



OUR  
**CORPORATE  
 PLAN FOR  
 CROYDON**  
 2018 - 2022





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# Foreword: Leader of the Council

Croydon with a population approaching 400,000 is a city in all but name, a borough made up of many wonderful places, from South Norwood to Purley, from New Addington to Crystal Palace, from Addiscombe to Coulsdon, and so many more.



With 93,000 young people we are proud to be London's youngest borough and proud to be a place where we celebrate our diversity; we celebrate our successes, and in tough times we stand together as one community.

Our manifesto, which we were elected to deliver in May 2018 was clear; we will work hard to ensure everyone has the opportunity to benefit from the economic investment coming to our town. We will do all we can to ensure that nobody, and no community, is left behind. Culture will continue to be at the heart of our regeneration; Croydon's ongoing growth must be sustainable, and we will work with all partners and residents to ensure Croydon's infrastructure is fit for purpose, and fit for the twenty-first century.

I am proud to lead an administration that was elected with clear priorities for a safer, greener, economically prosperous and healthier Croydon. To achieve this we will build on the work of the last four years. We will continue to keep a tight grip on the council's budget, to ensure that even in economically tough times, we are delivering. We will deliver real affordable homes for local people,

as well as working towards becoming a London Living Wage town; we will increase borough wide recycling by at least 10%; invest more in our children's services; deliver services closer to local communities; continue to work closely with both the local NHS and police; devolve more budgets and decisions to local residents; open the new Fairfield Halls; and always listen to the changing needs and views of our local communities.

Our Corporate Plan outlines these key priorities and how they will be delivered to build community resilience, to continue to eradicate inequalities and to ensure that Croydon is a place where all have the opportunity to live, work and flourish.

This Corporate Plan gives emphasis to health, happiness, independence, prosperity, and reducing inequalities; as well as a continuation of our focus on safeguarding the most vulnerable Croydon residents, and driving improvements to our children's services. We will provide safe, clean streets whilst tackling some of the social challenges, such as violent crime and anti-social behaviour, which still exist.

Working together in partnership to create one shared purpose and one shared vision, we will work with the voluntary sector, public services, business community and community groups to deliver our outcomes, including:

- Build on our **'Choose Your Future'** campaign and, together, tackle the blight of knife crime;
- Be one of **London's greenest boroughs**;
- Work in partnership with the NHS to provide **good quality health services** for Croydon's population;
- Work towards providing **homes affordable for all**;
- **Abolish inequality** in Croydon and work towards a place where all have an equal opportunity to prosper.

On a national scale the outcome of Brexit negotiations remains unclear, and this uncertainty is extended to the public services which we all depend on. Local government has been hit particularly hard by austerity. Welfare reform has had a direct impact on many of our residents already, and this is likely to continue to have a negative impact on residents.

To address this the administration supports the council in its method to expand its holistic Gateway approach, which utilises prevention and early intervention and provides wraparound services.

This Corporate Plan sets out our priorities over the next four years (2018-2022), however we are clear that our work must remain aligned with changing times and changing needs. This document will be a living business plan that will be reviewed annually.

I look forward to continuing to work with all of you to create an even stronger, fairer borough with even greater shared prosperity.

A handwritten signature in black ink, appearing to read 'Tony Newman'. The signature is fluid and cursive, written over a thin horizontal line.

**Tony Newman**  
Leader of the Council

# Introduction: Chief Executive

Delivering the services residents need in order to thrive in Croydon is a responsibility and a privilege. *How we do it demonstrates our values and shapes peoples' experiences of living and working in the borough.*



How we do it must be sustainable and able to respond to the different circumstances, concerns and aspirations of our residents and communities – both now and in the future.

But what does the future look like? Investment in Croydon will see tens of thousands of new homes and a population that is projected to rise from over 380,000 to 445,000 by 2031. Improvements to local infrastructure and cultural facilities will also support growth in the numbers of new jobs and businesses.

Nationally, public sector funding continues to decline and the impact of Brexit is unclear. Digital advances mean we can now access and analyse more data than ever before – using this information to make better decisions about our services. We also expect to connect with each other and access many council services easily online, 24 hours a day.

Demand for services, including many of our vital frontline services, continues to rise, in part due to the increase in population. Many of our most vulnerable residents' needs are becoming more complex at a time when support services are becoming more fragmented.

It is clear that we must radically change how we do things if we want to achieve the ambitions set out in this four year plan. We need to be an organisation that attracts individuals who are proud to serve the public and a place where talent can flourish. We are already working differently in some important areas and are learning from these successes.

When it comes to delivering effective public services we can see there is very rarely a one-size-fits-all solution. Instead we want to offer the right services or support, at the right time, and in the right place.

Of course, what works and is needed in New Addington, might not be what is needed or would work in Coulsdon. Croydon is made up of many places and we want to use local knowledge, insight and data to tailor and adapt our services. Responding to local needs in this way will let us tackle issues before they become larger problems.

Importantly we can't do this on our own. The Local Strategic Partnership shares our ambitions and has an important role to play in achieving all the outcomes set out here. But we also need to work with residents, other voluntary organisations

and businesses – pooling our resources and our skills to collaborate in new and creative ways.

This Corporate Plan sets out the priorities for the next four years; fundamental to the delivery of these priorities is getting the basics right for residents. We will continue to listen to residents and use their feedback to continually improve the services we deliver.

**I want Croydon to be the council of first resort, not last resort – a council with the local relationships, insight and know-how to anticipate how we can make a difference and improve people's lives.**

A handwritten signature in black ink that reads 'Jo Negrini'.

**Jo Negrini**  
Chief Executive

# Key statistics

## POPULATION

Current total population

**384,837**

2nd highest in London



Growing to approx.

**445,000** by 2031

14% increase between 2018 and 2031

0-17 years **94,775**

highest in London

18-64 years **238,678**

2nd highest in London

65+ years **51,384**

3rd highest in London

**48.6%**  Male

**51.4%**  Female

Data source: 2017 mid-year estimates  
Office of National Statistics

## DIVERSITY



**51.7%**

of Croydon residents are  
Black, Asian and Minority  
Ethnic (BAME)

Data source: 2018 GLA ethnic group projections



**Over 100**

languages spoken

82.6% of Croydon residents have  
English as their main language



**3,780**

EU Nationals

registered for National Insurance  
in Croydon in 2017/18

Data Source: DWP Stat Explore

## HOUSING

**58.8%**

of residents own their  
property (owner occupiers)

Data source: 2011 census



Average (median) house price

**£362,000**

Data source: 2017 Office of National Statistics



**29.7%**

are one person households



**154,420**

Properties across  
the borough (2017)

## ECONOMY

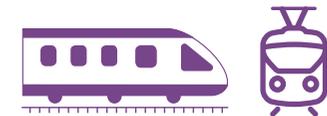


**80.4%**

of Croydon residents  
are economically active  
(16-64 years)

Data source: December 2017 annual population survey

Home to over  
**14,000**  
businesses



**12.5 million**

tourism day visits to the borough

Data source: 2014-16 tourism survey

## LIFE EXPECTANCY

Average life expectancy

Male  **80.3** years

Female  **83.6** years

Data source: 2014-16 Office of National Statistics

Variation of life expectancy  
across the borough  
(most deprived to least  
deprived areas)

Male  **9.2** years

Female  **6** years

## EDUCATION



**95.3%**

of the adult population have  
a form of qualification

Data source: December 2017 annual population survey

 **93.7%**

of all primary school children  
received either their 1st or 2nd  
preference for a school place

 **78.6%**

of all secondary school  
children received either their  
1st or 2nd preference for a  
school place

Data source: 2018 Department of Education

## PARKS AND GREEN SPACES



Home to  
**120 parks**  
and green spaces

  **10**  
of which have been  
awarded green flags

 **32.7%**

of Croydon residents  
have access to woodland  
within 500 metres of where  
they live (highest in London)

Data source: 2015 Woodland Trust

## TRANSPORT



East Croydon station has over  
**26,000**  
passengers a day



**3rd busiest**  
interchange  
(on the Network Rail network)



**29.5 million**  
tram journeys are taken  
in Croydon annually

# Impact of austerity

► Since 2010, and the start of austerity, funding for local government has been significantly reduced. Croydon Council has seen a 70% reduction in funding, totalling some £144m.

The government that took office after the 2015 general election has continued to follow a policy aimed at reducing public sector deficit, principally through reductions in public expenditure. One of the main areas to be cut has been local government.

As a result, councils have had significant reductions in government funding (made up of grants and retained business rates) and further reductions are expected over the medium term (Croydon's grant loss over the period is shown in graph 1 below).

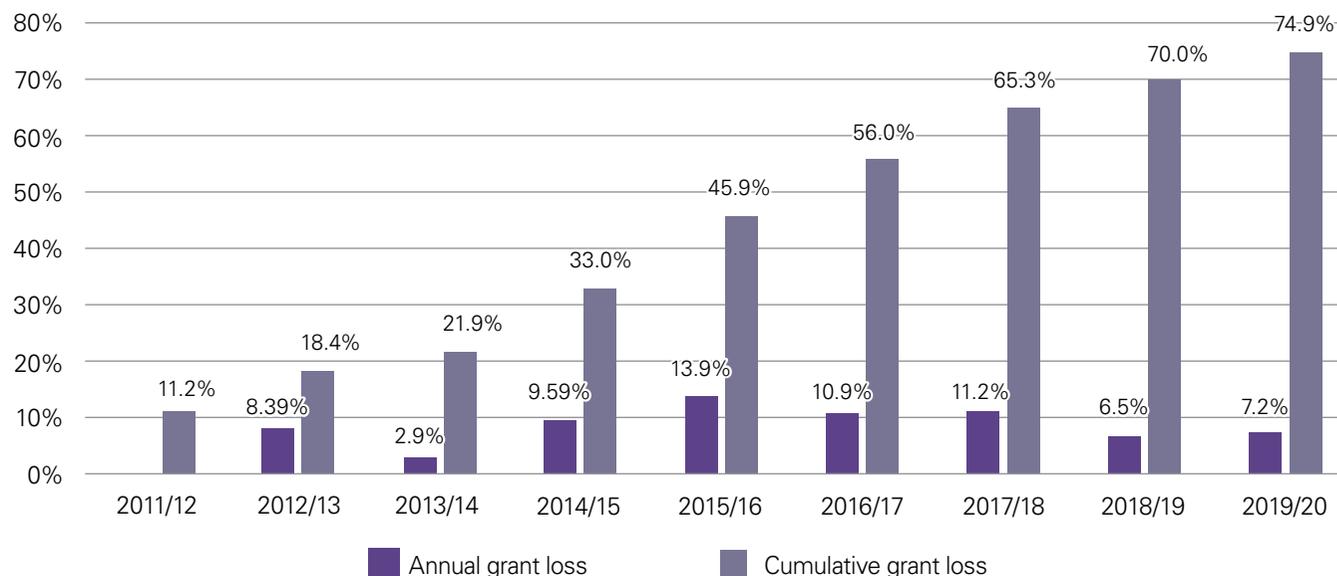
**As the graph shows, unless we change the way that we deliver our services, funding cuts will make it very difficult to continue in the same way.**

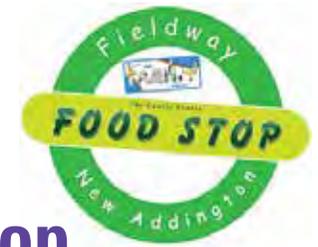
Our residents are under extreme financial pressures - finding methods to keep up to date with payments, following welfare reform and the roll out of Universal Credit, increasing costs, and the national impact of Brexit.

Service needs across the borough are becoming increasingly complex, and we continue to see an increase in the support needed around housing, employment, income maximisation, and health and wellbeing. This is in addition to the context of local government funding. We will therefore continue to implement a preventative approach across all service areas to mitigate the impact of welfare reform and reductions to Croydon's funding.

*We have seen, and continue to see the "effects of the ongoing revolution to governance and local government finance."*

*Institute of Fiscal Studies "A time of revolution? British local government finance in the 2010s"*





# Case study: Food Poverty Action Plan, Community Connect and Food Stop

► In Croydon we recognise that prevention and early intervention are key to ensuring that our residents have access to services before they are in need. In October 2017 Croydon’s Gateway service and public health team designed and commenced delivery of the Food Poverty Action Plan.

**Croydon is one of a small number of London councils to date to successfully develop and implement a food poverty action plan, with many of our actions ranked by “Sustain” (an alliance for better food and farming) as leading the way in tackling food poverty.**

Across the country there has been a huge rise in emergency food banks, and food poverty is a very real and growing issue for many of our residents. We have therefore committed to a whole systems and holistic approach to tackling the causes of food poverty to achieve the best outcomes for our residents.

**We recognise that there are a number of attributable factors that can lead to food poverty and deprivation.** To address these issues we have been working with a number of partners and local organisations to implement strategies to address financial concerns for our residents. This work is inclusive of a Homelessness Prevention Strategy, which is currently under review, and in addition, in 2017 Croydon Council worked in partnership with the family centre in Fieldway, New Addington, to launch the Food Stop.

The initiative, which is part of the council’s Gateway service, helps residents to reduce their weekly spend on food shopping at a time when finances are extremely tight, therefore helping to prevent a financial issue becoming a health or housing problem.

Located within the family centre, the Food Stop sits alongside the Community Connect services such as job club, health, well-being and benefits advice. We have also created a multi-agency “alliance” of 36 organisation from across the voluntary, community, public and private sectors working together to deliver positive outcomes for Croydon residents.

The Food Stop shop offers local people the opportunity to reduce their food shopping bill by paying £3.50 a week for around £15-£20 worth of grocery shopping; **helping residents to save an average of £550-£850 per year.**

## For £3.50 a week members receive:

10 food items once a week, which can be selected from a wide range of products	Support, tips and advice on healthy eating on a budget	Opportunities to learn about healthy food	Health/ well-being offers, including free exercise class referrals	A holistic support package via the Community Connect project
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Community Connect aims to improve financial resilience, employment and prevent homelessness for those most in need. As part of this programme, the Food Stop helps residents on a budget and encourages healthy eating habits.

**Of the 111 households that initially signed up to the Food Stop, every household had debt with the council. Now, 103 no longer have any debt with the council and those with remaining debts are working with our Gateway service.**

Overall, this programme has achieved just under £324,000 worth of cost avoidance savings to Croydon Council, which has allowed for other, similar projects to be funded, including plans to roll-out Community Connect and Food Stop to other parts of Croydon so that even more residents can benefit.

## Impact of a preventative approach:

Community Connect and the Food Stop have produced a number of positive outcomes for the residents of New Addington and Fieldway:

► Over 100 residents are now members of the Food Stop	► Producing combined savings of £10,300 to their shopping bills	► The team have prevented homelessness by sustaining 43 tenancies	► Reduced rent debts and improved household finances among 43 families	► Supported 25 long-term unemployed residents into work	► With a further 22 undertaking training courses
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# ► People live long, healthy, happy and independent lives

## What does success look like?

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

## What we will do

- Invest in the voluntary and community sector to reduce inequality and increase the resilience of communities and individuals
- Expand the One Croydon Alliance from older people to the whole population where appropriate
- Revise Croydon's joint mental health strategy to prevent mental health problems and ensure early intervention
- Support the development of a culture of healthy living
- Improve and reduce differences in life expectancy between communities
- Build upon the support and assistance given to carers



▶ As our population grows it is essential to have the right levels of infrastructure in place to support those in need, as well as being able to prevent issues from becoming problems. This includes having high quality health and care provision, an environment that encourages and supports healthy living, and a clear ‘front door’ as a single point to access services.

One of our top priorities is to tackle inequality. We will work with our partners to identify instances of inequality and its causes and take preventative action where we see symptoms emerging. Locality working with partners and residents will be the key to reducing inequality. Genuine collaborative working across all our service areas will ensure that resources are directed to the right areas to secure meaningful and positive outcomes.

**Our Gateway service is a powerful example of providing a holistic approach to building resilience in communities.** As an organisation, and in partnership, we will seek to expand this approach and address the broader determinants of inequality. We will continue to improve access to housing and employment, reduce debt and the rate of child poverty, increase income, improve air quality and build upon our excellent leisure and parks facilities.

We have a clear commitment to increasing residents’ financial resilience and capacity to deal with difficult issues head on. This includes offering support, advice and guidance through our debt advice services, direct payments, Croydon Credit Union and our Gateway service. **Croydon’s Opportunity and Fairness Commission identified the importance of equality of access to education and the job market**, which is addressed in this plan under the sections detailing our commitments for children and young people and economic growth. Here we set out our commitment to providing equal opportunities for everyone to meet their potential.



We value our rich and vibrant culture, which contributes significantly to our success. By recognising and celebrating Croydon’s diverse population we are better placed to expose and tackle inequalities and, as a result, allow people to live the lives they wish happily, healthily and independently. **We will continue to invest in our valued and respected voluntary sector through the continuation of the Community Fund**, enabling us to expand capacity within the sector and work collaboratively to target resources and to make that difference in our neighbourhoods.

A stable home environment is crucial to staying healthy and independent. People’s circumstances change over time due to age, mobility and health, which in the past may have resulted in moving away from community and networks. Now, with suitable adaptations, such as shower seats and grab rails and the removal of trip hazards in the home, accessibility and independence can be maintained. Continuing this focus **we will keep pushing for all newly built properties to be ‘life-time’ homes**, while delivery schemes such as our Healthy Homes will help 700 households to keep warm while reducing fuel poverty.

To develop our prevention work further, we will promote our universal and targeted lifestyle advice and support through the JustBe website, NHS health checks, implement our Child Healthy Weight Action Plan and refocus sexual health services around prevention. By improving access to services such as Croydon Talking Therapies, substance misuse services and suicide prevention we will work with partners to prevent mental health problems, developing and ensuring early intervention for those living with mental ill health.

In addition to the above, we will **launch a fund to help address mental health issues for the under-25s**, continue our work to become a dementia friendly borough, implement the Carers’ Strategy 2020 and revise Croydon’s joint mental health strategy.

One of the most important developments in improving health outcomes has been the creation of the One Croydon Alliance, which has brought together partners, both statutory and non-statutory, from across the sector to deliver an integrated service. The first phase of the alliance’s programme has been to support over-65s, preventing them from going into hospital or making sure there are timely and appropriate services in place when discharged. This is a partnership programme which focusses on prevention and early intervention, so that people can live independent, healthier and more fulfilling lives.

Social isolation is a growing problem in today’s society; a problem which we will tackle through new methods of working. We will build confidence and resilience within our local communities and promote dignity and respect for older people and people living with physical and learning disabilities. Our work as part of the Croydon Safeguarding Adults Board will help to protect people from abuse and neglect. We will ensure that our care support contractors, as well as our own facilities, are working to **meet the highest standards of care**.

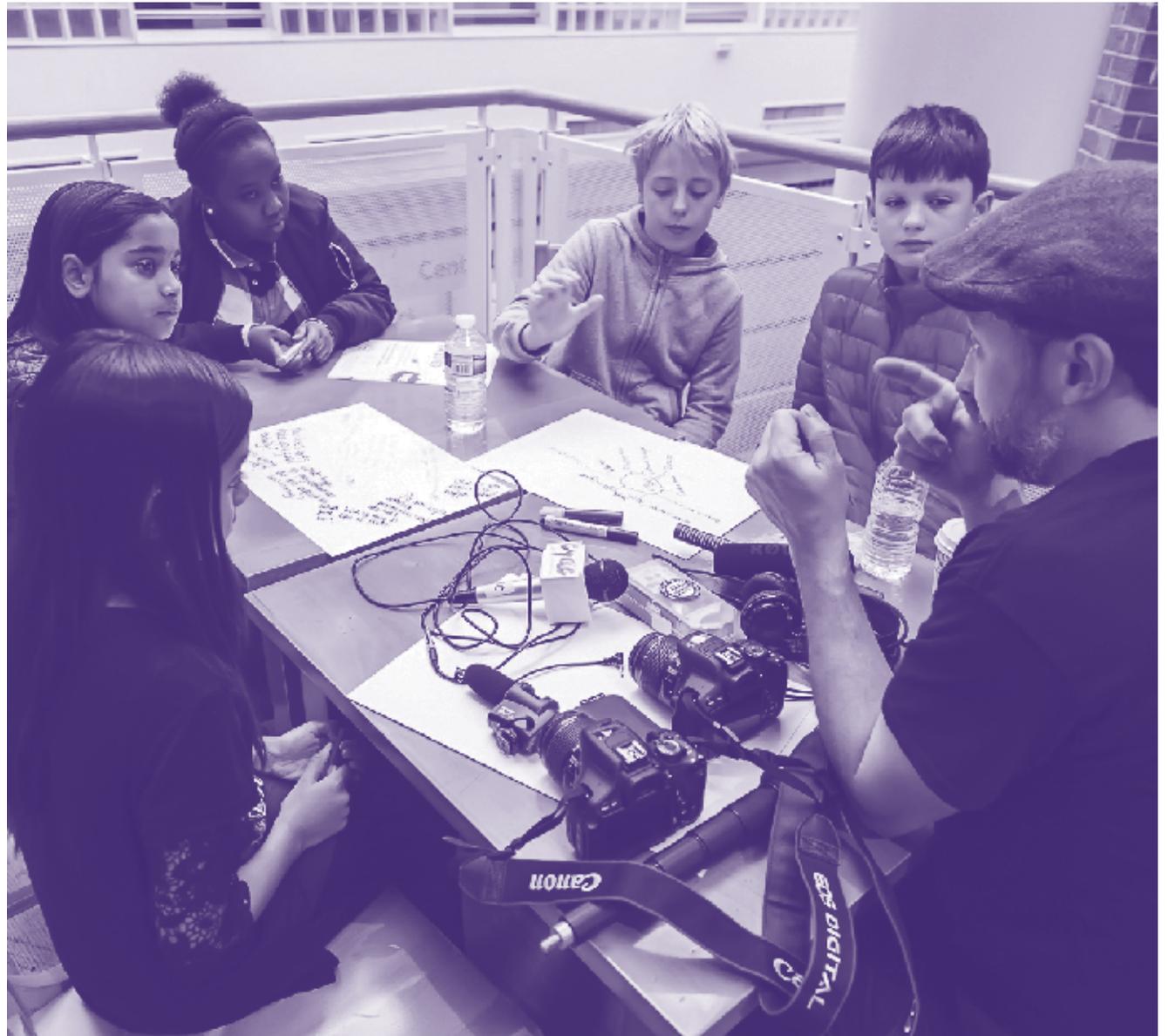
# ► Our children and young people thrive and reach their full potential

## What does success look like?

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

## What we will do

- Grow our 'Choose Your Future' campaign to raise young people's aspirations and increase their opportunities
- Ensure there are high quality school places for Croydon's increasing numbers of children and young people
- Continue to invest in and improve services for children and young people in need of help and protection
- Champion the interests of children and young people in our care and support care leavers into successful young adulthood
- Support and implement the priorities of our Youth Mayor and Deputy and launch an annual youth festival



► We have nearly 100,000 young people in Croydon and we as a council, along with our partners, residents and communities have a shared responsibility to give them the best possible start in life. All our major partners such as police, health services, voluntary organisations, local colleges and faith groups are signed up to making young people a key priority. We will build on this commitment by **sharing our resources, expertise and intelligence more effectively to better safeguard children and young people and improve their outcomes.**

Working with our partners to build on the success of our 'Choose Your Future' campaign, we will support young people to make positive decisions; offering opportunities including access to skills training, education, volunteering, apprenticeships, and business and employment advice. From 2019 the new Onside Legacy Youth Zone will support this work, in addition to our partnerships with local employers, public services, and voluntary and community organisations.

**Raising school standards and delivering the UK's largest school building programme will meet the needs of our growing young population.** We will work towards improving the attainment levels for young people of white working class and Black Caribbean heritages, those in receipt of free school meals and looked after children, particularly at key stage 2. Our aspirations are high for our children and young people with special educational needs and/or disabilities, and we will continue to support them to achieve independence and employment.

In 2017 we had a disappointing Ofsted judgement of our children's social care services. We continue to work extremely hard to improve the services we are responsible for, supported by our partners,



and will deliver our ambitious improvement programme. We are determined to ensure more children and families receive the right support, at the right time, and that those children and young people who need it, benefit from high quality social work which improves their lives. **We will recruit and retain talented staff who want to work in Croydon; who share our ambitions for our children and young people; and challenge staff to deliver core services brilliantly, every single day.**

We know that it is not enough simply to help children and young people when they need us; we must work differently with our families and communities in order that our young people feel safe and lead happy, healthy independent lives, wherever possible. By bringing services closer to children and families who need them, building alliances across partners and providers in localities, we will intervene at an earlier stage and address issues before they become problems. **The first step will be to deliver a joint approach to early help and family support alongside schools, health services, the police and voluntary organisations, to build resilience, and ensure more children and young people are safe.**

With our determination, we will be the best corporate parent to Croydon's children and young people in care, supporting them

through into successful young adulthood; as any parent does. This will involve listening to their worries and their ambitions and championing their interests. Our work to support unaccompanied asylum-seeking children has been recognised by UNICEF, the Department for Education, and the Ministry for Communities, Housing and Local Government. We have been successful in obtaining additional funding to work more closely with young people and their foster carers, to identify and reduce risks such as exploitation and modern slavery, and to overcome cultural and language barriers, and promote integration into UK life.

We recognise that some young people will need extra support, however we also know that all of our young people have a vital role to play in making Croydon a better place. **We will ensure children and young people have a greater voice and influence by creating more opportunities to hear from them,** and empowering them to make positive changes in their communities. An annual youth congress, and a youth festival will aid young people in developing their own priorities, in addition to the leadership of the Youth Mayor.

## ► Good, decent homes, affordable to all

### What does success look like?

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

### What we will do

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



► **Croydon is growing quickly and our population will soon exceed 400,000. In 2017 alone approximately 5,000 properties were built in the area around East Croydon Rail Station. An increasing population means that residents' financial means and housing needs are varied. We know that there is no one answer to housing issues and our residents require the right support at the right time.**

**We acknowledge that there are notable links between lack of financial resilience and homelessness, and will develop and implement a Homelessness Prevention Strategy that reflects this.**

The council's Gateway service aims to improve outcomes for our residents and reduce the demand on our services by changing the way we work across the council, with our partners and residents. Working in a holistic, preventative way in response to whole family needs, this approach provides sustainable outcomes and household independence through an aligned focus on residents financial, employment/training, and housing needs. This rounded approach enables the use of single assessments for families who interact with the service. It empowers and supports families and individuals in achieving sustainable outcomes.

We are committed to ensuring equal and fair access to housing, providing support in accordance with need. **We will support the development of a mutual bank or building society to help residents' access suitable homes, including through loans for deposits.** Croydon Healthy Homes scheme will help 700 households manage fuel costs and energy efficiency measures, reducing fuel poverty and improving their health.

We are committed to providing homes that are affordable, safe and of good quality – in sustainable communities. We support the development of homes that meet the changing needs of residents

throughout their lifetimes. Our Local Plan aligns with this, requiring that 10% of completed homes are wheelchair accessible. As an organisation we will work with the Mayor of London and housing providers, including Brick by Brick, our own housing development company, to ensure all play their part in responding to this housing challenge. **We will prioritise Croydon residents in our schemes and deliver many more affordable properties.**

We will buy 250 homes for letting to families in housing need, at genuinely affordable rents, with security of tenure. In addition, we will support other options for bringing forward new homes; including through community land trusts, cooperative housing and using modular and prefabricated construction, as well as working with property owners to bring empty homes back into use.

Through our landlord licensing scheme we will work with both landlords and tenants to raise standards in the private rented sector, ensuring that people are treated fairly. Investing in all our

council homes will ensure they meet the decent home standard and, **we will agree a set of standards with lettings agents and landlords including access for benefit recipients and families.** Our social lettings agency will assist in finding suitable and affordable homes, providing support to sustain tenancies when needed; and our Housing First offer will give rapid access to a settled home with mobile support for some of the most vulnerable rough sleepers. We will also introduce a borough-wide Article 4 direction on houses in multiple occupation (HMOs).

Housing provision impacts neighbourhoods, whether that is increasing demand for school places and parking, or the need for good local transport and open spaces to use. As we look at our housing needs we are also looking at the needs of communities. That is why we are working with partners such as the NHS, to ensure we consider not only people having a home but also a doctor they can go to in their own neighbourhood. **This is about ensuring decent, affordable homes for all that are also in great neighbourhoods.**



# ► Everyone feels safer in their street, neighbourhood and home

## What does success look like?

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

## What we will do

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



► **Croydon is a diverse, friendly and vibrant borough full of people living busy lives and helping to create supportive communities. We want to ensure that people from all of our communities feel safe.**

**Croydon's Local Strategic Partnership has been clear that children and young people are a top priority for Croydon.** We have a genuine commitment to make Croydon the safest London borough for young people, and many organisations and individuals across the voluntary and public sectors, are working hard to eliminate serious youth violence. Our preventative and community-oriented approach towards tackling serious youth violence is gaining recognition across a number of our key stakeholders including, London Councils, the Greater London Authority (GLA), the Metropolitan Police Service, and the Mayor's Office for Policing and Crime (MOPAC). We believe treating youth violence as a public health issue is the best way to make a difference. A public health approach means developing an evidence-led, preventative and long-term approach.

**Expanding our Youth Community Fund will support voluntary organisations providing diversionary activities and supporting young people to pursue new opportunities.** We will also establish a fund to tackle mental health issues for under 25s. Key to improving youth safety is our work towards reducing the number of young people who enter the youth justice system. We will establish a borough-wide mentoring scheme and work with business to increase the number of apprenticeships. Establishing a 'safe haven' scheme across our local high streets will help make the borough a safer place for all.

**We will work with our partners in the police, statutory agencies, business and the voluntary and community sector to implement Croydon's Community Safety Strategy.** This strategy aims to reduce the overall crime rate in Croydon by focusing on violent crime and domestic abuse, improving the safety of children and young people, and tackling anti-social behaviour and environmental crime.

In addition, we will continue to improve how we challenge and respond to hate crime and extremism; working with communities and partners to understand its impact and improve public confidence.

Community safety is not just about reducing crime, it's also about feeling safe. Continuing our work with the London Fire Brigade, we will ensure all homes meet the required safety standards. Following the investment into our street lighting, we will ensure appropriate contract management so that people feel safe in all parts of Croydon at any time, day or night. Two-thirds of people living with dementia in Croydon live in the community and we can all help to keep them safe and supported. **In 2019, Croydon will become a dementia friendly borough**, educating communities across generations on the support that can be given to residents impacted by dementia, including families and carers.

Concerns over road safety are not unique to Croydon, but we have highlighted it as a key area for improvement. **Evidence has shown that casualty reductions and serious road traffic collisions are reduced greatly by lowering the speed limit to 20mph.** Our borough-wide 20mph limit, which has links to improving air quality, will enable people in Croydon to walk, cycle and drive around the borough more safely.

We will support multi-agency operations through better coordination, upgraded CCTV and improved gathering and sharing of intelligence with partners. Our focus on addressing domestic and sexual abuse will continue, supporting victims through our multi-agency Family Justice Centre, delivering multi-agency training, establishing work-placed ambassadors and supporting other organisations to do the same. Raising awareness and confidence in dealing with domestic abuse within the community through training, community events and domestic violence champions, will be key.

**We support the White Ribbon commitment to end male violence against women and will disrupt the most prolific offenders through the MOPAC funded Drive project, and safe relationships programme.** Amongst our top priorities are to continue to tackle female genital mutilation, forced marriage and so-called honour-based violence; and to fight modern day slavery and child sexual offences.



Using the full range of powers available to us, we will prevent anti-social behaviour. By growing the numbers of our neighbourhood safety officers by 50%, our uniformed presence will increase. **Working with communities, local business, police and agencies we will tackle crime and anti-social behaviour across the borough**, as well as implementing action plans for specific hotspots. Our Safer Streets programme targets street drinking providing access to support and treatment, as well as enforcement.

The resources needed to address safety issues means we must bid for available funding and continue to advocate for more. Not only do we need funding for specific services, we also need to ensure our voluntary sector is robust. Moreover, **campaigning for adequate police resources for Croydon will ensure our partnership remains effective as the Metropolitan Police tri-borough framework is implemented.** When we can address concerns within localities through proper engagement and preventative methods we can be more successful. Focusing on prevention, we will tackle issues before they become problems - this work will take us closer to where people live and will increase their confidence in those areas.

## ► A cleaner and more sustainable environment

### What does success look like?

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

### What we will do

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



► Residents tell us that clean, accessible streets are a priority – important for their wellbeing and the success of the local economy. The ‘Don’t Mess With Croydon, Take Pride’ campaign sets out our ambitions and expectations in this area. It demonstrates that where we need to take action we will do so, evidenced by 200 successful prosecutions for fly-tipping to date.

We have necessary and strong enforcement procedures, supported by good relationships with business improvement districts, who help us make Croydon cleaner and greener. We know that residents and businesses have to be our partners in tackling these issues. Over the next four years we will focus on strengthening those relationships further, particularly in how we deal with waste.

**We will encourage greater community ownership and involvement through our Street Champions and community clean-ups;** improving reporting of fly-tipping and litter with the new Don’t Mess With Croydon app and increased use of social media. Our work with key influencers, schools and landlords will continue. We have already engaged with 50 schools to provide education to children and young people on the importance of recycling, with the aim of increasing awareness in our communities. In addition, we will expand time-banded waste collection from premises within high streets, including commercial properties. We know that we need to provide access to sufficient recycling facilities and will continue to implement more dual use recycling bins.

We understand the importance of how our streets look and feel, so have **introduced a contract that requires streets to be maintained to a high standard at all times.** We will place real emphasis on getting the waste and street cleansing contract right so that we can set out our expectations of others. Taking tough action on those who are not willing to do their part remains imperative and to achieve this we intend to increase the number of enforcement officers. Quick removal of fly-tips is imperative and we will continue to raise the profile of a clean borough through our campaigning.



The work we do to address air quality must go further. We will plant 3,500 new trees on streets and in areas of high air pollution; continue to promote and enable community renewable energy schemes; and work to achieve 100% clean energy across the full range of council functions by 2050. We will tackle idle vehicles, focussing on hot spots including taxi ranks, buses on stands and schools. In addition, we will explore the **further introduction of pedestrian zones around schools, which will help improve air quality** and reduce traffic congestion. We will also equip our education providers with air quality monitoring systems. We know that encouraging more journeys by walking and cycling will have an additional improved impact on the health and wellbeing of our residents.

**Our ambition is to exceed 50% recycling as a borough within two years.** Not only will this bring positive benefits in terms of landfill savings, but is essential for a sustainable environment. That is why we will also work to make major reductions in our use of plastics and will call upon, and influence, all local businesses to do their part. The collection service change is expected to yield in excess of 50% recycling, however there will be further work to do in lobbying government to make centralised changes.



# ► Everybody has the opportunity to work and build their career

## What does success look like?

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

## What we will do

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



► **Croydon has high levels of employment and, as investment continues, it brings with it new and exciting opportunities.**

**Investment into Croydon town centre is expected to generate around 7,000 jobs.** We know that areas right across the borough are developing, growing and thriving and we need to ensure people have the skills and knowledge to access these opportunities.

Work with partners, and our own data, tells us that there are real challenges for some people entering and staying in the job market. We see this information at a very local level and can make effective changes on a local basis that will make a real difference for our communities and neighbourhoods.

We need to match the investment into Croydon with our commitment to giving people the opportunity to access work; whether that is through training, advice or additional support. We will work with schools, colleges, trainers and businesses, to **support vocational routes into the growth sectors of care, culture, retail, technology and construction through our job brokerage service, Croydon Works.** The council's partnership with Coast to Capital will assist with achieving a university campus, which will aid in improving our economy.

We will develop a childcare deposit loan scheme to support parents to have the opportunity to work. **Croydon is passionate about being the best parent it can, supporting children and young people in our care into successful young adulthood; as any parent does.** With this in mind we will make care leavers a priority, supporting them into education, training or work.

We will create opportunities to increase equality of access to work for under-represented groups. To do this, and enhance our existing programmes, we will work with our partners, local businesses and communities.

**The sizeable investment into Croydon is an exciting opportunity for the whole borough.** That is why we are committed to the Good Employer Charter, which encourages local businesses



to buy Croydon, employ Croydon and be better for Croydon. It guarantees fair pay for the employees of participating businesses – this means paying or working towards the London Living Wage. The Good Employer Charter also seeks to address inequality in the job market; ensuring that equality and inclusion are embraced and embedded within all employment sectors across the borough, particularly where employers are signed up to or aiming to sign up to the charter.

As Croydon town centre is developed we are committed to seeing commercial and retail businesses paying the London Living Wage.

We will work in partnership with employers to offer more apprenticeships and ensure a recruitment process that makes jobs available to a wide range of potential employees. **The benefits of the regeneration in the town centre will be felt in all of our local high streets, providing opportunities for everyone.**

**Supporting people into employment, education or training is key to a successful borough.** It will positively influence how people feel, and further, how they engage with their communities and neighbourhoods.

# ► Business moves here and invests, our existing businesses grow

## What does success look like?

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

## What we will do

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



► Croydon has a thriving business sector, with many established organisations choosing to set up their headquarters here. This includes a quickly expanding technology sector and large number of start-up businesses. The potential for us to build on our economy is vast and will have many benefits for the growing population. Our priority is to ensure that this growth benefits everyone and that no one is left behind.

Croydon is open for business, inclusive and supportive of all residents and communities, this is demonstrated by our campaign strapline 'Croydon is open'. As part of this, we will hold investor events and work with our partners, particularly the business improvement districts (BIDs), Chamber of Commerce and small and medium-sized enterprises (SME) networks, **to create opportunities for international trade.**

The redevelopment of Croydon town centre will be a major focus over the next four years. **It will provide new jobs, homes and investment into the heart of Croydon.** Two of our key priorities will be to ensure the town centre keeps running through the redevelopment work, in addition to completing the 46 infrastructure projects that will enable the growth to happen.

We know that our work to keep Croydon clean and safe is dependent on building solid relationships with all local businesses. We are proud to promote the success of our local economy. We will support strong local BIDs; where businesses can align to each other, to enhance their local environment and **champion collective needs.**

It is important that we provide the best possible environment for businesses to sustain themselves and to further develop and grow. To support this, we want a **major improvement in broadband provision across the borough.** Development of the evening and night time economy is also crucial. Beyond the town centre, we want to have local economic development plans, as well as new



small business hubs. Small and medium-sized enterprises (SME) are the primary creators of new jobs; we will therefore establish a single SME support service and encourage small businesses to bid for our contracts. Our ask of larger contractors will be to sub-contract with local suppliers where possible.

We know that some areas of the borough have higher turn-over rates for businesses than others. Taking into account the local, national and international context, the impacts of changes can be seen across the borough, inclusive of the impending Brexit. We will

**use this insight to make better decisions and intervene at the right time, in the right way,** to ensure the local economy in all parts of the borough does well.

Croydon is a strong economy in its own right, but many of our residents and businesses are connected beyond Croydon. We are increasingly accessible to central London as well as down towards Gatwick and the south coast. **We have bold ambitions for the future of Croydon and the business within it,** whilst continuing to recognise the positive impacts, and challenges, of business change and growth.

# ► An excellent transport network that is safe, reliable and accessible to all

## What does success look like?

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

## What we will do

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



► Croydon is one of the largest London boroughs with connections via road and rail to the south coast, central London and beyond. It is a busy working place where people expect to be able to move about freely and quickly. Assets like the Croydon tram put us in a good position, but we want to invest further and see a real emphasis on better, sustainable transport.

**Investment in transport infrastructure is crucial to support the substantial planned growth in housing and business.** We know there are parts of the borough that have high levels of congestion and our experience shows that we make far too many short car journeys. As the borough changes and our population increases we want to explore the connections between transport, jobs, housing and wellbeing. This will mean that, when we look at the needs of a neighbourhood, we see transport as a vital element in making it a better and more successful place to live.

Transport for London and rail networks are going to be vital partners in making positive improvements, whether it is making stations accessible, **extending the tram network, or designing bus routes that give people better access to their jobs or local high streets.** One of our key partners is Coast to Capital, a local enterprise partnership that looks after areas including Gatwick and others down towards Brighton. We are working with them to make access into, and through, Croydon as effective as possible. This is vital as we respond to a rapidly growing population that needs to be able to access jobs outside Croydon, in addition to meeting the needs of those commuting into our borough.



The important link between a successful transport policy and a sustainable environment is crucial. This is at the heart of our approach. We will work with residents and businesses to make decisions that will improve the environment, such as making fewer short car journeys and cycling more. This necessitates **a sizeable investment in cycle routes, looking to extend 20mph limits to other borough roads, testing pedestrian zones to reduce traffic**

**congestion around schools, and making walking a safer and more pleasant option.** It also means encouraging people to change their cars by investing in 400 electric vehicle charging points over the next four years. This approach will help to make Croydon a healthier place for its residents and, overall, a more attractive and successful place.

## ► We value the arts, culture, sports and activities

### What does success look like?

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

### What we will do

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



► Culture and sport are integral to a healthy, vibrant borough and important drivers for the economy. Our cultural offer will be at the heart of Croydon’s regeneration. It will be a reason for people to come to Croydon, as well as creating exciting opportunities for residents.

Opening in 2019, Fairfield Halls will provide a unique venue to attract visitors from across the borough and beyond. We want to see an ambitious programme delivered across all art forms. We will work with a range of partners, including Fairfield, to support new theatre production for Croydon, and help local venues promote their offers. Our ambition is to **develop a creative enterprise zone, encompassing a new cultural quarter in central Croydon**; a step designed to encourage the borough’s creative industries to flourish.

Croydon’s annual programme of events will continue to grow, **working with local, national and international partners**. Together, we will take successful events like the Croydon International Mela and PrideFest from strength to strength; shaping commissioned programmes to support the night time economy.

Our talented young people, whether stepping forward to be Youth Mayor, leading the annual Youth Takeover Festival or performing at the Brit school, are given many ways to express their ambitions and capabilities. **We want to see this diverse cultural offer grow and for everyone to be able to benefit.**

Our libraries act as community hubs and we will continue to invest in them, so they connect local residents and all our communities; providing information, cultural activities and other services. We will work with a wide range of partners to **support Croydon’s heritage**, this includes developing the role and use of Croydon Clocktower and the David Lean cinema. We want to **celebrate our cultural offer** right across the borough – and in doing so encourage all ages to enjoy and benefit from it.



**The opening of a £17.5m leisure centre in New Addington will be a major addition to sports facilities in the borough.** We will seek opportunities to improve other leisure facilities in Croydon, working closely with our sporting partners to help local communities. Across the borough we have a network of sporting and leisure clubs, networks and societies that can play a huge part in creating a healthy and happy place. The work of the Crystal Palace foundation remains important in supporting the work we do with young people, and tackling serious issues like knife crime.

We are going to work with local clubs to establish a Croydon marathon as well as increasing sports in parks. We will improve facilities, including **centres for football and more outdoor active gyms**. Our new leisure contract will maximise our facilities and increase the opportunities for residents to participate in active lifestyles.

With recent investment of £2.5m in our facilities, our parks and open spaces will be a cultural resource, helping to **improve wellbeing across all communities through sport and physical activity**. As corporate parents, we will work with foster carers and commissioned providers of care to ensure that all the children and young people in our care are encouraged to take up the fabulous arts, culture and sports offer.

We know that parks are a place for people to enjoy themselves, whether it’s as a space to relax or be active, which is why we will always protect them. Importantly, we will work with residents and communities to do this, giving them a greater role in decisions that affect their parks. **This will have a greater impact in ensuring that local neighbourhoods are positive places for culture, sport and leisure for all.**

# Our council

## This plan outlines what we want to achieve – better outcomes for our residents.

We know that there are challenges to be met, including the impact of funding reductions, increased demand for services and the issues that face public services nationally.

Focusing on residents' acute, complex needs can create dependency. Our current delivery model may reduce service demand temporarily, but it comes with a potential knock-on effect, forcing demand elsewhere, which can be more complex, and costly.

We believe we can do more to help our residents to avoid issues becoming problems, to tackle issues of unfairness and inequality, to help our communities be more resilient and families more independent; so that we can all have the best chance in life.

We have a responsibility to provide the best services that we can to meet the needs of residents and families and to work with our partners, local and national, to deliver ambitious programmes for the borough.

To make sure we overcome these challenges, reach our outcomes and sustain them, we have to change the way we deliver our services.

## How are we going to deliver?

In 2018 we began to look at what could be done differently and now believe that prevention is key.

Adopting a preventative and collaborative approach is a major shift in delivery; moving to a more supportive, enabling and advisory model.

We also want to change the way residents use our services, and at the same time make sure that they can influence design and delivery. This includes providing the right services locally, where they are needed most.

This work has already begun and is making good progress; demonstrated by our Gateway service and working alongside our partners in health and social care as part of the One Croydon Alliance.

Our next step is to expand the Gateway approach to all issues across the borough.

This is a bold and ambitious agenda that will change the shape of the council in the future. It's also bigger than just us. It needs to be designed and delivered with our partners and communities.

We're driving for a big change in public service. A total place approach to service design and delivery, and the work we have done so far shows it's both possible and productive.

## In our work to date, six themes have emerged which collectively represent the way we will operate in the future:

### OPERATING MODEL

- Evidence is key**  
Building a detailed picture of our borough, our people and our places, by mapping the physical and community assets, spend and demand by localities to understand future opportunities and challenges.
- Preventing issues becoming problems**  
Services designed to identify issues early on and target support on promoting independence and enablement to deliver long-term sustainable solutions.
- Locality matters**  
Place-based, integrated services that help residents to find the information and support they need within their local community and tailored to local need.
- A system wide approach**  
Collaboration across the borough with other public services, business and the community and voluntary sector to create a seamless system of information, engagement and service delivery.
- Residents drive what we do**  
Engaging residents and local communities in the design and where appropriate the delivery of services. Enabling residents to have a say in the vision for their local areas.
- Organisation design**  
Consideration of the business processes, systems, budgeting, workforce, capacities and capabilities that will reflect the requirements of the operating model.

## The importance of partnership

Working with partners will be key in delivering our outcomes successfully. Croydon's established Local Strategic Partnership (LSP) will be central to this. The LSP board sets the strategic direction of the borough. They have representation from cabinet members and chief executives, as well as the voluntary and community sector and faith groups. Public services are represented through the Metropolitan Police, London Fire Brigade, Croydon Clinical Commissioning Group and Croydon Health Services NHS Trust.

The work of the One Croydon Alliance is a great example of this partnership; pooling resources to deliver better outcomes in a more joined up and preventative way.

In addition to the LSP, we need to continue our work with local businesses. As the borough grows, particularly with developments like Westfield and Hammerson, it is crucial that we nurture and improve upon these relationships.

We are extremely fortunate to benefit from a vast and vibrant voluntary, community and faith sector. This sector will play a big part in the delivery of many of our ambitions.

Key work in this space includes:

- Investing in the Community Fund in line with the recommendations of the Opportunity and Fairness Commission.
- Overseeing the administration of the community ward budget – part of a devolution of power to councillors to fund projects.
- Managing community grants for grassroots projects, signposting to other funding opportunities and applying the 'invest to save' approach to Croydon.
- Taking a total place approach to support around community premises and discretionary rate relief.



Working with local umbrella groups such as Croydon Black and Minority Ethnic Forum, Asian Resource Centre Croydon, Croydon Voluntary Action and others will continue to improve our community reach and understanding.

These collaborations are evidenced by a wide range of projects; working together to improve health, wellbeing and tackle issues such as modern day slavery, knife crime and radicalisation.

We'll continue to support activities and festivals that bring the whole community together, including the Croydon International Mela, the Great Get Together and Croydon's annual interfaith bike ride.

## Residents remain our greatest assets

Residents are our biggest strength. Working with them is vital in order to get service delivery right.

Involving local communities in our decision making process ensures that we have the right people, in the right place, at the right time.

The recently formed 'We Love SE25' steering group are an example of this. Created as part of a community devolution early adopter area, the group represent South Norwood and Woodside. Made up of local residents and businesses, it will help inform funding decisions and identify priorities; insight that will complement wider engagement activity.

# ► Our workforce

## It's through our workforce that we will realise the ambitions for Croydon

To deliver the commitments set out in this plan, we know that we must have an aligned, clear, workforce strategy, that is developed to recruit, retain and invest in a skilled and well-trained workforce. We want to create a collaborative, inclusive and creative environment that allows talent to flourish, building capacity to meet our ambitions.

### Our strategy will offer a framework for:-

1. How we support our staff and their health and wellbeing
2. How we pay and reward staff and offer career pathways
3. How we engage and involve our staff and act upon their feedback
4. How we develop the skills and capabilities of our staff
5. How we reflect our values, behaviours and culture through our workforce

We are proud of the diversity of our organisation. Made up of 3,132 employees, we promote opportunities for our staff, ensuring that access to leadership programmes and development are at the heart of the council. We're really invested in developing the huge talent of our workforce, offering:

- a series of leadership programmes
- secondment opportunities
- apprenticeships

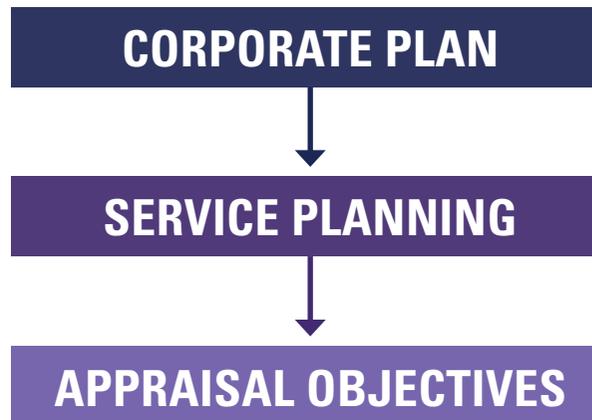
To date our leadership programmes have seen over 220 graduates (May 2018). Of those, 120 are BAME (Black Asian and Minority Ethnic), 181 (81%) identify as female. 42% of all graduates have experienced career progression within the organisation.

Equality is a key driver in our organisation. We want to make sure that our staff have the best opportunities to achieve their ambitions and have access to the support they need.

### Over the last two years, the council has achieved significant awards in recognition of our work as an inclusive employer:

- Disability Confident Employer
- Timewise accreditation: flexible working
- Stonewall Workplace Equality Index (top 30% of employers)
- Employers Network for Equality and Inclusion (ENEI):
  - Gold standard award as Overall Employer of the Year – Public Sector 2018
  - Apprenticeship programme of 2018

Our staff take pride in the delivery of our organisational values and ambitions. 91% understand how their roles contribute to the performance of their service. This plan documents our strategic vision. It will shape operational delivery in service planning and individual appraisal objectives. As a result we are all collectively accountable for its success.



### We're building on the progress already made

- We've seen an increase in employees' satisfaction and confidence with the council as an employer, evidenced through recent staff surveys, and we continue to build on our good practice.
- We are committed to ensuring that all employees have a voice. We want to provide an environment where they can get involved, helping to shape the future of our services and how we deliver them. We have already seen positive engagement in our last staff survey, evidenced by a high response rate of 75% (2018).
- We have embedded our organisational values and the behaviours which demonstrate them. This ensures that equal weight is given to how we do things, as well as being clear about what we do.
- We continue to offer leadership programmes designed to equip all managers with the skills and competencies necessary to lead staff effectively.



## ► Workforce statistics

 **3,132**  
employees

 **66.19%**  
identify as female

 **33.81%**  
identify as male

 **42.63%**  
are BAME

 **87%**  
of staff feel valued by  
their line manager

 **5%**  
identify as LGBT+

 **8.17%**  
declared a disability

 **92%**  
of staff feel valued by their team and  
feel free to express their views openly

 **88%**  
of staff would recommend  
Croydon Council as an inclusive  
employer

Statistics as at September 2018



— OUR —  
**CORPORATE**  
PLAN FOR  
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