

**For General Release**

<b>REPORT TO:</b>	<b>CABINET</b> <b>20 October 2015</b>
<b>AGENDA ITEM NO:</b>	<b>12</b>
<b>SUBJECT:</b>	<b>STAGE 2: RESPONSES TO RECOMMENDATIONS ARISING FROM:</b> <b>CHILDREN AND YOUNG PEOPLE SCRUTINY SUB-COMMITTEE MEETING ON 17 MARCH 2015</b> <b>STREETS AND ENVIRONMENT SCRUTINY SUB-COMMITTEE MEETING ON 24 MARCH 2015</b> <b>SCRUTINY AND STRATEGIC OVERVIEW COMMITTEE MEETING ON 14 APRIL 2015</b>
<b>LEAD OFFICERS:</b>	<b>Nathan Elvery, Chief Executive</b> <b>Paul Greenhalgh, Executive Director, People</b> <b>Jo Negrini, Executive Director, Place</b>
<b>CABINET MEMBERS:</b>	<b>Councillor Tony Newman, Leader of the Council</b> <b>Councillor Alison Butler, Deputy Leader (Statutory) and Cabinet Member for Homes, Regeneration and Planning</b> <b>Councillor Kathy Bee, Cabinet Member for Transport and Environment</b> <b>Councillor Timothy Godfrey, Cabinet Member for Culture, Leisure and Sport</b> <b>Councillor Toni Letts, Cabinet Member for Economy and Jobs</b> <b>Councillor Alisa Flemming, Cabinet Member for Children, Young People and Learning</b> <b>Councillor Louisa Woodley, Cabinet Member for Families, Health and Social Care</b> <b>Councillor Mark Watson, Cabinet Member for Communities, Safety and Justice</b> <b>Councillor Simon Hall, Cabinet Member for Finance and Treasury</b> <b>Councillor Stuart Collins, Deputy Leader and</b>

	<b>Cabinet Member for Green Clean Croydon</b>
<b>WARDS:</b>	<b>All</b>
<p><b>CORPORATE PRIORITY/POLICY CONTEXT:</b> The Constitution requires that in accepting a recommendation, with or without amendment, from a Scrutiny and Strategic Overview Committee or Sub-Committee, the Cabinet shall agree an action plan for the implementation of the agreed recommendations and shall delegate responsibility to an identified officer to report back to the Strategic Overview Committee or Sub-Committee, within a specified period, on progress in implementing the action plan.</p>	
<p><b>AMBITIOUS FOR CROYDON &amp; WHY ARE WE DOING THIS:</b>  Croydon a Place to Live and Work;  Fairness – Equalities, Open &amp; Accountable;  Croydon Safe &amp; Secure; Sustainable Transport.</p>	
<p><b>FINANCIAL IMPACT:</b>  The recommendations in this report may have a financial implication and as each recommendation is developed the financial implication will be explored and approved.</p>	
<p><b>FORWARD PLAN KEY DECISION REFERENCE NO.:</b> not a key decision</p>	

<p><b>1. RECOMMENDATIONS</b></p> <p>Cabinet is asked to:</p> <p>1.1 Agree the response to the recommendations made at Appendices 1, 2 and 3 of this report and that these be reported to the Scrutiny and Overview Committee or relevant Sub-Committee</p> <p>1.2 Agree the submission of a bid for funding to the European Social Fund in order to enable a pilot project for the development of a careers cluster outlined in Appendix 1 of this report</p>
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**2. EXECUTIVE SUMMARY**

- 2.1 This report asks the Cabinet to approve the full response reports arising from the stage 1 reports to the Cabinet meeting held on 22<sup>nd</sup> June 2015 including:
- Action plans for the implementation of agreed recommendations, **or**
  - Reasons for rejecting the recommendations

and that these be reported to the Scrutiny and Overview Committee or relevant Sub-Committee.

### **3. SCRUTINY RECOMMENDATIONS**

- 3.1 The Scrutiny recommendations are contained in the schedule in **Appendices 1, 2 and 3** of this report.
- 3.2 The detailed responses (including reasons for rejected recommendations) and action plans (for the implementation of agreed recommendations) are contained in **Appendices 1, 2 and 3**.

### **4. CONSULTATION**

- 4.1 No consultation is required for these responses.

### **5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

- 5.1 These are contained within appendices 1, 2 and 3 of the report.

### **6. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER**

- 6.1 The Council Solicitor comments that there are no direct legal implications arising from this report but that advice will be provided as needed in respect of implementation of the individual recommendations.

(Approved by: Gabriel MacGregor, Head of Corporate Law on behalf of the Council Solicitor & Monitoring Officer)

### **7. HUMAN RESOURCES IMPACT**

There are no Human Resources considerations arising from this report.

### **8. EQUALITIES IMPACT**

There are no direct implications arising from this report.

### **9. ENVIRONMENTAL IMPACT**

There are no direct implications arising from this report.

### **10. CRIME AND DISORDER REDUCTION IMPACT**

There are no direct implications arising from this report.

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**CONTACT OFFICERS:** Solomon Agutu, Head of Democratic Services and Scrutiny and as shown in appendices 1, 2 and 3

**BACKGROUND DOCUMENTS:** none

**APPENDIX 1:           RESPONSES TO RECOMMENDATIONS OF MINI REVIEW  
CONSIDERED AT CHILDREN AND YOUNG PEOPLE SCRUTINY  
SUB-COMMITTEE ON 17 MARCH 2015**

**APPENDIX 2:           RESPONSES TO RECOMMENDATIONS MADE AT THE STREETS  
AND ENVIRONMENT SCRUTINY SUB-COMMITTEE MEETING ON  
24 MARCH 2015**

**APPENDIX 3:           RESPONSES TO RECOMMENDATIONS MADE AT THE SCRUTINY  
AND STRATEGIC OVERVIEW COMMITTEE MEETING ON 14  
APRIL 2015**

## RESPONSES TO RECOMMENDATIONS OF MINI REVIEW CHILDREN AND YOUNG PEOPLE SCRUTINY SUB-COMMITTEE RECOMMENDATIONS, 17 MARCH 2015

### Local Action Mini Review: Education to employment brokerage and support service for young people in Croydon (Minute number A16/15)

#### 1. EXECUTIVE SUMMARY

- 1.1 On 17 March 2015, the Children and Young People Scrutiny Sub-Committee received a mini review on 'How can we develop a high quality education to employment brokerage and support service for young people in Croydon?' which was led by Councillor Jamie Audsley. At that meeting the Sub-Committee made the recommendations contained in Section 3 of this report.
- 1.2 The constitution provides for the recommendations of a scrutiny committee or sub-committee to be presented to the next convenient ordinary Cabinet meeting (i.e. not Council tax cabinet meeting) and for Cabinet to receive the recommendations. In this report Cabinet is being asked to receive and agree the response to the recommendations.

#### 2. CHILDREN AND YOUNG PEOPLE SCRUTINY SUB-COMMITTEE RECOMMENDATIONS

##### 2.1 Local Action Mini Review: Education to employment brokerage and support service for young people in Croydon (Minute number A16/15)

The Children and Young People Scrutiny Sub-Committee at its meeting on 17 March 2015 resolved to recommend to Cabinet that the council should consider the recommendations arising from the mini-review, which were as follows:

##### Supporting schools and colleges

1. Explore potential service models that would also enable the proposed Jobs Brokerage Service to meet the key service features schools, colleges and youth providers also desire
2. Continue to work with the First Step Croydon campaign in 2015-2016 to further improve provision of high quality work experiences in growth sectors such as: health; science and technology; construction
3. Develop a campaign with young leaders and educators to raise aspirations and standards in preparing our young people for work. To include: unifying and spreading existing elements of good practice across the town - work readiness commitment; skills passport (Capital South); work experience celebration event (Capital South); resources for workshops and employability trainings that can be used by all.

Supporting students and young people

4. As part of this work, develop a clear and transparent approach to fairly allocating opportunities generated across the town
5. Work with young people to explore the development of the following service features as part of the employability support to be provided through the new job brokerage service:
  - An open and accessible directory of work experience opportunities
  - A structured online preparation programme for young people undertaking work experience enabling them to be properly prepared and benefit from work experience where they are having to self-organise and take responsibility for their preparation
  - The integration of employability workshops; mock interviews; careers talks; support in reflecting and evaluating their placement to support the right career choice
  - The opportunity to create a commercially viable product through project work
  - Volunteering as a complementary or alternative experience to work experience
6. Ensure young people are at the heart of creating the “Croydon Work-readiness Commitment” so they understand and are able to hold themselves, their schools and colleges, employers and Council to account in its delivery. Make this recommendation real by:
  - Creating a logo/ First Step Croydon “quality mark” that employers would have on their websites to indicate their involvement and link through to explain how to apply for opportunities, when they would occur etc. Education organisations could have a corresponding mark communicating their support for employers and contact details for their employability co-ordinator.
  - Providing recognition (skills passport).
  - Celebration for the work they undertake in becoming work ready (celebration event)
7. Each secondary school and College in Croydon should have at least one designated work experience co-ordinator and the application process for work experience should be carried out by young people themselves

Supporting employers

8. Explore potential service models that would also enable the proposed Jobs Brokerage Service to work with employers to offer education opportunities across the town at the same time
9. Organise a series of business round table events to discuss the proposed EEBSS and identify further key features employers require any pros and cons from their perspective

10. Support schools, colleges and employers to understand each other's needs to enable effective co-working e.g. in the case of Croydon College, each business which has links with the establishment is given a named "account manager" with whom all communications take place
11. Consider how business rates and other incentives could be used to further encourage employers to contribute educational opportunities to achieve implementation of the "Croydon Work-readiness Commitment" to include:
  - Business rate relief for SME's
  - Subsidised membership of key trading associations and/or BID's
  - First Step Croydon newsletter as part of the council backed employability campaign providing exposure and communication of businesses' work
  - Shared provision of opportunities e.g. large employers and SMEs in their supply chains sharing resources, support, organisation etc. to make provision more achievable
12. Explore possibility of using Croydon's Contact centre to improve effectiveness of education-to-employer relationships
13. Ensure the Council will be an 'exemplar employer' in the provision of employability opportunities and will promote best practice to Croydon employers. To support the spread of best practice the Council should adopt the logo/ First Step Croydon "quality mark" that employers would have on their websites to indicate their involvement in the "Croydon Work-Readiness Commitment"

Responses to the above recommendations are contained within Table 1 of this Appendix.

### **3. PROPOSED BID TO THE LONDON ENTERPRISE PANEL VIA THE EUROPEAN SOCIAL FUND YOUTH PROGRAMME**

- 3.1 The London Enterprise Panel (LEP) has published its intention to make available funding via the European Social Fund (ESF) Youth programme 2015-2020 for up to 12 geographical and/or sector based careers clusters in London to develop programmes which will:
  - support school and college leaders to design a high quality careers guidance offer;
  - pilot sustained employer/HE activities for pupils;
  - deliver careers and employer engagement CPD to school/FE cluster staff
  - match young people into work placements and internships generated by other ESF funded project strands.

Funding for successful applicants will be available to fund pilots for 3 years. There is a total of £8m available to support up to 12 careers clusters.

- 3.2 This opportunity would provide funding to undertake a number of innovative and exciting careers related activities and build local capacity to deliver high quality

careers advice. This proposal partly addresses the recommendations made in this report.

- 3.3 It is proposed that a bid should be submitted for an ESF Careers Cluster for a total cost of £510,000 covering a 3-year period. This funding will cover the cost of 2 full-time members of staff (c£250k), cluster school/college time (c£100k) and production of a range of resources and events (£160k).
- 3.4 If the bid is unsuccessful, funding will need to be secured from elsewhere to support all/part of the proposal or significantly scaled down to what can be achieved with existing resources.
- 3.5 The Croydon Careers Cluster will develop sector specific specialisms to meet current and anticipated local skills needs, under-pinned by a range of activities. Whilst activity will focus on the cluster participants undertaking emersion activities in specific sectors relevant to our area, it is the intention that the policies, processes and resources will be available to the full range of Croydon education and training providers, with capacity to extend to other sectors as funding/resource allows.
- 3.6 Although the proposal will focus on Croydon, we intend to work with partners in neighbouring boroughs to ensure that our proposals are complementary rather than competitive, e.g. agreeing focus on different sectors. The intention of this is that we can share practice across cluster projects for the benefit of a broader range of pupils, schools, colleges and employers.

It is proposed that the Croydon bid focuses on the following sectors:

- Retail and commercial: linked to Westfield/Hammerson development
- Construction & engineering: Linked to significant redevelopment of the area
- ICT: Build on developing Croydon as a Tech City
- Health and care: High level of employment and skills shortages in these sectors

3.7 In summary, the Cluster will provide the following:

- 1 **SYSTEMS & PROCESSES:** Develop high quality Croydon Careers strategy and 'good practice guide', which will include:
  - Croydon Careers strategy – Ambitious for Children
  - School/college/provider strategy and action plan models/templates
  - Good practice models
  - Links to resources
  
- 2 **CAPACITY & EXPERTISE:** Build local capacity to deliver high quality careers guidance by developing and delivering careers and employment engagement CPD to a wide range of schools/colleges staff, including
  - careers leads,
  - teachers,
  - support staff,
  - leadership teams, and
  - governors.



- 3 **RESOURCES/RIGHT SUPPORT AT THE RIGHT TIME:** Develop and make easily accessible a range of high quality resources to raise aspirations and support young people in making good choices at the right time, including:
  - industry careers champions – linking education with business,
  - sector specific careers advice and resources,
  - bank of inspirational speakers,
  - films of inspirational speakers/careers champions/industry overviews,
  - Croydon careers website with a range of online resources, and
  - HEI visit programme.
  
- 4 **PROMOTION/BRANDING:** Develop, promote and celebrate a Croydon careers brand, by:
  - pupils in cluster schools and colleges develop a unique brand/logo for careers in their school/college and adopt simple approach to promoting careers offer online and in school/college,
  - overarching brand for Croydon designed (cluster school competition) and used as a quality mark for employers who take part in the scheme to use in their windows, online or other business items, and
  - annual celebration/award event for pupils, schools, employers & partners.
  
- 5 **PATHWAYS TO EMPLOYMENT/RIGHT SUPPORT AT THE RIGHT TIME:** Strengthen local pathways into employment for young people, by:
  - developing a framework for the development of employability skills in key stages 1 to 5 inclusive (5-18 yrs) and piloting across the cluster,
  - building and sustaining links with local businesses, utilising National Careers Service Inspiration Agenda where possible,
  - devise a sustainable way of sourcing and funding work experience, and piloting across the cluster,
  - agree a commitment to supporting year 10 and 12 students to find relevant and high quality work experience, and
  - ensure local employment training and job opportunities are maximised for the benefit of Croydon young people (e.g. Value Croydon & Jobs Brokerage projects).
  
- 6 **PROJECT MANAGEMENT:** Ensure that the project is fit for purpose, cost effective and (where possible) sustainable beyond the duration of funding, by:
  - effective project management,
  - robust financial procedures and commissioning arrangements are implemented,
  - all contracting requirements are met accurately and on time, and
  - project evaluation is undertaken.

#### **4. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

- 4.1 The full cost of the Scrutiny recommendations has not been quantified as the resource required to undertake this process would be substantial and is not currently available. Broad financial implications and associated impact have been assessed and summarised in Appendix 1: Responses to recommendations of mini review.
- 4.2 The proposed bid (section 4) to the European Social Fund (ESF) Youth Programme which, if successful, will partially meet these recommendations has been estimated to require approximately £510k covering prescribed activities for a 3-year period. This funding does not cover resource (mainly Council officer time) required to develop and submit the bid but this has been allowed for within current financial year budgets.
- 4.3 The ability to deliver the recommendations is doubtful without additional funding from S106, ESF or alternative new funding sources. If the ESF bid is unsuccessful, funding will need to be secured from elsewhere to support all/part of the proposal or proposed activities significantly scaled down to what can be achieved with existing limited resources.

## **11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

Responses to each recommendation and proposed actions are described in the table in attached as Appendix 1: Responses to recommendations of mini review.

The overarching recommendation to bid for ESF Youth Programme 'Careers Cluster' funding is described in section 4 (above) of this report.

## **12. OPTIONS CONSIDERED AND REJECTED**

Refer to Appendix 1: Responses to recommendations of mini review.

TABLE 1

SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
<p><b>The Children and Young People Scrutiny Sub-Committee at its meeting on 17 March 2015 resolved</b> (Minute number A16/15 Local Action Mini Review: Education to employment brokerage and support service for young people in Croydon) to recommend to Cabinet that the council should:</p>						
<p>1. Explore potential service models that would also enable the proposed Jobs Brokerage Service to meet the key service features schools, colleges and youth providers also desire</p>	<p><b>People: Universal People's Services</b>  <b>Cllr Flemming</b></p>	<p><b>ACCEPT:</b> subject to successful ESF Bid – otherwise REJECT</p> <p>Potentially high impact but also high cost (dependent on model adopted)</p> <p>This is being explored in partnership with the People Employment and Skills Steering Group and is dependent on available funding from S106 and ESIF opportunities.</p>	<p>Paul Greenhalgh</p>	<p>YES</p> <p>Will be partially addressed if ESF Careers Cluster bid is successful.</p> <p>The cost of implementation would be wholly dependent on the final agreed model/s and is likely to have cost attached which cannot be ascertained at this time but could be costly.</p>	<p>Subject to agreement to bid for Careers Cluster pilot funding (European Social Funding – London LEP) and subsequent success, a detailed project action plan will be produced for implementation from Jan-16 to April-16 (exact time dependent on contracting processes) for a 3 year period.</p> <p>Funding for the cluster bid expected to be c£500k - £600k total to cover 3-years pilot activity for agreed proposal activities in accordance with the specification requirements.</p> <p>If approval for this bid is not received or the bid is unsuccessful, a decision will be required on whether to proceed with all or some of these recommendations and appropriate funding for these identified and allocated, i.e. c£600k for 3-years activities as per the proposal action.</p> <p>The bid will only cover a small group of cluster schools, specific business sectors and ESF funding availability as per the bid requirements. Costs to roll out these recommendations across all schools and businesses would be</p>	<p>Children &amp; Young People Scrutiny Sub-Committee</p> <p>12 January 2016</p>

TABLE 1						
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					significantly increased, and have not been quantified at this stage.  Some of the proposed career cluster activities may lead to longer term sustainability and/or available to more local schools but at a cost.	
2. Continue to work with the First Step Croydon campaign in 2015-2016 to further improve provision of high quality work experiences in growth sectors such as: health; science and technology; construction	<b>People: Universal People's Services</b>  <b>Cllr Flemming</b>	<b>ACCEPT:</b> those aspects that can be funded subject to ESF bid, otherwise REJECT  Moderate impact for potentially high cost  Current commitment is limited to LA work experience/employability opportunities and some of our supply chain.	Paul Greenhalgh	YES  Will be partially addressed if ESF Careers Cluster bid is successful, although there may be some disparity between the sector focus in the cluster and those listed in this recommendation  Further resource would be required to coordinate an extension of this work beyond the LA and its partners/supply chain which could be costly.	See response to 1	Children & Young People Scrutiny Sub-Committee  12 January 2016

TABLE 1

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<p>3. Develop a campaign with young leaders and educators to raise aspirations and standards in preparing our young people for work. To include: unifying and spreading existing elements of good practice across the town - work readiness commitment; skills passport (Capital South); work experience celebration event (Capital South); resources for workshops and employability trainings that can be used by all</p>	<p><b>People: Universal People's Services</b>  <b>Cllr Flemming</b></p>	<p><b>ACCEPT:</b> subject to those aspects that can be funded through successful ESF bid otherwise <b>REJECT</b></p> <p>High impact for moderate cost.</p>	<p>Paul Greenhalgh</p>	<p>YES</p> <p>Will be partially addressed if ESF Careers Cluster bid is successful</p> <p>We have recently completed an evaluation of careers advice and guidance in Croydon secondary schools which provides us with a benchmark of current activity.</p> <p>To build on this work, success would be dependent on school/college engagement and resource availability to expand on existing work and pilot new approaches.</p>	<p>See response to 1</p>	<p>Children &amp; Young People Scrutiny Sub-Committee</p> <p>12 January 2016</p>

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4. As part of this work, develop a clear and transparent approach to fairly allocating opportunities generated across the town	<p><b>People: Universal People's Services</b></p> <p><b>Cllr Flemming</b></p>	<p><b>ACCEPT:</b> those aspects funded through a successful ESF bid, otherwise REJECT</p> <p>High impact if successful but this recommendation is deemed difficult to implement in a crowded and competitive market.</p>	Paul Greenhalgh	<p>YES</p> <p>Will be partially addressed if ESF Careers Cluster bid is successful</p> <p>W/ex should be relevant to each young person's career aspirations but opportunities are often limited by the supply of suitable placements. This makes it difficult to predict what will be needed and to meet the needs as they arise.</p> <p>Arrangements have been made to fairly share out work experience placements in the Council and we should continue to do this and recommend to our partners that they adopt this</p>	See response to 1	<p>Children &amp; Young People Scrutiny Sub-Committee</p> <p>12 January 2016</p>

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				<p>approach.</p> <p>We can recommend and endorse transparent processes regarding selection of candidates for available placements but need to recognize that this will differ between employers. This could form part of any local quality mark criteria, the development and implementation of which would have on-going costs incurred.</p>		
5. Work with young people to explore the development of the following service features as part of the employability support to be provided through	<p><b>People: Universal People's Services</b></p> <p><b>Cllr Flemming</b></p>	<p><b>ACCEPT:</b> those aspects addressed through a successful ESF bid, otherwise <b>REJECT</b></p> <p>High impact if successful but high cost and very dependent on</p>	Paul Greenhalgh	<p>YES</p> <p>Will be partially addressed if ESF Careers Cluster bid is successful.</p>	See response to 1	<p>Children &amp; Young People Scrutiny Sub-Committee</p> <p>12 January 2016</p>

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<p>the new job brokerage service:</p> <p>a) An open and accessible directory of work experience opportunities</p> <p>b) A structured online preparation programme for young people undertaking work experience enabling them to be properly prepared and benefit from work experience where they are having to self-organise and take responsibility for their preparation</p> <p>c) The integration of employability workshops; mock interviews; careers talks; support in</p>		<p>schools/colleges engagement in an already crowded market.</p>		<p>These recommendations are core to the proposed cluster bid and will be piloted amongst cluster participant schools.</p> <p>If successful, other schools and colleges in the borough will be encouraged to adopt the model although a sustainable funding source will need to be found for this borough-wide roll-out.</p>		



TABLE 1

SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
<p>reflecting and evaluating their placement to support the right career choice</p> <p>d) The opportunity to create a commercially viable product through project work</p> <p>e) Volunteering as a complementary or alternative experience to work experience</p>						
<p>6. Ensure young people are at the heart of creating the "Croydon Work-readiness Commitment" so they understand and are able to hold themselves, their schools and colleges, employers and Council to account in its delivery. Make this</p>	<p><b>People: Universal People's Services</b></p> <p><b>Cllr Flemming</b></p>	<p><b>ACCEPT:</b> those aspects addressed through a successful ESF bid, otherwise REJECT</p> <p>Moderate impact for moderate cost</p>	<p>Paul Greenhalgh</p>	<p>YES</p> <p>Will be partially addressed if ESF Careers Cluster bid is successful.</p> <p>Initially piloted in specific sectors and amongst cluster partners.</p> <p>A sustainable funding source will need to be found</p>	<p>See response to 1</p>	<p>Children &amp; Young People Scrutiny Sub-Committee</p> <p>12 January 2016</p>

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<p>recommendation real by:</p> <p>a) Creating a logo/ First Step Croydon “quality mark” that employers would have on their websites to indicate their involvement and link through to explain how to apply for opportunities, when they would occur etc. Education organisations could have a corresponding mark communicating their support for employers and contact details for their employability co-ordinator.</p> <p>b) Providing recognition (skills passport).</p>				<p>for this borough-wide roll-out.</p>		

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c) Celebration for the work they undertake in becoming work ready (celebration event)						
7. Each secondary school and College in Croydon should have at least one designated work experience co-ordinator and the application process for work experience should be carried out by young people themselves	<p><b>People: Universal People's Services</b></p> <p><b>Cllr Flemming</b></p>	<p><b>ACCEPT:</b> those aspects addressed through a successful ESF bid, otherwise <b>REJECT</b></p> <p>Moderate impact for minimal cost to Council. However, this may result in additional costs incurred by schools/colleges.</p>	Paul Greenhalgh	<p>YES</p> <p>Will be partially addressed if ESF Careers Cluster bid is successful.</p> <p>Initially piloted in amongst cluster partners and funded via project funding.</p> <p>We can recommend that schools and colleges have a designated work experience coordinator and the majority already do</p> <p>Responsibility and funding for work experience lies entirely with</p>	See response to 1	<p>Children &amp; Young People Scrutiny Sub-Committee</p> <p>12 January 2016</p>

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				<p>schools and colleges. National policy has removed the requirement for pre-16 work experience but placed greater emphasis on sixth form programmes.</p> <p>It is standard practice that young people apply for work experience placements and only those who need support/have been unsuccessful are provided with placements.</p>		
8. Explore potential service models that would also enable the proposed Jobs Brokerage Service to work with employers to offer education opportunities across the town at the same time	<p><b>People: Universal People's Services</b></p> <p><b>Cllr Flemming</b></p>	<p><b>ACCEPT:</b> those aspects addressed through a successful ESF bid, otherwise <b>REJECT</b></p> <p>Moderate impact/success for potentially high cost</p>	Paul Greenhalgh	<p>YES</p> <p>Will be partially addressed if ESF Careers Cluster bid is successful.</p> <p>The careers cluster proposal aims to pilot sector specific careers activities amongst the cluster participants, but</p>	See response to 1	<p>Children &amp; Young People Scrutiny Sub-Committee</p> <p>12 January 2016</p>

TABLE 1

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				<p>broader coordination of opportunities is beyond the project remit and could be costly.</p> <p>Employer/education opportunities are required in a variety of formats, durations and over the full calendar year.</p> <p>It would be beneficial to be able to offer coordinated events throughout the year and across the borough, e.g. Careers Fairs or specialist sector events, but this would require centralised coordination, resources and possible pooled funding.</p>		

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9. Organise a series of business round table events to discuss the proposed EEBSS and identify further key features employers require any pros and cons from their perspective	<b>People: Universal People's Services</b>  <b>Cllr Flemming</b>	<b>ACCEPT:</b> those aspects addressed through a successful ESF bid, otherwise REJECT  Low impact for low cost  Fully dependent on employer engagement. We would recommend building on existing partnerships and Council officers to support this, but need to recognise that these only represent a small proportion of local businesses.	Paul Greenhalgh	YES  Will be partially addressed if ESF Careers Cluster bid is successful.  This would be seen as a method of the cluster participants engaging with relevant employers, but using existing partnerships rather than creating additional ones.	See response to 1	Children & Young People Scrutiny Sub-Committee  12 January 2016
10. Support schools, colleges and employers to understand each other's needs to enable effective co-working e.g. in the case of Croydon College, each business which has links with the establishment is given a named	<b>People: Universal People's Services</b>  <b>Cllr Flemming</b>	<b>ACCEPT:</b> subject to successful ESF bid, otherwise REJECT  Moderate impact for moderate cost	Paul Greenhalgh	YES  Will be partially addressed if ESF Careers Cluster bid is successful  The careers cluster proposal aims to pilot sector specific careers activities and build employer education links amongst the cluster	See response to 1	Children & Young People Scrutiny Sub-Committee  12 January 2016

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“account manager” with whom all communications take place				participants, but broader coordination of opportunities is beyond the project remit and could be costly.		
11. Consider how business rates and other incentives could be used to further encourage employers to contribute educational opportunities to achieve implementation of the “Croydon Work-readiness Commitment” to include: a) Business rate relief for SME’s b) Subsidised membership of key trading associations and/or BID’s	<b>People:                      Universal People’s Services</b>  <b>Cllr Flemming</b>	<b>REJECT:</b> Moderate impact for high cost. Unlikely to be successful/attractive to enough local employers to make it viable to offer business rate relief	Paul Greenhalgh	YES  Not covered within the ESF careers cluster proposal, therefore full costs (including loss of revenue) would need to be identified from other sources.		Children & Young People Scrutiny Sub-Committee  12 January 2016

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<p>c) First Step Croydon newsletter as part of the council backed employability campaign providing exposure and communication of businesses' work</p> <p>d) Shared provision of opportunities e.g. large employers and SMEs in their supply chains sharing resources, support, organisation etc. to make provision more achievable</p>						
<p>12. Explore possibility of using Croydon's Contact centre to improve effectiveness of education-to-employer relationships</p>	<p><b>People: Gateway and Welfare Support</b></p> <p><b>Cllr Flemming</b></p>	<p><b>PARTIALLY ACCEPT</b></p>	<p>Paul Greenhalgh</p>			<p>Children &amp; Young People Scrutiny Sub-Committee</p> <p>12 January 2016</p>



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<p>13. Ensure the Council will be an 'exemplar employer' in the provision of employability opportunities and will promote best practice to Croydon employers. To support the spread of best practice the Council should adopt the logo/ First Step Croydon "quality mark" that employers would have on their websites to indicate their involvement in the "Croydon Work-Readiness Commitment"</p>	<p><b>People: Universal People's Services</b>  <b>Cllr Flemming</b></p>	<p><b>ACCEPT:</b> areas addressed in a successful ESF bid, otherwise <b>REJECT</b></p> <p>Moderate impact (i.e. limited by our own sphere of influence) for moderate cost</p>	<p>Paul Greenhalgh</p>	<p>YES</p> <p>Will be partially addressed if ESF Careers Cluster bid is successful. As the lead partner in this proposal we would expect the Council to be one of the first employers to adopt the quality mark</p> <p>A comprehensive work experience programme has been implemented within the Council and improvements are continuously being made and therefore this resource will need to be maintained to ensure the Council remains an exemplar employer.</p>	<p>See response to 1</p>	<p>Children &amp; Young People Scrutiny Sub-Committee</p> <p>12 January 2016</p>

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<b>The Streets and Environment Scrutiny Sub-Committee at its meeting on 24 March 2015 resolved (Minute number A14/15 – Flooding update) to:</b>						
1. Welcome the statement of intent from the government that all new major planning application must include a SuDS (Sustainable Draining Systems) element from April 2015 and to ask Cabinet to ensure that Croydon strengthens its planning policy and creates standing advice for developers on what is expected in relation to SuDS in the borough	<b>Place – Cllrs Butler &amp; Bee</b>	Planning policy has been strengthened for sustainable drainage systems with a Local Plan policy in the draft CLP2 - Detailed Policies and Proposals Document. The Flood Group is now working on providing more detailed guidance for developers. Highways are writing a brief to commission the guidance shortly.	Steve Iles	Yes – cost of commissioning guidance.	Anticipated adoption of planning policy in 2017.  Guidance for developers 2016	Streets & Environment Scrutiny Sub-Committee  24 November 2015
<b>The Streets and Environment Scrutiny Sub-Committee at its meeting on 24 March 2015 resolved (Minute number A15/15 - Sustainability) to:</b>						
1. Recommend that Cabinet considers whether the council should	<b>Resources : Cabinet Member for Transport</b>	<b>ACCEPT:</b> The Cabinet strives to ensure that the principles of sustainable development are built	Richard Simpson	No financial implications	N/A	Streets & Environment Scrutiny Sub-Committee  24 November 2015

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<p>become a leading advocate for sustainability in the borough and the potential economic and environmental benefits of sustainability.</p>		<p>into all our key services. The Cabinet accepts that it is vital going forward that in everything we do we set an example whether through the use of our planning policies or in the way we commission. However the promotion of sustainable development to the wider community has had to be scaled back due to the financial pressures on the council. Such discretionary activity (e.g. 'Eco-Schools' support, environmental support for local businesses) has ceased in order to focus limited resources on areas where the council has more direct influence.</p>				
<p>2. Recommend that Cabinet considers producing a response report and action plan relating to implementation of</p>	<p><b>Resources :</b> <b>Cabinet Member for Transport and Environment</b></p>	<p><b>ACCEPT:</b> A report outlining the key environmental priorities is being prepared. This report will highlight where the Council can most effectively take action to reduce</p>	<p>Richard Simpson</p>	<p>No additional financial implications. Some of the actions to be implemented will achieve cost savings (e.g. energy and water</p>	<p>The environmental action plan report will be prepared for Cabinet approval February 2016. The action plan will propose an annual report to track progress on the key environmental indicators.</p>	<p>Streets &amp; Environment Scrutiny Sub-Committee 24 November 2015</p>

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a sustainability strategy over the next 2-3 years.		environmental impacts across its services and operations.		efficiency)		

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The Scrutiny and Strategic Overview Committee at its meeting on 14 April 2015 resolved to make recommendations to the Royal Mail and to Cabinet.						
The recommendations to Cabinet (Minute number A31/15 - Local Action Mini Review: Royal Mail Delivery Services in Croydon) were for: 1. Cabinet to negotiate leasing the entirety of Factory Lane Car Park to Royal Mail	<b>Cllr Hall</b>	<b>ACCEPT</b> :Officers to contact Royal Mail to fully investigate any opportunities to let further space	Richard Simpson	Any negotiation will be based on ensuring this is cost neutral for the Council		Scrutiny and Overview Committee 3 November 2015
2. Cabinet to amend the parking bay restrictions on Factory Lane to enable a 15 minute relief period prior to charges applying	<b>Cllr Bee</b>	<b>REJECT</b> – Officers and cabinet member have undertaken a review across the borough regarding parking tariffs and simplifying the payment mechanism for users	Steve Iles	Nil		Scrutiny and Overview Committee 3 November 2015
3. Cabinet to state its support for a Town Centre Collection Office and work with Royal Mail to identify and deliver it	<b>Cllr Butler</b>	<b>AGREE</b> – We will work with Royal Mail to help explore options on sites.	Colm Lacey			Scrutiny and Overview Committee 3 November 2015

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4. Cabinet to consider how the planning process and its economic development team could help deliver a Town Centre Collection Office	<b>Cllr Butler</b>	<b>REJECT</b> – The clear priority for planning obligations is affordable housing, health and education provision.	Colm Lacey			Scrutiny and Overview Committee  3 November 2015
5. Cabinet to welcome Royal Mail's commitment to trialing new ways of meeting customer demands, such as extended opening hours and Sunday working, and to commit to working with Royal Mail on new initiatives	<b>Cllr Hall</b>	<b>AGREE</b> – We will include this in the specific work we are currently progressing with Royal Mail around improving Basic Digital Skills to local residents.	Graham Cadle			Scrutiny and Overview Committee  3 November 2015
6. Cabinet to collaborate with Royal Mail on the Central Parade improvements at New Addington and look towards furnishing the Post Office with capacity to become a collection point for missed deliveries.	<b>Cllr Butler</b>	<b>AGREE</b> – will be picked up as part of the New Addington Regeneration project.	Stephen Tate			Scrutiny and Overview Committee  3 November 2015

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<b>The Scrutiny and Strategic Overview Committee at its meeting on 14 April 2015 resolved (The Transparency Agenda - Minute number A32/15) to recommend to Cabinet that:</b>						
1. Further and continuing transfer of council reports into the public domain (Part A) is encouraged	<b>Cllr Hall</b>	<b>ACCEPT:</b> The Council is committed to ensuring openness and transparency accordingly the number of confidential or Part B items has considerably reduced so that they are only produced in exceptional circumstances.	Julie Belvir	None anticipated	Continuing vigilance to ensure that the majority of the Council reports continue to be in the public domain	Scrutiny and Overview Committee 3 November 2015
2. The wording for Part B (confidential or exempt matters) is revisited in order to provide a 'plain English' definition	<b>Cllr Hall</b>	<b>ACCEPT:</b> The wording is being revised as requested.	Julie Belvir	None anticipated	Wording to be completed for the cycle of meetings in November 2015	Scrutiny and Overview Committee 3 November 2015
3. Ward Members are properly notified about Key Decisions that affect their ward.	<b>Cllr Hall</b>	<b>ACCEPT:</b> The Council complies with the statutory requirements in respect of Key Decisions and goes further in that all Councillors are e mailed with the Key Decisions and so able to consider whether or not to exercise the right to Call in matters for scrutiny.	Julie Belvir	None anticipated	This requirement is being met and will be kept under review.	Scrutiny and Overview Committee 3 November 2015

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4. The following information is recorded and made publically available: Members attendance at council meetings, details of written questions asked at Full Council meetings and petitions recorded under their name at Full Council.	<b>Cllr Hall</b>	<b>REJECT:</b> This information is available in the public domain and there are insufficient resources to provide this as an additional discretionary service.	Julie Belvir	None anticipated	N/A	Scrutiny and Overview Committee  3 November 2015
5. Every Member is provided with their own page on the Croydon website.	<b>Cllr Hall</b>	This is already in place. The pages are being linked to the Community Ward Budget pages	Graham Cadle	None	Work in progress	Scrutiny and Overview Committee  3 November 2015
<b>The Scrutiny and Strategic Overview Committee at its meeting on 14 April 2015 made a number of recommendations (Data and Freedom of Information - Minute number A33/15) and resolved:</b>						
1. To ask Cabinet to note that a significant amount of work on the Croydon website is required.		<b>AGREED</b>	Graham Cadle	Within current budgets	Work in progress	Scrutiny and Overview Committee  3 November 2015
2. To ask Cabinet to consider the development of an action plan to deliver the proposed next		<b>AGREED:</b> items a) to h) are being worked through with officers and Members to ensure we understand the need and to detail any	Graham Cadle	Please see prev column	It is planned to have an initial proposal for consideration in late October.	Scrutiny and Overview Committee  3 November 2015



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<p>steps stated within the presentation made at the meeting, namely:</p> <ul style="list-style-type: none"> <li>a) Develop single repository and simple customer journey for data to be provided and found/searched appropriately</li> <li>b) Provision of data in cases where same FOI requests are received regularly (NNDR)</li> <li>c) Detail timeline for provision of FOI, member reports and member questions and answers, tenders and financial spend data in non pdf format</li> <li>d) Develop options appraisals with costs for priority work-streams for new data provision (including potential for pilot of env info from</li> </ul>		<p>potential costs which will then need to be considered as part of the councils overall budget position and forecast. Progress has already been made in respect of item b) where a number of FOI responses are already provided, g) where we now have detail of what a number of other councils have done and h) where an officer/member group has now been set up (Constitution Working Group). We are also having conversations with local tech companies to understand how they may be involved.</p>				

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<p>within Myaccount/ mobile app</p> <p>e) Develop proposal with costs and timeline for running a hack day – engaging local developers to shape event and determine how to make most successful</p> <p>f) Develop a set of data principles to determine data requirements and how these will be managed – ensuring all future technology implementations are considered to meet this and specifically ensuring part of Data Analytics approach/project</p> <p>g) Talk to other councils, e.g. Leeds (with Leeds Data Mill) to learn what worked (and didn't) for them</p> <p>h) Officers to work with members to</p>			Julie Belvir	None anticipated	Dependent on a decision of the Full Council in respect of any amendments	

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confirm level and type of information provided about their roles and duties		<b>(h) ACCEPT:</b> There are definitions included within the constitution in respect of the role of Members. It is intended to add this item to the work plan for the cross party Constitution Working Group for consideration.			to the Constitution	