

## For General Release

<b>REPORT TO:</b>	<b>CABINET</b> <b>13 July 2015</b>
<b>AGENDA ITEM:</b>	<b>9</b>
<b>SUBJECT:</b>	<b>Liveability Strategy 2015-18</b> <b>Independence Strategy 2015-18</b>
<b>LEAD OFFICERS:</b>	<b>Paul Greenhalgh, Executive Director of People</b> <b>Sarah Ireland, Director of Strategy, Communities and</b> <b>Commissioning</b> <b>Sharon Godman, Head of Strategy and Communities</b>
<b>CABINET MEMBER:</b>	<b>Councillor Tony Newman, Leader of the Council</b>
<b>WARDS:</b>	<b>All</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT:</b> This report contributes to all corporate priority areas.	
<b>AMBITIOUS FOR CROYDON &amp; WHY ARE WE DOING THIS:</b> The Liveability and Independence Strategies 2015-18 set out how the Council will achieve the strategic priorities set in the Administration's 'Ambitious for Croydon' commitment in respect of independence and liveability. The Independence Strategy sets out how the Council will achieve the Independence strategic priority to help Croydon's residents to be as independent as possible. The Liveability Strategy sets out how the Council will achieve the Liveability strategic priority to create a welcoming, pleasant place in which local people want to live.	
<b>FINANCIAL IMPACT</b> 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.	
<b>KEY DECISION REFERENCE NO.:</b> 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 the Liveability Strategy at Appendix 1.
- 1.2 Adopt the Independence Strategy at Appendix 2.

### 2. EXECUTIVE SUMMARY

- 2.1 The Liveability and Independence Strategies are supporting documents of the Corporate Plan (the subject of a separate cabinet report on this agenda). Together with the Growth Plan & District Centre Investment and Place Plans (the Growth Promise) adopted by cabinet on 29 September 2014 (Min.A79/14) they set out in greater detail the promises contained in the Corporate Plan 2015-18 that will enable the Council to achieve its three principal strategic priorities of Growth, Independence and Liveability and their associated outcomes.
- 2.2 These outcomes flow from the the Administration's 'Ambitious for Croydon' commitment adopted by Cabinet on 19 January 2015 (Min.A9/15). As part of that Cabinet also adopted the three principal strategic priorities and a set of performance measures to support improvement in all areas and delivery of the 'Ambitious for Croydon' outcomes.
- 2.3 The Liveability Strategy is attached at Appendix 1.
- 2.4 The Independence Strategy is attached at Appendix 2.

### **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 The Corporate Plan 2015-18 has been shaped by these priorities and has three supporting documents: the Growth Promise, the Independence Strategy and the Liveability Strategy, each devoted to one of these priorities. Each supporting document sets out in greater detail the promises that will enable the Council to achieve its strategic priority and the 'Ambitious for Croydon' outcomes in respect of that priority.
- 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 Independence and Liveability Strategies will be reported on an annual basis.
- 3.4 The Liveability Strategy 2015-18
- 3.4.1 The Liveability Strategy sets out how the Council will achieve Croydon's vision to be: 'A borough that people are proud to call home, where people want to come and stay, that is accessible, inclusive and enjoyed by all, where people from different backgrounds get on well together'.

3.4.2 The strategy identifies five strategic priorities to focus on in partnership with our stakeholders and partners in order to deliver the 'Ambitious for Croydon' Liveability outcomes:

1. Work with residents and local businesses to make Croydon the cleanest and greenest borough in London;
2. Support local people to enable them to work together to organise social events to make better use of parks and open spaces and other community assets, and also help reduce social isolation;
3. Reduce crime and fear of crime by working with partners and local communities to tackle violent crime and anti-social behaviour;
4. Increase participation in sports and physical activity by working with health partners, other organisations, businesses, schools and communities;
5. Increase participation in sports and physical activity by working with health partners, other organisations, businesses, schools and communities.

It also sets out 17 promises that have been made to deliver the 'Ambitious for Croydon' Liveability outcomes.

### 3.5. The Independence Strategy

3.5.1 The Independence Strategy sets out how the Council will achieve Croydon's vision for Independence to help maximise life chances and outcomes. The strategy identifies five strategic priorities to focus on in partnership with stakeholders and partners in order to deliver the 'Ambitious for Croydon' Independence outcomes. The priorities are:

1. Empower individuals and communities to be better able to take more responsibility for themselves and each other;
2. Enable residents to make informed choices about how to meet their needs, and how to live healthy lives, through the provision of high quality information, advice and guidance;
3. Provide people with the best opportunity to maximise their life chances and have a good quality of life through the provision of high quality universal services, including an excellent learning offer;
4. Empower people to resolve issues early through the provision of joined up assessment and support;
5. Enable children and adults to maximise their independence and ensure they are safe from harm through the provision of high quality specialist services.

The strategy sets out 17 promises that have been made to deliver the 'Ambitious for Croydon' Independence outcomes.

## 4. CONSULTATION

4.1 The Independence and Liveability Strategies are 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 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 Liveability and Independence Strategies 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 Independence and Liveability Strategies aim 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 Delivery of the Liveability and Independence Strategies will also enable the Council to 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.

These strategies will also promote fairness and opportunities by improving support for vulnerable residents, improving health and well-being and encouraging stronger communities by making it easier for residents to have more choice and control over their lives.

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 Independence and Liveability Strategies and the findings have been shared through Cabinet reports. As further projects contained in these 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 Independence and Liveability Strategies 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 Independence and Liveability Strategies.

## **9. ENVIRONMENTAL IMPACT**

9.1 It is a priority of the Liveability Strategy to make Croydon the Cleanest and Greenest borough in London. 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 It is a priority of the Liveability Strategy to reduce crime and fear of crime and tackle violent crime and anti-social behaviour. Liveability promises 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.

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### **CONTACT OFFICERS:**

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

Independence Strategy, Sarah Warman, Head of SCC, Children, Families and Learning Ext 63138

### **BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972: none**

### **Appendices**

Appendix 1: Liveability Strategy

Appendix 2: Independence Strategy