



Mayor's Business Plan 2022 - 2026



Mayor's foreword



In recent years, trust in our Council has been hit as the full extent of the financial mismanagement under the previous Administration has come to light. The two Reports in the Public Interest highlighted deep governance failures and the two Section 114 notices, effectively declaring the Council bankrupt, left it unable to balance its own books and reliant on £150m of government support to stay afloat. The process of 'Opening the Books' has further highlighted inherent weaknesses in income projections and budget setting processes.

At the same time, rather than listening to and serving the people of Croydon, the Council lost sight of its core purpose, preferring to play monopoly with council taxpayers' money, resulting in bailing out its own failing housing company whilst increasing debt to over £1.6bn. Residents deserve and expect better and over the coming years that is what I will deliver.

This Croydon Mayoral Business Plan sets a new direction, building on the hopes and aspirations of our residents and businesses. The Plan will transform the Council into one that delivers sound and sustainable local government services, and in so doing will transform our borough into one that Croydonians can once again be proud to call home.

Change will not happen overnight but, over the next four years, I will put the Council back on track by working through our five priority outcomes and seizing the opportunity to do things differently. I want to improve the quality and responsiveness of the services we continue to provide, whilst being prudent with every penny of taxpayers' money.

I fully recognise that the scale of the financial challenge facing Croydon is almost without precedent in local government. That's why balancing the books, resolving the outstanding financial threats facing the Council, and putting our finances on a stable, secure footing will be the most important task of my Administration in the coming years.

To do that, the Council will need to continue to reduce spending for years to come. That will mean extremely difficult decisions about the services we continue to provide to residents and businesses. Ultimately the Council has to spend less and, in so doing, will be able to do less.

My overarching priority must be to deliver a wholesale transformation of the Council's way of working, so that we balance the budget and change how services are run. The Council will work more closely with our partners from the business, statutory, and voluntary sectors to bring more resources to the borough and to support and empower our diverse communities as we transform the Council and the borough.

At the same time, I will instil strong governance to ensure the mistakes of the past can never happen again and that the Council is once again listening to our residents' concerns. At the heart of this agenda will be a steadfast commitment to seek maximum value for money from every penny the Council spends.

Alongside addressing our financial challenge, I will refocus the Council on residents' core priorities. We will work to make Croydon a place of opportunity for business, earning and learning; to ensure every child and young person in Croydon has the chance to thrive, learn and fulfil their potential; to make Croydon a cleaner, safer and healthier place; and to support our residents to live independently while ensuring the most vulnerable people are safe. Together with our communities and partners, we will restore pride in our borough.

While some of these priorities will require new funding, much can be achieved by getting better value from the money we already spend; making good use of technology; working more closely with our partners like the Police, the NHS and local community organisations; and ensuring the Council listens to and empowers residents to do more for themselves. I will not be able to do everything our community wants, and, in many instances, the Council will have to do less until we have managed to stabilise our finances. This isn't just about balancing the books. I am committed to creating a sustainable Council to support residents over the longer term.

Croydon Council has been in crisis for too long. Whilst I do not underestimate the scale of the challenge, I am confident we can and will change the Council for the better. This Business Plan sets out a positive but realistic vision of where we will be in four-years' time. A council which balances its budget, which listens to and works with residents and business, and which focuses its available resources on protecting vulnerable people and delivering core services well.

Jason Perry, Executive Mayor of Croydon



Outcomes and supporting priorities

1. The council balances its books, listens to residents and delivers good sustainable services

- Get a grip on the finances and make the Council financially sustainable.
- Become a council which listens to, respects and works in partnership with Croydon's diverse communities and businesses.
- Strengthen collaboration and joint working with partner organisations and the voluntary, community and faith sectors.
- Ensure good governance is embedded and adopt best practice.
- Develop our workforce to deliver in a manner that respects the diversity of our communities.



By transforming the Council, we will be better placed to achieve these outcomes:



2. Croydon is a place of opportunity for business, earning and learning

- Support the regeneration of Croydon's town and district centres, seeking inward investment and grants.
- Deliver a vibrant London Borough of Culture which showcases local talent and supports Croydon's recovery.
- Support the local economy and enable residents to upskill and access job opportunities.

3. Children and young people in Croydon have the chance to thrive, learn and fulfil their potential

- Ensure children and young people have opportunities to learn, develop and fulfil their potential.
- Make Croydon safer for young people.
- Work closely with health services, Police and the VCFS to keep vulnerable children and young people safe from harm.

4. Croydon is a cleaner, safer and healthier place, a borough we're proud to call home

- Make our streets and open spaces cleaner so Croydon is a place that residents and businesses can feel proud to call home.
- Tackle anti-social behaviour, knife crime and violence against women and girls so that Croydon feels safer.
- Invest in council homes to drive up standards and develop a more responsive and effective housing service.
- Ensure new homes are safe, well-designed and in keeping with the local area.
- Lead action to reduce carbon emissions in Croydon.

5. People can lead healthier and independent lives for longer

- Work with partners and the VCFS to promote independence, health and wellbeing and keep vulnerable adults safe.
- Work closely with health services and the VCFS to improve resident health and reduce health inequalities.
- Foster a sense of community and civic life.

Croydon at a glance

Population¹

Largest population in London (390,800), based on 2021 Census

- Most 0-19s in London (97,925)
- Most 20-64s in London (239,761)
- 3rd most over-65s out of 32 London boroughs (53,114)
- Projected growth 2022 - 2041, 7.9%²

Croydon's businesses

Home to **14,990** enterprises - 13th highest out of 32 London boroughs (2022).³



13,885 Micro
(0-9 employees)



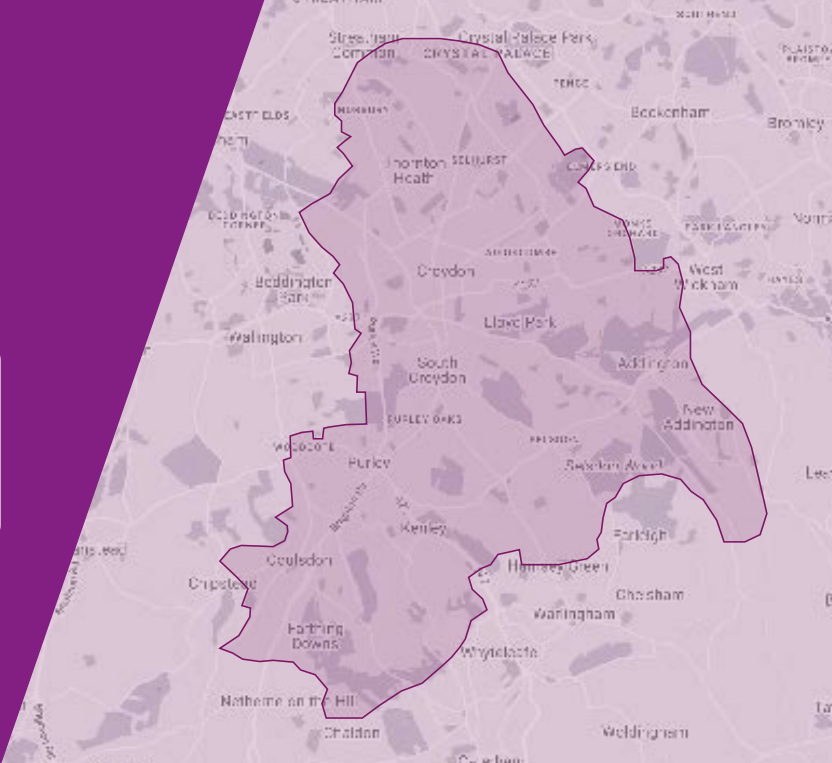
910 Small
(10-49 employees)



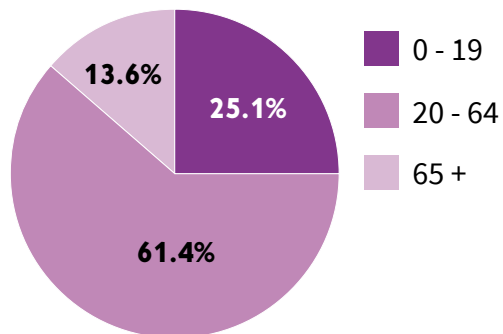
160 Medium
(50 to 249 employees)



35 Large
(over 250 employees)



Age in years (2021 Census)



Population change by age group in Croydon 2011-2021:

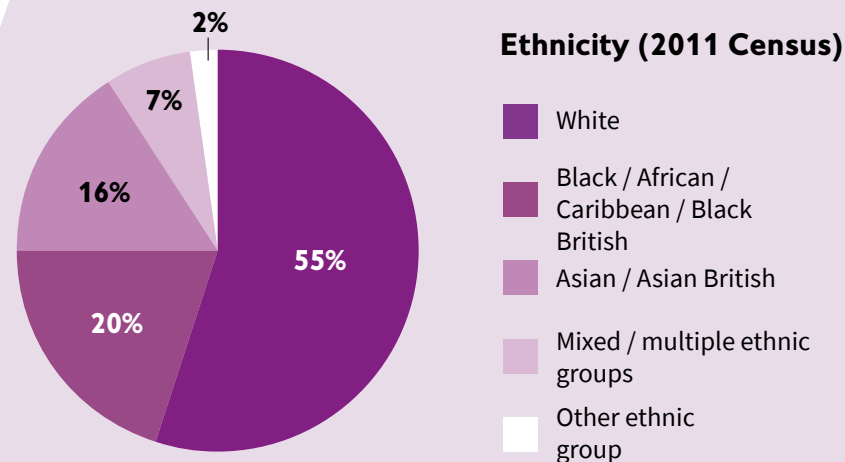
- Children aged 0-15 years increased by 1.5%
- People aged 16-64 years increased by 7.3%
- People aged 65 and over increased by 19.6%

Croydon's green space⁴



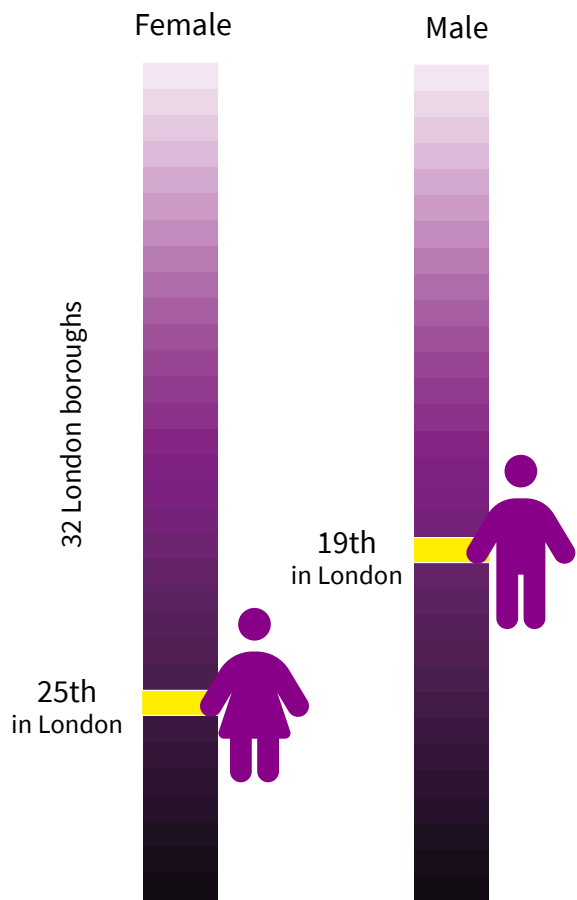
Diversity⁵

One of London's most diverse boroughs (2011 Census)



Challenges

London life expectancy at birth (2018-2020)



Gap in life expectancy at birth between most deprived and least deprived ward of the borough (2016-20)



Health Inequalities ⁶

Education ⁷



Early Years Foundation Stage

74.6% achieved a good level of development. London average 74.1%, national average 71.8% (2018/19)



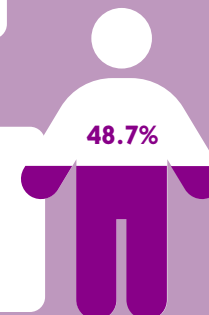
Key Stage 2 60% of pupils reached the expected standard in reading, writing and maths. London average 65%; national average 58% (2021/22)

Key Stage 2 8% of pupils reached a higher standard in reading, writing and maths. London average 11%; national average 7% (2021/22)

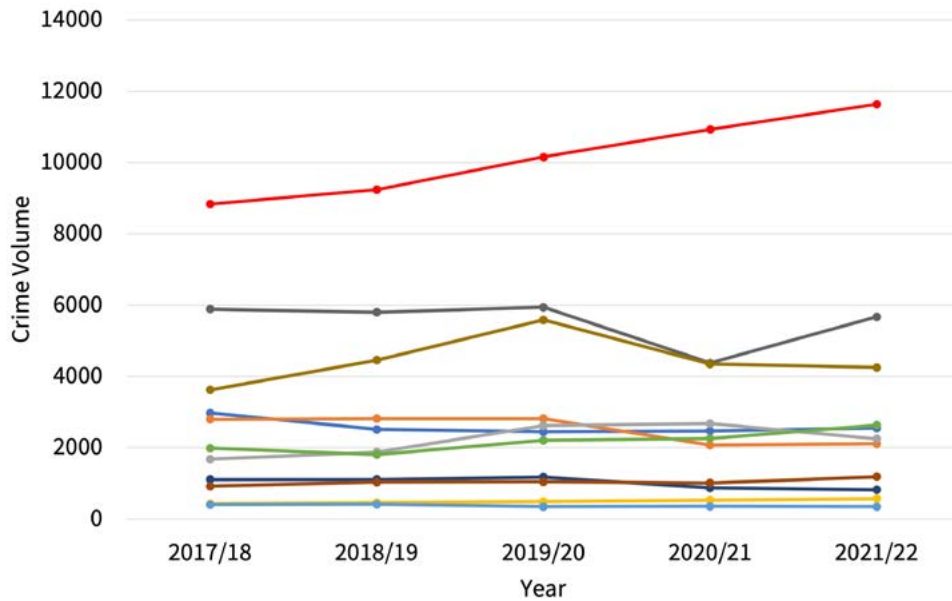


Key Stage 4 47.4 average Attainment 8 score per pupil. London average 52.6, national average 48.8 (2021/22)

Key Stage 4 48.7% of pupils achieved grades 9-5 in English and maths. London average 57.3%, national average 48.8% (2021/22)



Volume of crime in Croydon by type in the last five years



- Arson and Criminal Damage
- Drugs
- Possession of Weapons
- Robbery
- Theft
- Violence Against the Person
- Burglary
- Misc. Crime Against Society
- Public Order
- Sexual Offences
- Vehicle Offences



40,437 offences in Croydon in the rolling 12 months to September 2022, 15th highest rate in London (out of 32). This is 103.6 per 1,000 population.

Crime ⁸

Children's and Adults' Social Care



2nd Highest

Rate of **children looked after** within the 32 London authorities (March 2021)⁹

March 2021

683 children of which 211 were unaccompanied asylum seekers

July 2022

538 children of which 95 were unaccompanied asylum seekers



4th Highest

A rate of 970 per 100,000 18-64 year olds accessing long term support from **Adult Social Care** "at one point in the year" out of 31 London authorities. (2021/22)¹⁰

2021/22

2,325 18-64 year olds



14th Highest

A rate of 6,665 per 100,000 65+ year olds accessing long term support from **Adult Social Care** "at one point in the year" out of 31 London authorities. (2021/22)¹⁰

2021/22

3,600 65+ year olds



18th
£36,347

18th highest median annual income for full time workers. The London median annual income is £37,500 (2021).



17th most deprived London borough (2019)

14,120 (5.7%)

Percentage of 16-64 population out of work on Jobseeker's Allowance or Universal Credit (September 2022)



8th in London

28.9%

Percentage of pupils in state-funded nursery, primary, secondary and special schools, non-maintained special schools and pupil referral units (does not include independent schools) known to be eligible for free school meals (January 2022)

10th in London



Croydon has 152,900 households, the highest number in London (Census 2021).

13,393 council homes, 12th most out of 33 London boroughs (2021)

Private rented - 35%

Social rented - 15%

Owner occupied - 50%

Tenure Profile Estimates (2019)



50

Number of food banks in the borough



38 (17.4%)

of LSOAs are in the top 20% most deprived in England (2019).



121,000

Employee Jobs (2021)

82,000 full-time
39,000 part-time



Houseprice to Earnings ratio

In Croydon average house prices were 11.88 times average earnings. London average 13.73; England 9.1 (2021).

Outcome 1: The Council balances its books, listens to residents and delivers good sustainable services

Outcome 1 spans the activity of the whole Council and focuses on transforming the organisation into one that delivers sound, sustainable local government services. Owing to the Council's financial situation, we have fewer resources to spend on services for residents. Some services will have to stop; others will be targeted at people with the most need. In some cases, we will work with the community to help themselves and then help residents find the help they need. We must achieve all five of the priority aims below to transform the Council. Unless we do so, we will not be able to accomplish the other four outcomes in this plan.

1. Priority: Get a grip on the finances and make the Council financially sustainable

With the Council still reliant on Government support to stay afloat, getting a grip on the finances is a top priority. This will mean difficult but necessary decisions to make the Council financially sustainable for the future. We will instil financial discipline, make services more efficient and seek to get value for money from every penny of taxpayers' money we spend.

To do this we will:

- Deliver the savings in the Medium Term Financial Strategy and increase our income.
- Reduce council debt by selling or letting more council assets and repaying capital loans.
- Strengthen financial management systems, budget setting, controls and monitoring.
- Ensure all staff comply with finance and human resources procedures, controls and regulations.
- Deliver projects within budget, with governance controls on spending.

- Review the Housing Revenue Account to plan investment in council housing stock.
- Introduce robust contract management to ensure efficient, value for money services.
- Redesign services to improve efficiency and enhance residents' experience.
- Explore shared delivery of services where this could achieve economies of scale.



2. Priority: Become a council which listens to, respects and works in partnership with Croydon's diverse communities and businesses

For too long the Council has been an organisation which 'does to' residents rather than work with them. We will work to increase opportunities for residents to get involved in decisions and improvements that affect their lives and put local voices at the heart of the Council's work. We will ensure that all residents are treated fairly, with respect and dignity.

To do this we will:

- Hold regular Croydon Mayor's Question Time events around the borough.
- Actively listen to and take account of resident feedback.
- Develop new ways for residents and partner organisations to have their say on council decisions.
- Ensure the voices of children, young people and their families are heard and inform service development and commissioning.
- Improve customer service standards with a Croydon Customer Charter.
- Work with council tenants and leaseholders to deliver the Residents Charter.
- Make it easier to contact the Council and install a new, reliable telephone system.
- Improve responses to Mayor/Member enquiries, complaints and information requests.



3. Priority: Strengthen collaboration and joint working with partner organisations and the voluntary, community and faith sectors

To become financially sustainable the Council will have to deliver essential services within a smaller budget. It will not be able to meet residents' needs on its own. In some cases, others will have to take the lead in future, with the Council stepping back to adopt a supporting, partnership role. To achieve the outcomes Croydon needs, we must join efforts with all partners from the business, statutory, and voluntary sectors to bring more resources to the borough and to support and empower our communities to help themselves. The voluntary, community and faith sectors (VCFS) have an excellent track record of identifying local issues and reaching out to the most vulnerable in our communities. With its partners in the statutory and business sectors, the Council will build support for community and faith groups that play this vital role.

We will:

- Create closer relationships and joint working between the Council and our partners through revitalised partnerships.
- Work with our partners to support bids and bring new funding to the borough.
- Empower local VCFS organisations to bid for council contracts and opportunities.
- Transfer council-owned buildings to management by VCFS organisations where appropriate.
- Work with the health sector to provide coordinated support and funding for the VCFS.

4. Priority: Ensure good governance is embedded and adopt best practice

The Council must learn the lessons of past failures and embed sound governance processes to ensure that decision-making is transparent, open and honest. These must ensure effective control of our projects and programmes and encourage meaningful scrutiny and challenge.

To do this we will:

- Complete full implementation of recommendations in both Reports in the Public Interest.
- Introduce internal control boards to ensure good governance and project delivery to time and within budget.
- Ensure capital projects have clear outcomes and agreed budgets that are delivered.
- Train and enable staff and elected Members to perform their governance roles effectively.
- Publish a Forward Plan of the key council decisions to be made.
- Build staff understanding of and confidence in using the Council's whistle blowing policy.



5. Priority: Develop our workforce to deliver in a manner that respects the diversity of our communities

We have not always lived by our values. The Council needs to change how it works, actively put residents first and regain their trust. We need to strengthen leadership and management, develop behaviours aligned with the Council's values, improve staff skills, and create a psychologically safe and inclusive environment for all staff. We will support, develop and value our staff to ensure the Council is accessible and visible to our diverse communities and that it delivers the proactive and respectful services they expect and deserve.

To do this we will deliver a new People and Cultural Transformation Strategy to:

- Strengthen our leadership and management capabilities.
- Build an equal, diverse and inclusive workplace.
- Prioritise the health, wellbeing and resilience of our staff, where staff can thrive and are engaged and motivated to deliver positive outcomes for our diverse communities.
- Build our skills and capabilities and optimise our performance.
- Acquire and retain talent, responding to skills gaps in the context of a more competitive recruitment market.
- Establish a market leading reward package for staff.
- Develop an employer brand to attract employees who share the Council's values.

Outcome 2: Croydon is a place of opportunity for business, earning and learning

1. Priority: Support the regeneration of Croydon's town and district centres, seeking inward investment and grants

The Council will work with businesses and residents to develop a new, sustainable plan to regenerate Croydon town centre that responds to changes in the retail and leisure industry. Together we will develop collaborative strategies, seek inward investment and apply for grants to revive our high streets and district hubs, and unleash Croydon's economic potential.



With our partners we will:

- Develop and deliver a clear shared vision with businesses, developers and residents to steer our town centre and high street recovery.
- Launch an exciting inward investment campaign for Croydon to attract new businesses and jobs in growth sectors.
- Work with and encourage more business associations or Business Improvement Districts (BIDs) to bring businesses together and foster recovery in district centres.
- Reopen Purley Pool and Leisure Centre at the heart of Purley town centre.

2. Priority: Deliver a vibrant London Borough of Culture which showcases local talent and supports Croydon's recovery

Being awarded the status of Borough of Culture 2023 brings funding for a programme that will put the spotlight on Croydon's amazing cultural, arts and music offer. The celebration will showcase a diverse range of local artists, cultural organisations and venues and will see Fairfield Halls once again playing a key role in local cultural life.

We will work with our partners to:

- Deliver the Borough of Culture programme of Flagship Events across the borough that puts Croydon on the map.
- Set up an Ignite Fund to empower local artists and cultural enterprises to get involved.
- Offer an attractive annual programme of cultural and community events.
- Work with partners to re-establish Fairfield Halls as one of the premier cultural venues in South London.
- Attract inward investment in culture, creating a legacy.

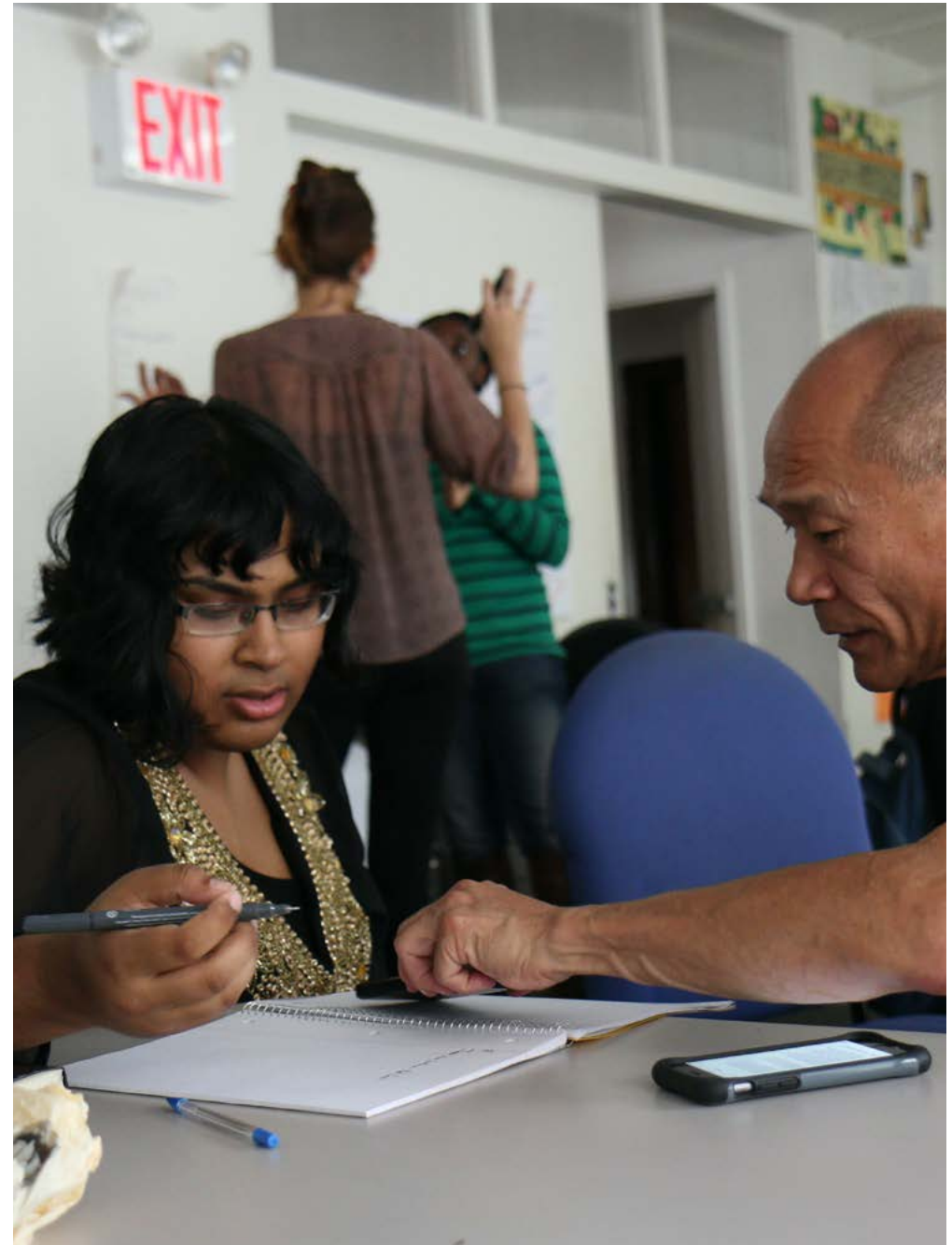


3. Priority: Support the local economy and enable residents to upskill and access job opportunities

We will convene partners, developers, investors and Croydon's diverse communities to create economic opportunity for all and enable residents to develop the skills needed to access it.

To do this, we will:

- Use the Council's spending power to buy and employ locally, offer local providers the opportunity to join our supply chains and encourage anchor organisations to do likewise whilst still ensuring value for money.
- Pay the London Living Wage, encouraging our suppliers and other employers to do so.
- Work with training providers and businesses to equip and enable residents to fill jobs in growth sectors and move up career paths.
- Use the social value element of our contracts to ensure that suppliers use local resources such as Croydon Works, Croydon College, London South Bank University and Croydon Commitment.



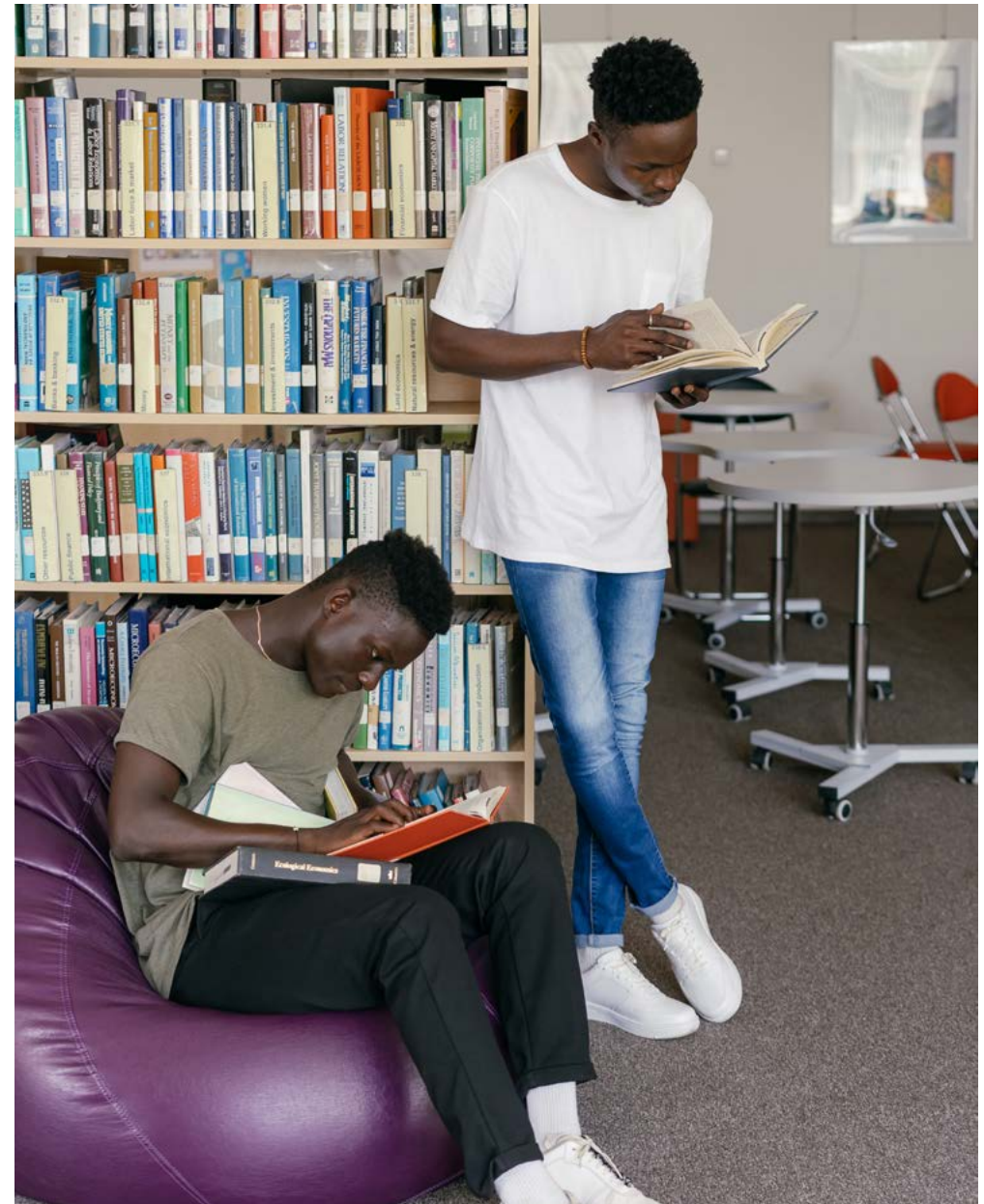
Outcome 3: Children and young people in Croydon have the chance to thrive, learn and fulfil their potential

1. Priority: Ensure children and young people have opportunities to learn, develop and fulfil their potential

Croydon is a young borough, with the largest population of under-18s in London. We want to celebrate their talents and achievements and work with partners to enable our children and young people, including those with special educational needs and disabilities, to fulfil their potential.

We will:

- Enable more pupils with special educational needs and disabilities to attend and thrive in Croydon schools.
- Develop an effective Education Partnership with schools.
- Work with schools to improve support for vulnerable pupils and to continue to reduce exclusions.
- Explore with young people, the VCFS, providers and businesses how we can improve access to youth services in Croydon.
- Develop and deliver an Early Years Strategy to ensure every child is given the best start in life.
- Work with all education providers to improve attendance, inclusion and standards for all, so that more of our children and young people can fulfil their potential.
- Celebrate the talents of our young people by supporting initiatives such as 'Croydon has talent'.



2. Priority: Make Croydon safer for young people

Making the borough safer for our young people is a top priority. In the year to July 2022, serious youth violence in Croydon rose by almost a quarter compared to the previous 12 months. We will work as one Council to strengthen partnerships with the voluntary, business and statutory sectors and schools in Croydon to tackle the root causes of youth crime, protect those at risk of offending and embed a strong joint approach to prevent youth violence and help our young people to be, and feel, safe.



We will:

- As one council, develop and deliver a youth safety plan with our partners that leads to a reduction in serious youth violence and exploitation and keeps young people safe, seeking government funding to cut youth crime.
- Reduce the severity of the impact of gang activity and exploitation on children and young people in Croydon.
- Work with partners to provide mentors for young people in care or excluded from school.
- Develop and implement the Holiday Activities and Food programme to fund school holiday activities and nutritious food for as many young people eligible for free school meals as possible.

3. Priority: Work closely with health services, Police and the VCFS to keep vulnerable children and young people safe from harm

The Council will work with partners including schools to help families earlier when problems arise. We will support families to stay together where it is safe to do so by providing targeted holistic and integrated support. Where statutory services are needed, these will be of good quality and provide value for money. We will fulfil our responsibilities as a corporate parent to ensure children and young people who need to be in our care, and those leaving our care, have the best start in life.

We will:

- Transform and redesign services such as early help and family hubs so families can access the right support in the right place at the right time, reducing the need for statutory support and intervention.
- Review the Croydon Safeguarding Children Partnership to embed the commitment to safeguard children and young people by all partners.
- Implement a programme of continuous improvement to sustain the quality of services relating to children, young people and education.
- Implement inspection recommendations and benchmark services, bringing spending on social care for children down to the average for similar London councils by 2023/24.



Outcome 4: Croydon is a cleaner, safer and healthier place, a borough we're proud to call home

1. Priority: Make our streets and open spaces cleaner so that Croydon is a place that residents and businesses can feel proud to call home

Residents expect and deserve to feel proud of our borough as they walk down the street. That means working with them and partners to look after our streets, parks and open spaces, and crack down on the graffiti and litter which blight our communities.



We will:

- Review the street cleaning and refuse collection contract.
- Work with partners and Street Champions on a targeted area-based approach to cleaning up our district centres.
- Reintroduce a graffiti removal service.
- Seek funding to improve the public realm of our town centre and district centres, including replacing underpasses with surface level crossings.
- Strengthen our relationship with 'Friends' Groups, giving them a stronger voice and supporting their initiatives.

2. Priority: Tackle anti-social behaviour, knife crime and violence against women and girls so that Croydon feels safer

Ensuring our borough is and feels like a safe place to live is a top priority. We will strengthen partnerships between the voluntary, business and statutory sectors in Croydon to share intelligence and coordinate action. The Safer Croydon Partnership will be restructured, with six delivery boards focussed on violence against women and girls, youth safety, hot spot areas, counter-terrorism, substance misuse and community engagement. We will support the Police to tackle crime and violence in our borough. We recognise what 'Friends' Groups can do to tackle low level anti-social behaviour (ASB) and will work with residents and partners to crack down on ASB hot spots.

We will:

- Strengthen the role that the Safer Croydon Partnership takes to tackle crime and violence, supported by a substance misuse board to deliver on the Government's 10-year programme.
- Review the Community Safety Strategy to focus it on three delivery priorities: violence against women and girls, youth safety and hot spot areas.
- Crack down on ASB hot spots by working with the Police to introduce Public Space Protection Orders (PSPOs) and other appropriate measures.
- Develop and deliver a plan to tackle violence against women and girls by building on our work to tackle domestic abuse, responding to the voices of victims and survivors, and working to stop the perpetrators of violence.

3. Priority: Invest in council homes to drive up standards and develop a more responsive and effective housing service

Council tenants and leaseholders expect warm, safe and dry homes, well-maintained by their landlord, but too often the Council has fallen well short of this basic standard. We will transform the housing service to invest in and improve standards in council homes and to put residents at the heart of decisions about the housing service. A renewed focus on tenants will ensure they are treated with respect and their issues and complaints are responded to promptly and effectively.

We will:

- Work with tenants to transform the Housing Directorate into an effective and responsive service as set out in a revised Housing Improvement Plan.
- Introduce a new, effective and responsive housing repairs service.
- Develop an asset management strategy to invest in our council homes, modernise and bring them up to a standard fit for the 21st century.
- Invest in and provide affordable homes.
- Prevent homelessness by providing advice, guidance and appropriate support.
- Review procurement of temporary accommodation for homeless people to obtain value for money.

4. Priority: Ensure new homes are safe, well-designed and in keeping with the local area

New development will be design-led, not density-led. While we must continue to plan for new homes, schemes must respect the views of local people, enhance the character of our places, and recognise the need for amenity space.

We will:

- Review Croydon's Local Plan to remove intensification zones, support sustainable development and emphasise design and character over density.
- Revoke the SPD2 Suburban Design Guide.
- Review conservation areas to ensure the borough's special places are protected for generations to come.
- Review the planning and enforcement service to identify the resources needed to improve the service for customers.
- Enforce policies to tackle the cumulative impact of houses in multiple occupation.
- Review the building control service to ensure it can fulfil current statutory duties and new obligations relating to building safety.



5. Priority: Lead action to reduce carbon emissions in Croydon

Tackling the Climate Emergency is vital, but it is not something we can do alone. The Council will lead a borough-wide partnership to secure external funding and focus efforts on driving down carbon emissions.

We will work with partners across the borough to:

- Embed climate adaptation and carbon reduction in the strategies of the Council and its key partners.
- Drive a green economic recovery, developing skills and local retrofit capacity.
- Develop a pipeline of retrofit projects and promote public transport and active travel.
- Encourage people, businesses and partners to take action to reduce carbon emissions and tackle the climate emergency.
- Lobby government and the GLA for regulation and funding to scale up action.



Outcome 5: People can lead healthier and independent lives for longer

1. Priority: Work with partners and the VCFS to promote independence, health and wellbeing and keep vulnerable adults safe

We will harness all the skills and experience available to improve health and wellbeing in the borough, enable people to live independently for as long as possible, and keep adults who are at risk of abuse and neglect safe. We will work with partner organisations, including Health, the private sector and voluntary organisations to put residents at the heart of policy making, commissioning and service design.



We will:

- Work with partners through the new Adult Social Care and Health Improvement Board to develop a sustainable model of adult social care for the future.
- Involve residents through a strengths-based approach to practice and commissioning, and co-design our future engagement model with people with lived experience.
- Maximise prevention, early intervention and independence, and manage demand for statutory services, by developing our reablement, direct payments, and care technology offers.
- Commission cost-effective services and continue to work with providers to support and develop the market to meet local need in innovative ways.
- Work with partners and stakeholders to recognise and support carers.
- Support and progress health and care integration where this benefits residents.
- Collaborate with partners to make Croydon a dementia friendly borough.
- Support the development of homes that promote independence.

2. Priority: Work closely with health services and the VCFS to improve resident health and reduce health inequalities

Following the pandemic tackling inequality and improving the health of our residents is more important than ever. We will build on our already close partnership with the local NHS to improve public and mental health, reduce inequalities and provide targeted support for those with long-term conditions.

We will:

- Work with individuals, communities and the NHS to promote and increase life expectancy.
- Reduce inequalities in provision for our diverse communities across the borough.
- Advocate and lobby for proportionate NHS funding to reflect the health inequalities within Croydon.
- Target health checks with the aim of reducing the impact of long-term health conditions.
- Work with the NHS to provide an effective vaccination programme for Covid and flu and advocate for immunisation for all communicable diseases where scheduled vaccination provides protection.
- Develop an updated multi-agency harm reduction and suicide prevention strategy.

3. Priority: Foster a sense of community and civic life

Croydon's sense of community spirit is one of our greatest strengths. We will increase pride in Croydon and continue to foster a vibrant and active civic life, celebrating the contribution of different communities and creating opportunities for people to come together and share their experiences and histories.

We will:

- Foster good community relations.
- Facilitate community action and celebrate residents' contributions.
- Speak up for Croydon and celebrate the borough's sense of place and its traditions and history.



Ensuring delivery of the plan

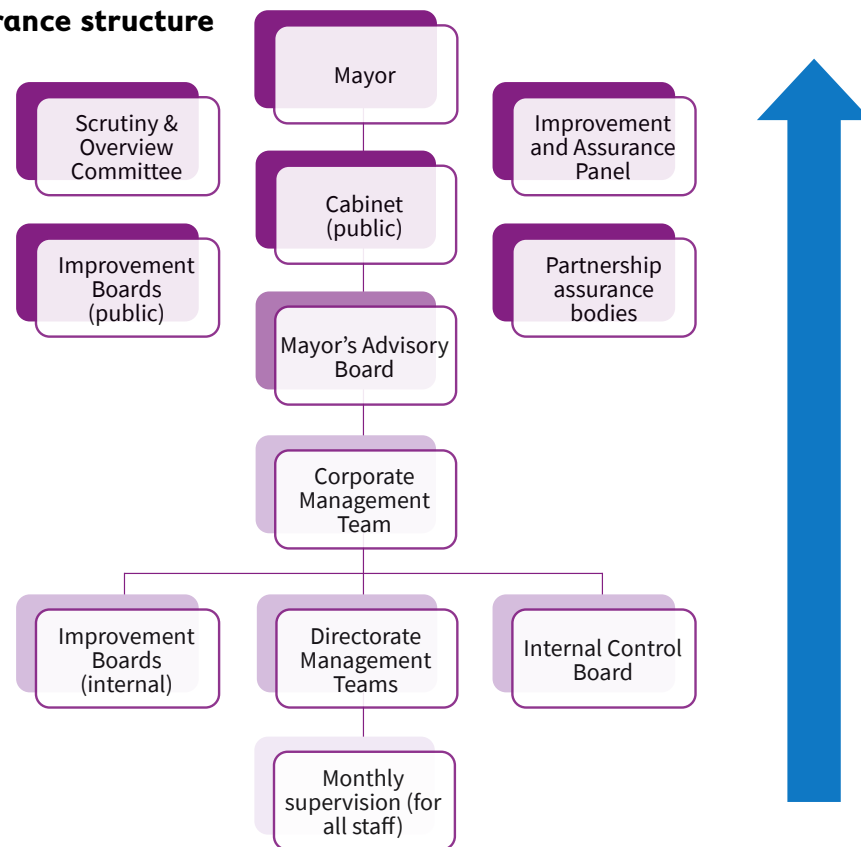
The Mayor's Business Plan will create a new set of objectives throughout the organisation and be developed into themed strategies, detailed plans for each directorate and the service plans. These will inform the personal objectives of every member of staff. The Plan includes action to strengthen the Council's management systems of programmes and projects, as well as internal controls and performance management and monitoring. All council staff are receiving training to ensure that they comply with the required procedures and controls. This should produce timely and accurate information that will enable management to intervene when and where necessary.

We will ensure the implementation of this Plan through themed Internal Control Boards. These take operational decisions and provide the Corporate Management Team (CMT) with assurance that expected outputs are developed and delivered within agreed timescales and cost and to the right standard. A set of key performance indicators (KPIs) will track progress in delivery of the actions in the plan and achieving our outcomes and priority aims. These will be reported regularly to CMT, the Mayor in Cabinet, the Scrutiny Committee and other appropriate regulatory committees of the Council. They will also be viewed by the Government appointed Improvement and Assurance Panel that reports to the Secretary of State for Levelling Up, Housing and Communities.

Chain of objectives



Assurance structure



References

1. Population: Source - Office of National Statistics (ONS), 2021 Census. See www.croydonobservatory.org.
2. Projected growth 2022-41: Source - GLA 2020 based housing led projections.
3. Croydon's businesses: Source - ONS UK business counts 2022.
4. Croydon's green space: Source - Croydon.gov.uk Locally Listed Historic Parks and Gardens.
5. Diversity: Source – ONS, 2011 Census (Census data not available at time of publication. See www.croydonobservatory.org).
6. Health Inequalities: Source: Office of Health Inequality and Disparities (OHID) Fingertips Public Health data.
7. Education: Source - Department for Education statistics. Early Years Foundation Stage Profile 2021/22 results not available at time of publication.
8. Crime: Source - Metropolitan Police Service Crime Dashboard September 2022.
9. Rate of children looked after: Source - Department for Education Statistics: looked-after children.
10. Adults Social Care: Source - NHS Digital Adult social care activity and finance report 2021-22.
11. Economy: Sources - ONS Annual survey of hours and earnings, 2021; Ministry of Housing, Communities and Local Government 2019, English indices of deprivation 2019 (LSOA - lower super output area); ONS Claimant Count September 2022; Department for Education statistics on school pupils and their characteristics (free school meals); croydon.simplyconnect.uk (foodbanks); ONS Business Register and Employment Survey (employee jobs).
12. Housing: Sources – ONS Census 2021 (households); ONS Local authority housing statistics data returns 2020-21 (council homes); [Metastreet Survey \(2019\)](#) (Census 2021 data on tenure not available at time of publication); ONS Housing affordability in England and Wales (2021).