

To Croydon Cabinet Members:

Councillor Tony Newman, Leader of the Council, Budget and Strategic Policy,
Councillor Alison Butler, Deputy Leader (Statutory) and Cabinet Member for Homes,
Regeneration & Planning,
Councillor Stuart Collins, Deputy Leader and Cabinet Member for Clean Green
Croydon,
Councillor Simon Hall, Cabinet Member for Finance and Treasury,
Councillor Kathy Bee, Cabinet Member for Transport and Environment,
Councillor Timothy Godfrey, Cabinet Member for Culture, Leisure and Sport,
Councillor Louisa Woodley, Cabinet Member for Families, Health and Social Care,
Councillor Mark Watson, Cabinet Member for Communities, Safety and Justice,
Councillor Toni Letts, Cabinet Member for Economy and Jobs,
Councillor Alisa Flemming, Cabinet Member for Children, Young People & Learning

Invited participants: All other Members of the Council

A meeting of the **CABINET** which you are hereby summoned to attend, will be held
on **Monday 14th December 2015 at 6.30 p.m.**, in **THE COUNCIL CHAMBER, The
Town Hall, Katharine Street, Croydon, CR0 1NX.** .

JULIE BELVIR
Borough Solicitor & Monitoring Officer
Director of Legal & Democratic Services
London Borough of Croydon
Bernard Weatherill House
8 Mint Walk, Croydon CR0 1EA

Jim Simpson
Democratic Services Manager
020 8726 6000 Ext. 62326
jim.simpson@croydon.gov.uk
www.croydon.gov.uk/agenda
4 December 2015

Members of the public are welcome to attend this meeting. If you require any
assistance, please contact Jim Simpson as detailed above.

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assistance, please contact Jim Simpson as detailed above.

The meeting webcast can be viewed here: <http://www.croydon.public-i.tv/core/portal/home>

The agenda papers are available on the Council website www.croydon.gov.uk

AGENDA - PART A

- 1. Part A Minutes of the Cabinet meeting held on 16 November 2015**
(Page 1)
- 2. Apologies for absence**
- 3. Disclosure of Interest**

In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality in excess of £50. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Business Manager at the start of the meeting. The Chairman will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

- 4. Urgent Business (if any)**

To receive notice from the Chair of any business not on the Agenda which should, in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

- 5. Exempt Items**

To confirm the allocation of business between Part A and Part B of the Agenda.

CABINET MEMBER: COUNCILLOR KATHY BEE

- 6. A23/A232 Fiveways Design Proposals**
(Page 9)

Officers: Jo Negrini, Ian Plowright
Key decision: yes

CABINET MEMBERS: COUNCILLOR TONY NEWMAN AND COUNCILLOR SIMON HALL

- 7. Living Wage for Croydon**
(Page 33)

Officers: Nathan Elvery, Sharon Godman
Key decision: no

8. Quarter 2 Financial Performance 2015/16
(Page 39)

Officer: Richard Simpson

Key decision: no

CABINET MEMBERS: COUNCILLORS KATHY BEE AND SIMON HALL

9. Stage 2: Response to Recommendations arising from: Streets and Environment Scrutiny Sub-committee meeting on 7 September 2015
(Page 59)

Officers: Jo Negrini, Steve Iles

Key decision: no

**LEAD MEMBER: CHAIR OF THE SCRUTINY & OVERVIEW COMMITTEE:
COUNCILLOR SEAN FITZSIMONS**

10. Stage 1: Recommendations Arising from: Scrutiny and Overview Committee Meeting on 3 November 2015, Children And Young People's Scrutiny Sub-Committee Meeting on 17 November 2015
(Page 73)

Officer: Julie Belvir

Key decision: no

CABINET MEMBER: COUNCILLOR SIMON HALL

11. Investing in our Borough

(Page 81)

Officers: Sarah Ireland, Charlotte Rohan, Gary Seed

Key decision: no

12. The following motion is to be moved and seconded as the "camera resolution" where it is proposed to move into Part B of the meeting

That under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information falling

within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.

AGENDA - PART B

- B1. Part B Minutes of the Cabinet meeting held on 16 November 2015
(exempt under paragraph 3)
(Page 87)**

CABINET

Meeting held on Monday 16 November 2015 at 6.30 p.m. in the Council Chamber, the Town Hall, Katharine Street, Croydon, CR0 1NX

DRAFT MINUTES - PART A

Present:

Councillor Tony Newman, Leader of the Council;
Councillor Alison Butler, Deputy Leader (Statutory);
Councillor Stuart Collins, Deputy Leader;
Councillors Kathy Bee, Alisa Flemming, Timothy Godfrey,
Simon Hall, Toni Letts, Mark Watson and Louisa Woodley.

Other Majority Group Members in attendance:

Councillors: Ali, Canning, Fitzsimons, Kabir, B. Khan, S. Khan,
King, Kyeremeh, Mann, Mansell, Prince, Scott, Selva and Wood.

Shadow Cabinet Members in attendance:

Councillors Cummings, Hale, O'Connell and T Pollard.

Other Minority Group Members in attendance: Councillors

Bashford and Buttinger.

Also present and speaking at the meeting:

Item 6: Jonathan Clark, Chair of Croydon Opportunity and Fairness
Commission.

Item 7: June and Clovine, Croydon residents.

Sarah Bridges from Go ON UK.

Absent: Cabinet: none

Apologies: Apologies for absence were received from Councillors
Maria Gatland, Dudley Mead, Margaret Mead, Jason Perry and
Phil Thomas.

Note: The meeting webcast can be accessed [here](#)

One Minute Silence Observed at the start of the Meeting:

At the start of the meeting, in respect to those who tragically lost
their lives as a result of the events in Paris on 13 November 2015, a
minute's silence was observed by Council Members and all those
present at the meeting.

A105/15 Part A Minutes of the Cabinet Meeting held on 20 October 2015

The Part A minutes of the Cabinet meeting held on 20 October 2015 were received. The Leader of the Council signed the minutes as a correct record.

A106/15 Disclosures of Interest

There were no disclosures of interest.

A107/15 Urgent Business

There were no items of urgent business.

A108/15 Exempt Items

RESOLVED that the allocation of business in the agenda be confirmed, as printed.

A109/15 Croydon Opportunity & Fairness Commission (COFC) Interim Report – Building a better Croydon for Everyone

The Leader of the Council, Councillor Tony Newman, welcomed Jonathan Clark, COFC Chair, and Bishop of Croydon, who presented the COFC interim report.

The Cabinet thanked Jonathan Clark and all Members of the COFC for their work to date and the interim report.

A110/15 GO ON Croydon – Digital Inclusion

NOTED: that the Leader of the Council had delegated to the Cabinet the power to make the decisions set out below:

RESOLVED to:

1. Welcome the GO ON Croydon digital inclusion work as the first such program in London.
2. Welcome the Council's commitment to the GO ON UK Digital skills charter.

A111/15 Welfare reforms & future roll out of universal credit

NOTED: that the Leader of the Council had delegated to the Cabinet the power to make the decisions set out below:

RESOLVED to:

Agree the further local actions proposed in response by the Council to assist residents as detailed at paragraph 7 of the report.

**A112/15 Local Flood Risk Management Strategy 2015-2020
Consultation Results**

NOTED: that the Leader of the Council had delegated to the Cabinet the power to make the decisions set out below:

RESOLVED:

Having considered the responses received to the consultation on the draft Local Flood Risk Management Strategy (LFRMS), officers responses to these and consequent amendments to the draft LFRMS and 'Action Plan' as a result of those responses, at appendix 3 to the report to:

1. Approve adoption of the revised LFRMS and 'Action Plan', at appendix 1 to the report, and publication of a summary of the LFRMS, at appendix 2 to the report; and
2. Note the timetable and steps detailed at paragraph.3.7 of the report to ensure the Strategy and 'Action Plan' are kept under review and updated as necessary; and
3. Agree for the Executive Director of Place, in consultation with the Cabinet Member for Transport & Environment, to review and make changes to the LFRMS and 'Action Plan' subsequent to the Cabinet meeting decisions in resolution 1 above.

**A113/15 Boundary Amendments to the Church Road and Harold Road
Conservation Areas**

NOTED: that the Leader of the Council had delegated to the Cabinet the power to make the decisions set out below:

RESOLVED to:

1. Agree the following boundary amendments to the Church Road Conservation Area as shown in appendix 1 to the report:

Additions

7-9 (odd) Beauchamp Road
121 Auckland Road
17, 19 (Mayville Court), and 21-29 (odd) Sylvan Road

Deletions

1-4 and 17-22 Turkey Oak Close
Hunters Lodge, Church Road Croydon
Homelands Drive 24-30 (even)

2. To agree the following boundary amendments to the Harold Road Conservation Area as shown in appendix 2 to the report:

Additions

93-99 (odd) Central Hill
1-7 and 10-15 Essex Grove
7 and 29-39 (odd) Eversley Road
1-17 (odd) and 2-16 (even) High View Road
10-20 (even) Orleans Road
2-36 (even) and 1-33 (odd) Rockmount Road
1-11 (odd) and 2-8 (even) Troy Road

Deletions

41-53 (odd) Chevening Road

A114/15 Stage 1 – Recommendations from Streets and Environment Scrutiny Sub-Committee Meeting on 29 September 2015

NOTED: that the Leader of the Council had delegated to the Cabinet the power to make the decisions set out below:

RESOLVED to:

Receive the recommendations arising from the meeting of the Streets and Environment Scrutiny Sub-Committee on 29 September 2015 and to provide a substantive response within two months (i.e. Cabinet meeting on 18 January 2016)

A115/15 Investing in our Borough:

NOTED: that the Leader of the Council had delegated to the Cabinet the power to make the decisions set out below:

RESOLVED:

Agenda item 12.1: Investing in our Borough

NOTED: that the Leader of the Council had delegated to the Cabinet the power to make the decisions set out below:

RESOLVED to:

1.1 Agree that the Assistant Chief Executive Corporate Resources in consultation with the Cabinet Member for Finance and Treasury be delegated authority to:

1.1.1 Approve the continuation of the Insurance London Consortium arrangements by way of the Council entering into a new agreement under s.101 of the Local Government Act 1972 for that purpose, for a further term of five years with the London Boroughs of Camden, Haringey, Harrow, Islington, Lambeth, Sutton, Tower Hamlets, and the Royal Borough of Kingston upon Thames;

1.1.2 Approve that the London Borough of Croydon continues to act as the Accountable Body for those purposes including the finalisation of the new s.101 Agreement.

1.2 Note:

1.2.1 The list of delegated award decisions made by the Director of Strategy Communities and Commissioning, between 30/09/2015 and 19/10/2015

1.2.2 Contract awards recommended to the Cabinet for approval which are the subject of a separate agenda item and referenced in section 4.2 of the report.

1.2.3 Partnership arrangements under the Council's statutory powers requiring recommendation to the Cabinet for approval which are the subject of a separate agenda item and referenced in section 4.3 of the report

Agenda item 12.2: Facilities Management Cleaning Services – Award of Contract

NOTED: that the Leader of the Council had delegated to the Cabinet the power to make the decisions set out below:

RESOLVED to:

1. Agree that Bidder A (as detailed in the associated Part B report on the Agenda) be awarded the contract to deliver Facilities Management Cleaning Services to the Council corporate buildings (including window cleaning for housing) for an initial period of 3 years with options to extend for a further 2 years up to a maximum period of 5 years at an annual contract value of £1,570, 870 and upon the terms detailed within this and the associated Part B report.
2. Note that the name of the successful bidder and price will be released once the contract award is agreed and implemented.

Agenda item 12.3: Commissioning Arrangements for Health Visiting and Family Nurse Partnership Services 2016 – 2018

NOTED: that the Leader of the Council had delegated to the Cabinet the power to make the decisions set out below:

RESOLVED:

1.1 To approve the arrangements for the provision of Health Visiting and Family Nurse Partnership Services by way of an agreement between Croydon Council and Croydon Health Services (CHS) under Section 75 of the National Health Service Act 2006 for the provision of Health Visiting and Family Nurse Partnership Services from 1st April 2016 for a term of two years, to 31st March 2018, with a possible 1 year extension to March 2019 and a total budget across three years of £16,378,371.

1.2 Having considered the Council's public sector equalities duty and the analysis at paragraph 8 of the report, to agree the mitigating actions which will be secured through the specification for services, under the Section 75 agreement.

1.3 To agree that the Executive Director – People, in consultation with the Cabinet Member for Children, Young People and Learning be given delegated authority to finalise the terms of the Section 75 agreement, including the service specification.

Agenda item 12.4: Commissioning Arrangements for School Aged Nursing and Immunisations Services 2016 – 2018

NOTED: that the Leader of the Council had delegated to the Cabinet the power to make the decisions set out below:

RESOLVED:

1.1 To approve the arrangements for the provision of School Aged Nursing (including the National Child Measurement Programme (NCMP) and Vision Screening) and Immunisations Services, by way of an agreement between Croydon Council and Croydon Health Services under Section 75 of the National Health Service Act 2006 for the provision of School Aged Nursing and Immunisations Services from 1st April 2016 for a term of two years, to 31st March 2018, with the possibility of extending to 31st March 2019, with a total budget of £2,094,000.

1.2 Having considered the Council's public sector equalities duty and the analysis at paragraph 8 of the report, to agree the mitigating actions, which will be secured through the specification for services under the Section 75 agreement.

1.3 To agree that the Executive Director – People, in consultation with the Cabinet Member for Children, Young People and Learning be given delegated authority to finalise the terms of the Section 75 agreement, including the service specification.

A116/15 Camera Resolution

The motion to move the camera resolution was proposed by Councillor Tony Newman and seconded by Councillor Simon Hall

RESOLVED under Section 100A(4) of the Local Government Act, 1972, that the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.

PART B MINUTES – for agenda item B1 - are provided separately and are exempt from public disclosure under paragraph 3 of Schedule 12a to the Local Government Act 1972 (as amended).

The meeting ended at 8.31 pm.

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REPORT TO:	CABINET 14 December 2015
AGENDA ITEM:	6
SUBJECT:	A23/A232 Fiveways Design Proposals
LEAD OFFICER:	Jo Negrini, Executive Director - Place
CABINET MEMBER:	Cllr Kathy Bee, Cabinet Member for Transport and Environment
WARDS:	Waddon

CORPORATE PRIORITY/POLICY CONTEXT

The proposals aim to support growth within the Croydon Opportunity Area and more widely within the Borough.

Croydon Opportunity Area Planning Framework ‘.....in the future year with preferred development growth (2031), the impacts on the highway are centred in the COA and dissipate as one moves further away, except for on some key corridors such as A23 Purley Way. The main congestion hotspots are identified as: Fiveways Junction, A23/Croydon Road Junction and Ampere Way in the AM and PM Peak’

THE CROYDON PROMISE: GROWTH FOR ALL ‘Tackle congestion on main roads’: ‘£45m is already earmarked for investment in the Fiveways A23 junction with the A232. Option testing is underway with the aim of improvements being delivered before the end of the decade.’

AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS:

‘ ...will look to establish plans to improve roads across Croydon and give disabled people, pedestrians and cyclists greater protection and make their journeys safer. We will focus on improving the local environment and improving the transport infrastructure to make it easier for all residents to move around the borough and be better connected. ‘

FINANCIAL IMPACT

The Council has already offered (via a Transport Infrastructure Agreement) to contribute up to £20m of capital funding towards the improvements on the A23. Beyond that there are no direct financial implications.

FORWARD PLAN KEY DECISION REFERENCE NO.: 29/15/CAB This is a Key Decision as defined in the Council’s Constitution. The decision may be implemented from 1300 hours on the expiry of 5 working days after it is made, unless the decision is referred to the Scrutiny & Strategic Overview Committee by the requisite number of Councillors.

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS:

The Cabinet is recommended to:

- 1.1 Agree Proposal 2 as the preferred design proposal for the A23/A232 intersection.
- 1.2 Express its strong preference and support for a Proposal 2 which retains the Waddon Hotel, and encourage TfL to work towards this objective as it prepares its preferred proposal.
- 1.3 Support and encourage TfL to develop proposal 2 to ensure that it fully enhances the quality of 'Place' as well as improving vehicle 'Movement'.
- 1.4 Delegate to the Executive Director of Place, acting in consultation with the Cabinet Member for Transport and Environment, authority to take such steps as are deemed appropriate and necessary to assist TfL implement Proposal 2.

2. EXECUTIVE SUMMARY

- 2.1 Croydon Council previously entered into a Transport Infrastructure Agreement with TfL to support growth in the Croydon Opportunity Area, agreeing to provide £20m towards improvement on the A23. Croydon officers have been working with TfL which has been developing, consulting on and assessing design proposals for the A23 where it meets the A232.
- 2.2 Two main proposals have been developed. This report concludes that Proposal 2 (involving widening both Epsom Road and the A23 as it crosses the railway by Waddon Station) is the stronger of the two in terms of effects on 'place' whilst still predicted to deliver required vehicle 'movement' benefits. The report recommends Proposal 2 to be taken through detailed design to delivery.

3. DESIGN OPTIONS FOR THE INTERSECTION OF A23/A232

Background and Two Main Proposals

- 3.1 Cabinet agreed (Minute A102/13 18th November 2013) that the Council enter into an Infrastructure Agreement with TfL for improvement on the A23 and to make a contribution of £20 million (to be drawn down from the 2013/14 to the 2017/18 capital programme and S106 payments made by Croydon to TfL). That agreement was entered into, TfL agreeing to lead on feasibility, design and delivery and to provide at least £25million. As a result, TfL has developed, consulted on and assessed two alternative design proposals for the A23/A232 intersection (see appendix 1).

Proposal 1 would provide a new road, cycle and pedestrian bridge from Croydon Road to Duppas Hill Road. The new bridge would:

- Cross the railway at Waddon station to connect the A232 Croydon Road and the A232 Duppas Hill Road
- Remove the need for A232 traffic to use the A23 Purley Way and Fiveways Corner

Proposal 1 would allow drivers travelling along the A232 to avoid Fiveways Corner and Epsom Road by providing a more direct link in both directions between Croydon Road and Duppas Hill Road.

Proposal 2 would widen the existing bridge carrying the A23 Purley Way over the railway, and widen Epsom Road to accommodate two-way traffic. This would:

- Increase traffic lanes where the road carries both A23 and A232 traffic
- Remove eastbound A232 traffic from Fiveways Corner
- Maintain the same route for A232 drivers travelling westbound, but would provide a shorter route eastbound.

- 3.2 Following selection of the preferred proposal, that proposal be developed further and consulted on. Delivery of either proposal will require acquisition of some land and property, which (if it cannot be acquired by agreement) will require compulsory purchase.

Summary Results of Public Consultation

- 3.3 TfL undertook public consultation in February/March 2015. Croydon officers were heavily involved in the design of the consultation material and the response questionnaire ensuring confidence in both the robustness of the consultation and in the results of the process.

799 responses were received by TfL. The full consultation report is available at: <https://consultations.tfl.gov.uk/roads/fiveways-croydon>

- 3.4 Key findings drawn from TfL's consultation report are provided at appendix 2. The majority of respondents agree with Proposal 1 (see Figures 1 and 2 in appendix 2). Amongst residents in post codes (see appendix 2) nearest to the area of the Proposals, there was a slight majority in favour of Proposal 2 (see Figures 3 and 5 in appendix 2). Depending on where respondents live, they may attach differing weight to various issues. The majority of respondents are not from the immediate area of the proposals. The primary interest of those respondents living some distance from Fiveways may be the anticipated improvement in journey time and journey experience through Fiveways. Those living near to Fiveways / to the area of the proposals, may attach different weight to various matters including anticipated effect on the quality of 'place'.

TfL Assessment of the Proposals

- 3.5 TfL has undertaken (and is continuing to refine (see section 3.13)) a benefit:cost analysis of the two proposals. The exercise monetises predicted journey time benefits (see appendix 3) for general traffic and for buses (see appendix 4) / bus passengers during the peak periods (see table 1 below) plus road casualty reductions.

Table 1: Assessed Peak Periods

Peak	Time Period
Weekday AM Peak	07:30-08:30
Weekday PM Peak	17:15-18:15
Saturday Peak	11:15-12:15

- 3.6 Croydon officers sit on TfL's project board and have followed the detail of (and have confidence in (with the caveats at section 3.13-3.14)) the process to assess the balance of benefits:costs for each of the proposals compared with 'do nothing'. Proposal 1 is predicted to provide greater journey time benefits for general traffic. Proposal 1 performs better during the weekday peaks in terms of general traffic journey time, whilst proposal 2 is better performing during the Saturday peak. Overall Proposal 1 is currently predicted to achieve around £1.5m per annum more in journey time benefits for general traffic than Proposal 2 (see table A in appendix 5).
- 3.7 Six bus routes serve the Fiveways area (routes 119, 154, 157, 289, 407 and 410) plus route X26 (express bus route from Heathrow to Croydon town centre). Modelled bus journey times and the average passenger loadings for each service were used to quantify and then monetise the annual bus passenger benefits. Proposal 1 is currently estimated to achieve 228k more bus benefits per annum than Proposal 2. (see table B in appendix 5)
- 3.8 Road casualty statistics (AccStats) show 44 reported collisions resulting in casualties within the area of the proposals over the three years to July 2015. Three of the collisions resulted in serious injuries whilst the others were slight. There were no fatalities during the three years. Most of the collisions were rear shunts or a result of misinterpreting traffic signals. A safety assessment was undertaken, estimating that Proposal 1 is likely to reduce collisions by 2.75 per year and Proposal 2 is likely to avoid 2.27 collisions per year. The difference is mainly due to the grade separation of the Epsom Road and Stafford Road junction in Proposal 1, reducing vehicle interaction at the junction.
- 3.9 The resulting overall benefit:cost ratio of Proposal 1 is currently estimated at 1.6:1 and for Proposal 2 at 1.2:1.
- 3.10 The benefit:cost analysis did not include pedestrians and cyclists due to the low numbers currently at the A23/A232 intersection. There was also no attempt to monetise potential urban realm, regeneration or other place making benefits or disbenefits. (TfL's urban realm benefit assessment toolkit is based on the number of pedestrians, hence the current low number of pedestrians would not have significantly affected the overall score.) TfL undertook a 'Management of Value' exercise (which included pedestrians, cyclists and public realm) to assess how each proposal performs against TfL's wider 'key drivers' for the project (see table 2.) scrutinised by Croydon officers via the project board.

Table 2. TfL Key Project Drivers with Weighting employed in the Management of Value Exercise

Project Drivers	Weighting
Reduce road congestion and maximise road capacity	20
Improve quality of bus network	7
Improve facilities for pedestrians	11
Improve facilities for cyclists	10
Urban realm	6
Reduce crime	1
Local centre development	11
Improve access to Waddon Railway Station	3
Accommodating growth	17
Increase highway connectivity	3

3.11 The Management of Value exercise provides a method of comparing the value of the differing proposals by giving each a performance rating between 1 and 10 for each value ‘driver’. The exercise arrived at value indices for Proposal 1 of 645 and for Proposal 2 of 697. Proposal 1 scored better on: ‘reducing road congestion’; ‘improving the quality of the bus network’; and ‘accommodating growth’. This reflects the quantified benefit cost ratio which is mostly based on the journey time improvements predicted to result from the proposals. Proposal 2 scored higher in all other areas: ‘improving facilities for pedestrians’; ‘improving the level of service for cyclists’; ‘urban realm enhancement’; ‘reducing crime’; ‘local centre development’, ‘improving access to public transport’; and ‘increasing highway connectivity’. The Management of Value exercise suggests that the two proposals are similarly matched but with differing strengths.

3.12 TfL is confident that Proposal 2 could be delivered using its highway powers. There is also the likelihood that an Environmental Impact Assessment and Statement will not be required (subject to screening opinion). If this is the case, there would be no need for a planning application/planning permission. However in choosing between the two design proposals it is important to have regard to the same considerations the planning authority would have regard to and attach weight to in forming a view as to the acceptability of either of the proposals.

Caveats Regarding Benefit:Cost Assessment / Economic Appraisal

3.13 The benefit:cost ratios reported above are drawn from TfL’s draft project business case. TfL is continuing to refine its cost estimates for both proposals. Those cost estimates are expected to change slightly. If they do, the benefit:cost ratios will similarly change. In estimating the monetary value of predicted journey time savings, TfL uses values of time set by the DfT applying an uplift to reflect higher earnings in London. The DfT is proposing significant changes to the values attached to journey time savings, currently consulting on those changes:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/470998/Understanding_and_Valuing_Impacts_of_Transport_Investment.pdf

It should be noted that due to the likelihood of additional traffic being attracted from other roads (and potentially other modes) through the Fiveways area in

response to reduced journey times, the predicted journey time benefits for either proposal are unlikely to be fully achieved.

- 3.14 Caution generally needs to be attached when using benefit:cost ratios. As well as caution required around the economic appraisal of time savings, note should also be taken of the predicted casualty reductions underlying the economic appraisal. Casualty reductions predicted for both proposals are relatively low with Proposal 1 predicted to save around 0.5 casualties more than Proposal 2 each year.

Relative Importance of 'Place' and 'Movement'

- 3.15 The benefit:cost analysis did not take account of such matters as effects on local assets contributing to sense and quality of 'place', such as green space and the Waddon Hotel. Hence TfL undertaking the broader scope 'Management of Value' exercise. This did include many of the 'place' making elements. Proposal 2 generally scored more strongly on those place making elements, resulting in Proposal 2 having an overall 'Management of Value' score slightly greater than that of Proposal 1.
- 3.16 TfL is likely to bring a different perspective to a highway improvement project compared to a local authority. This is likely to arise from TfL's strategic transport (or 'movement') planning role, compared with a local authority's stronger place making focus through its various roles, remits and duties. These include its role in promoting and enabling place-based regeneration, its local plan making duties and its public health duties. This said, both TfL and London local authorities are guided by the work of the Mayor of London's Roads Task Force ('The Vision and Direction for London's Streets and Roads') (<https://tfl.gov.uk/corporate/publications-and-reports/roads-task-force>) The Roads Task Force emphasises the dual function of London's streets and roads, namely their importance as both 'movement' corridors and as 'places'. Within the highway boundary, TfL's design focus is on 'place' as much as on 'movement'. However, beyond the highway boundary the two proposals would have differing effects on the quality of place. The two proposals differ in terms of their ability to work with the Council's ambitions for better and stronger places expressed through the 'Croydon Promise:Growth for All' and the Local Plan ambition for the Fiveways area to become a local centre.
- 3.17 Waddon as a place is rather defined by the A23/A232 Fiveways junction, the intersection sending a strong message about the nature of the 'place'. Connecting the A232 Croydon Road to the A232 Duppas Hill by a new elevated highway structure, is likely to strengthen that current message / impression including one of an importance attached to vehicle 'movement' over (figuratively and literally) 'place'. Whilst requiring widening of Epsom Road, Proposal 2 provides more of an opportunity to integrate improved vehicle 'movement' infrastructure into the existing 'place' rather than imposing a new elevated structure on that place.

Deliverability and Predicted Effects during Construction and Operational Phases

- 3.18 The broader 'Management of Value' exercise did not include matters such as deliverability or impacts during construction and operational phases. Issues of

deliverability, effects on community facilities and impacts arising during construction and operational phases are all interrelated. There are three facets of deliverability, namely economic, technical and political. (In this case, the economic aspects of deliverability are not an issue. Funding to deliver either proposal is secured.)

- 3.19 Proposal 2 is far more technically challenging to deliver. It requires demolishing the existing bridge and constructing a new one over a live railway while keeping the A23/A232 running. This will result in significant construction risk / challenge. It will require detailed working with, and approvals from Network Rail which will also bring challenges. By contrast, constructing Proposal 1 (the new road, cycle and pedestrian bridge from Croydon Road to Duppas Hill Road to carry the A232) is relatively straightforward. At this stage it is expected that most of the works would be undertaken off highway and away from the railway, with the bridge deck being placed into position relatively quickly. As a result, less traffic disruption is predicted and consequently works at Fiveways Corner itself could happen in parallel with the works to construct the bridge. By contrast, building Proposal 2 (the new wider A23 bridge) is predicted to require a minimum of eight months' temporary traffic management on the A23 and A232. The works at Fiveways Corner itself, which will also require traffic management, could not happen in parallel with the bridge widening. Instead they would have to be undertaken afterwards leading to a longer construction period (30 months compared to 24).
- 3.20 As a result of the above, the impacts arising from the construction phase are more intense for Proposal 2 and over a longer period. Those impacts are predicted to be largely in the form of increased congestion resulting in increased journey times for general traffic and buses.
- 3.21 Proposal 1 requires the loss of around 10,400m² of green space at Duppas Hill Park (6250m²) and the neighbouring open 'Heath Clark' land (4150m²), equivalent to approximately one and a half football pitches. Proposal 1 also requires the loss of approximately 30 mature trees from the Park. Thirty or more semi mature trees could be planted to replace those that would need to be removed. Both the Park and the neighbouring open 'Heath Clark' land are currently designated Local Open Land in the Local Plan. Furthermore, the Park is currently designated a locally listed historic park and garden. The northern element of the Park is a site of nature conservation importance. Croydon Council, as part of the making of the emerging Croydon Local Plan, is in the process of designating the Park as Local Green Space, which carries the same level of protection as Metropolitan Open Land. The Heath Clark land would cease to be Local Open Land, but is proposed for a school and limited residential development. (The Local Plan could safeguard land to facilitate Proposal 1 were that necessary. (The revised Croydon Local Plan is anticipated to be adopted in late 2017)). The test to allow the loss of Local Green Space /Metropolitan Open Land is a very stringent one (similar to Green Belt policy). To replace lost Local Green Space would also be very challenging. Proposal 2 does not require the loss of any green space at either Duppas Hill Park or the 'Heath Clark' land.
- 3.22 Past proposals to widen the A232 into Duppas Hill Park resulted in a significant campaign to save the Park. Proposals to acquire some of Duppas Hill Park for

road building may result in opposition that potentially could delay or threaten the delivery of Proposal 1.

- 3.23 Proposal 2 involves widening Epsom Road to either the north or to the south. The latter requiring the loss of at least part of the Waddon Hotel, a cherished local building and facility that contributes positively to the place. The decommissioning of the electricity substation in Epsom Road has increased the likelihood of being able to widen to the north and retain the Hotel. However, this would require some additional residential properties to be acquired. The evolved Proposal 2 now also involves less widening of Epsom Road than envisaged when the Proposals were consulted on (see para 3.29 below). The decision asked of Cabinet is a decision between Proposal 1 and Proposal 2. However, recommendation 1.2 in this report is for Cabinet to express its strong support for a Proposal 2 which retains the Waddon Hotel.
- 3.24 Proposal 1 requires the loss of a number of commercial and residential properties. Proposal 2 requires less commercial property but potentially significantly more residential property than Proposal 1 depending on the finalised highway alignment. (The exact highway layout and road alignments will be confirmed by TfL during the concept design phase. The detailed land requirements will be published in the concept design phase.)
- 3.25 Providing a new road, cycle and pedestrian bridge from Croydon Road to Duppas Hill Road would leave TfL with a new structure with ongoing maintenance liability. The existing A23 bridge over the railway (which would be replaced under Proposal 2) has a remaining 30 year life. However to replace it now would leave TfL with a new modern structure. These factors are perhaps ones predominately for TfL to consider. However the A23 bridge would have to be replaced in around 30 years. Impacts arising from replacing the bridge now, mean that they will not arise in 30 years' time, whereas they would under Proposal 1.

Conclusions

- 3.26 A summary 'Benefits and Compromises' table produced by TfL is at appendix 6. of this report.
- 3.27 Those responding to the consultation were potentially attaching differing weight to vehicle 'movement' relative to quality of 'place' depending on their distance from Fiveways/Waddon. Proposal 1 is the better performing under the economic appraisal/benefit:cost assessment. However caution should be attached to the economic appraisal including the breadth of factors considered within it. The broader Management of Value exercise which includes many place making elements indicates Proposal 2 better performing in terms of strengthening 'place', and slightly better overall.
- 3.28 Proposal 2 is able to sit more within the existing place/urban fabric, rather than imposing a new elevated highway structure upon it. Thus whilst construction phase impacts are predicted to be higher under Proposal 2 1, ongoing operational phase impacts are predicated to be lower under Proposal 2. The increased potential for Proposal 2 to retain the locally important Waddon Hotel strengthens the 'place' aspects of proposal 2. Proposal 2 is the stronger of the

two in terms of 'place' whilst still delivering necessary vehicle 'movement' benefits.

Proposal Development since Consultation

- 3.29 A number of those attending the consultation exhibition suggested that neither of the design Proposals achieved much improvement (particularly for pedestrians and cyclists) at Fiveways Corner itself. Thus TfL has developed its design proposals at Fiveways Corner. These more recently developed proposals for Fiveways Corner could and (if agreed) would be implemented under either Proposal. The new Fiveways Corner proposals have however enabled a revision of main Proposal 2 allowing less widening of Epsom Road than originally envisaged.
- 3.30 The revised designs for Fiveways Corner would work with the aspiration expressed in Croydon Local Plan 1 for the Fiveways area to become a Local Centre. The intention behind the aspiration is to strengthen the sense and quality of place and to reduce the need to travel by providing services closer to where people live.

4. CONSULTATION

- 4.1 Council officers worked closely with those of TfL on the design of both the consultation process and material. The consultation material (including details of the proposals) was made available on the TfL website from 2 February 2015 with a link to it from the Council website. A leaflet was sent to over 14,500 addresses within approximately 400 metres of the scheme. TfL emailed around 200 different stakeholder organisations and 16,000 individual people on the TfL database known to cycle, drive or use public transport in the area (the majority likely to be from beyond Waddon and the Fiveways area). Four public exhibitions were held at which people could discuss the proposals with the project team and view printed material. The exhibitions were at:

Waddon Leisure Centre, Purley Way, Waddon

- Saturday 7 February 09:00-13:00
- Wednesday 11 February 16:00-20:00
- Thursday 12 March 16:00-20:00

Croydon Clocktower, Katharine Street

- Thursday 12 February 10:00-14:00

The proposals were also presented to the Croydon Mobility and Cycle Forums.

- 4.2 The results of the consultation are summarised in section 3 of this report and at appendix 2.

- 4.3 The Waddon ward councillors were engaged with early on in the process of proposal development and more recently as TfL concluded its technical assessment of the proposals and the consultation results report was emerging. The Waddon councillors are strongly of the view that whilst Proposal 1 might give some marginal benefit over Proposal 2 to those travelling through Waddon, it would impact much more heavily on the people of Waddon, requiring the loss of part of Duppas Hill Park (including a number of mature trees) and imposing a new flyover in the centre of the ward particularly affecting residents of Waddon Park Avenue. The possibility of a variation of Proposal 2 which retains the Waddon Hotel has meant the Waddon Councillors look even more favourably on Proposal 2.
- 4.4 Following proposal selection, TfL intends (in conjunction with Croydon Council) to undertake consultation on the detail of the selected proposal during autumn 2016.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1

1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Revenue Budget available				
Expenditure				
Income				
Effect of decision from report				
Expenditure				
Income				
Remaining budget				
Capital Budget available				
Expenditure				
Effect of decision from report				
Expenditure				
Remaining budget				

2 The effect of the decision

The decision has no financial implications for the Council, the Council having already contracted to contribute up to £20m of capital funding towards the improvements.

3 Risks

The Council is protected from the main financial risk (namely cost increase) by the Transport Infrastructure Agreement which makes TfL responsible for any 'Excess Works Cost'.

4 Options

The report recommends one of two design options. Not to proceed with either is not an option in the light of the growth predicted for the Croydon Opportunity Area and the Transport Infrastructure Agreement entered into with TfL. That agreement offers the best mechanism to secure additional investment to relieve traffic stress at the intersection of the A23/A232 and bring about other improvements in the public realm, cycling and walking at Fiveways Corner.

5 Future savings/efficiencies

(Approved by: Louise Lynch, on behalf of Head of Finance and Deputy S151 Officer, Resources)

6. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER

- 6.1 The Council Solicitor comments that as set out in the detail of this report, the project to deliver either Proposal 1 or Proposal 2 would be managed by Transport for London with the Council making a capital contribution. Should the recommendation in this report be approved, Proposal 2 will be subject to further detailed consultation with the public and a further report on this matter may be brought back to Cabinet regarding the outcome of that consultation and future delivery of the project. Beyond that, given that the project will be managed by TfL, there are no detailed legal considerations arising out of the recommendations in this report.

(Approved by: Sean Murphy, Principal Corporate Sor on behalf of the Council Solicitor & Director of Legal & Democratic Services)

7. HUMAN RESOURCES IMPACT

- 7.1 There are no human resources implications arising from this report.

(Approved by Adrian Prescod, HR Business Partner, for and on behalf of Director of HR, Resources department.)

8. EQUALITIES IMPACT

- 8.1 An Initial Equalities Analysis was undertaken to analyse any potential impact Proposal 2 (as the preferred design proposal for the A23/A232 intersection) would have on protected groups compared to non-protected groups. This concluded that whilst there are differences between people of different groups that share a “protected characteristic” (Disability, Race/ Ethnicity, Gender and Age) and those who do not share a ‘protected characteristic’ in terms of access to the car and travel modes used, the recommending / selecting one design proposal over the other will not affect any protected groups more significantly than non-protected groups.
- 8.2 However in undertaking the detailed design of the selected option, there will be the opportunity to maximise the accessibility of the recreated public realm and hence help the Council in advancing equality of opportunity between people who belong to certain protected groups (in particular people with certain disabilities) and those who do not. An access audit should / will be undertaken as part of the detailed design process to help ensure that the opportunity is taken and maximised.

9. ENVIRONMENTAL IMPACT

- 9.1 Environmental effects are considered throughout section 3. of the report.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 TfL’s Community Safety and Crime Prevention team has looked at both proposals and provided a series of ‘Main observations and recommendations’. These include the recommendation that the project be used to promote natural surveillance and activity in the area. The observations and recommendations also included regular pruning of trees; safe and secure cycle parking; street lighting; CCTV; and seating. They also focus on the proposed new bridge in Proposal 1 highlighting:
- The area beneath must be well lit to increase the opportunities for surveillance at night and to send out positive messages about the management of the area.
 - Sacrificial coatings or treatments should be used within the structure to deter graffiti and flyposting.
 - The supporting columns should be as thin as possible to maintain visibility and clear lines of sight.
 - Unplanned or poorly maintained spaces can create negative spatial implication, similar to the broken window effect. These areas should not be designed or planned in isolation, but should encompass a wider strategy of improving leftover spaces along a designated route

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 The Croydon Opportunity Area Planning Framework identified the A23/A232 intersection as a key congestion hotspot predicted to worsen as a result of Opportunity Area growth and wider growth. Croydon Council and TfL entered into a Transport Infrastructure Agreement to deliver improvement to the A23. That agreement offers the best mechanism to secure additional investment to relieve traffic stress at the intersection of the A23/A232 and bring about other improvements in the public realm, cycling and walking at Fiveways Corner.
- 11.2 TfL developed and consulted on two proposals for the A23/A232 intersection. Proposal 1 was preferred by the majority of consultation respondents. Respondents living close to the proposals expressed a slight majority preference for Proposal 2. The benefit:cost analysis focussing on motor vehicle/passenger benefits and road casualty reduction, suggests that Proposal 1 is the better of the two. The Management of Value Exercise suggests that the two are equally balanced (Proposal 2 slightly ahead) but with differing strengths.
- 11.3 In making the recommendations, considerable weight has been attached to:
- Proposal 2 being better able to sit within the existing urban form / place rather than imposing a new elevated structure on it;
 - the loss of Local Open Land and mature trees under Proposal 1, and Croydon Council's intention to designate Duppas Hill Park as Metropolitan Open Land; and
 - the recent possibility of a variation on Proposal 2 which retains the Waddon Hotel
- whilst having regard to:
- the greater transport benefits predicted to arise from Proposal 1;
 - the technical challenge of delivering Proposal 2; and
 - the greater construction phase impacts predicted to arise from Proposal 2.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 The options are addressed throughout this report

CONTACT OFFICER: **Ian Plowright**
 Head of Transport,
 0208 726 6000 (ext 62927)

BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972:

Initial Equality Analysis

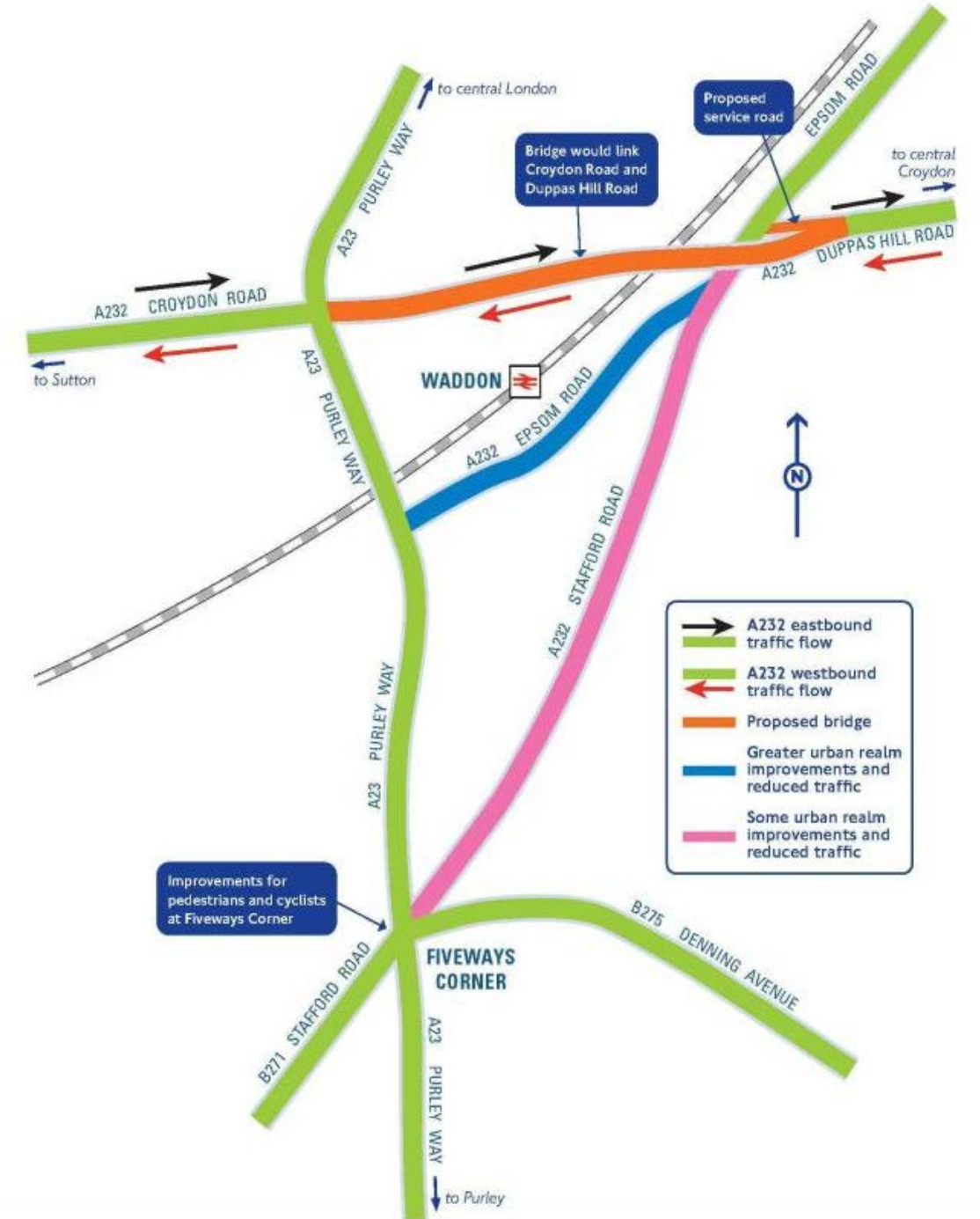
*TfL Document (Draft) Programme: A3 Transforming Streets and Places,
Project: A23/A232 Fiveways Croydon, Document reference: Fiveways Business Case,
Business Case Narrative (Exempt from public disclosure)*

Internal TfL memo from its Crime Reduction & Community Safety Unit commenting on the two proposals for A23/A232 Fiveways

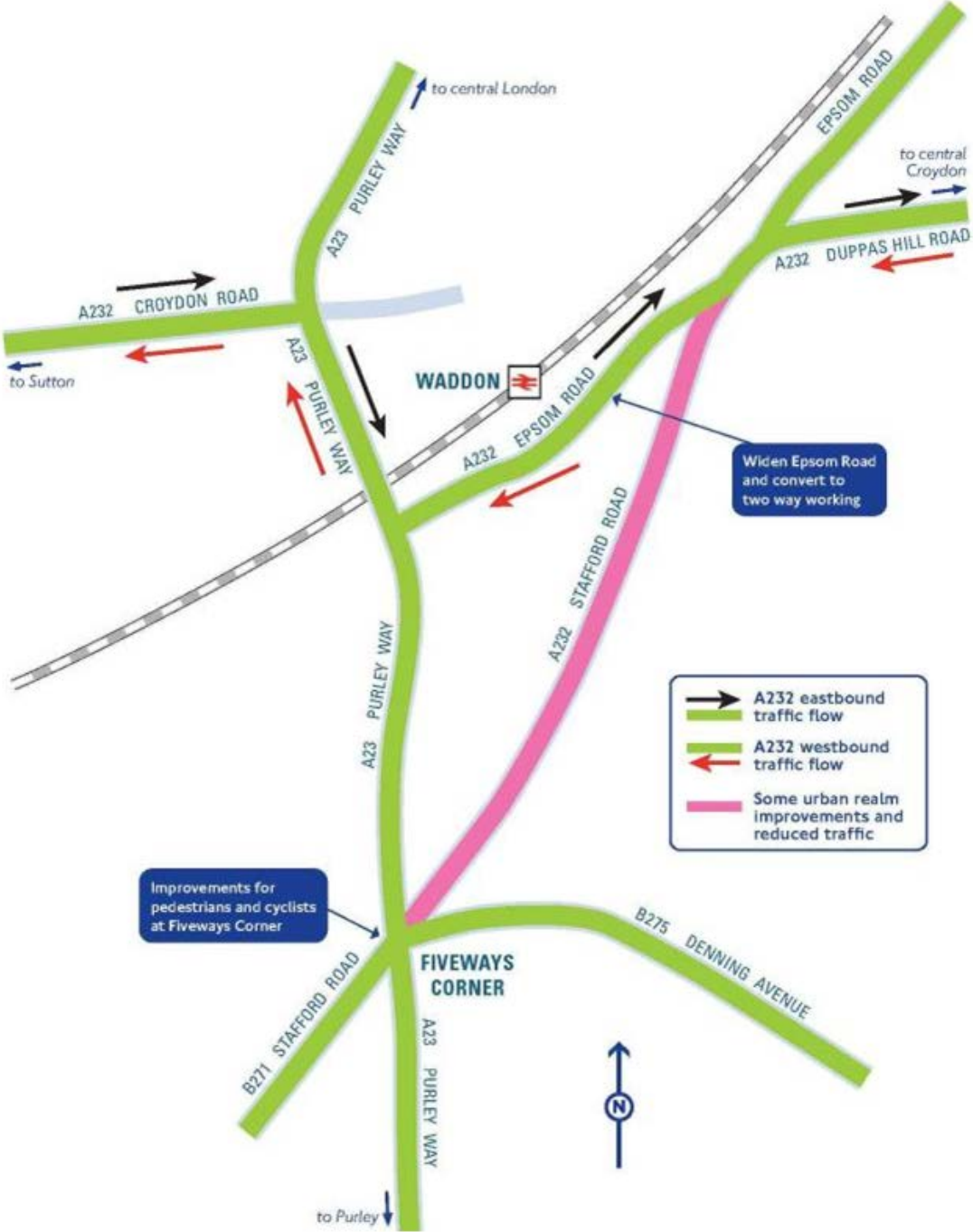
London Borough of Croydon and Transport for London transport infrastructure agreement relating to proposed new infrastructure projects within the London Borough of Croydon.

Appendix 1: The Main Design Proposals

Proposal 1



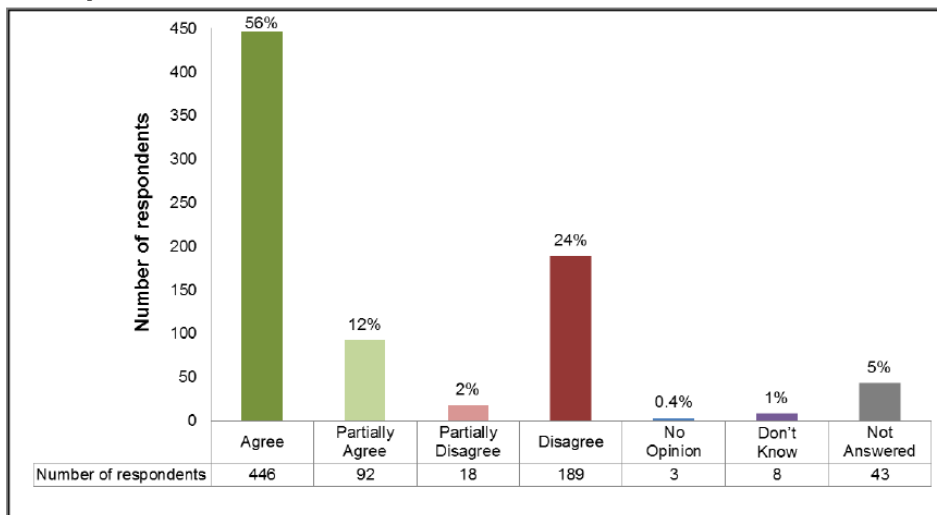
Proposal 2



Appendix 2. Some Key Findings from the March 2015 Consultation

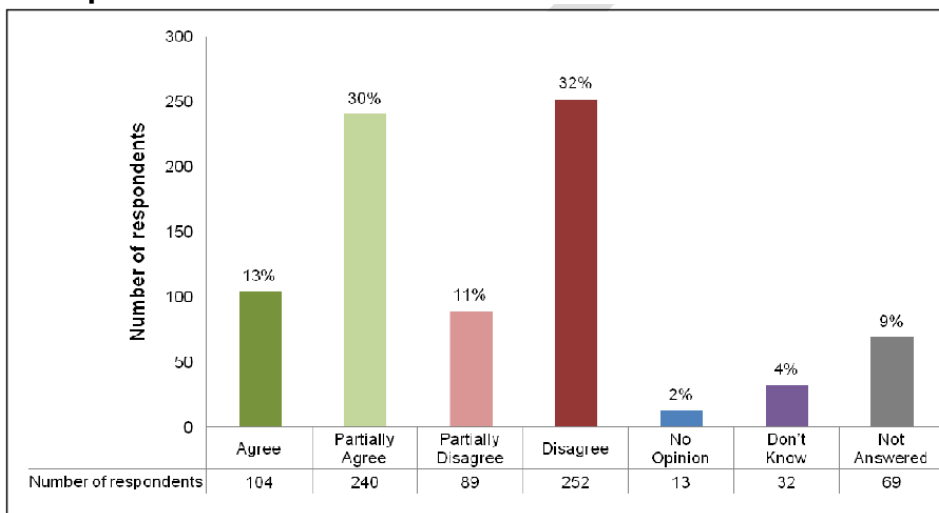
799 responses were received by TfL. 756 respondents answered the question asking if they agreed with Proposal 1. Of the 799 total consultation respondents, 67% agreed or partially agreed with Proposal 1 and 26% disagreed or partially disagreed.

Figure 1: Responses to Q3 - To what extent do you agree or disagree with Proposal 1?



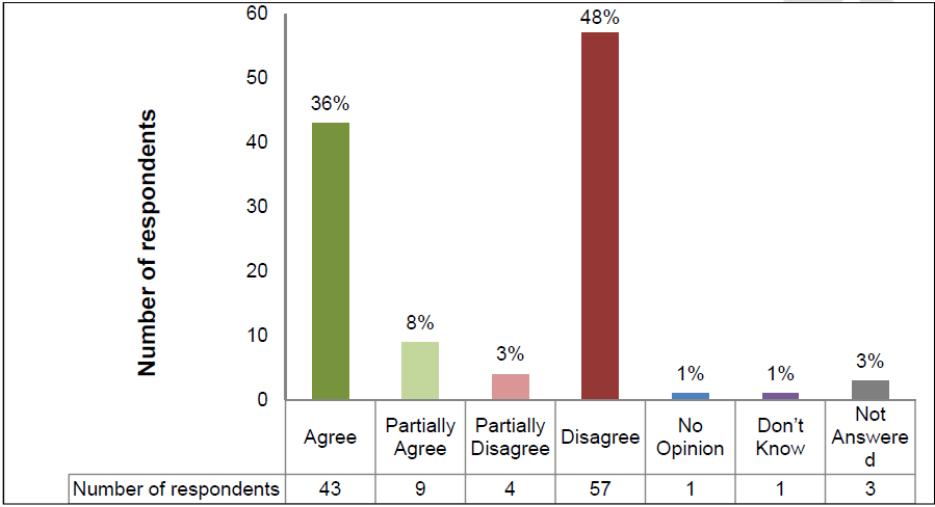
730 respondents answered the question asking if they agreed with proposal 2 with 43% agreeing or partially agreeing with Proposal 2 and 43 per cent disagreeing or partially disagreeing.

Figure 2: Responses to Q6 - To what extent do you agree or disagree with Proposal 2?



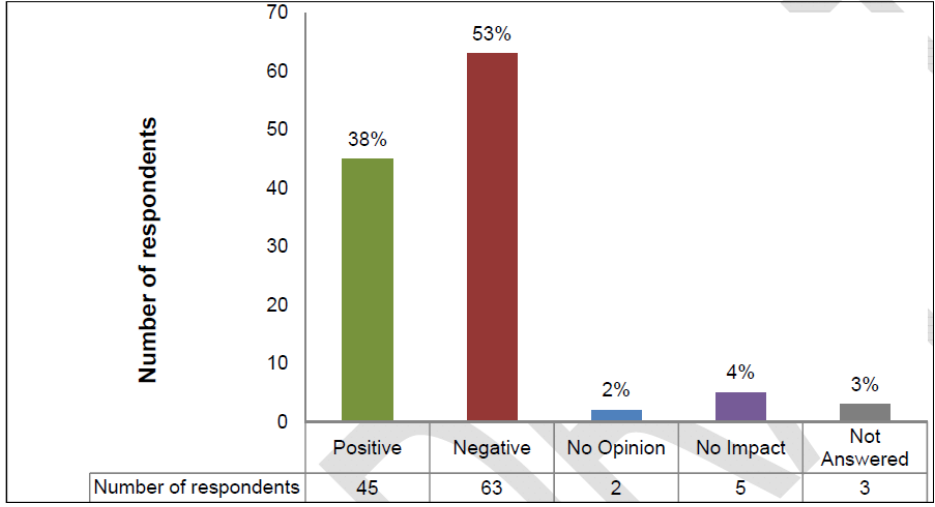
118 of the response were from residents local to the area of the proposals, namely postcodes CRO - 4D, 4R, 4L, 4N, 4P, 4U. Of the 118 'local' residents from these postcodes, 44% agreed or partially agreed with Proposal 1 while 52% disagreed or partially disagreed.

Figure 3: Responses from 'local postcodes' to Q3. To what extent do you agree or disagree with Proposal 1?



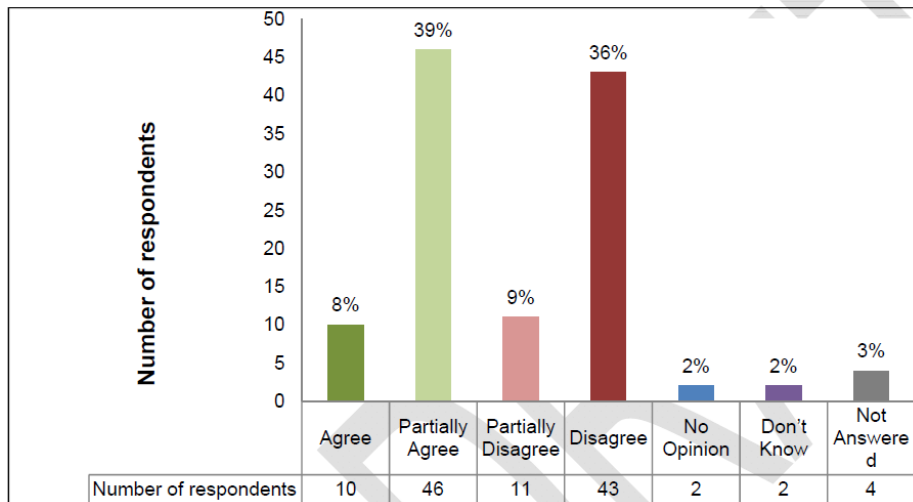
Of these 118 'local' residents, 38% rated Proposal 1 as having a positive impact and 53% Proposal 1 as having a negative impact on them personally

Figure 4: Responses from 'local postcodes' to Q4. How would you rate the impact of Proposal 1 on you?



Of the 118 'local' residents, 47% agreed or partially agreed with Proposal 2 while 47% disagreed or partially disagreed.

Figure 5: Responses from 'local postcodes' to Q6. To what extent do you agree or disagree with Proposal 2?



Of these 118 local residents, 13% said Proposal 2 would have a positive impact on them personally and 56% rated Proposal 2 as having a negative impact

Figure 6: Responses from 'local postcodes' to Q7. How would you rate the impact of Proposal 2 on you?

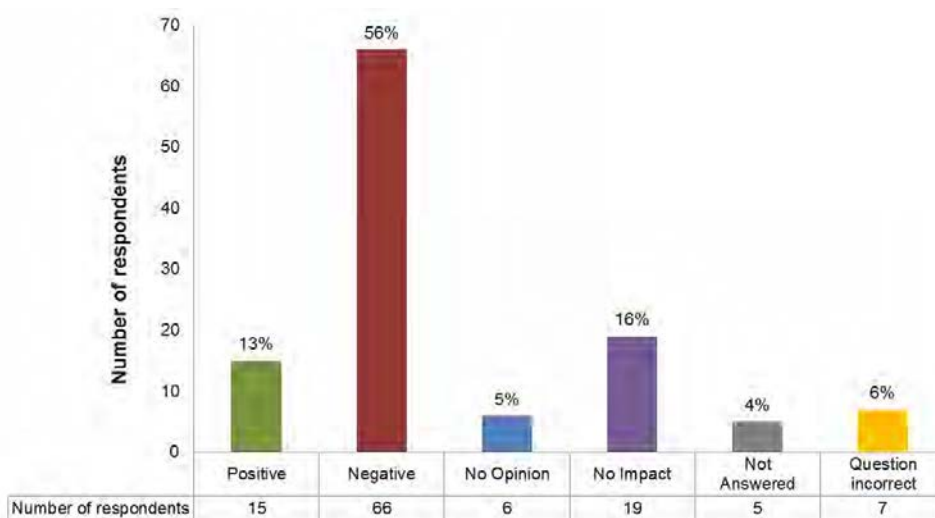
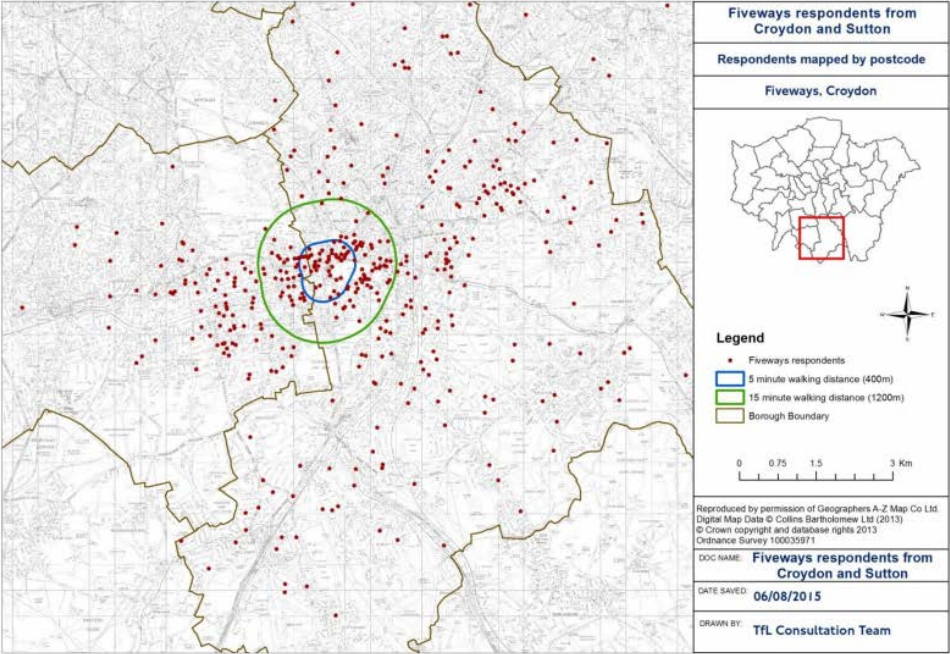


Figure 7. Responses by post code



This map shows respondents in the London Boroughs of Sutton and Croydon mapped by postcode. 93 per cent of respondents reported having a Croydon or Sutton postcode.

Appendix 3: Vehicle Journey Times

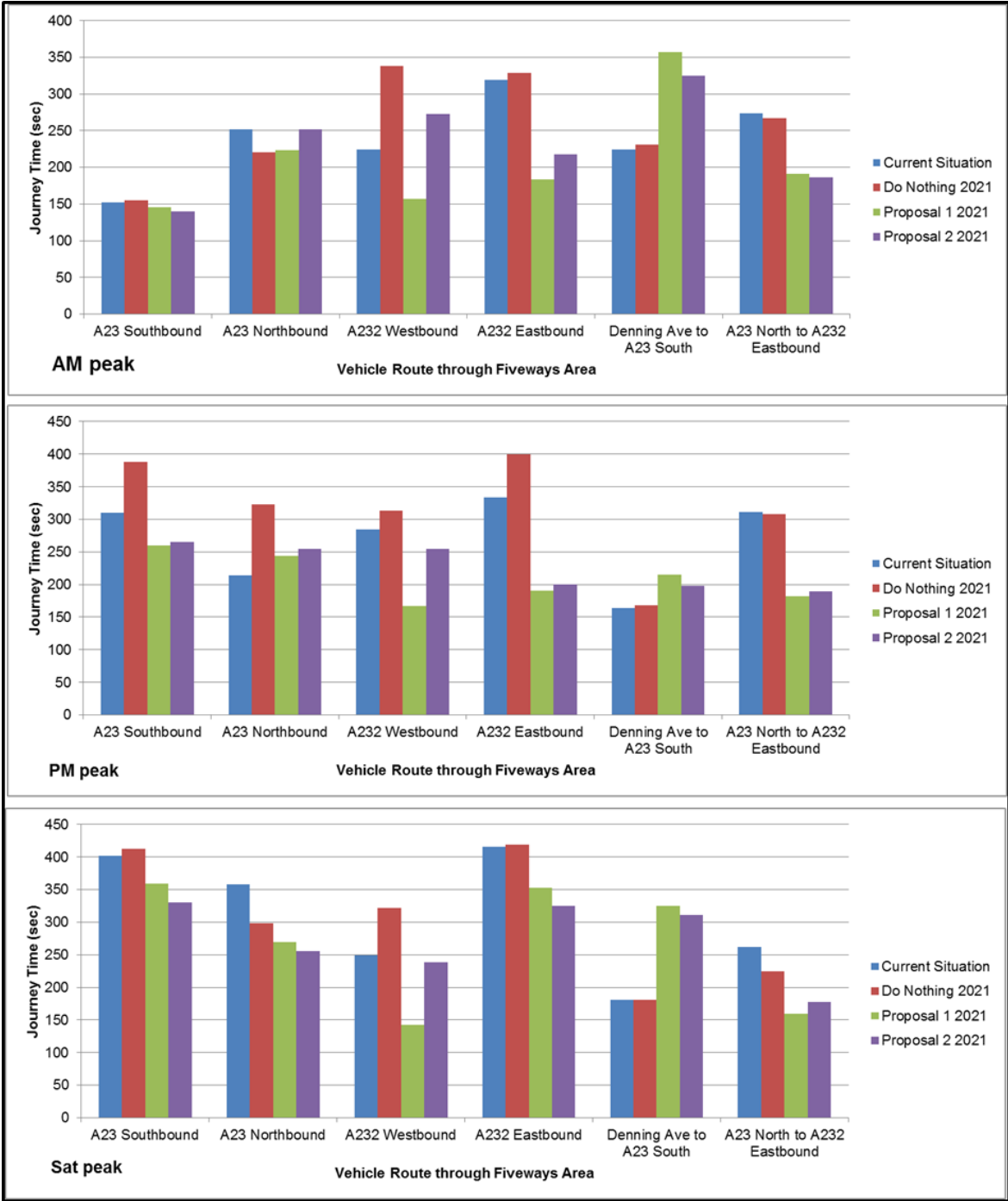


Figure 1: Bus Journey Times

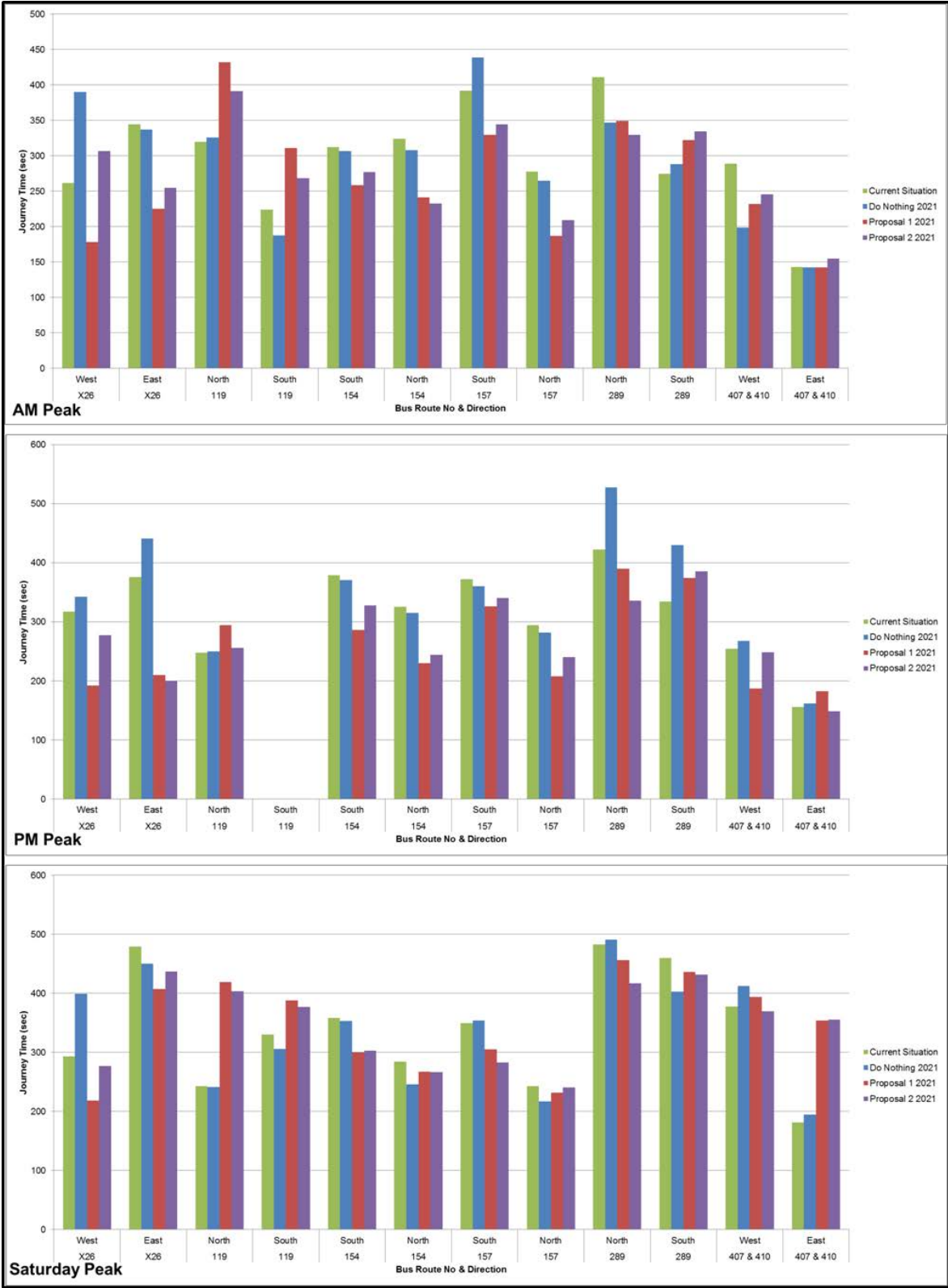


Table A: Monetised Benefit for General Traffic

Comparison assessed	Annual Benefit
Base compared to Do Nothing Scenario	- £825,060.02
Proposal 1	£ 3,597,711.00
Proposal 2	£2,152,973.28

Table B: Monetised Benefit for Bus Passengers

Comparison assessed	Annual Benefit
Base compared to Do Nothing Scenario	£48,441.44
Proposal 1	£695,214.36
Proposal 2	£467,599.22

Table C: Monetised Benefit for Casualty Reduction

Comparison assessed	Annual Benefit
Proposal 1	£285,088.39
Proposal 2	£234,524.90

Appendix 6: Proposals' 'Benefits and Compromises' summary table

	Do Nothing	Proposal 1	Proposal 2
Benefits	<ul style="list-style-type: none"> ✓ Lower short term cost to TfL ✓ No changes to local land uses 	<ul style="list-style-type: none"> ✓ Delivers vehicle journey time benefits ✓ Delivers bus journey time benefits ✓ Improvements to pedestrian crossings ✓ Less complex and faster journeys for pedestrians ✓ Both proposals give better access to Waddon Station ✓ Improved East-West cycle link across A23 ✓ Opportunity to improve urban realm and local centre ✓ Consultation support for an improvement at Fiveways 	
		<ul style="list-style-type: none"> ✓ Delivers greater journey time benefits ✓ Delivers a higher BCR ✓ Opportunity to change use of Waddon Goods Yard 	<ul style="list-style-type: none"> ✓ Has a lower cost ✓ Provides better pedestrian and cycle connectivity into existing road network
Compromises	<ul style="list-style-type: none"> ✗ Increase in journey times and congestion ✗ Only 12% of consultation respondents supported doing nothing at Fiveways 	<ul style="list-style-type: none"> ✗ Does not improve cycle links across the existing A23 bridge ✗ Involves construction of a new bridge which will have a visual impact on larger number of dwellings ✗ Takes part of Duppas Hill Park ✗ Less support from immediately adjacent local residents ✗ Introduces a new asset requiring maintenance 	<ul style="list-style-type: none"> ✗ Does not improve cycle facilities on Duppas Hill ✗ Requires significant residential land ✗ Less popular overall during consultation ✗ Proposal 2 has a BCR of less than the normal TfL pass rate of 1.5:1 ✗ Significant construction risks ✗ Significant Network Rail interface ✗ Greater impacts during construction

REPORT TO:	Cabinet 14 December 2015
AGENDA ITEM:	7
SUBJECT:	Living Wage for Croydon
LEAD OFFICER:	Nathan Elvery, Chief Executive
CABINET MEMBER:	Cllr Tony Newman, Leader of the Council Cllr Simon Hall, Cabinet Member for Finance and Treasury
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT:	
<p>The Council is committed to make Croydon a Living Wage borough.</p> <p>In an economic climate where public services face cuts, fairness and equality matters more than ever. The proposal is to work with council contractors and other businesses operating in the borough to encourage them to adopt the Living Wage in order to achieve increased financial security and greater independence for local people.</p> <p>This supports the Council's Corporate Plan commitment to reduce inequality and promote fairness for all of its communities by working with partners in the public, business and voluntary sectors in order to secure better outcomes for all.</p>	

FINANCIAL IMPACT
There are no immediate direct financial implications from the recommendations.
KEY DECISION REFERENCE NO: Not a key decision

<p>The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below</p> <p>1. RECOMMENDATIONS</p> <p>The Cabinet is recommended to:-</p> <ol style="list-style-type: none"> 1) Note the contents of this report and in particular progress made to implement the London Living Wage in Croydon and the next steps outlined in section 5. 2) Welcome the news that the Council has been accredited as a Living Wage Employer.

2. EXECUTIVE SUMMARY

- 2.1 In order to tackle wage inequalities in Croydon at its meeting on 14 July 2014 Cabinet considered a report on the Living Wage for Croydon and resolved (A46/14) that:
1. That the Council would seek to become an accredited London Living Wage Employer;
 2. The implementation of the London Living Wage for the Council's directly employed workforce and through working in partnership with Croydon schools to achieve this aim by 1st April 2015;
 3. The Council seek for existing contractual arrangements to move toward the London Living Wage in an appropriate timescale; and
 4. That the Council work to fully implement the London Living Wage requirement through its procurement and commissioning processes and wherever possible include a contractual requirement to that effect.
- 2.2 This report details progress made in relation to these agreed actions and next steps.
- 2.3 All direct employees of the council have been paid at least the London Living wage (LLW) since 1 April 2015. The Council will now develop and implement plans to secure the LLW for as many local employees as possible including those contracted / sub-contracted to provide council services as well as workers in the voluntary and community sector.
- 2.4 The Council will also develop and implement plans to promote Croydon as a Living Wage borough with the aim of encouraging businesses operating in the borough to adopt the London Living Wage (LLW).

3. THE LIVING WAGE

- 3.1 In 2001 members of London Citizens launched a national campaign that has resulted in the establishment of the Living Wage. It is an hourly wage rate, set independently and annually updated. In London, the rate is calculated independently by the Living Wage Unit within the Greater London Authority (GLA) and outside London by the Centre for Research in Social Policy. The Living Wage is calculated according to cost of living and was created to "give the minimum pay rate required for a worker to provide their family with the essentials of life." Unlike the National Minimum Wage (NMW), the Living Wage has no legal status and is therefore reliant on the commitment of individual employers.
- 3.2 The current London Living Wage (LLW) rate is as detailed below:
- The current rate of £9.15 per hour which for a 36 hour week is an annual salary of £17,128
 - For comparison, the National Living Wage announced by the Government in the July 2015 Budget and set to be paid to workers age 25 and above from April 2016 is £7.20 per hour.

- 3.3 During November each year the Greater London Authority announces the rate of the London Living Wage for the coming year. The rate has been set at £9.40 for 2016 and under the terms of the accreditation license agreement the council is required to implement the increase within 6 months of the date the increase is announced.

4. CABINET DECISION IMPLEMENTATION

LLW Accreditation

- 4.1 On 22 October 2015 officers submitted an application to the Living Wage Foundation (LWF) for the council to become accredited as a Living Wage Employer. On 28 October 2015 the council received confirmation from the LWF that the council's application had been successful and that the council had been accredited as a Living Wage Employer.
- 4.2 The Council is very pleased to have achieved accreditation and welcomes the opportunity to work more closely with other responsible employers that are committed to increasing fairness in society by paying the Living Wage to their employees.
- 4.3 The terms of the accreditation license agreement require the council to pay all eligible employees the LLW as a minimum and to implement any increase in the rate within 6 months of the increase being announced. The current LLW rate is £9.15 per hour and following a recent announcement by the Greater London Authority (GLA) it will be increased to £9.40 per hour from 1 April 2016.

Council Employees

- 4.4 The council implemented the LLW for its directly employed workforce on 1 April 2015 and the impact for staff is outlined below:

Direct employees - Since 1 April 2015 all direct employees of the council have been paid at least the 2015 LLW rate of £9.15 per hour.

Employees of Croydon Community and Voluntary Aided schools

The LLW has also been implemented in Croydon's community and voluntary aided schools. Confirmation regarding implementation is still awaited from a number of schools.

Contracted/sub-contracted staff - Becoming an accredited LLW employer is the start of a journey towards fairer more equitable wages for employees. Since May 2014 the council has made good progress in securing LLW for contracted employees. This has been achieved through embedding the Living Wage into contracts wherever possible. Examples of successes include the following contracts:-

- Integrated Framework Agreement for Care Support and Health Related Services

- Transforming Highways Maintenance contract
- Home to school transport for children with special educational needs
- Housing responsive repairs incorporating Void reinstatements; Gas repairs and maintenance; and General Build Services
- Delivery of meals on wheels service

5. NEXT STEPS

- 5.1 Since May 2014 officers have focused attention on delivering a key ambition of the present Administration to secure fairer pay for as many local people as possible.
- 5.2 In order to deliver the Administration's ambitious objective officers will:-
1. Implement the milestone plan developed as part of the accreditation process. The plan will form the basis of the council's engagement with contractors in the foreseeable future to secure the LLW for contracted employees engaged in delivering council services, including those working in the voluntary and community sector;
 2. Continue embedding the LLW into the council's contractual arrangements;
 3. Develop and implement plans to promote Croydon as a Living Wage borough with the aim of encouraging businesses operating in the borough to adopt the LLW.

6. CONSULTATION

- 6.1 In implementing the cabinet decision officers will ensure that appropriate engagement and consultation is undertaken with individuals and businesses impacted by proposed changes and that information gathered will be used to inform the approach which is adopted.

7. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 7.1 There are no immediate financial implications for the council's budget arising directly from this report and its recommendations. Any increased costs for schools as a result of the recommendations will be funded directly by them. As the Council makes commissioning decisions in the future the financial implications will be clearly set out.
- 7.2 Croydon's economy is relatively low wage compared with other areas of London. Therefore a higher proportion of people employed locally stand to gain from introduction of LLW than would be the case in other London boroughs. Paying local people fairer wages also has the potential to reduce demand pressures on local public services.

(Approved by: Richard Simpson, Deputy Chief Executive and Section 151 Monitoring Officer)

8. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 8.1 The Council Solicitor comments that there are no direct legal implications arising from this report and advice on any commissioning or procurement implications will be provided as the proposals are developed.

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

9. HUMAN RESOURCES IMPACT

- 9.1 Feedback from organisations regarding the impact of implementing the Living Wage is that in many instances it has resulted in increased staff morale and productivity. It is anticipated that the embedding of London Living Wage in the Council's contractual arrangements will deliver similar benefits across a range of council services.
- 9.2 Support staff employed by community and voluntary controlled schools are covered by the same terms and conditions as 'green book' staff working for the Council. These are contractual terms and cannot be changed without consultation.

(Approved by: Adrian Prescod, HR Business Partner, for and on behalf of Director of HR, Resources department)

10. EQUALITIES IMPACT

- 10.1 In an economic climate where public services face cuts, fairness and equality matters more than ever. By implementing the London Living Wage the Council will be working towards tackling wage inequalities in Croydon.
- 10.2 The London Living Wage will help the Council tackle income deprivation in some of the most deprived areas of the borough as well as help lift people out of poverty especially children, disabled and older people.
- 10.3 Implementing the London Living Wage will help the Council meet the public sector equality duty as it will help reduce inequality and promote fairness for all of its communities by working with partners in the public, business and voluntary sectors in order to secure better outcomes for all.

11. ENVIRONMENTAL IMPACT

- 11.1 There are no implications arising directly from this report.

12. CRIME AND DISORDER REDUCTION IMPACT

12.1 There are no implications arising directly from this report.

13. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

13.1 To support the Council demonstrate transparency and fairness in its operations as well as compliance with its public sector equality general duty and specific duties as defined by the Equality Act 2010.

14. OPTIONS CONSIDERED AND REJECTED

14.1 None

Contact Officer:

Sharon Godman, Head of Strategy and Communities 020 8604 7034

Background documents: None

REPORT TO:	CABINET 14 DECEMBER 2015
AGENDA ITEM:	8
SUBJECT:	QUARTER 2 FINANCIAL PERFORMANCE 2015/16
LEAD OFFICER:	RICHARD SIMPSON ASSISTANT CHIEF EXECUTIVE (CORPORATE RESOURCES AND SECTION 151 OFFICER)
CABINET MEMBER:	CLLR TONY NEWMAN LEADER OF THE COUNCIL CLLR SIMON HALL, CABINET MEMBER FOR FINANCE AND TREASURY
WARDS:	ALL
<p>CORPORATE PRIORITY/POLICY CONTEXT:</p> <p>The recommendations in the report will help to ensure effective management, governance and delivery of the Council's medium term financial strategy and ensure a sound financial delivery of the 2015/16 in-year budget. This will enable the ambitions for the borough for the remainder of this financial year to be developed, programmed and achieved for the residents of our borough.</p>	
<p>AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS:</p> <p>Strong financial governance and stewardship ensures that the Council's resources are aligned to enable the priorities, as set out in the Corporate Plan 2015 -2018, to be achieved for the residents of our borough and further enables medium to long term strategic planning considerations based on this strong financial foundation and stewardship.</p>	
<p>FINANCIAL IMPACT</p> <p>Since the Council set the 2015/16 budget there have been a number of policy changes made by Government that will impact on the in-year budget and are expected to increase the pressure on the budget of the Council. These include a reduction in Home Office funding for Unaccompanied Asylum Seeking Children, a cut to the Public Health Grant and the Youth Justice Board grant, changes to the Welfare and Housing Bill and changes impacting on income earned from Parking. This report sets out the measures which the Council will be taken to re-balance the impact from this Government policy change.</p> <p>These continuing cuts to funding for Croydon detailed above alongside the increasing demand on a range of statutory services that the Council provides has led to a pressure on the 2015/16 budget and the need for further consideration of more radical options that are open to the Council to ensure that key services to Croydon residents are protected wherever possible. The Council has also put in place a number of in-year actions to help manage the financial position and some of these are starting to have an impact and have been included within the forecast position. The current financial position and options are set out clearly in this report.</p> <p>The projected revenue outturn for 2015/16 is £2.5m greater than budget. The projected</p>	

outturn position has improved by **£0.64m** from the Autumn Financial Statement report to Cabinet in September.

If the projected outturn became the final outturn there would need to be a contribution of **£2.5m** from useable reserves. This would be if no further corrective action were taken over the remainder of the year. Work is continuing on the programme of action identified in the Autumn Statement to achieve a balanced budget position for 2015/16, and updates are included in this report.

The Housing Revenue Account is projected to underspend by £2m in 2015/16.

FORWARD PLAN KEY DECISION REFERENCE NO.

Not a key decision

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1 RECOMMENDATIONS

Cabinet is recommended :-

- i) Note the current Outturn forecast at the end of the second quarter of 2015/16 of **£2.519m** over budget and HRA position of a **£2m** underspend, and the actions put in place to reduce the overspend
- ii) Approve virements as detailed in paragraph 5.1 of this report;

2. EXECUTIVE SUMMARY

- 2.1 This report updates the Council's financial outlook at the end of the second quarter of 2015-16, which remains against a context of a series of adverse national funding changes affecting Local Government finance.
- 2.2 In addition to the dramatic reduction of the Council's direct support grant, the borough continues to experience unfunded changes to national policy that put an even greater burden on the local tax payer. Updates on the issues identified in the Autumn Statement report presented to Cabinet on the 21 September 2015 are provided in Section 2.4 of this report.
- 2.3 Since quarter 1 the pressure on the People department has worsened in some key areas, including a continued growth in demand for both Children and Adult social care placements. Further actions have been put in place across the organisation which have a particular focus on staffing savings which include a council wide recruitment pause, further action on agency staff and a council wide voluntary severance scheme. In addition specific actions have been put in place in the People department.
- 2.4 Since the Council set the 2015/16 budget there have been a number of policy changes and grant cuts made by Government that are forecasted to increase the pressure on the budget by over **£8m** per annum. Progress on these funding cuts since the Autumn Statement report are set out against each item.

2.4.1 Home Office – Unaccompanied Asylum Seeking Children (UASC) - £4m

The Leader of the Council met with the Immigration Minister James Brokenshire on 21 October to discuss the UASC rates for Croydon in 2015/16. There were a number of questions raised by the Home Office at this meeting and a response was provided to the Home Office. The meeting was positive and a response on the UASC rates for 2015/16 is expected shortly. The loss of funding is not included within the Quarter 2 forecast position for this reason.

2.4.2 No Resource to Public Funds - £0.28m

The Council receives no funding for costs incurred as a result of providing services and support to those who have been classified as having no resource to public funds. The anticipated impact of this in 2015/16 is £280k and is shown as a corporate overspend item in the Quarter 2 forecast position.

2.4.3 Public Health Grant - £1.3m

The national consultation has now concluded, and the Government are implementing their preferred option of a 6.2% flat rate reduction to all authorities. This has resulted in the reduction of £1.3m to Croydon's Public Health Grant.

Funding is available on a one off basis from Public Health reserves to meet this reduction in 2015/16. However, a more fundamental review will be needed for future years, especially given announcements in the Spending Review made regarding future years.

2.4.4 Croydon Adult Learning and Training (CALAT) - £0.6m

Following central government's recent announcement that it is to cut more than £600,000 from Croydon's budget for the CALAT service, the council has been forced to make some tough decisions about the courses it currently offers. Staff and others affected have been informed about the proposed closure of the Coulsdon CALAT centre next year. It is proposed that many courses will be transferred to the three other learning centres in Thornton Heath, New Addington and Croydon town centre but some courses will have to cease. The council will continue to work with and consult all of the staff and adult learners affected by these proposed changes, and will ensure that priority subjects such as English and Maths, and apprenticeships and traineeships continue to be offered. This impact is being shown as a corporate overspend item in the Quarter 2 forecast position.

2.4.5 Youth Justice Board - £0.057m

Further in-year funding reductions were announced on the 5th November in relation to the Youth Justice Board grant. A 10.6% reduction in funding is being passed to Councils, which will result in the loss of £57k to Croydon. This cut will result in the need to reduce the level of service provided to some of the most vulnerable young people. The service are trying to minimise the impact but the following areas will be impacted :-

- IT provision;
- Reparation;
- Funding of travel expenses.

2.4.6 In response to all of the issues set out in Section 2.4, Croydon continues to make Government aware of the pressures it faces through submissions to the Spending Review and meetings with relevant Ministers. Croydon continues to work with other outer London boroughs, and a letter setting out clear evidence of pressures faced to Marcus Jones MP, Local Government Minister is attached as Appendix 2.

2.5 Projected Outturn

The Council's overall forecast over spend of £2.519m is made up of Departmental over spends of £11.639m; offset by non-departmental underspends of £9.120m. Details are provided in Table 2, Section 3 of this report. Detailed information about the projected outturn variances is set out in Appendix 1 to this report.

3. GENERAL FUND 2015/16 REVENUE SUMMARY

3.1 The second quarter of 2015/16 has continued to see high demand for a number of services in the People department. The Government grant system now takes no account of the rapidly changing population and also changing demographics in Croydon resulting in the delivery of a balanced budget becoming a much more challenging task.

3.2 The People Department is where the main overspend of the Council is. The projected overspend in 2015/16 is **£12.841m** and is mainly due to the following four areas set out in Table 1 below (and is before any impact of changes to UASC funding):-

Table 1 – 2015/16 Main Demand Pressures within the People Department

Service	Forecast Quarter 2 2015/16 £'000s	Forecast Quarter 1 2015/16 £'000s	Movement during 2015/16 £'000s	Outturn variance 2014/15 £'000s	Demand Pressure / Reason for movement
Looked After Children	1,875	1,045	830	3,648	Additional demand pressure has been caused by new high cost placements during the year.
SEN – Transport	982	1,351	-369	1,568	There has been year-on-year growth on demand and pressures due to previous supplier issues, although the new framework arrangements are beginning to take effect
Adult Placements	6,618	6,599	19	4,779	Population increase in the borough, alongside increase in number of complex cases
Temporary Accommodation	3,866	3,655	211	1,479	Increasing demand notably as a result of changes to the welfare system, though it is anticipated that savings from the new Gateway Division will start taking effect in the New Year.
Total	13,341	12,650	691	11,474	

3.3 Since the last report to Cabinet further actions have been implemented and these are starting to see results. The most significant area where the overspend has come down

is in SEN Transport as shown in the table. More medium term strategies have been put in place to address the above pressures. These include:

Think Family / top 50 families

- undertake a holistic review of the highest costing families, looking at average costs, household composition, number of services known to;
- look at alternative solutions for the family's needs;
- look for how services and provision can be joined up to prevent the need for the level of intervention;
- look at options for health or other funding.

Demand Management (Adult Social Care and Housing)

- Working with external consultancy to review how to manage the growing demand for services and implement a sustainable approach that will create a clear operating model that allows management of demand within available financial resources.

Placement Review

- Creation of a regular Adult Social Care Placement Review Panel, that reviews all care placements greater than £250 per week. To ensure the correct level of support is provided and in the most cost efficient manner.

SEN Transport

- Accelerating the work on independent travel training and greater use of personal budgets, as well as route optimisation and further work on use of in-house service.

Gateway Prevention

- Use of gateway and early intervention to reduce demand in the short term

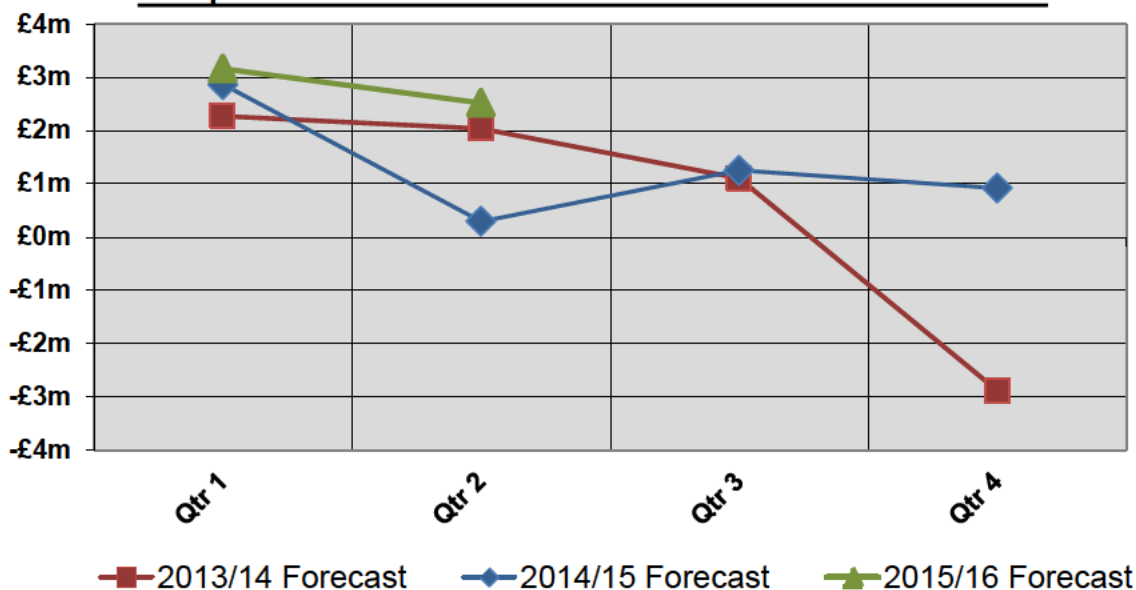
Housing

- Procuring additional supply, as well as enhanced management of existing supply
- Focus on more rapid decision making
- Income optimisation

4. GENERAL FUND REVENUE SUMMARY POSITION 2015/16

- 4.1 Graph 1 below shows the movement of forecast variances for 2015/16 compared to previous years. The Council continues to manage its finances through the rigorous monitoring and control of spending within the framework of the Financial Strategy. This is why the forecast position has improved in the past by the 3rd and 4th quarter as shown below.

Comparison of Council Forecast Outturn 2013/14 to 2015/16



4.2 Major Variances 2015/16

The key variances being reported at Quarter 2 are summarised in Table 2 below:

Table 2 - Summary of Major Variances over £500k

Department	Major Variances > £500k	Departmental Forecast	
		Qtr 2 £'000	Qtr 1 £'000
PEOPLE			
SEN Transport	Whilst Transport demand remains high, the position continues to improve since Quarter 1 following the commencement of the contract framework on 1 st September	982	1,351
Looked After Children	Increase in Special Guardianship Orders and adoption allowance costs paid to carers. Increased demand in Leaving Care costs. Additionally, 3 high cost placements have begun since the Quarter 1 position was estimated, which will run from September to year-end (and beyond) Use of agency staff to fill staff vacancies.	1,875	1,045
Adult Care Placements	Continued rise in demand for services. Staffing vacancies being filled by agency workers. Increased legal costs due to increased caseloads, although expenditure is being offset by an increase in independent living fund grant income.	6,618	6,599
Temporary Accommodation	Increasing demand arising as a result of the housing benefit cap, resulting in the need for additional placements and staff to manage demand.	3,866	3,655
	People Department Variances below £500k	-500	-207
	PEOPLE Total	12,841	12,443

PLACE			
	No variances over £0.500m		
	Place Department Variances below £500k	-200	-253
	PLACE Total	-200	-253
RESOURCES			
All Divisions	Review of expenditure	-	-1,000
	Legal Services – over-achievement of legal income	-505	-
	Resources Department Variances below £500k	-497	-27
	RESOURCES Total	-1,002	-1,027
NON-DEPARTMENTAL BUDGETS			
	Use of contingency	-1,000	-1,000
	Interest Payable savings	-1,500	-1,500
	Minimum Revenue Provision (MRP)	-3,000	-3,000
	Additional Grant Income	-1,500	-1,500
	Collection Fund surplus	-2,500	-1,000
	Non controllable overspends within CALAT and Looked After Children	880	-
	Anticipated prudent impact of in-year recovery actions	-500	-
	NON-DEPARTMENTAL BUDGETS TOTAL	-9,120	-8,000
TOTAL VARIANCE		2,519	3,163

4.3 As a result of the in-year projections, a number of actions were identified in the autumn statement to manage the financial challenges the Council currently faces. Given the continued overspend position, the following additional in-year actions are being put in place:

- Recruitment pause (this applies to interim, permanent and fixed term posts and also interim extensions)
- Launch of council wide voluntary severance programme
- Review of all long term interims (over 12 months) with target for all to leave by the end of December 15
- Further review of fees and charges increases in year
- Acceleration of top 50 families review in People department to report opportunities by mid-December
- Increase adult care placement controls and challenge in adult social care

4.4 Some of these actions are already beginning to have an impact on reducing the overspend, and have been included within the forecast outturn position contained in this report where they can be identified against a service. In addition, a prudent estimate of £0.5m has been included for the further impacts from these actions as a corporate item until it can be identified against services.

5 VIREMENTS OVER £500K REQUIRING CABINET APPROVAL

5.1 Cabinet approval is requested for 3 virements totalling £6,031m, set out below:-

Table 4 – Virements requiring Cabinet approval

Ref	Purpose of Virement:	Amount (gross) £'000s
5.1.1	Budget for the “write out” of capital expenditure removed from both the People Department, and the Below the Line budgets, following changes to leasing arrangements which alter how assets are reflected in Croydon’s accounts. (Note: the level of capital expenditure is unaffected by this virement, as is actual ownership)	3,000
5.1.2	Transfer of income from Landlord licencing from Resources to Place department.	1,377
5.1.3	Realignment of Dedicated Schools Grant to the current allocation and spend profiles	1,654
	Total	6,031

6. HOUSING REVENUE ACCOUNT (HRA)

6.1 The current forecast for the HRA is for an estimated underspend of £2m. The favourable in-year position remains set against the uncertainty around the impact of proposed funding changes announced by the Government, that were set out in the Autumn Statement.

6.2 The future position of the HRA remains subject to uncertain in light of policy proposals issued by the government. Two such proposals are explained further below, but not enough detail is available at the present time to accurately calculate the financial loss faced by the council:

6.2.1 **Disposal of “high value” properties:** Prior to the General Election in May 2015, the Government announced that it proposed to extend the right to buy to housing association tenants, funded from the proceeds of selling “high value” council houses as they become available. The initial indications were that “high value” homes would be those that are in the top third of values for their size and area. As the payments will be based on assumptions about receipts from void sales, it may be the case that actual receipts will fall short of the payments due. In this case local authorities will need to fund the payments from other resources. Croydon currently has an average of 900 void properties per annum. Therefore if the Government’s assumption that a third of these would be classed as “high value”, the impact could be the loss of 300 homes each year

6.2.2 **Pay to Stay:** The Summer Budget Statement included a policy announcement regarding high income social tenants (HIST). It stated that registered providers would be required to charge market or near market rents to tenants where the household income is in excess of £40,000 in London and £30,000 outside London, referred to as “pay to stay”. The accompanying policy costings report indicated that implementation of pay to stay proposals would commence in 2017/18 and in that year are expected to generate £365m of payments (from Councils) to the Treasury. Household income” takes into account the two highest incomes earned by the household, and it is expected that rents would be reviewed if the household experiences a sudden and ongoing reduction in income.

6.3 The current £2m underspend represents the available contingency. The HRA needs to maintain an appropriate level of revenue balances to maintain financial stability and to mitigate the future risks considered in the Autumn Statement. In line with the policy for the General Fund this has been set at a minimum of 3% over the period of the financial strategy. This was achieved in 2012/13 and is held in the Contingency Reserve detailed in Table 3 below. The current balance of £2.397m represents 3% of the budgeted HRA income for 2015/16 and will be increased each year to ensure that the balance is maintained at 3% of income. The current and proposed reserves are detailed in table 5 below:

Table 5 – HRA Reserves

HRA – 2015-16	Balance at 1 st April 2015 £m	Capital Funding £m	HRA forecast outturn £m	Balance at 31 March 2016 £m
Earmarked Reserve – new housing supply	(12.152)	-	(2.000)	(14.152)
Contingency Reserve	(2.397)	-	-	(2.397)
Total	(14.549)	-	(2.000)	(16.549)
Major Repairs Reserve	(0.947)	-	-	(0.947)
Total	(15.496)	-	(2.000)	(17.496)

6.4 The council's HRA rent collection performance is shown in Table 6 below. As per previous months, there are continued extenuating factors affecting the collection performance. The continued effect of the welfare reforms limiting payments to tenants under occupying properties combined with the benefit cap has resulted in an increase in arrears although directly affected tenants are continuing to receive household resilience support to enable them maintain their current tenancies.

Table 6 – Rent Collection Rates as at 30th September 2015

	Target	Actual	Variance (%)
Rent Collection Rate	98.2%	97.1%	(1.1%)
Rent Collection Amount	£45.72m	£44.38m	(£1.34m)
Target	98.2%		
Performance 2014/15	98.7%		

7. FORECAST CAPITAL OUTTURN POSITION

7.1 The Capital programme for 2015/16 shown in Table 7 below. An under spend of £14.9m is projected for 2015-16.

Table 7 – 2015/16 Capital Programme

Original 2015/16 Budget £'000s	Category	Slippage from 2014/15 £'000s	Re-profiling / Increases in Schemes £'000s	Revised Budget 2015/16 £'000s	Actuals April - Sept 2015 £'000s	Forecast Outturn £'000s	Forecast Variance £'000s
	PEOPLE DEPT						
1,600	DASHH - ICT / South West London Partnership / Disabled Facilities Grants	700	769	3,069	657	2,859	-210
0	Education - Academies Programme	3,860	-3,290	570	174	570	0
0	Education – DDA	251	3	254	38	92	-162
3,250	Education - Fixed term expansion	2,359	1,859	3,750	571	3,625	-125
3,125	Education - Major Maintenance	1,508	-1,688	2,945	1,992	3,672	727
2,300	Education - Miscellaneous	2,938	-2,339	2,899	0	2,899	0
45,207	Education - Permanent Expansion	20,856	-37,090	28,973	7,056	19,992	-8,981
15,152	Education - Secondary Schools	4,977	-7,964	12,165	4,263	13,075	910
15,874	Education - Special Educational Needs	12,940	-22,065	6,749	859	6,221	-528
86,508	People sub-total	50,389	-75,523	61,374	15,610	53,005	-8,369
	PLACE DEPT						
0	Bereavement Services	19	0	19	0	19	0
0	East Croydon Station Bridge	1,200	0	1,200	0	1,200	0
3,000	Fairfield Halls	1,649	0	4,649	903	2,800	-1,849
0	Feasibility Fund	118	0	118	72	118	0
6,000	Highways Programme	0	0	6,000	-1,132	6,000	0
0	Highways - Bridges Prog	642	0	642	111	642	0
0	Parking	107	0	107	4	111	4
7,429	Public Realm	6,229	2,006	15,664	5,778	15,544	-120
3,336	TFL - Local Implementation Prog.	0	802	4,138	-552	4,138	0
0	Revolving Investment Fund	0	10,700	10,889	8,574	10,889	0
0	Wandle Park	24	-24	0	91	47	47
500	Empty Homes Grant	0	0	500	1,005	500	0
750	Salt Barn	0	0	750	0	750	0
670	New Addington Leisure Centre	0	330	1,000	0	757	243

Original 2015/16 Budget £'000s	Category	Slippage from 2014/15 £'000s	Re-profiling / Increases in Schemes £'000s	Revised Budget 2015/16 £'000s	Actuals April - Sept 2015 £'000s	Forecast Outturn £'000s	Forecast Variance £'000s
2,160	Don't Mess With Croydon Investment	0	0	2,160	0	2,160	0
233	Measures to mitigate travellers in parks and open spaces	0	0	233	0	233	0
264	Thornton Heath Public Realm	0	0	264	2	264	0
500	Ashburton Library	0	-410	90	9	90	0
0	Section 106 Schemes	1,011	-21	990	145	468	-522
120	Ward Based Programme	0	0	120	0	120	0
24,962	Place sub-total	11,188	13,384	49,534	15,011	46,848	-2,685
	RESOURCES DEPT						
2,530	Corporate Property Maintenance Programme	7,686	0	10,216	364	6,343	-3,873
1,500	ICT	1,193	0	2,693	158	2,693	0
0	Miscellaneous Other	110	0	110	35	110	0
4,030	Resources sub-total	8,989	0	13,019	557	9,146	-3,873
115,500	General Fund total	70,566	-62,140	123,926	31,178	108,999	-14,927
40,621	Housing Revenue Account	2,336	0	42,957	8,477	42,910	-47
156,121	Capital Programme Total	72,902	-62,140	166,883	39,655	151,909	-14,974

7.2 The main variances are the Education Permanent Expansion programme (£8.981m underspend) and the Corporate Property Maintenance Programme (under-spend of £3.873m).

7.3 The key projects making up the Education Permanent Expansion underspends are set out below:

- Canterbury Road, West Thornton (£2.955m) – delays incurred through the pre-construction stage due to planning and highways issues. This project is now likely to be completed by Summer 2017
- St Josephs High School and other Central Croydon sites (£2.943m) – these projects are not now proceeding, and un-used budget has been transferred to Fiveways, a project which has been introduced into the programme in order to ensure that sufficient pupil places are available appropriately

The delays in completing these schools will not affect the Council's statutory duty to provide pupil places in the coming years.

7.4 The Corporate Property Maintenance Programme under-spend is a result of delays in the RE:FIT programme. Phase 1 of RE:FIT focussed on the Council's corporate properties and Housing, due to technical and legal issues this phase took longer to

complete than anticipated and has resulted in a delay to the start of Phase 2. Phase 2 of the programme will be extended to schools in 2016.

8. FINANCIAL MANAGEMENT

- 8.1 The Council Tax and Business Rates are two key income streams for the Council. Collection rates for the current year are show in Table 8 below:

Table 8 - Council Tax and National Non Domestic Rates collection

	Target collection– year to date %	Actual collection – year to date %	Variance to target – year to date %	Variance to Q2 - last year %
Council Tax	55.48	54.89	-0.59	-0.40
Business Rates	57.22	56.15	-1.07	-0.92

Council Tax

Council tax collection stands at 54.89% at the end of September, down 0.59% on target and 0.40% on last year. The amount of council tax collectable in 2015-16 is now up £3.6 million on last year, following proactive work on reviewing discounts. The service remains confident that performance will exceed last year.

National Non-Domestic Rates

Business rates collection is 56.15% at the end of September which is 0.92% down on last year, which can be explained by the greater take up of payments across 12 months instead of 10. The 2015 collectable amount for NNDR is also £3.6 million up on last year. Collection for this year remains consistent and the forecast outturn is positive; recovery action continues to be robust whilst the service looks to support smaller businesses that are struggling, awarding relief and agreeing payment arrangements where appropriate.

9. CONSULTATION

- 9.1 All departments have been consulted during the preparation of this report.

10. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 10.1 This report sets out the current financial position of the Council, and actions being taken to address the projected overspend.

The report is submitted by the Assistant Chief Executive Corporate Resources and Section 151 Officer

11. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER

- 11.1 The Solicitor to the Council comments that the Council is under a duty to ensure that it maintains a balanced budget and to take any remedial action as required in year.

Approved by: Gabriel MacGregor, Head of Corporate Law on behalf of the Borough Solicitor and Monitoring Officer.

12. HUMAN RESOURCES IMPACT

- 12.1 The items from the savings packages and action plans included in the report or those that need to be developed in response to the report are likely to have a significant HR impact. These can vary from posts not being filled as a result of the current recruitment pause in place across the organisation or deleted through restructures proposals leading to possible redundancies. Where that is the case, the Council's existing policies and procedures must be observed and HR advice must be sought. In addition, there is currently a voluntary severance scheme in place which will lead to further redundancies.

Approved by Adrian Prescod, HR Business Partner, for and on behalf of Director of HR, Resources department.

13 EQUALITIES IMPACT

- 13.1 The key service areas that currently have over spend in budgets are Looked after children, SEN transport, Adult Care Placements and Temporary Accommodation. All of these are areas that provide services to customers from equality groups that share protected characteristics; such as younger people (Looked after Children), people with a disability (Children with special educational needs), older people and BME groups. There are a number of known equality and inclusion issues in the above mentioned service areas such as an over-representation of BME young people in looked after children, over-representation of BME groups and other vulnerable groups such victims of domestic abuse, homeless young people, pregnant women and young children in in temporary accommodation, young children with a disability who have a special educational needs and their carers, vulnerable older people with complex needs etc. The mitigating actions, on these specific services are unlikely to affect these groups more than the population as a whole. In fact, a number of those will affect these groups less.
- 13.2 In addition, there are policy changes made by Government that will impact on the in-year budget . The Council will work to ensure key services to Croydon residents are protected wherever possible. However, it is likely that some of the areas affected will be a reduction in Home Office funding for Unaccompanied Asylum Seeking Children, a cut to the Public Health Grant and the Youth Justice Board grant and changes to the Welfare and Housing Bill . There is a likelihood that these cuts will have a more significant adverse impact on some groups that share a protected characteristic such as age, race and disability. Changes to the Welfare and Housing Bill are also likely to have an adverse negative impact on the more vulnerable customers.

13.3 In order to ensure that our vulnerable customers that share a “protected characteristic” are not disproportionately affected by the actions proposed to reduce in year budget over spend we will ensure that the delivery of the cost reduction initiatives are informed by a robust equality analysis of the likely detrimental impact it could have on all services users and in particular those that share a “protected characteristic”.

13.4 If the equality analysis suggests that the cost reductions initiatives are likely to disproportionately impact on particular group of customers, appropriate mitigating actions will be considered. This will enable the Council to ensure that it delivers the following objectives that are set out in our Equality and Inclusion Policy:

- Make Croydon a place of opportunity and fairness by tackling inequality, disadvantage and exclusion.
- Encourage local people to be independent and resilience by providing responsive and accessible services offering excellent customer care
- Foster good community relations and cohesion by getting to know our diverse communities and understand their needs.

14. ENVIRONMENTAL IMPACT

14.1 There are no direct implications contained in this report.

15. CRIME AND DISORDER REDUCTION IMPACT

15.1 There are no direct implications contained in this report.

16. REASONS FOR RECOMMENDATION /PROPOSED DECISION

16.1 Given the current in year-position Executive Leadership Team have been tasked to identify options to achieve a balanced year-end position.

17. OPTIONS CONSIDERED AND REJECTED

17.1 Given the current in year-position Executive Leadership Team have been tasked to identify options to achieve a balanced year-end position. The alternative would be to over-spend and draw down on balances, which would not be prudent.

CONTACT OFFICER:

Richard Simpson Assistant Chief Executive Corporate Resources and Section
151 Officer. Tel number 020 8726 6000 ext 61848

BACKGROUND PAPERS - none

REVENUE VARIATIONS OVER £50K WITH EXPLANATION

Appendix 1

PEOPLE DEPARTMENT

Division	Explanation of variance	Qtr 2 Amount (£000)
Children Family Early Intervention and Children Social Care - LAC	Change in placement strategy resulting in more children placed with in house foster carer, along with an increase in Adoption and Special Guardianship Orders. Additional staff costs as a result of using agency staff to fill vacancies and cover increase in service demand	1,875
Children Family Early Intervention and Children Social Care – Early Intervention Service	Use of previously received external funding associated with the Troubled Families programme	(1,026)
Children Family Early Intervention and Children Social Care - SEN	Transport Demand continuing to increase. New transport framework introduced from September, and over-spend has reduced by £369k from quarter 1	982
Universal People Services	A combination of underspends within the School Improvement service, along with the Partnerships and Library services.	(231)
CFL Central Costs	All age disability service savings delayed until 2016/17. Budget pressure due to a change in the rules around what can be recharged to the Dedicated Schools Grant.	361
Gateway and Welfare	Increased Income in Registrars and Bereavement due to the implementation of additional services. Additional hours and the implementation of a deposit system on bookings.	(84)
Integrated Commissioning Unit & Adult Care Commissioning	Reduction in income from service users. Overspend on the Equipment budget as a result in increased demand. Shortfall in saving from LATC	482
Adult Care and 0-65 Disability Services	Increased demand for services regarding Learning Disability 2015/16 savings not being delivered Costs associated with outstanding Ordinary Residence cases	2,563
	Additional cost of agency staff in Older People, Increases in Section 117 after care packages, and cost of supporting people packages continues to exceed budgetary provision. Overspend has reduced by £314k due to independent living fund grant income.	3,155
	Physical disability service is under greater pressure substance misuse clients, as well as increases in staffing costs	900
Housing Need	Increase in number of homeless clients Additional staffing costs associated with increased service demand Under-recovery of client income and freezing of temporary accommodation benefits combined with market rents being higher than anticipated	3,866
	Other minor underspends	(2)
Total Forecast Variance – People Department		12,841

PLACE DEPARTMENT

Division	Explanation of variance	Qtr 2 Amount (£000)
Streets	Household Reuse and Recycling Centres income not deliverable in this year due to contractual delays	200
	Shortfall in New Street Works Act Fees, this is due to reduction in permit applications from utility companies.	130
	Additional Traffic Management Order income from backlog of TMO notice invoicing	(200)
	Additional costs due to fly tipping	100
	Additional travellers costs due to high volume of incidents in current year	60
	One off rebate in Traffic Signals Costs from TFL	(120)
	New Household Reuse and Recycling Centres Contract overspend due to transition from old contract	100
	Other Minor Variances < £100k	(31)
Safety	Reduced income and increased collection costs of waste disposal at Surrey Street Market	61
	License Fee income shortfall	60
	Reduction in PCN income due to CCTV legislation changes offset by increase in Pay & Display income mainly due to cashless parking	477
	Other Minor Variances < £100k	(42)
Planning	Additional Planning Income	(500)
	Other Minor Variances < £100k	(56)
District Centres & Regeneration & Development	Review of capitalisation & HRA	(130)
	Additional CDH Capital recharges (Additional Agency Expenditure charged 100%)	(128)
	Additional Income on non HRA properties	(28)
	Other Minor Variances < £100k	(87)
Housing Central Costs & Directorate	Other Minor Variances < £100k	(66)
Total Forecast Variance – Place Department		(200)

RESOURCES DEPARTMENT

Division	Explanation of variance	Qtr 2 Amount (£000)
Finance & Assets	Overspend based on realignment of total FM budgets	240
	Underspend on payments to former employees pensions	(130)
	Other Minor Variances < £100k	(128)
Customer Transformation	Other Minor Variances < £100k	(84)
Strategies, Communities & Commissioning	Other Minor Variances < £100k	(50)
Democratic & Legal	Over-achievement of legal income	(624)
	Other Minor Variances < £100k	119
Human Resources	Other Minor Variances < £100k	(95)
Public Health	Other Minor Variances < £100k	(250)
Total Forecast Variance - Resources		(1,002)

NON DEPARTMENTAL ITEMS

Division	Explanation of variance	Qtr 2 Amount (£000)
Non-departmental	Use of contingency budget	(1,000)
	Interest borrowing costs lower than projected, due to slippage within the capital programme	(1,500)
	Minimum Revenue Provision (MRP) costs lower than projected, due to slippage within the capital programme	(3,000)
	Additional government grant anticipated	(1,500)
	Anticipated surplus on the Collection Fund	(2,500)
	Non controllable overspends within CALAT and Looked After Children	880
	Anticipated prudent impact of in-year recovery plans	(500)
	Total Forecast Variance – Non-departmental	(9,120)
Total Overspend		2,519

Appendix 2 Letter to Marcus Jones MP, Local Government Finance Minister

Marcus Jones
Parliamentary Under Secretary of
State (Minister for Local Government)
Department for Communities
& Local Government
2 Marsham Street
London SW1P 4DF

4 November 2015

Dear Minister

LOCAL GOVERNMENT FINANCE SETTLEMENT

Thank you for taking the time to meet representatives of north east London Boroughs most affected by the current local government funding settlement, on 15 September. As promised, this letter provides more detail in support of the points made during our meeting, and it is our intention that this should form part of the deliberations to finalise funding settlements in the forthcoming spending review, and subsequent distribution of funding from DCLG.

The current local government funding settlement is inequitable in its distribution methodology. Whilst the retention of business rates provides a good incentive for many Councils to grow their economic base, and is welcomed, the underlying need in each borough also needs to be recognised. Put simply, much as we might want and intend to have booming local economies, there will still be needs in our local populations that cannot be ignored. By funding those needs equitably, it gives every borough the chance to improve the quality of life for its citizens.

The previous funding distribution mechanism included the grant damping mechanism, which had the effect of moving funding away from Councils assessed as in need, to give all Councils, whether they were as assessed as in need or not, a minimum percentage funding increase. The impact on the funding settlement in 2012/13 is shown on the map in Appendix 1, and the per capita impact is shown (very markedly) in Appendix 2. Damping in itself is inequitable, but when the grant damping mechanism, which was originally intended to be unwound over a number of years, was frozen into the baselines that are now the foundation of the current funding settlement, the funding shortfalls became even more significant. Circumstances in London are unique across the country.

The rapid population growth in our boroughs is well above the National average. This growth has not been reflected in our funding settlements, and, on current plans, nor will they be until the baselines are reviewed and in place by 2020/21. Interestingly, in the consultation paper issued by the DOH in April 2015 on the public health funding formula, the need to reflect up to date population figures is very clearly recognised. Just like public health, the costs of services in our boroughs is driven by population size and deprivation (of which public health is a component), and we would like to see a consistent approach to the use of population data in the way financial settlements are calculated for local authorities.

Similarly, our boroughs are experiencing worsening deprivation, which is driven by a number of factors explained later and which culminates in increasing demand for a range of services. As explained at the meeting, all boroughs represented are feeling the impact of this growing pressure on our demand led budgets, which is producing significant overspends across a range of service areas. The attachment to this letter explains these pressures in more detail.

Our case made to you on 15 September is twofold, and based on the evidence in the attached document. Our first request is that we are provided with an equitable share of funding to ensure that, within London, the growing needs in our borough are funded on the same basis as other authorities. That will enable us to deliver the services required to help grow our economic and housing base, and, at the same time, give all of our citizens a better chance of benefitting from that. Although the precise mechanism should be left to your officials to determine, this transitional funding should be made available to cover the gap between now and a longer term solution to this aspect of local government funding. The amount of the transitional relief should at least cover the cost/loss arising from grant damping in each borough, plus the ongoing impact of increasing deprivation and high population growth (the latter two points are not reflected in the current settlement because of the freezing of baselines in 2013/14), as well as significant additional costs not currently funded – cases with No Recourse to Public Funds and Unaccompanied Asylum Seekers.

Our second request is that our boroughs are actively involved in developing the longer term solution for local government, so that the good parts of the existing system are maintained, whilst the inequitable parts - resulting from damping and its hard wiring into current baselines – are addressed and replaced by a more balanced approach to resource allocation. Indeed, the recent announcement by the Chancellor provides many opportunities to improve the equity of funding for local authorities, as well as significant risks if not carefully managed, and officers in each of our boroughs would be pleased to be involved in developing the detail behind the new proposals.

We look forward to hearing from you and, should you require any further information, please do let us know.

Yours sincerely



Doug Taylor
Leader of Enfield Council

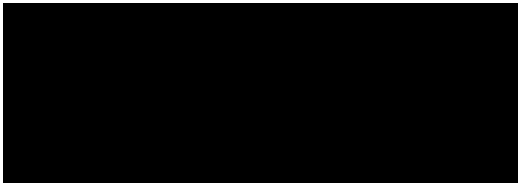


Darren Rodwell
Leader of Barking and Dagenham





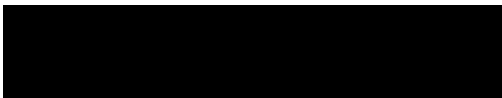
Tony Newman
Leader of Croydon Council



Robin Wales
Mayor of Newham Council



Jas Athwal
Leader of Redbridge Council



Chris Robbins
Leader of Waltham Forest Council

Copy to:

Greg Clark, Secretary of State for Communities and Local Government

Cabinet Members for Finance: Barking & Dagenham, Croydon, Enfield, Newham, Redbridge, Waltham Forest

Chief Executives: Barking & Dagenham, Croydon, Enfield, Newham, Redbridge, Waltham Forest

Finance Directors: Barking & Dagenham, Croydon, Enfield, Newham, Redbridge, Waltham Forest

REPORT TO:	CABINET 14 December 2015
AGENDA ITEM NO:	9
SUBJECT:	STAGE 2: RESPONSE TO RECOMMENDATIONS ARISING FROM: STREETS AND ENVIRONMENT SCRUTINY SUB-COMMITTEE MEETING ON 7 SEPTEMBER 2015
LEAD OFFICERS:	Jo Negrini, Executive Director, Place
CABINET MEMBERS:	Councillor Kathy Bee, Cabinet Member for Transport and Environment Councillor Simon Hall, Cabinet Member for Finance and Treasury
WARDS:	Norbury, Upper Norwood, Thornton Heath
<p>CORPORATE PRIORITY/POLICY CONTEXT: 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>AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS: Croydon a Place to Live and Work; Fairness – Equalities, Open & Accountable; Croydon Safe & Secure; Sustainable Transport.</p>	
<p>FINANCIAL IMPACT: 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>FORWARD PLAN KEY DECISION REFERENCE NO.: not a key decision</p>	

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

The Cabinet is recommended to approve the full response reports and action plans for the implementation of agreed recommendations and reasons for rejected recommendations attached to this report (at **Appendix A**) and that these be reported to the Streets and Environment Scrutiny Sub-Committee at its meeting on 2 February 2016.

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 20 October 2015 including:

- Action plans for the implementation of agreed recommendations, **or**
- Reasons for rejecting the recommendations

and that these be reported to the Streets and Environment Scrutiny Sub-Committee at its meeting on 2 February 2016.

3. SCRUTINY RECOMMENDATIONS

3.1 The Scrutiny recommendations are contained in the schedule in **Appendix A** to this report.

3.2 The detailed responses (including reasons for rejected recommendations) and action plans (for the implementation of agreed recommendations) are contained in **Appendix A**.

4. CONSULTATION

4.1 No consultation is required for these responses.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 The recommendations in this report may have a financial implication and as each recommendation is developed the financial implication will be explored and approved. These are contained within appendices A 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

The Council is required to take account of the needs of disabled people and other protected characteristics as defined by the Equalities Act.

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.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 These are provided in Appendix A attached.

12. OPTIONS CONSIDERED AND REJECTED

12.1 Information about options considered and rejected are given in Appendix A where relevant.

CONTACT OFFICERS: Jo Negrini, Executive Director Place x 61325

BACKGROUND DOCUMENTS: none

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
The Streets and Environment Scrutiny Sub-Committee meeting on 7 September 2015 (Minute number A28/15 Norbury Avenue Experimental Road Closure - resolved to recommend to Cabinet that:						
1) It re-states its support for improved cycling facilities across Croydon and supports a Quietway from Central Croydon to London as one of its major transport infrastructure improvement.	Place Department Cllr Bee, Cabinet member for Transport and Environment	Accept	Jo Negrini			Streets and Environment Scrutiny Sub-Committee 2 February 2016
2) For future Quietways projects, more collaboration is undertaken with Transport for London (TfL) from the outset with particular reference to implementation timescales and the allocation of additional resources for consultation.	Place Department Cllr Bee, Cabinet member for Transport and Environment	Accept TfL will fully fund the development and implementation of Quietways. It has also appointed Sustrans as its delivery agent to support local authorities develop and deliver Quietways. Sustrans was provided by TfL to work at Norbury Avenue to run a 'DIY Streets' project to work with residents and other stakeholders to trial different methods of achieving filtered permeability. Different streets and	Jo Negrini	See narrative in column 3	See narrative in column 3	Streets and Environment Scrutiny Sub-Committee 2 February 2016

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>different locations along any proposed Quietway will require different solutions (with differing implications) to achieve the required cycling level of service. Different timescales and differing approaches to consultation and delivery will be required depending on the level of delivery challenge posed by each location.</p> <p>Officers will work early with TfL and Sustrans to identify those locations / measures which are likely to pose the greatest challenge and hence require the greatest time and resource to deliver.</p>				
3) Consideration be given to bidding for "Area Based"	Place Department	Accept	Jo Negrini	See narrative in column 3	See narrative in column 3	Streets and Environment

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>Quietways rather than “Road Based” Quietways in order to better demonstrate the benefits and that, where “Road Based” Quietways are proposed, the area for consultation be significantly expanded to cover a wider geographical radius from the affected road(s).</p>	<p>Cllr Bee, Cabinet member for Transport and Environment</p>	<p>As above, some potential measures will have little wider effect. Other measures have the potential for area wide effects. In the case of the latter, the resources will be sought from TfL for development and consultation across the potentially affected area. TfL may look favorably on such a request if they are assured of the Council's commitment to achieve the necessary level of service for cyclists and to deliver the Quietway.</p>				<p>Scrutiny Sub-Committee 2 February 2016</p>
<p>4) The street furniture deployed to close roads is reviewed in the light of complaints made about the units used in the Norbury Avenue trial.</p>	<p>Place Department Cllr Bee, Cabinet member for Transport and Environment</p>	<p>Accept There are many means of achieving temporary road closures. The wooden planters were chosen to send the strong message that they were temporary as part of a trial that could/ would be changed. They were</p>	<p>Jo Negrini</p>	<p>See narrative in column 3</p>	<p>See narrative in column 3</p>	<p>Streets and Environment Scrutiny Sub-Committee 2 February 2016</p>

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
		also part of the DIY Streets engagement project with local school children and residents helping to plant up the temporary planters.				
5) It ensures that the needs of disabled residents, including pedestrians and cyclists, are taken into account when new plans are drawn up.	<p align="center">Place Department</p> <p align="center">Cllr Bee, Cabinet member for Transport and Environment</p>	<p>Accept We are required to take account of the needs of disabled people and other protected characteristics as defined by the Equalities Act.</p> <p>In the case of Norbury Avenue the closures were designed to have gaps through which hand bikes and trikes used by disabled cyclists could pass. Wheels for Wellbeing attended the trial closure event day.</p>	Jo Negrini	See narrative in column 3	See narrative in column 3	Streets and Environment Scrutiny Sub-Committee 2 February 2016
6) Future Experimental Traffic Order consultation is undertaken for a longer period of time using more	<p align="center">Place Department</p> <p align="center">Cllr Bee,</p>	<p>Accept Unlike a permanent traffic order, the</p>	Jo Negrini	See narrative in column 3	See narrative in column 3	Streets and Environment Scrutiny Sub-Committee

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
innovative public engagement techniques.	Cabinet member for Transport and Environment	statutory public consultation does not take place prior to the making of an experimental order. Rather the experiment is the consultation. In many instances it will be necessary to undertake extensive consultation (beyond publishing the statutory notice) before and after the making of the experimental order (as at Norbury Avenue). Sustrans embarked upon their 'DIY Streets' approach at Norbury Avenue. Officers will look to identify more innovative ways of engaging with residents, schools and other stakeholders.				2 February 2016
7) When setting out consultation terms for future key transport infrastructure projects such as Quietways, it clearly set outs what it is	Place Department Cllr Bee, Cabinet	Accept Such an approach was undertaken at Norbury Avenue (including the	Jo Negrini	See narrative in column 3	See narrative in column 3	Streets and Environment Scrutiny Sub-Committee

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
trying to achieve, what options it is considering, and how residents and local Councilors are to be consulted.	member for Transport and Environment	<p>setting up of a steering group to guide the DIY Streets process and activities) and set out in documentation produced by Sustrans</p> <p>In future such documentation for 'key transport infrastructure projects' including Quietways, will be reported to Cabinet along with recommendations regarding consultation terms, objectives and activities,</p>				2 February 2016
8) It consider what weighting it gives to views of non-local residents who use minor roads like Norbury Avenue as cut-throughs.	Place Department Cllr Bee, Cabinet member for Transport and Environment	<p>Accept</p> <p>There are also other considerations. The Croydon Local Plan includes a road hierarchy with streets classified on the basis of assigned vehicular traffic function (eg Distributor Road). Also, a condition of LIP funding from TfL is that each local authority classifies its streets</p>	Jo Negrini	See narrative in column 3	See narrative in column 3	Streets and Environment Scrutiny Sub-Committee 2 February 2016

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
		based on the intended balance of 'Movement' and 'Place' functions. This classification is yet to be undertaken in Croydon .				
9) Experimental Traffic Orders are useful tools for understanding the impact of Quietways and should continue to be used.	Place Department Cllr Bee, Cabinet member for Transport and Environment	Accept Not all measures used along a Quietway will need/ benefit from trials under an experimental order. However for many measures, experimental orders will continue to be a valuable tool	Jo Negrini	See narrative in column 3	See narrative in column 3	Streets and Environment Scrutiny Sub-Committee 2 February 2016
10) The decision-making process in relation to Experimental Traffic Orders be reviewed with a view to maximising the participation of Ward Councilors and local residents and that they be categorised as "key decisions" in the forthcoming review of the Constitution	Place Department Cllr Bee, Cabinet member for Transport and Environment	Reject A decision making process in relation to the making of Experimental Traffic Orders can be set out (see 7. above). However, categorising the making of experimental orders as a key decision, but not the making of permanent traffic	Jo Negrini	See narrative in column 3	See narrative in column 3	Streets and Environment Scrutiny Sub-Committee 2 February 2016

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
		management orders, may be seen by some as counter intuitive.				
11) The Member Learning and Development Panel be asked to consider commissioning briefing sessions for Councilors on community participation techniques	Resources Department Cllr Hall, Cabinet member for Finance and Treasury	Accept Such briefing sessions could possibly be extended to include the role of active travel in achieving many of the Council's growth, health, access and sustainability objectives.	Graham Cadle	See narrative in column 3	See narrative in column 3	Streets and Environment Scrutiny Sub-Committee 2 February 2016

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Cabinet 14 December 2015

Addendum to item 9 – circulated on 14.12.15

(Change to agenda page 75, recommendation 11, identified officer)

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
11) The Member Learning and Development Panel be asked to consider commissioning briefing sessions for Councilors on community participation techniques	<p>Resources Department</p> <p>Cllr Hall, Cabinet member for Finance and Treasury</p>	<p>Accept</p> <p>Such briefing sessions could possibly be extended to include the role of active travel in achieving many of the Council's growth, health, access and sustainability objectives.</p>	<p>Solomon Agutu Head of Democratic Services and Scrutiny</p>	<p>See narrative in column 3</p>	<p>See narrative in column 3</p>	<p>Streets and Environment Scrutiny Sub-Committee</p> <p>2 February 2016</p>

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REPORT TO:	Cabinet 14 December 2015
AGENDA ITEM NO:	10
SUBJECT:	STAGE 1: RECOMMENDATIONS ARISING FROM: SCRUTINY AND OVERVIEW COMMITTEE MEETING ON 3 NOVEMBER 2015 CHILDREN AND YOUNG PEOPLE'S SCRUTINY SUB-COMMITTEE MEETING ON 17 NOVEMBER 2015
LEAD OFFICER:	Borough Solicitor and Monitoring Officer, Director of Legal & Democratic Services
LEAD MEMBER:	Councillor Sean Fitzsimons Chair, Scrutiny and Strategic Overview Committee
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT:	The constitutional requirement that Cabinet receives recommendations from scrutiny committees and to respond to the recommendations within two months of the receipt of the recommendations.

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations contained within this report:

1. RECOMMENDATIONS

Cabinet is asked to:

- 1.1 Receive the recommendations arising from the meetings of the Scrutiny and Overview Committee on 3 November 2015 and the Children and Young People Scrutiny Sub-Committee meeting on 17 November 2015 and to provide a substantive response within two months (ie. Cabinet meeting on 21 March 2016)

2. EXECUTIVE SUMMARY

- 2.1 On 3 November 2015, the Scrutiny and Overview Committee considered an item on Capital Budgets. At that meeting the Scrutiny and Overview Committee made recommendations to Cabinet and these are contained in Section 3 of this report.

- 2.2 On 17 November 2015, the Children and Young People Scrutiny Sub-Committee considered an item on Housing for young people in Croydon. At that meeting the Sub-Committee made recommendations to Cabinet and these are contained in Section 4 of this report.
- 2.3 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 the recommendations.

The constitution requires that an interim or full response is provided within 2 months of this Cabinet meeting.

3. SCRUTINY AND OVERVIEW COMMITTEE RECOMMENDATIONS

3.1 Capital Budgets (Minute number A27/15)

The Scrutiny and Overview Committee at its meeting on 3 November 2015 resolved to monitor the capital budget and the policies that underpin capital decision making as part of the Scrutiny work programme each year, and to ask Cabinet to:

- 1) Ensure that Ward Members are informed when s106 agreements have been negotiated in their ward and for what purpose the funds are secured
- 2) Consult the Scrutiny and Overview Committee before a decision about the allocation of the CIL '*Local Meaningful Proportion*' is made, specifically with regard to the suggestion that the original allocation through the 16 places of Croydon be refined to reflect allocation through a smaller number of place regeneration plans
- 3) Provide Members of the Committee with an update of the s106 summary balance sheet and allocation (as in appendix 2 of the report) in 12 months (Autumn 2016)

These recommendations and a timetable for response are attached at **Appendix A**.

4. CHILDREN AND YOUNG PEOPLE SCRUTINY SUB-COMMITTEE RECOMMENDATIONS

4.1 Housing for young people (Minute number A57/15)

The Children and Young People Sub-Committee at its meeting on 17 November 2015 resolved recommend to Cabinet that the council should:

- 1) Address the needs of its large young adult population in the Croydon Local Plan and its Housing Allocation Policy
- 2) Work with local developers to provide suitable housing for young graduates to retain talent in the borough

- 3) The council's development company should consider providing accommodation specifically for young people, such as basic "starter homes"
- 4) Consider introducing starter tenancies to encourage good tenancy management from the very beginning of a tenancy
- 5) Consider offering more enticing incentives to landlords to encourage them to lease more accommodation so that it can be let to young people on low incomes
- 6) Publicise the "My Croydon" app and housing services through a wider range of media including billboards around town
- 7) Work with local businesses to encourage them to offer their young staff support with rent deposits or part of them, and provide references to prospective landlords to make it easier for young people to obtain a tenancy

In addition the Sub-Committee made the following recommendation to the Scrutiny and Overview Committee:

- 1) That scrutiny should run more "young people's take-over" meetings to give young Croydonians the opportunity to question politicians on issues of concern to them and thus encourage young people to get involved in local democracy

The Sub-Committee also recommended to Croydon College that it should create Housing Ambassadors among students in order to:

- 1) Disseminate information and advice on housing issues
- 2) Encourage young people to get involved in the council's consultation on the borough's Local Plan and Housing Allocation Policy
- 3) Raise awareness of young people's housing issues with local councillors and members of parliament

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

Not relevant for the purposes of this report.

6. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER

The recommendations are in accordance with the constitution. This requires that the Scrutiny report is received and registered at this Cabinet Meeting and that a substantive response is provided within 2 months (ie. Cabinet, 21 March 2016).

7. HUMAN RESOURCES IMPACT

Not relevant for the purposes of this report.

8. EQUALITIES IMPACT

Not relevant for the purposes of this report.

9. ENVIRONMENTAL IMPACT

Not relevant for the purposes of this report.

10. CRIME AND DISORDER REDUCTION IMPACT

Not relevant for the purposes of this report.

CONTACT OFFICER:

Solomon Agutu, Head of Democratic Services and
Scrutiny and Statutory Scrutiny Officer
T: 020 8726 6000 X 62920
Email: solomon.agutu@croydon.gov.uk

BACKGROUND DOCUMENTS:

Background document 1: Reports to the Scrutiny and Overview Committee meeting, 3 November 2015

<https://secure.croydon.gov.uk/akscroydon/users/public/admin/kabmenu.pl?cmte=SOC>

Background document 2: Reports to the Children and Young People Scrutiny Sub-Committee meeting, 17 November 2015

<https://secure.croydon.gov.uk/akscroydon/users/public/admin/kabmenu.pl?cmte=CYP>

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
The Scrutiny and Overview Committee meeting on 3 November 2015 (Minute number A27/15 Capital Budgets item RESOLVED to monitor the capital budget and the policies that underpin capital decision making as part of the Scrutiny work programme each year, and to ask Cabinet to:						
1) Ensure that Ward Members are informed when s106 agreements have been negotiated in their ward and for what purpose the funds are secured						Scrutiny and Overview Committee 22 March 2016
2) Consult the Scrutiny and Overview Committee before a decision about the allocation of the CIL ' <i>Local Meaningful Proportion</i> ' is made, specifically with regard to the suggestion that the original allocation through the 16 places of Croydon be refined to reflect allocation through a smaller number of place regeneration plans						Scrutiny and Overview Committee 22 March 2016
3) Provide Members of the Committee with an update of the s106 summary balance sheet and allocation (as in appendix 2 of the report) in 12 months (Autumn 2016)						Scrutiny and Overview Committee 22 March 2016

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
The Children and Young People Scrutiny Sub-Committee meeting on 17 November 2015 (Minute number A57/15 Housing for Young People item RESOLVED to recommend to Cabinet that the council should:						
1) Address the needs of its large young adult population in the Croydon Local Plan and its Housing Allocation Policy						Scrutiny and Overview Committee 22 March 2016
2) Work with local developers to provide suitable housing for young graduates to retain talent in the borough						Scrutiny and Overview Committee 22 March 2016
3) The council's development company should consider providing accommodation specifically for young people, such as basic "starter homes"						Scrutiny and Overview Committee 22 March 2016
4) Consider introducing starter tenancies to encourage good tenancy management from the very beginning of a tenancy						Scrutiny and Overview Committee 22 March 2016

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
5) Consider offering more enticing incentives to landlords to encourage them to lease accommodation so that it can be let to young people on low incomes						Scrutiny and Overview Committee 22 March 2016
6) Publicise the "My Croydon" app and housing services through a wider range of media including billboards around town						Scrutiny and Overview Committee 22 March 2016
7) Work with local businesses to encourage them to offer their young staff support with rent deposits or part of them, and provide references to prospective landlords to make it easier for young people to obtain a tenancy						Scrutiny and Overview Committee 22 March 2016

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Croydon Council

REPORT TO:	CABINET 14th December 2015
AGENDA ITEM:	11
SUBJECT:	Investing in our borough
LEAD OFFICER:	Sarah Ireland, Director of Strategy Communities and Commissioning
CABINET MEMBER:	Councillor Simon Hall Cabinet Member for Finance and Treasury
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT: Effective outcome based commissioning and prudent financial transactions contribute to all corporate priorities.	
AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS: The Council's commissioning strategy (2012 -2015) sets out the approach to commissioning and procurement and puts delivery of outcomes at the heart of the decision making process. As the Council develops more diverse service delivery models, it is important to ensure that our contractual and partnership relationships are not only aligned to our corporate priorities but also represent value for money for citizens and taxpayers, contributing to the growth agenda for Croydon. The contracts (awarded or recommended for award) and partnership arrangements included in this report will support the Council to achieve the Ambitious for Croydon outcome " <i>to be innovative and enterprising in using available resources to change lives for the better.</i> "	
FINANCIAL SUMMARY: There are no direct costs arising from this report.	
KEY DECISION REFERENCE NO.: There are key decisions mentioned in this report, but the recommendations in Section 1 of the report are not key decisions.	

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

1.1 The Cabinet is requested to note:-

1.1.1 The contracts over £500,000 in value anticipated to be awarded by the nominated Cabinet Member, in consultation with the Cabinet Member for Finance and Treasury or, where the nominated Cabinet Member is the Cabinet Member for Finance and Treasury, in consultation with the Leader.

1.1.2 The list of delegated award decisions made by the Director of Strategy Communities and Commissioning between 22/10/2015 and 19/11/2015

2. EXECUTIVE SUMMARY

2.1 This is a standard report which is presented to the Cabinet, for information, at every scheduled Cabinet meeting to update Members on:

- Contracts anticipated to be awarded under delegated authority from the Leader by the nominated Cabinet Member, in consultation with the Cabinet Member for Finance and Treasury and with the Leader in certain circumstances, before the next meeting of Cabinet;
- Delegated contract award decisions made by the Director of Strategy Communities and Commissioning between 22/10/15 and 19/11/15;
- Delegated award decisions made by the nominated Cabinet Member and the Cabinet Member for Finance and Treasury in respect to the Revolving Investment Fund (RIF) since last reported to Cabinet; As at the date of this report there are none;
- Property acquisitions and disposals to be agreed by the Cabinet or the Cabinet Member for Finance and Treasury (as appropriate) either as part of this agenda or before the next meeting of Cabinet. As at the date of this report there are none;
- Contract awards to be agreed by the Cabinet at this meeting which are the subject of a separate agenda item; As at the date of this report there are none;
- Partnership arrangements to be agreed by the Cabinet at this meeting which are the subject of a separate agenda item; As at the date of this report there are none.

3. DETAIL

3.1 Section 4.1 of this report lists those contracts that are anticipated to be awarded by the nominated Cabinet Member.

3.2 Section 4.2 of this report lists the delegated award decisions made by the Director of Strategy, Communities and Commissioning, between 22/10/15 and 19/11/15.

3.3 The Council's Procurement Strategy and Tenders & Contracts Regulations are accessible under the Freedom of Information Act 2000 as part of the Council's Publication Scheme. Information requested under that Act about a specific procurement exercise or contract held internally or supplied by external organisations, will be accessible subject to legal advice as to its commercial confidentiality, or other applicable exemption, and whether or not it is in the public interest to do so.

4. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

4.1 Proposed contract awards

4.1.1 Revenue and Capital consequences of contract award decisions to be made between £500k to £5m by the nominated Cabinet Member in consultation with the Cabinet Member for Finance and Treasury or, where the nominated Cabinet Member is the Cabinet Member for Finance and Treasury, in consultation with the Leader.

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept/Cabinet Member
London Road Public Realm Improvements (Phase C) – contract award		Total contract award value £983,607	Place/ Cllr Alison Butler
Central Parade, New Addington Phase 2 Public Realm Improvements: Contract Award		Total contract award value £540,767	Place/ Cllr Alison Butler

4.2 Delegated award decisions made by the Director of Strategy Communities and Commissioning

4.2.1 Revenue and Capital consequences of delegated decisions made by the Director of Strategy, Communities and Commissioning for contract awards between £100k & £500k and contract extension awards (no limit to value) that were previously approved as part of the original contract award recommendation.

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept
The Provision of Condition Surveys, DfE Net Capacity Assessments, DfE Suitability Assessments, Compliance Checks and Measured Surveys for Croydon Primary Schools		Total contract award value £281,999.04	Place

Approved by: Dianne Ellender, Head of Finance and Deputy Section 151 Officer

5. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 5.1 The Council Solicitor comments that the information in this report reflects the requirements of the Council's Tenders and Contracts Regulations and the council's Financial Regulations in relation to the acquisition or disposal of assets.

Approved by: Gabriel Macgregor, Head of Corporate Law, on behalf of the Council Solicitor and Monitoring Officer

6. HUMAN RESOURCES IMPACT

- 6.1 There are no immediate HR issues that arise from the strategic recommendations in this report for LBC staff. Any specific contracts that arise as a result of this report should have their HR implications independently assessed by a senior HR professional.

Approved by: Michael Pichamuthu, Strategic HRBP on behalf of Heather Daley, Director of Human Resources.

7. EQUALITY IMPACT

- 7.1 An Equality Analysis process has been used to assess the actual or likely impact of the decisions related to contracts mentioned in this report and mitigating actions have been defined where appropriate.

- 7.2 The equality analysis for the contracts mentioned in this report will enable the Council to ensure that it meets the statutory obligation in the exercise of its functions to address the Public Sector equality duty (PSED). This requires public bodies to ensure due regard to the need to advance equality of opportunity; foster good relations between people who share a "protected characteristic" and those who do not and take action to eliminate the potential of discrimination in the provision of services.

- 7.3 Any issues identified through the equality analysis will be given full consideration and agreed mitigating actions will be delivered through the standard contract delivery and reporting mechanisms.

8. ENVIRONMENTAL IMPACT

- 8.1 Any issues emerging in reports to the relevant Cabinet member will require these considerations to be included as part of the standard reporting requirements, and will not proceed without full consideration of any issues identified.

9. CRIME AND DISORDER REDUCTION IMPACT

- 9.1 Any issues emerging in reports to the relevant Cabinet Member will require these considerations to be included as part of the standard reporting requirements, and will not proceed without full consideration of any issues identified.

CONTACT OFFICER:

Name:	Charlotte Rohan
Post title:	Head of Commissioning and Procurement
Telephone no:	60584

BACKGROUND DOCUMENTS:

The following public background reports are not printed with this agenda. They are to follow and when available (w/c 7 December 2015) they will appear as background documents on the Croydon Council website agenda which can be found via this link [Cabinet agendas](#)

- Connected Croydon - London Road (Section C) Public Realm Improvement Works: Contract Award
- Central Parade, New Addington Phase 2 Public Realm Improvements: Contract Award

CONFIDENTIAL BACKGROUND DOCUMENTS- EXEMPT FROM PUBLIC DISCLOSURE

There are no part B background documents.

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