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| <b>REPORT:</b>                      | <b>COUNCIL</b>                                                               |               |
| <b>DATE OF DECISION</b>             | <b>21 OCTOBER 2026</b>                                                       |               |
| <b>REPORT TITLE:</b>                | <b>THE EXECUTIVE MAYOR OF CROYDON'S BUSINESS PLAN, 2026-2030</b>             |               |
| <b>CORPORATE DIRECTOR:</b>          | <b>Mike Jackson, Interim Chief Executive</b>                                 |               |
| <b>LEAD OFFICER</b>                 | <b>Carol Squires, Interim Director of Policy, Programmes and Performance</b> |               |
| <b>LEAD MEMBER:</b>                 | <b>Mayor Jason Perry, Executive Mayor of Croydon</b>                         |               |
| <b>REPORT FOR:</b>                  | <b>Decision / Approval</b>                                                   |               |
| <b>CONTAINS EXEMPT INFORMATION?</b> | <b>NO</b>                                                                    | <b>Public</b> |
| <b>WARDS AFFECTED:</b>              | <b>All</b>                                                                   |               |

## 1. REPORT SUMMARY

- 1.1. The people of Croydon re-elected Executive Mayor Perry in May 2026 on the promise of "Lots Done. Lots More To Do," giving him a clear mandate to continue restoring the borough and delivering the changes residents want to see. This Executive Mayor's Business Plan sets the priorities that will guide the Council over the next four years. Building on the progress made since 2022, the focus now shifts from recovery to delivery.
- 1.2. The foundations have been laid. Difficult decisions have helped stabilise the Council's finances, strengthen governance and rebuild confidence in local government. The next chapter is about delivering clear improvements that residents can see and feel, cleaner streets, safer neighbourhoods, stronger communities, better housing, thriving town centres and roads that work. It is about ensuring that every pound spent delivers value for residents, and restores pride in Croydon.
- 1.3. Croydon is a borough with huge potential. By working alongside residents, businesses, community organisations and public sector partners, the Council will drive growth, protect vital services and create opportunities for all. This Executive Mayor's Business Plan provides the framework for that work, setting clear priorities, measurable outcomes and a strong commitment to deliver the change Croydon residents deserve.

## 2. RECOMMENDATIONS

For the reasons set out in the report, and as recommended by the Executive Mayor and Cabinet, Full Council is recommended to:

- 2.1. Note the Executive Mayor's Business Plan 2026-2030 which sets out the

Council's strategic direction and priorities for the next four years and the endorsement by the Executive Mayor and Cabinet.

- 2.2. Agree that the Executive Mayor's Business Plan 2026-2030 (Appendix 1) be adopted and implemented.
- 2.3 Note that the Executive Mayor's Delivery Plan (see draft at Appendix 2) will be presented to the Executive Mayor and Cabinet on 14 October 2026 for adoption as the Council's framework for delivering the priorities of the Executive Mayor's Business Plan 2026-2030.

### **3. REASONS FOR RECOMMENDATIONS**

- 3.1 The Executive Mayor's Business Plan 2026–2030 sets the priorities, vision and direction for the Council over the next four years. It will guide the Council's activity, investment and performance management.
- 3.2 On 24 June 2026, the Executive Mayor and Cabinet considered and approved the draft Executive Mayor's Business Plan 2026-2030 and recommended that it be adopted by Fully Council.
- 3.3 No amendments have been made to the Executive Mayor's Business Plan 2026–2030 since it was approved by the Executive Mayor and Cabinet on 24 June 2026.

### **4. CONTRIBUTION TO THE EXECUTIVE MAYOR PERRY'S BUSINESS PLAN**

| <b>Priority 1:</b><br>Cleaner,<br>Safer<br>Croydon. | <b>Priority 2:</b><br>A Town<br>Centre<br>That is<br>Busy<br>Confident<br>& Thriving. | <b>Priority 3:</b><br>Stronger<br>Local High<br>Streets &<br>Economies. | <b>Priority 4:</b><br>A Fair Deal<br>for<br>Residents. | <b>Priority 5:</b><br>Better<br>Roads,<br>Better<br>Journeys. | <b>Priority 6:</b><br>Places<br>People<br>Can Be<br>Proud To<br>Call Home. | <b>Priority 7:</b><br>Backing<br>Families,<br>Young<br>People &<br>Adults |
|-----------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------|
| ✓                                                   | ✓                                                                                     | ✓                                                                       | ✓                                                      | ✓                                                             | ✓                                                                          | ✓                                                                         |

### **5. BACKGROUND AND OVERVIEW**

- 5.1. Since 2022, Executive Mayor Perry has led Croydon through one of the most significant financial and governance challenges seen in local government, stabilising the Council's position, and laying the foundations for recovery.
- 5.2. Over the past four years, real progress has been made:
  - Improved financial stability and stronger governance;
  - Falling crime and strengthened enforcement through a zero-tolerance approach;
  - Visible improvements to neighbourhoods and public spaces;

- Investment secured and regeneration projects moving forward; and
  - Key services improving and maintaining strong inspection outcomes.
- 5.3. This progress means Croydon is now in a stronger position, more stable, more confident and better placed to move from recovery to delivery.
- 5.4. The Executive Mayor has been re-elected on a clear commitment: to build on that progress and ensure residents see tangible improvements in their everyday lives. The Executive Mayor's Business Plan 2026–2030 represents the next phase of this work; moving from recovery to delivery, from stabilisation to sustained improvement.
- 5.5. The Plan focuses on the issues that residents consistently say matter most:
- Cleaner streets and safer neighbourhoods;
  - A thriving town centre and stronger local high streets;
  - Better roads and journeys;
  - High-quality homes and neighbourhoods; and
  - Strong, reliable services and support across all stages of life.
- 5.6. It is underpinned by a clear commitment to visible action, higher standards and restoring pride in Croydon.

## **6. THE COUNCIL'S STRATEGIC OBJECTIVES AND PLAN**

- 6.1. The Executive Mayor's Business Plan 2026–2030 sets out a clear framework of seven priorities that will guide the Council's work over the next four years:
- A Fair Deal for Residents;
  - A Cleaner, Safer Croydon;
  - A Town Centre that is Busy, Confident and Thriving;
  - Stronger Local High Streets;
  - Better Roads and Journeys;
  - Homes People Can Be Proud of; and
  - Supporting Families, Young People and Adults.
- 6.2. These priorities reflect the issues that matter most to residents and the areas where the Council can have the greatest impact.
- 6.3. The Plan sets out a vision for Croydon as:
- A borough residents are proud to call home;
  - A place where communities are safe, connected and supported;
  - A borough that attracts investment and creates opportunity; and
  - A Council that focuses on residents' priorities, delivers value for money and lives within its means.
- 6.4. An Executive Mayor's Delivery Plan has been developed. It aligns strategic priorities, service delivery, performance management and financial planning, providing clear accountability and oversight arrangements for delivery of the priorities of the Executive Mayor's Business Plan 2026-2030. The Delivery Plan will support coordinated delivery across the Council and provide a transparent basis for monitoring progress and

reporting outcomes to residents.

- 6.5. A draft of the Delivery Plan is appended to this report. It will be presented to the Executive Mayor and Cabinet for adoption on 14 October 2026. If it is amended at Cabinet, it will be re-issued for Council on 21 October 2026.

## **7. ALTERNATIVE OPTIONS CONSIDERED**

- 7.1. None. The Executive Mayor's Business Plan reflects the mandate received from residents at the 2026 election and provides a clear and consistent framework for delivery over the next four years.

## **8. CONSULTATION**

- 8.1. The Executive Mayor's Business Plan reflects the priorities endorsed by residents through the 2026 mayoral election and provides the basis for the Executive Mayor's Delivery Plan. The election provided a borough-wide mandate to deliver those priorities through the Council's established governance and decision-making arrangements.
- 8.2. These priorities have been taken forward through development of the Executive Mayor's Delivery Plan, with extensive engagement with Cabinet Members and officers and pre-decision scrutiny prior to consideration and adoption by Cabinet.
- 8.3. Elected members will continue to play an important role in overseeing delivery through Cabinet, Full Council, scrutiny and public performance reporting arrangements, helping to ensure that the Council remains accountable for the commitments made to residents.
- 8.4. As individual programmes and projects are developed, proportionate consultation and engagement will take place with residents, communities, businesses, service users and partners as and where appropriate. Where further decisions are required, proposals will be considered through the Council's established governance arrangements.

## **9. IMPLICATIONS**

### **9.1. FINANCIAL IMPLICATIONS**

- 9.1.1. The Executive Mayor's Business Plan will be delivered through the Executive Mayor's Delivery Plan within the financial framework established by the [Financial Strategy 2027-30](#), supporting the Council's continued focus on financial sustainability, value for money and the responsible use of resources.
- 9.1.2. Successful delivery of the Executive Mayor's Business Plan is directly linked to the individual corporate financial Medium-Term Financial Strategy (MTFS) Delivery Plans. The full MTFS budget will be presented to Cabinet in February 2027. Each service area delivery plan includes consideration of delivery costs, resource requirements and funding assumptions. While initial assessment indicates that most commitments of the Executive Mayor's Business Plan can be delivered through existing budgets, approved

programmes or identified funding streams, some commitments remain dependent on external funding decisions or future budget consideration and will be assessed through the Council's established financial planning processes. Further scrutiny of the corporate areas service delivery plans will be monitored on an ongoing basis and managed through the newly formed Change Improvement Board.

- 9.1.3. No additional funding approval is sought for activity plans for 2026-27. Any future investment requirements will be considered through the annual budget MTFS and Capital Strategy processes. Inclusion within the Executive Mayor's Delivery Plan does not in itself constitute approval of additional funding.
- 9.1.4. Financial, performance and risk information will be monitored collectively through the Council's Corporate Outcomes and Performance Framework and regular reporting arrangements, enabling emerging pressures, risks and dependencies to be identified and managed at an early stage.

***Comments approved by Head of Strategic Finance – ACE and Resources on behalf of the Director of Finance. (Date 17/09/2026).***

## **9.2. LEGAL IMPLICATIONS**

- 9.2.1. The Executive Mayor's Business Plan is the Corporate Plan of the Council. While there is no statutory duty to produce a Corporate Plan, guidance such as the 'Best value standards and intervention: a statutory guide for best value authorities' (May 2024) expects Councils to have a Corporate Plan. Under the best value theme 'Leadership' 'Characteristics of a well-functioning authority' the guidance provides that *"The authority's corporate plan is evidence based, current, realistic and enables the whole organisation's performance to be measured and held to account. The authority's financial strategy and delivery arrangements are aligned with priorities in the corporate plan, and respond appropriately to local need, including the plans of partners and stakeholders."*
- 9.2.2 The Executive Mayor's Business Plan (i.e., Corporate Plan) is part of the Council's Policy Framework under Article 4 of the Constitution. Full Council is responsible for the adoption of the Plan and the decision-making process set out in the Budget and Policy Framework Procedure Rules must be followed.

**Comments approved by the Director of Legal Services and Monitoring Officer, 15/6/26**

## **9.3. EQUALITIES IMPLICATIONS**

- 9.3.1 The Council will continue to meet its duties under the Equality Act 2010 in delivering the Executive Mayor's Business Plan.
- 9.3.2 Equalities considerations will be embedded in the development of delivery plans and assessed as part of decision-making processes.
- 9.3.3 The Plan is focused on improving outcomes for all residents, with particular emphasis on fairness, inclusion and ensuring that no community is left behind.

**Comments approved by Helen Reeves, Head of Strategy and Policy, 11/06/2026**

#### **9.4 DATA PROTECTION IMPLICATIONS**

- 9.4.1 There are no direct data protection implications arising from the approval of this Plan. Where delivery of the Plan requires the collection, sharing or processing of personal data, appropriate information governance arrangements, data protection impact assessments and legal compliance measures will be put in place in accordance with UK GDPR and the Data Protection Act 2018.

**Approved by: Carol Squires, Interim Director of Policy, Programmes & Performance, 12/06/2026.**

#### **10. APPENDICES**

- 10.1 Appendix 1 – Executive Mayor Perry’s Business Plan 2026-2030.
- 10.2 Appendix 2 – Draft Executive Mayor Perry’s Delivery Plan 2026-2030