydon	London
PRIMARY	91%	86%
SECONDARY	67%	83%
LEVEL 4	41%	49%

adults with Level 4 qualifications in Dec 2013



AMBITION PRIORITY ONE: GROWTH Creating growth in our economy

We want every local resident who needs one to have a decent, safe and affordable home

Despite Croydon house prices and rents being below the London average, housing costs are rising and many Croydon residents are finding it increasingly difficult to afford local homes due to falling incomes and benefit changes. Homelessness has been rising. We want families and single people, young and old to be able to afford to rent or buy a home.

Our plans to redevelop central Croydon include more affordable homes to buy or rent. We have raised the

affordable housing requirement on sites with more than 10 homes outside central Croydon from 15% to 50%. We have established a new Development Company, wholly owned by the Council, and a Revolving Investment Fund to develop new homes for various tenures. We are raising standards in the private rented sector by introducing a selective licensing scheme.



Average house prices rose between 2010 and 2015



↑ **33%**
Croydon

↑ **41%**
London

Rents in the bottom **25%** of Croydon's housing market rose between 2010 and 2015 by between **19%** and **26%** (depending on the size)



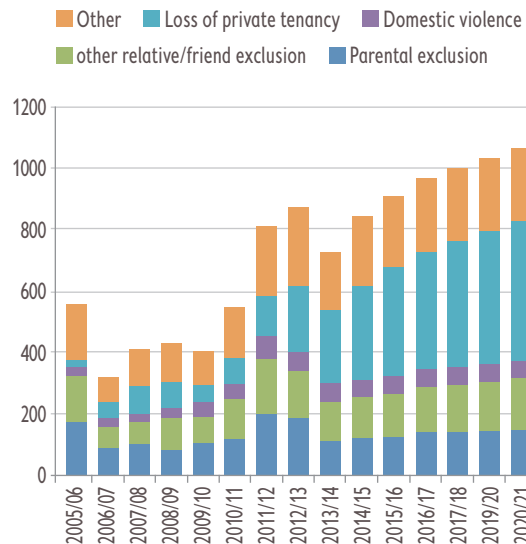
Homelessness has been increasing since 2006/07:
Homeless households living in temporary accommodation rose from

1,267 in 2009/10 
2,772 in 2014/15 




Loss of a **private tenancy** is now the main and **fastest growing cause of homelessness** and we expect this to continue.

Reason for homelessness in Croydon (to date and projected)







AMBITION PRIORITY TWO: INDEPENDENCE

Helping our residents to be as independent as possible

Our Independence Promise

Early intervention

- Develop our approach to supporting communities to achieve their own aspirations by building on their own assets.
- Provide high quality information, advice and guidance to support people living independent and healthier lives and improve their overall well-being.
- Build on the success of the Family Resilience Service by extending the range of families who receive an integrated whole family approach.
- Support families by giving their children a better start in life through an integrated Best Start programme for children aged 0-5.
- Increase the number of aids and adaptations in homes to enable more people to remain living in their own homes.
- Improve safety for vulnerable people living in private housing by removing hazards and improving energy efficiency.
- Support older and disabled people to live independently for as long as possible, provide shelter to vulnerable people in acute housing need and engage with rough sleepers, offering a “hand-up” off the streets.

Longer, healthier lives

- Work with partners to provide more integrated health, care and support in local communities.
- Work with our partners to deliver high quality joined up health and social care services for those over 65.
- Work with partners to promote good mental health and deliver a more preventative and early intervention focused approach.
- Establish a multi-disciplinary service for people aged 0-65 with disabilities, incorporating children’s social care, special educational needs and disabilities (SEND) and adult services.
- Increase the number of people using direct payment to support their care.

Education and learning

- Continue to improve the proportion of schools which are judged good or better by OFSTED and support and challenge schools to improve the standards being achieved.
- Deliver a high quality adult learning offer which will support people to gain employment, change or progress in their careers and achieve their personal aspirations.

Culture

- Develop a high quality and diverse cultural offer including delivering a cultural festival which reflects our cultural ambitions for Croydon.

Safeguarding

- Work with our partners to ensure children and vulnerable adults are protected from harm, abuse and exploitation through effective and efficient safeguarding processes and procedures.

Financial resilience

- Provide a more joined up approach to helping families to become financially stable and personally resilient and to access training and employment, reducing homelessness and the number of people living in temporary accommodation.

Domestic abuse and sexual violence

- Work with partners to tackle and change attitudes in the community to domestic abuse and sexual violence, and child sexual exploitation.

For more detail on what we will do, see the Independence Strategy that supports this Corporate Plan.

INDEPENDENCE

Ambitious for Croydon outcomes

- 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.

Why this is important:

We want families to be healthy and resilient and able to maximise their life chances and independence

Croydon's growing population is living longer. If the most vulnerable are to be helped, it is increasingly important to empower communities to support and take responsibility for each other and to enable people and their families to remain or become as independent as possible. We can do this through the development of strong and supportive communities, provision of information on services and timely short-term interventions. We want individuals and families to have a single, joined up service from the Council and its partners. Our Family Resilience Service and multi-agency Gateway Project show that providing co-ordinated, intensive help to households with complex needs makes a real difference to people's lives at less cost to the public purse.



People over 65 years old represent over 12% of Croydon's population, and over the next five years will increase by 10%.

11% of Croydon residents have a limiting long term illness or learning/physical disability.



Most residents responding to a survey in 2014 felt they had good support networks but **13%** said they could do with more support and **5%** said they feel a bit isolated.

785 Troubled Families were assisted to achieve positive outcomes

An icon of a family with a speech bubble, representing communication or support.

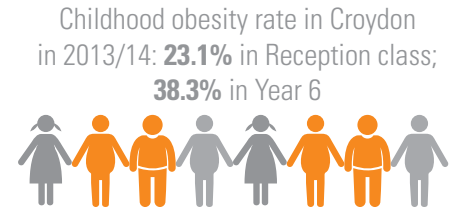
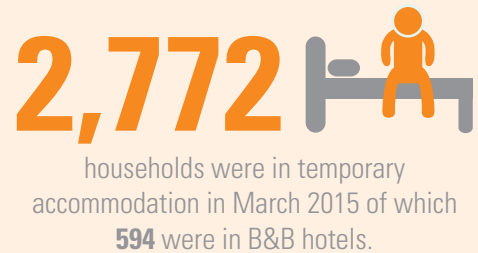
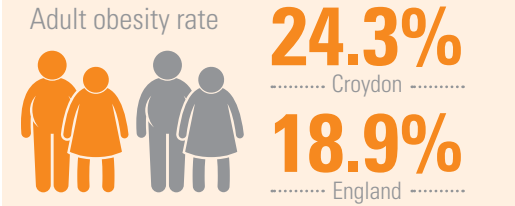


AMBITION PRIORITY TWO: INDEPENDENCE Helping our residents to be as independent as possible

We want people from all communities to live longer, healthier lives through positive lifestyle choices

Smoking, obesity, alcohol and drug abuse can have major impacts on people's health and life chances and are closely associated with deprivation. The impacts can be reduced through early identification and intervention. Weight problems usually start in childhood, but half of parents do not recognize their children are overweight. They can lead to health problems in later life including depression, diabetes and stroke. Living in temporary accommodation has a negative impact on the mental and physical wellbeing of homeless people and their children's education.

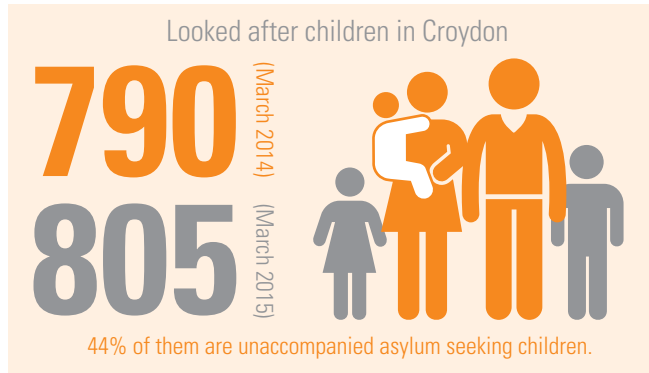
Croydon is a food flagship borough, promoting healthy eating in schools. We give information and advice to encourage people follow a healthy lifestyle for example, through Children Centres, Healthy Schools, colleges and the Healthy Living Hub in Croydon Central Library. The Hub provides a free NHS stop smoking service, access to free NHS health checks, advice on managing healthy weight and regularly hosts Diabetes UK, MacMillan Cancer Support, Age UK and Mind in Croydon.



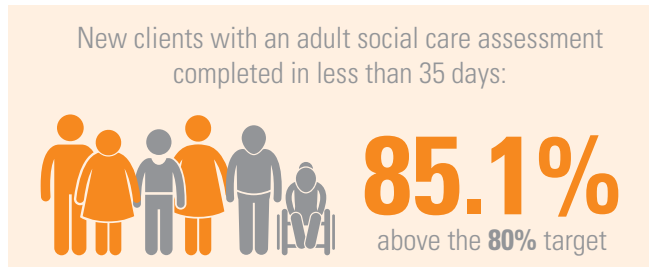
We want children and vulnerable adults to be safe from harm and exploitation

Protecting children and vulnerable adults from abuse, harm and exploitation is of paramount importance and the Care Act and Children and Families Act place greater responsibilities on the Council to meet the needs of carers too.

Croydon has well-established Safeguarding Children and Safeguarding Adults Boards. Its multi-agency approach to safeguard children and vulnerable adults from harm brings together a wide group of agencies including NHS, the police, schools, the voluntary sector and service users.



The average time between a child entering care and joining an adoptive family in 2014/15 was **674** days, exceeding the **730** day target

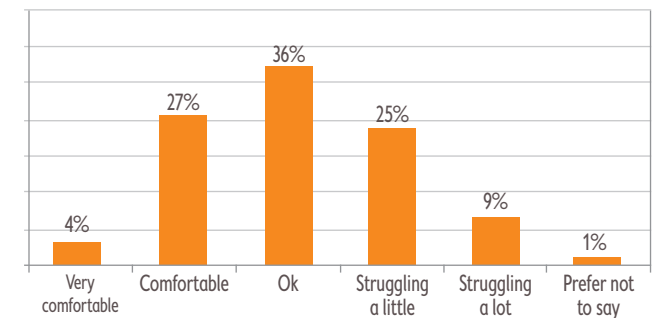


We want families and individuals to be more financially resilient and live affordable lives

The economic downturn, changes in welfare benefits and tax credits, and rising fuel prices have reduced the disposable income of the poorest. A third of Croydon residents are struggling financially. Poverty contributes to homelessness, health inequality and mental health problems. It impacts on some communities disproportionately, namely the black and Asian community and those with disabilities. Poverty is concentrated in geographic clusters, particularly in the north of the borough but also in pockets to the east.

Croydon has become a Living Wage Employer and requires providers to pay the London Living Wage, helping to reduce low pay. Our Gateway Project identifies sustainable options for people, enabling them to become work-ready, find a job, make more of their money or move to more affordable homes.

Describe your current financial situation (survey of 400, November 2014)



AMBITION PRIORITY TWO: INDEPENDENCE **Helping our residents to be as independent as possible**

We want people's attitudes to domestic abuse and sexual violence to change so that it is stopped, victims are supported and perpetrators are held to account

Domestic abuse and sexual violence affects one in four women and one in six men in their lifetimes but is vastly under-reported. It can have a devastating effect on the health and wellbeing of victims, their families, friends and wider society and put their children at risk. We consider that it is everyone's business. Changing attitudes and behaviours around domestic abuse and sexual violence in order to end it is a top Council priority. Croydon has a strong partnership across the voluntary sector with a number of agencies working together as a multi-disciplinary team at the Family Justice Centre to support victims and their families and stop domestic abuse and sexual violence.

Percentage of jobs held by residents paying below the 2013 London Living Wage (then £8.80 per hour)

23%

..... Croydon

18.8%

..... London



8000 people in Croydon are estimated to lack bank accounts, of which **2000** would need support to open an account.

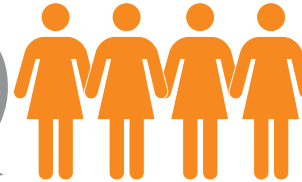
23%

of Croydon children grow up in poverty.



The **17th highest** poverty rate in London (2012).

3,613
offences recorded



Croydon has the highest number of domestic incidents in London with 3,613 offences recorded by Police in 2014/15

The percentage of domestic violence incidents cleared up through a formal sanction to the offender rose from

28% ↑ 33%

..... In 2014



£101.9 million

Domestic violence in Croydon costs at least £101.9 million in costs incurred by local service providers and employers and human costs.



Between 2013/14 and 2014/15 domestic violence offences in Croydon increased by

28.2%





AMBITION PRIORITY THREE: LIVEABILITY

Creating a welcoming place where local people want to live

Our Liveability Promise

Proud communities

- Develop strong thriving communities by working with our residents and partners.
- Involve local people in the planning and decision making about what library services best meet their needs.
- Implement the 'Don't mess with Croydon' approach to tackle fly-tipping, recycling, street cleaning and environmental enforcement issues by supporting communities to take pride in their local area and work with the Council to keep the Borough clean, adopting a zero-tolerance policy to environmental crime and anti-social behaviour.
- Create a single enforcement service, providing a joined-up and effective response to environmental crime and anti-social behaviour.
- Introduce a village approach to street cleaning and waste services that is tailored to meet the different needs of our local communities.

Parks and Open Spaces

- Review our parks and open spaces to identify further opportunities to increase community involvement in our parks and hold community run arts and cultural events.
- Establish an annual summer festival beginning with the Ambition Festival in July 2015, to celebrate and promote Croydon as a place and to provide opportunities for Croydon's diverse communities to come together.
- Create a Parks and Open Spaces programme with communities that maximises the potential uses of our green spaces, provides conservation and educational opportunities and gives opportunities to young people and unemployed people to learn new skills whilst restoring our parks.

Crime and anti-social behaviour

- Work with partners and the community to reduce the overall crime rate with a focus on violent crime and domestic abuse.
- Improve the safety of children and young people by reducing serious youth violence, robbery and knife crime and gang violence through early intervention and prevention measures.
- Reduce anti-social behaviour and environmental crime by taking action to combat drug and alcohol related antisocial behaviour and crime, rowdy and inconsiderate behaviour, noise nuisance and fly tipping.
- Improve public confidence and community engagement by targeting action to reduce crime and fear of crime at hotspots, promoting successes and encouraging self-help through local self-organised support groups e.g. Neighbourhood Watch and Pathfinders.

Transport

- Implement our 20-year Transport Vision to improve safety and access for all road users, particularly pedestrians, cyclists and people travelling by public transport.
- Implement an area-wide 20mph maximum speed limit scheme across Croydon, on an area by area basis, subject to public consultation in each area.
- Review/extend the scheme to support the setting up of play streets in Croydon to support increased physical activity among children and strengthen communities.
- Invest in the public realm of the metropolitan and district centres through Connected Croydon and district centres improvement programme to make Croydon's places safer and more attractive for people to spend time in or travel through.

Improve wellbeing through sport and physical activity

- Develop an integrated approach to sports and physical activities that ensures we maximise the use of our parks, open spaces and leisure assets to increase participation and improve health outcomes for our residents.
- Target our resources on increasing the access to and participation in sports and physical activity of vulnerable and disadvantaged groups within our communities.
- Adopt a walking plan and a cycling plan and host Croydon Tour Series Road Race in June 2015.

For more detail on what we will do, see the Liveability Strategy that supports this Corporate Plan.





AMBITION PRIORITY THREE: LIVEABILITY **Creating a welcoming place where local people want to live**

LIVEABILITY

Ambitious for Croydon outcomes

- 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.

Why this is important:

We want to create a place that communities are proud of and want to look after as their neighbourhood

Local people share a real pride and passion for Croydon. They want the borough to be a healthy, vibrant and safe place to live and work in. We want Croydon to be a place that reaches out to all of its communities. Play streets and community events such as Big Lunches and local festivals are helping to develop a sense of belonging and pride. The introduction of 20mph speed limits where local communities want them will also improve the quality of life in neighbourhoods. We want local people to be involved in caring for their neighbourhood and shaping their services in response to their specific needs and those of their communities.

Croydon's libraries serve as community assets, where local people come together to learn, socialise and share cultural experiences.

Clean streets and public places play an important part in making people feel proud of and at ease in their neighbourhoods and in attracting visitors to Croydon. We will work with the community to tackle environmental crime and increase recycling. We are cracking down on fly-tipping and our performance on recycling domestic waste is above the national average.



In 2014/15 reported flytipping incidents rose by 24%: 15,113 in 2013/14 to 18,692 in 2014/15. We are cracking down on it.



Environmental fixed penalty notices served for incorrect disposal of rubbish rose by 39.8%: 470 in 2013/14; 657 in 2014/15.

INCREASED

Rate of domestic waste in Croydon sent for recycling, reuse or composting rose by **7%**:

from 2013/14 **42.16%**



TO

2014/15 **44%**

We want to make Croydon's parks and open spaces a cultural resource

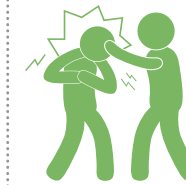
Our aim is for Croydon's distinctive sense of place to be manifest in its eclectic mix of cultural and community events. We want local people to be at the heart of the borough's creative vision, with opportunities for all to participate and socialise in a varied network of programmes of community drama, music and the arts. Croydon is the greenest borough in London, with over 300 parks and open spaces and we have the opportunity to use our open spaces as cultural hotspots and sites for community sport and physical activity. We want Croydon to be a place that is inclusive and enjoyed by all, where people from different backgrounds get on well together.



We want to create a place where people feel safe and are safe

Feeling safe is an indispensable element of a good quality of life and an essential requirement for people to want to visit, to work or live in a neighbourhood. Croydon has lower overall levels of crime and anti-social behaviour than most other London boroughs and the total number of crimes, including anti-social behaviour, burglary and robbery, has been on a downward trend for some years. However, reported incidents of violence with injury and domestic and sexual violence have increased. Despite falls in the rate of many types of crime, a 2014 Safer Croydon survey suggests that the fear of crime remains a concern for residents. We will work with our partners and the community to reduce the crime rate.

Rate of total notifiable offences per 1,000 population in 2014/15: Croydon 7.19; London 7.54.



The rate of incidents of anti-social behaviour fell from **1.70 per 1,000 population** to **1.63 in 2014/15** well below the London rate (2.05)



AMBITION PRIORITY THREE: LIVEABILITY Creating a welcoming place where local people want to


We want to build a place that is easy and safe for all to get to and move around in

Good transport connections are important for enabling Croydon to fulfil its potential as South London's economic hub. Croydon is well-connected; however parts of its extensive tram and train network are nearing capacity and are in need of expansion. We want to promote sustainable forms of transport and reduce reliance on the private car. This will bring environmental, social and health benefits, as people unable to use a car, walkers and cyclists find it pleasant and safe to move within and between Croydon's places. New zebra crossings and traffic-free cycle lanes will have a part in making roads safer.

We will also promote cycling through more cycle parking at transport interchanges and elsewhere, and a bike hire scheme in Croydon.

We want to improve wellbeing across all communities through sport and physical activity

Physical inactivity carries health risks like obesity, stroke and diabetes. The proportion of Croydon adults participating in the recommended level of physical exercise is significantly lower than the national average. Partly as a result of this, Croydon has a higher number of detected diabetics than the average for England and Wales. We want to promote and support participation in sport for both health and recreational purposes but also for excellence and accomplishment. We want to work with our schools and clubs, public and private, to make Croydon one of the best incubators of sporting talent in the country.

856,161 
people
(all groups) participated in sports and leisure activities (**UP** from **843,230** in 2013/14),
...an increase of **↑ 1.5%**

The number of road casualties (a 3 year rolling average) fell slightly:



1162 2013/14 **1154** 2014/15

Our target is to reduce this by **5%**





THE COUNCIL AS AN ENABLER

ENABLING

Ambitious for Croydon outcomes

- Lives are changed for the better through the innovative and enterprising use of available resources
- The right people with the right skills are in the right jobs
- Fairness for all communities, people and places
- Where possible the needs of local people are met through digital services
- The Council is open and transparent and puts communities at the heart of its decision-making.

Why this is important:

This section looks at how the Council will enable delivery of the priorities set out in this plan. We know that, with diminishing resources at our disposal and rising demand in terms of both volume and complexity of need, we must work with our partners, sharing our assets, skills and systems. We must increasingly adopt an enabling role, connecting organisations and individuals so that they can collaborate and make use of each other's assets and resources.

At a time when the government is offering to devolve more responsibilities and powers to cities, we will seek greater freedoms and devolution of powers to the Council to aid development of innovative local solutions to meet the needs of local people.

The Council has a critical role to play in making a difference, but recognises it cannot do this on its own. To tackle growing inequality we need to harness the resources of our partners within our communities. We are committed to developing even closer partnerships with public sector organisations both in the borough and across boundaries.

As a community leader we can foster community development, enabling communities to make the most of their assets and skills to increase their resilience

and independence. We want local people to tackle the things that matter most to them and to ensure they can make best use of their own assets to help themselves and their community.

We will empower councillors and local communities through allocating £2,000 to each councillor for spending on local priorities.

We will ensure the people, places and communities in our borough are at the heart of our decision-making and be open and transparent about all that we do.

Between 2004 and 2010 Croydon became 12.4% more deprived and was the 19th most deprived borough in London. Between 2001 and 2011 the borough's population grew by 10%, the largest growth being in the 0-16 age group. Rising rents in central London and the impact of welfare reform have led many less affluent people to move to Croydon from inner London. All this places a burden on local housing, health, education and social services. However, the funding that Croydon gets does not adequately reflect the level of local need. We will seek a fairer share of central government funding allocation to London, to better meet the needs of residents and businesses in Croydon and to address increased needs arising from suburbanisation of poverty.

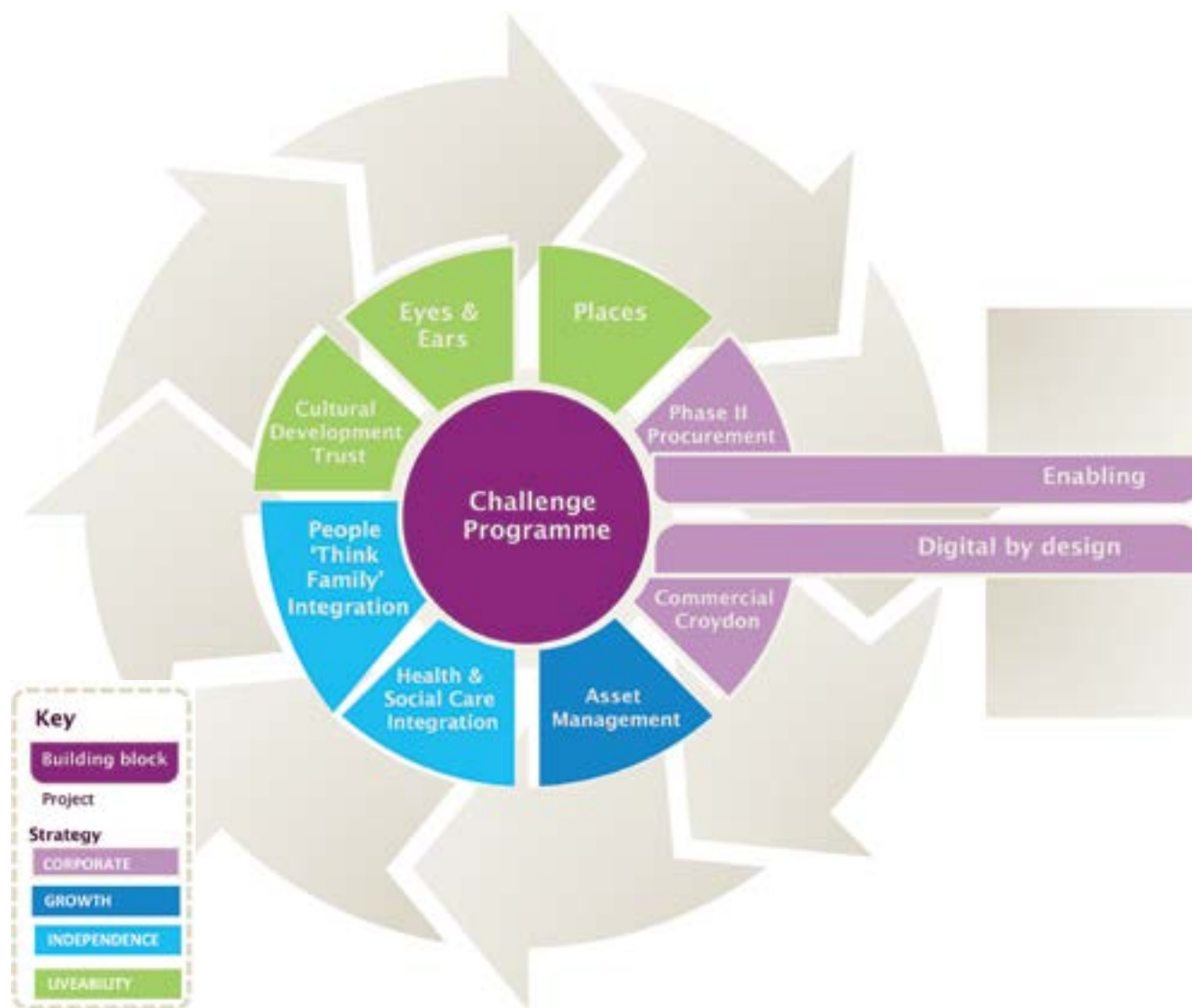
What we are doing

Improvements to people's lives through innovative use of resources

The Croydon challenge

The Council cannot meet rising demand and save £100m over the next four years without rebuilding the Council from the bottom up to make it not only more efficient but, crucially, more effective. The Croydon Challenge is our transformation programme to achieve this. It is made up of 35 projects grouped into nine themes that look at every aspect of the Council that focuses on our three key ambitions – Growth, Independence and Liveability - and our enabling function.

We are focussing on the key outcomes we need to achieve, rather than on what services we currently provide. We have looked at why we provide them and how all our resources contribute to the local area and our community. We have reviewed our service offer against the three ambitions and understood the level of need and unit costs, as well as how that service contributed to them. So far we have identified over £14m of savings identified over 2015/16. On the next page are examples of our projects.





THE COUNCIL AS AN ENABLER CONTINUED

Three building blocks to establish a strong enabling spine to enable the Council to be flexible and adaptable for the future:

1. Enabling and Digital by design: services that meet people's needs

Currently the Council spends around £75m a year on support functions that enable us to deliver services. To make best use of reduced resources and improve services we are applying digital solutions to reduce the cost and streamline the way in which the Council operates, both in its services for residents and in its internal processes.

We have already made significant progress in developing services through digital channels to reduce costs and improve customer satisfaction. Our website has been improved, including the My Account function and the My Croydon app, increasing the number and quality of transactions. As a result, cost effective online transactions have increased by 19% and more expensive personal transactions have decreased - face-to-face contacts down by 28% and phone calls down by 13%. So far, this has produced savings of £3.85m a year across the Council.

2. Commercial Croydon

This project focuses on improving our commercial operations, looking at opportunities to generate

income and deliver services at the same time. This will involve using fees, licences and service charging to manage and shape demand, support growth in the local economy and grow and develop income opportunities.

3. Contract Management Transformation

Croydon spends over £400m with third party providers, with major elements of service provided by private sector organisations, and this will increase. We will put in place a contract management framework that ensures contract decisions are based on evidence of outcomes and that contracts respond to changing need and local priorities, commercial negotiations and development of the supply market. We anticipate saving £2m in costs in 2015/16, with further savings to be made.

Other Croydon Challenge projects are mentioned elsewhere in this Corporate Plan and in the Liveability and Independence strategies.

Making best use of our powers for economic growth

We will use the full extent of the Council's statutory powers, resources and commissioning in a coordinated way to drive growth and employment. This includes providing financial

support to local businesses, facilitating growth in our district centres, improving the environment of our high streets and supporting development of a 'smart city'.

Asset Management: making better use of our assets

We will implement a new approach to asset management, saving £2.325m over 2015/18 by making better use of our properties and assets. Our new asset strategy will set out three key objectives against which all asset-related decisions should be measured:

- Growth – Jobs, housing and regeneration
- Financial – reducing costs and increasing income
- Service delivery and integration – integrating services and making them more accessible

We will establish a Croydon Revolving Investment Fund using our assets to support delivery of projects that enable the borough to grow sustainably and to deliver capital and revenue returns for the Council.





THE COUNCIL AS AN ENABLER CONTINUED



Value Croydon *Inspiring social partnership*

Value Croydon

We will buy local wherever possible and use the Council's purchasing power to support local businesses and generate jobs. We will also maximise social value from our contractual relationships with external partners, as set out in our social value toolkit for commissioners.

The social value experience or capability of bidders for council contracts is assessed and contributes to the overall score awarded to bids. We will support small and medium sized enterprises and the voluntary sector to develop their ability to take part not only in Croydon commissioning opportunities but also external opportunities. Our 'Value Croydon' initiative will develop social partnerships with businesses, the community and other public sector agencies to promote social value in Croydon and open up supply chain opportunities for local businesses with large providers.

Right people with right skills in the right jobs

We will become an employer of choice by recruiting, developing and retaining an efficient, talented and motivated workforce that reflects the communities that we serve.

As an employer we will play our part in improving the skills of the local workforce by exploring opportunities to develop supported internships and job shadowing for young people in the Council and develop web-based employability support to young people.

The Council is committed to promoting the London Living Wage (LLW) to employers in Croydon as a way of increasing fairness and tackling the cost of living crisis. We are now paying all our employees the LLW and have asked all publicly funded schools to pay it.

We will also require providers delivering services on behalf of the council to pay the LLW through our procurement and commissioning processes, wherever possible. We will lead by example by seeking accreditation for the Council with the Living Wage Foundation as a living wage employer.



Fairness for all communities, people and places

The Opportunity and Fairness Commission will produce recommendations on ways in which the Council and its public, private, community and voluntary sector partners can use their roles and influence to reduce inequalities and increase fairness within the local economy and local communities.

We will revise this Corporate Plan in the light of the Commission's recommendations, which are due in January 2016. In the interim, to promote equality and inclusion we will:

1. Make Croydon a place of opportunity and fairness by tackling inequality, disadvantage and exclusion.
2. Foster good community relations and cohesion by getting to know our diverse communities and understand their needs.
3. Encourage local people to be independent and resilient by providing responsive and accessible services and offering excellent customer care.
4. Improve empowerment and participation by strengthening partnership work with the community, faith and voluntary sectors.
5. Provide strong leadership, partnership and organisational commitment by enabling staff and communities to find solutions to the things that matter most to them.

Partnership

The Council takes an active role in the Local Strategic Partnership (LSP), which is chaired by the Leader of the Council. The LSP comprises themed boards: the Health and Wellbeing Board, the Safer Croydon Partnership, the Children and Families Board, the Growth Board and the Stronger Communities Board, the last two recently established following a review. The Council and its partners will consider the recommendations made by the Opportunity and Fairness Commission to inform the development of a new borough-wide Community Strategy.



THE COUNCIL AS AN ENABLER CONTINUED

Openness and transparency with communities at the heart of decision-making

We have amended our constitution to improve the openness and transparency of the Council so that communities can better understand how decisions are made and have more opportunities to make their views heard. We have opened up the Town Hall for communities and reintroduced web casting of Council and Cabinet meetings.

We have reduced the amount of information previously withheld from the public, revising our publication scheme in accordance with the Government's Transparency Code to improve the dissemination of information to the community. We will publish our proposals before decisions are taken to provide the opportunity to work with residents and community organisations more effectively to improve our services, for example through focus groups and resident scrutiny of our services. We have made it easier for residents to trigger debates by reducing the thresholds for the petition scheme to 1,000 signatures and increased the amount of time available for public participation in meetings of the full Council.







FINANCIAL SUMMARY

The revenue budget for 2015/16 has been set. The Council has had to take tough decisions in order to be able to meet growing demand on our services from vulnerable people while coping with major reductions in central government funding over the 2010/20 period. These are expected to be on the scale experienced over the last five years. We were able to save £100 million through efficiency targets in 2010/14. We are continuing this approach through our Croydon Challenge transformation programme.

The total funding for 2015/16 department growth is £8.983m. In summary, the council has injected significant growth into some children's services to support a rising number of looked after children and to meet demand from growing numbers of children with special educational needs for transport and for adult services as they reach adulthood. We have also increased spending on services for vulnerable adults to meet demand arising from new Care Act regulations and a greater number of assessments under the Deprivation of Liberty Safeguards following a Supreme Court decision in 2014 which broadened the scope of this legislation. There has also been significant growth in expenditure on temporary accommodation for homeless households and on waste management to reflect population increase and the Landfill tax.

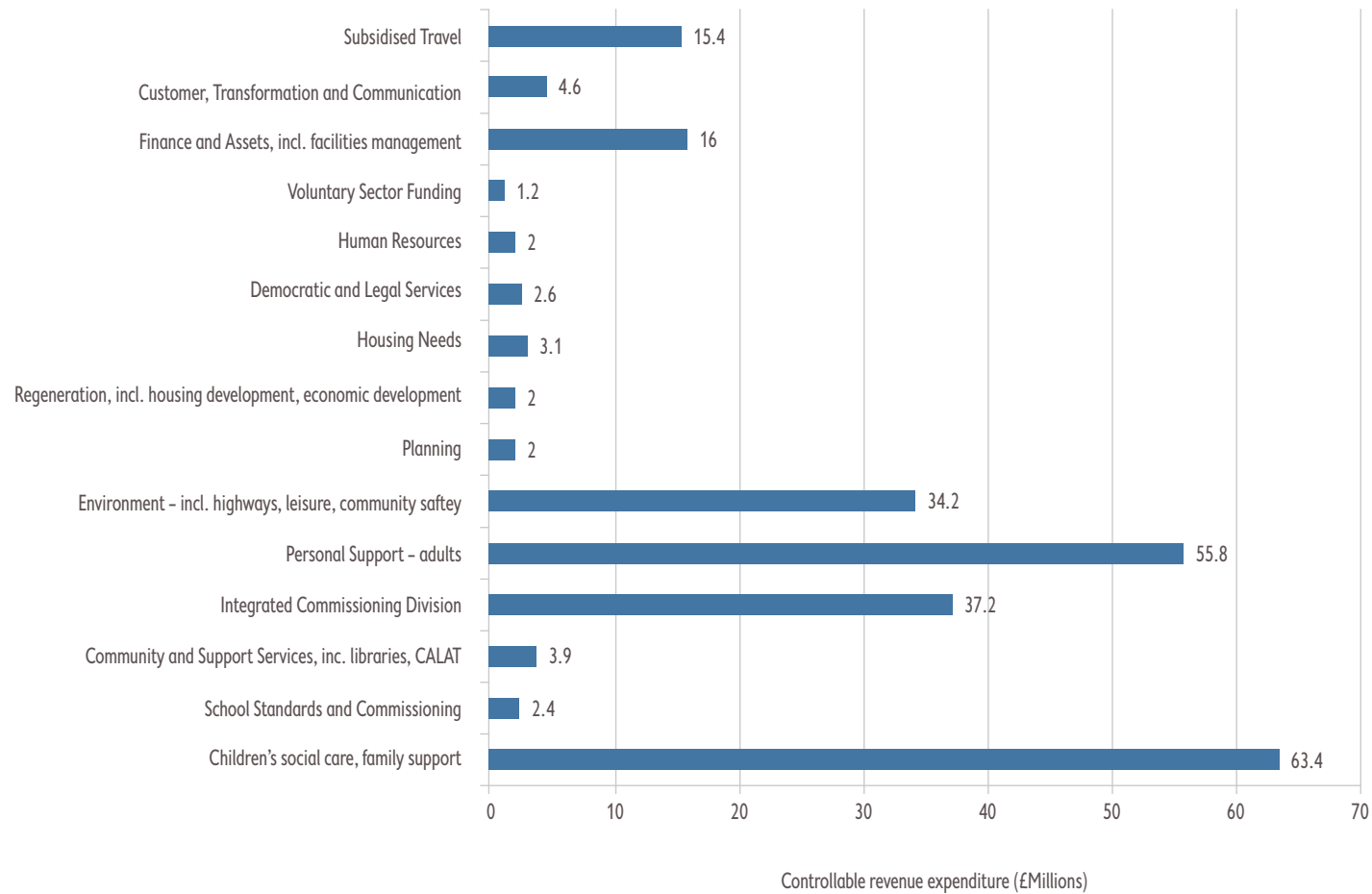
In 2015/16, we plan efficiencies and savings of £25.6m. Over half of these have been made through efficiencies delivered through Croydon Challenge projects.

The table on the next page shows the areas of controllable revenue expenditure in 2015/16 by council division. This excludes the Dedicated Schools Grant (DSG) and Housing Revenue Account (HRA) both of which are ring-fenced.

For full details on the budget see Revenue Budget and Capital Programme 2015/16.



REVENUE EXPENDITURE 2015/16 (£millions)

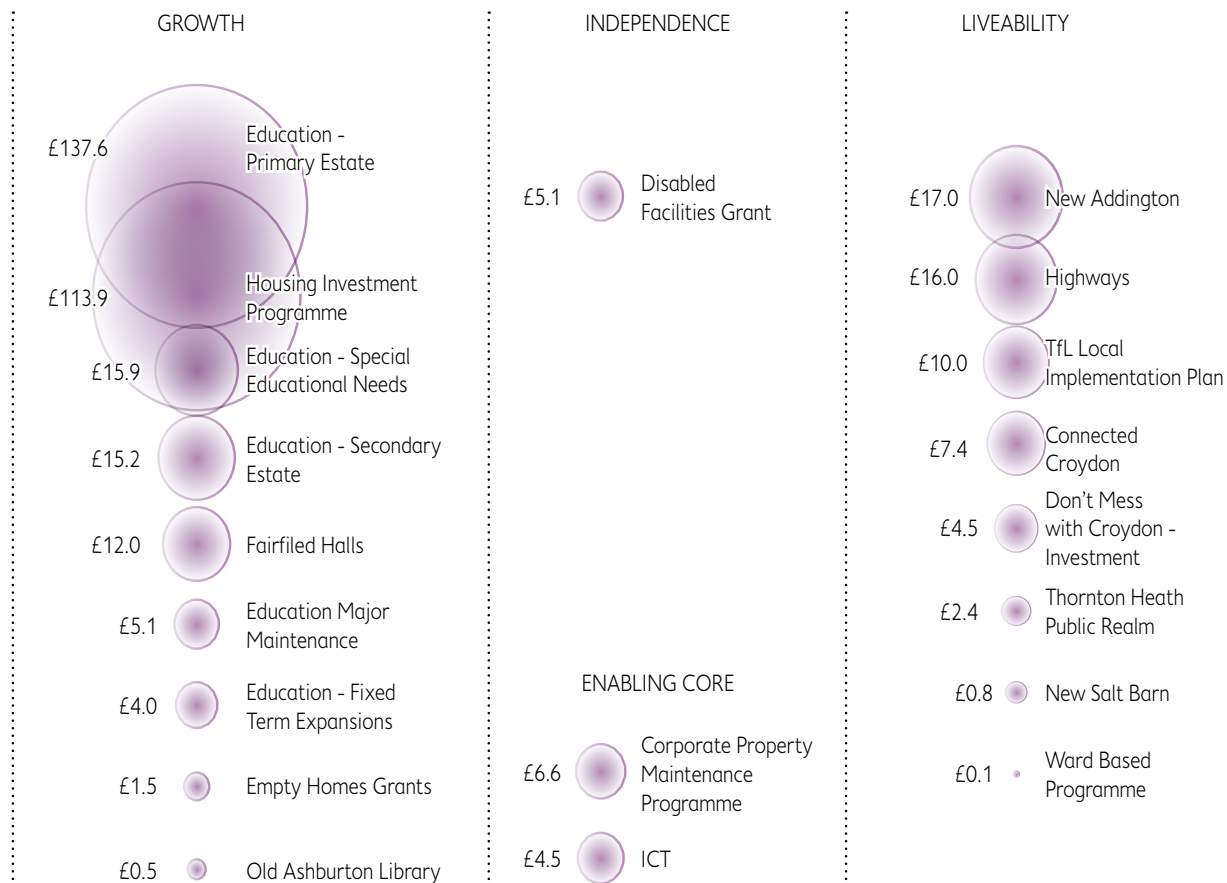




CAPITAL EXPENDITURE 2015/18 (£millions)

The Capital Programme for the next three years is focused on expanding schools to ensure there are sufficient school places and investing in district centres and community facilities across Croydon. Highlights include:

- £133m investment in primary schools to meet a growing demand for primary school places. A number of schools have already undergone expansion programmes in the last two years and this funding for the programme will continue to ensure the longer term needs of the residents of the borough are met;
- £113.9m housing investment programme of repair and improvement and increase in the housing supply;
- £17m for investment in New Addington Regeneration, to include regenerating the Town and Village Green and deliver a food store, leisure centre, community facility, housing and improved parking;
- £16m investment in highways to ensure that they are safely maintained and customer satisfaction does not fall;
- £15.8m investment in special education needs provision to meet the needs of a growing number of primary aged pupils with emotional, social and mental health needs and reduce the need for attendance at schools outside the Borough;
- Investment in a range of activities including public realm improvements, and building frontage and shop front improvements in Thornton Heath;
- £0.5m on bringing old Ashburton Library back into use;
- A ward based programme – a new allocation of £2,000 to each councillor to spend on projects that matter to the local community.





EQUALITY OBJECTIVES

Croydon Council is committed to creating a fair, inclusive and cohesive society through its functions as a community leader, a provider and commissioner of services and an employer. Our aim is to work in partnership with our communities, the voluntary sector and statutory organisations to make the borough a place where people want to live and work - a place where everyone has fair and equal opportunities and life chances.

Under the Equality Act 2010 the Council, along with other public sector organisations, is subject to the public sector equality duty 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 and
- foster good relations between people who share a protected characteristic and those who do not.

Protected characteristics include age, gender, disability, race, religion and/or belief, sexual orientation, pregnancy and maternity, marriage and civil partnership, and gender reassignment.

The Council must deliver an annual programme of equality and inclusion activity that supports delivery of our interim Equality and Inclusion Policy. We will focus on the following equality and inclusion priorities to deliver better outcomes for local people:

- Make Croydon a place of opportunity and fairness by tackling inequality, disadvantage and exclusion.
- Foster good community relations and cohesion by getting to know our diverse communities and understand their needs.
- 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.
- Provide strong leadership, partnership and organisational commitment by enabling staff and communities to find solutions to the things that matter most to them.
- Become an employer of choice by recruiting, developing and retaining an efficient, talented and motivated workforce that broadly reflects the communities that we serve at all levels.

Everyone who delivers or receives a service from or on behalf of the Council is expected to share our commitment to equality and inclusion. We will monitor the delivery of our equality and inclusion priorities and take decisive and appropriate action against those found to be in breach of this policy.

In addition, we have planned a 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.



APPENDIX 1: Croydon strategies

	People	Place	Resources
Local Strategic Partnership strategies	<p><u>Health and Wellbeing Board</u></p> <ul style="list-style-type: none"> • Joint Health and Wellbeing Strategy 2013-18* • Croydon Integrated Mental Health Strategy for adults 2014-19 • Dementia strategy 2013-16 • Joint sexual health strategy 2012-16 • Drug and alcohol strategy 2013-18 <p><u>Children and Families Board</u></p> <ul style="list-style-type: none"> • Children and young people's plan 2013-16* • Child Poverty Strategy 2013-16* 	<p><u>Growth Board</u></p> <ul style="list-style-type: none"> • Growth Promise 2014 <p><u>Safer Croydon Partnership Board</u></p> <ul style="list-style-type: none"> • Safer Croydon Community Safety Strategy 2014-17* • Domestic and sexual violence strategy 2015-18 	<ul style="list-style-type: none"> • Community Strategy 2013-18 <p><u>Stronger Communities Board</u></p> <ul style="list-style-type: none"> • Stronger Communities Strategy 2011-14
Corporate Council Strategies	<p>Independence Strategy 2015-18</p>	<p>Growth Promise 2014</p>	<p>Corporate Plan 2015-18 Liveability Strategy</p>
Council Statutory strategies	<ul style="list-style-type: none"> • Strategy to safeguard adults at risk of abuse/neglect 2010-15* 	<ul style="list-style-type: none"> • Local Development Framework (Croydon Local Plan, Master plans)* • Local Implementation Plan (LIP) 2012-22* • South London waste partnership joint municipal waste management strategy 2010-20* • Air quality action plan 2012-17* 	<ul style="list-style-type: none"> • Equality and Inclusion Policy 2014-16* • Financial Strategy 2013-17*

*Statutory strategies



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