

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 **18 JANUARY 2016 at 6.30PM in THE COUNCIL CHAMBER**, The Town Hall, Katharine Street, Croydon, CR0 1NX.

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

JIM SIMPSON
Democratic services manager
Tel.020 8726 6000 Ext.62326
8 January 2016

Members of the public are welcome to attend this meeting. If you require any 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

Group Meetings at 5.45 p.m. as follows:

Cabinet – Room F9, Town Hall

Shadow Cabinet – Room 2.20, Town Hall

AGENDA - PART A

- 1. Part A Minutes of the Cabinet meeting held on 14 December 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 (copies will be available at the meeting) and handing it to the Business Manager at the start of the meeting. The Chair 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, by reason of special circumstances, be considered as a matter of urgency (the Chair's decision on such matters is final).

5. Exempt Items

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

CABINET MEMBER: COUNCILLOR ALISA FLEMMING

- 6. Ambitious for Children – presentation**
- 7. Investing in our Young People - Onside Youth Zone (Page 5)**
(This will include a presentation)
Officer: Paul Greenhalgh
Key decision: yes
- 8. Education Estates – School Places (Page 51)**
Officer: Paul Greenhalgh, Jenny Duxbury
Key decision: yes
- 9. Education Quality and Standards (Page 187)**
Officer: Paul Greenhalgh, David Butler
Key decision: no

ALL CABINET MEMBERS

10. Ambitious for Croydon Performance Update (April to September 2015) (Page 239)

Officer: Nathan Elvery, Sarah Ireland

Key decision: no

CABINET MEMBER: COUNCILLOR LOUISA WOODLEY

11. The Transformation of Adult Social Care (Page 285)
(This will include a presentation)

Officer: Paul Greenhalgh, Pratima Solanki, Graham Terry

Key decision: yes

CABINET MEMBER: COUNCILLOR MARK WATSON

12. Equality and Inclusion Annual Report 2015 (Page 301)

Officer: Sarah Ireland, Sharon Godman

Key decision: no

13. London Councils Grants Scheme 2016/17 (Page 385)

Officer: Sarah Ireland, Sharon Godman, David Freeman

Key decision: no

CABINET MEMBERS: COUNCILLOR KATHY BEE & SIMON HALL

14. Stage 2: response to recommendations arising from: Streets and Environment Scrutiny Sub-Committee Meeting on 29 September 2015 (Page 393)

Officers: Nathan Elvery, Jo Negrini

Key decision: no

CABINET MEMBER: COUNCILLOR SIMON HALL

15. Investing in our Borough (Page 399)

Officers: Sarah Ireland, Charlotte Rohan, Gary Seed

Key decision: no

16. 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

none

CABINET

**Meeting held on Monday 14 December 2015 at 6.30 p.m. in the
Council Chamber, the Town Hall, Katharine Street, Croydon, CR0 1NX**

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, Audsley, Canning, Fitzsimons, Kabir, Lewis, Mann,
Pelling, Prince, Scott, Shahul-Hameed.

Shadow Cabinet Members in attendance:

Councillors Cummings, Gatland, Hale, Hopley, D. Mead, M. Mead,
O'Connell, T Pollard and Thomas.

Other Minority Group Members in attendance: Councillors
Bashford, Bird and Buttinger.

Absent: Cabinet: none

Apologies: Apologies for absence were received from Councillors Shafi Khan,
Stuart King and Matthew Kyeremeh.

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

**A117/15 Part A Minutes of the Cabinet Meeting held on 16 November
2015**

The Part A minutes of the Cabinet meeting held on 16 November
2015 were received. The Leader of the Council signed the minutes
as a correct record.

A118/15 Disclosures of Interest

There were no disclosures of interest.

A119/15 Urgent Business

The Leader of the Council announced an item of urgent business in relation to the withdrawal of central government funding for unaccompanied asylum seeking children (UASC), publicly asking for the money back on behalf of the taxpayers of Croydon. Arising from recent discussions with Home Office officials the amount of funding was still short of the £4m and the discussions with the Home Office would continue tomorrow. The full details of this announcement can be viewed on the meeting webcast [here](#)

A120/15 Exempt Items

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

A121/15 A23/A232 Fiveways Design Proposals

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 Proposal 2 as the preferred design proposal for the A23/A232 intersection.
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.
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'.
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.

A122/15 Living Wage for Croydon

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

RESOLVED to:

1. Note the contents of the report and in particular progress made to implement the London Living Wage in Croydon and the next steps outlined in section 5 of the report.
2. Welcome the news that the Council has been accredited as a Living Wage Employer.

A123/15 Quarter 2 Financial Performance 2015/16

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

RESOLVED to:

1. 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
2. Approve virements as detailed in paragraph 5.1 of the report.

A124/15 Stage 2: Response to Recommendations arising from: Streets and Environment Scrutiny Sub-committee meeting on 7 September 2015

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

RESOLVED:

Subject to the change in the response to recommendation 11 of Appendix A as tabled at the Cabinet meeting, to approve the full response reports and action plans for the implementation of agreed recommendations and reasons for rejected recommendations attached to the report (at Appendix A) and that these be reported to the Streets and Environment Scrutiny Sub-Committee at its meeting on 2 February 2016.

A125/15 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

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 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 (i.e. Cabinet meeting on 21 March 2016).

A126/15 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:

1. Note 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 of the Council.

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

A127/15 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.

A128/15 Part B Minutes of the Cabinet meeting held on 16 November 2015

The Part B minutes of the Cabinet meeting held on 16 November 2015 were received. The Leader of the Council signed the minutes as a correct record.

PART B MINUTES – none

The meeting ended at 7.22 pm.

For General Release

REPORT TO:	CABINET 18 January 2016
AGENDA ITEM:	7
SUBJECT:	Investing in our Young People - Onside Youth Zone
LEAD OFFICER:	Paul Greenhalgh, Executive Director of People
CABINET MEMBER:	<i>Cllr Alisa Flemming, Cabinet Member Children, Young People and Learning</i>
WARDS:	All Wards
CORPORATE PRIORITY/POLICY CONTEXT: This proposal makes a significant contribution to the Corporate Plan pillars of growth, independence and liveability.	
AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS: Croydon Council is ambitious for young people. This project will have a significant positive impact on health, wellbeing, confidence, attendance at school and youth crime, as well as upon Community cohesion.	

FINANCIAL IMPACT

The Council will contribute £3.25m one-off capital funding, and £200k base revenue funding plus £100k performance related revenue funding, each year, over a period of three years. The total Council contribution (both capital and revenue) over the 3 year period is £4.15m and the contribution from Inside Youth Zone is £4.85m over the three year period.

KEY DECISION REFERENCE NO.: 02/16/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, in principle, the development of a Youth Zone at Whitehorse Youth Centre, Whitehorse Road (the project) subject to planning approval and final site assessments;
- 1.2 Agree the Council's contribution of £3.25m one-off capital, and three years revenue contribution of £200k per year and three years £100k performance related funding, and the grant of a lease for the land on which the project will be developed;
- 1.3 Note that the Leader of the Council, in consultation with the Executive Director, People will finally approve the terms of the grant funding agreement, lease, performance measures, final site assessments and operational details for the project.
- 1.4 Note that ongoing strategic support to the project will be provided through representation on the Croydon Youth Zone Board of Trustees by nominees to be determined by the Leader.

2. EXECUTIVE SUMMARY

- 2.1 The Council has developed a proposal with OnSide Youth Zones for an investment opportunity to develop South London's first Youth Zone. OnSide's information document is at Appendix 1 to this report and a presentation will be made by them at the Cabinet meeting.
- 2.2 OnSide Youth Zones is a registered charity established in 2008 (Registered Charity No. 1125893). It's mission is to build state-of-the-art youth centres, modelled on the success of the nationally-recognised Bolton Lads and Girls Club. To date, OnSide has funded, built and established five Youth Zones in the north-west of England (Carlisle, Manchester, Oldham, Blackburn and Wigan). A number of other projects are at various stages of development; Wolverhampton Youth Zone opens in January 2016, and will be followed by others in Wirral, Preston, Chorley, Sunderland & Warrington, alongside other London-based Youth Zones in Barking & Dagenham and potentially Barnet.
- 2.3 This report seeks agreement for the Council to enter into a grant funding agreement and lease with OnSide Youth Zones for them to develop South London's first Youth Zone (the project).

3. DETAIL

- 3.1 OnSide has a positive track record of delivering Youth Zones that make a positive impact on young people and the wider community. The proposed site on the current Whitehorse Youth Centre is the preferred location. It is relatively central and on a main road with good transport links. Development can also make a positive contribution to the longer term ambition to refurbish and re-vitalise the area.
- 3.2 Further detail on the proposed location – Whitehorse Youth Centre, Whitehorse Road is given in Appendix 2. The current centre is run by a charity on a site leased from the Council: The Council is currently in negotiation with the centre’s management committee about releasing the site.
- 3.3 Each Youth Zone is developed as a newly-formed, locally-led charitable organisation. OnSide will facilitate the recruitment of a private sector led Board of Trustees who will lead in delivering the sustainability of the project. The Council will have representation on the Board as a key strategic partner. It is envisaged that up to two places on the Board will be available for Council representatives.
- 3.4 Based on both the local demographic and of the success of existing Youth Zones, OnSide project that at least 3,000 young people from Croydon will register as members, and that the Youth Zone will record approximately 1,500 visits to the facility each week. The scheme will create up to 15 full time and about 35 part time employment opportunities and will also generate a minimum of 100 regular volunteering opportunities. As is the evidence elsewhere, the Youth Zone is committed to working with local partner organisations and stakeholder groups to broaden the offer.
- 3.5 The Council has agreed to provide:
- £3.25m one off capital support;
 - A long-term lease on the chosen site, without consideration and at a peppercorn rent;
 - Commitment to ongoing strategic support on the locally established Youth Zone Board of Trustees
 - £200k pa revenue funding and £100k pa performance related funding for 3 years, subject to review at the end of 3 years.
- 3.6 OnSide will provide a local presence from the outset and commence the stakeholder engagement process immediately from a decision being taken by the Cabinet. Engagement will take place with young people, local residents, statutory agencies and other voluntary sector organisations.
- 3.7 Local businesses will have the opportunity to participate in the design competition for the facility; the opportunity broadens considerably at the construction phase if planning consent is secured. In tandem, OnSide will start work on a phased recruitment process by appointing a General Manager of the Croydon Youth Zone and set about securing the financial contribution from the the private sector for investment in local young people. OnSide are committed to:
- Provide £2.75m one-off capital funding and £700k pa revenue funding for 3 years;
 - Full capital build responsibility including planning applications and community engagement;
 - Creation of the new operating charity for the Croydon Youth Zone;
 - Engage local young people to help shape their Croydon Youth Zone;
 - Work alongside other local voluntary sector groups in support of young people;

- Recruit and train a minimum of 100 volunteers;
 - Deliver a comprehensive marketing and communications plan in partnership with the Council;
 - Recruit and support a local Board of Trustees responsible for strategic vision and long-term sustainability of the charity, including Council representation on the Board.
- 3.8 Croydon Youth Zone will be open 7 days a week. During term-time, evening session opening hours mirror school timetables, typically opening from 16:00 – 21:00 from Sunday to Thursday, and until 22:00 on Friday and Saturday evenings. At weekends, the Youth Zone will operate family and junior sessions (8-12 year olds) in the morning and afternoon, in advance of the regular evening sessions, which begin at 16:00. During school holidays, additional junior sessions will run, offering affordable holiday provision for local parents. The Youth Zone may also open on bank holidays, dependent on the local demand for the service and feedback from parents and our young people.
- 3.9 The Youth Zone will be open until no later than 22:00. Experiences from other Youth Zones indicate that, due to the length of the sessions and programming, members tend to disperse at different times throughout the evening and not en masse when the facility closes. Based on experience elsewhere, it is anticipated that there will be little (if any) issues of concern in reality with regard for the potential for groups of young people congregating around the Youth Zone once the session is finished.
- 3.10 The operating model includes a £5 annual membership fee and a small fee of 50p per visit thereafter. All our young people aged 8-19 would be eligible for membership. The age range is extended up to the age of 25 for our young people with disabilities.
- 3.11 Typically a Youth Zone would offer a minimum of 20 different activities each evening in a facility that may typically include the following spaces:
- A 4-court indoor sports hall with climbing wall;
 - A fully equipped fitness gym;
 - Dance studio;
 - Music suites with both instruments and recording equipment;
 - At least one outdoor multi use games area kick-pitch;
 - A specialist arts and crafts area;
 - Break-out rooms to include activities such as employability workshops, general and gender specific health/youth issue topics/projects and youth participation;
 - A large open plan recreation area;
 - A café serving hot nutritious meals for no more than £1;
 - A boxing gym.
- 3.12 The OnSide has developed a model over several years; meaning the range and scope of facilities are clearly understood. The way in which these facilities are used post-opening may be subject to local variation but the basic scope of facilities included within the £6million cost envelope (including OnSide's financial commitment to the project) is well understood and researched.

4. The Youth Zone Operating Model

- 4.1 Youth Zones elsewhere in the country have created a safe, encouraging and positive environment in which children and young people can spend their leisure time; offering them 'somewhere to go, something to do and someone to talk to'. They are bright, vibrant, iconic buildings that take their inspiration from the original and acclaimed success of the Bolton Lads and Girls Club.

- 4.2 One critical factor in the success of the OnSide Youth Zone model is the voluntary relationship that exists between the Youth Zone and its members. It is important that young people who attend do so because they choose to, not because they are compelled to. This is key to developing positive, healthy relationships between young people, the staff and volunteers; enabling the Youth Zone to deliver high quality, engaging youth work to those that need it most.
- 4.3 It is also vital that the Youth Zone maintains its cover charge of 50p per session. Income from young people only amounts to c.10% of annual turnover; however the fee is important as it creates a sense of value, ownership and equity. Experience from Youth Zones elsewhere have acknowledged that for the most deprived families, even finding the 50p cover charge can be difficult; in these instances the Youth Zone has never turned away young people who genuinely cannot afford the 50p cover charge.
- 4.4 Youth Zones are filled with a wide range of activities, catering for all sporting, creative, artistic and social interests. They are youth-led, responding to the needs of its members and driven by a commitment to help all children and young people, with special emphasis on those from the most disadvantaged backgrounds to help increase their confidence and raise aspirations.
- 4.5 The Youth Zone concept offers a high quality facility and the wide range of activities that represent a commitment to delivering best-in-class youth work. OnSide are experienced in working with diverse communities and dealing with cultural and gender specific issues. Youth Zones offer young people the opportunity to try out activities in which they may otherwise never have the opportunity to participate. The Youth Zone model creates the opportunity for young people to meet new people, make new friends and learn new skills. All of this goes towards building the confidence they need to develop into happy, mature, healthy and successful young adults. OnSide is well experienced with ensuring appropriate high standards of Safeguarding practice is put into place in all its Youth Zone developments.
- 4.6 It will be important for the Youth Zone operating model to be sufficiently flexible to ensure it meets specific local youth needs including a balanced programme that addresses any potential gender and disability inequalities.

5. Strategic Fit and Need

- 5.1 Croydon's population in 2013 was 372,800 making it the largest local authority in London. The borough's population has grown at a faster rate than the rest of England with an increase of 8.4% over the last 10 years. Croydon has the largest 10 to 17 year population of the London boroughs (25.8% compared with 21.4% in London) and it continues to grow rapidly. By 2020 the population for 10 – 19 year olds is predicted to increase by 8.6%; from 45,618 in 2015 to 49,542 in 2020.
- 5.2 This is a socio-economically diverse borough ranked 107th out of 326 most deprived local authorities in England (Source: IMD 2010). Croydon is more deprived in the north of the borough than in the south, and there are also areas of high deprivation in the east of the borough in Fieldway, New Addington and the Shrublands estate in Shirley. The borough is also very diverse ethnically and also includes a significant number of refugees and asylum seekers with the percentage of the youth population with a black or minority ethnic heritage standing at 65%.

- 5.3 There is a correlation between areas of high deprivation and crime rates in Croydon; more crime is committed in the north of the borough largely due to a higher population density, more areas with multiple deprivations and the fact that Croydon's main transport hubs and routes are located there. Croydon Youth Offending Service has the highest volume of offences in London at 900 plus offences per annum.
- 5.4 The majority of the Council's direct youth provision is limited to statutory or targeted work. The service works closely with the voluntary, community and faith sector, which provide the majority of the universal 'youth service' activities across the borough. The sector is also commissioned to provide a range of locality based services such as football, play activities as well as specialist work such as substance misuse and counselling.
- 5.5 The Council has retained the Turnaround Centre which focuses on advice and support around homelessness and where young people can self-refer for additional and targeted support. There are four maintained youth hubs where a wide range of provision is delivered by our partners in the voluntary, community and faith sector. A street based team has been retained to undertake outreach work with young people at various locations across the borough, particularly where there may be anti-social behaviour. In addition there is a small team of Play and Outreach workers who mainly focus on working with young people and communities on housing estates in the borough.
- 5.6 Experience from existing Youth Zones indicates that the vast majority of Youth Zone members are 'new' customers, i.e. they do not already access existing local youth provision. For those young people that do attend other local centres, the Youth Zone is seen to them as an additional offer as opposed to a substitute. The Croydon Youth Zone will be open for c. 48 hours per week, offering a range of activities not otherwise available; as such the Youth Zone represents a significant increase in choice and availability for local children and young people.
- 5.7 The significance of the proposed investment in young people through the Youth Zone should not be underestimated as it has the potential over the medium to long-term to enhance young people's outcomes in relation to health, e.g. reducing obesity, substance misuse and high risk behaviours. It will also contribute to the reduction of youth related anti-social behaviour and offending rates and positively enhance the quality of life not only for young people but for all residents. The Youth Zone can also play a key role in reversing the high rates of teenage pregnancy, young people not in education, employment or training through its engagement and support activities.
- 5.8 In Wigan, local police reported a 77% reduction in anti social behaviour over a 12 month period in the area around the Youth Zone since the facility opened. Recent research undertaken on three established Youth Zones reported a positive impact on young people and the wider community since the establishment of a Youth Zone. Some of its key findings are indicated below:

Users (Young People)

- 76% stated that they were getting on better with family since attending the Youth Zone;
- 72% stated that they are staying out of trouble as a result of attending;
- 60% of respondents believed that the Youth Zone has helped them understand the dangers of smoking, alcohol and drugs;
- 51% said that they were less likely to miss school or college since attending the Youth Zone;
- 89% reported feeling more self-confident as a result of attending the Youth Zone.

Stakeholders Reported:

- Improved health and wellbeing;
- Reduced crime and anti-social behaviour (including youth offending and arson);
- 75% of local businesses commented that the reduced fear of crime was a positive benefit to the area;
- Providing valuable support for troubled families;
- Improved community cohesion;

5.9 The strong partnership working in Croydon would be complemented by the proposed Youth Zone and would significantly enhance the offer to young people. Although there is significant investment by a wide range of voluntary, community and faith groups in Croydon, there are gaps in provision and with continued growth of the youth population, there is a need for additional investment into young people's services. The investment of a new 21st century youth provision to the borough within a high quality design, with state-of-the-art equipment and facilities will be a significant additional resource. In addition and most importantly, the Youth Zone brings the capability of significantly enhancing the lives and future prospects of local young people. Young people will be involved in the design and branding of the Youth Zone ensuring that it is relevant to its target users.

The partnership that has been developed between the council and its community, voluntary and faith youth partners has enabled the borough to continue have a diverse and rich play and youth offer to 9 – 18 year olds (up to 25 for those with disabilities). The Youth Zone would be a welcome additional partner in, enabling more young people to access recreational, educational and social opportunities.

6 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 6.1 The Council does not currently have sufficient funding to meet the needs of its growing young population through direct delivery. Established third party youth organisations already deliver and make a significant contribution to youth provision in the borough. However given the growth in the number of young people in the borough, this will increasingly put pressure on existing provision that will not be able to meet demand. The Youth Zone is considered to be an exciting '*game changer*' in terms of addressing demand for youth provision in the borough.
- 6.2 In order to ensure that the Croydon Youth Zone can be operational as soon as possible, Cabinet approval is sought in order to take full advantage of the funding package that is currently available.
- 6.3 The operating model that has been successful elsewhere is to secure 3 year funding commitments from multiple locally based private sector sponsors who wish to make a charitable donation and investment in local young people. The Croydon Youth Zone Board will be responsible for devising project sustainability. Given that this has worked effectively in the north west, the opportunities locally and pan London are potentially equal if not more likely to be delivered, therefore whilst the risk of a revenue gap in year 4 exist, the potential of London's investment capacity mitigates against this risk.
- 6.4 OnSide has a good track record of delivering Youth Zone capital projects to budget and ensuring revenue sustainability elsewhere in the country.
- 6.5 If, in the worst case scenario, the project failed and the Croydon Youth Zone trust were dissolved the asset would transfer back to the Council. However, there would be the

opportunity to re-engineer the facility and deliver a viable alternative offer from the facility that would mitigate the impact to some extent.

7. Options Appraisal

- 7.1 The options in this instance are limited. The Council had not considered developing a major purpose built youth facility in the borough before considering the OnSide offer; therefore considering the proposal as presented, the options are limited as indicated below.
- 7.2 Option 1 - Do nothing. Reject the proposal and do not offer Council support. The impact of this would result in OnSide withdrawing its investment offer into the borough and looking towards an alternative host authority. The opportunity to create sustainable youth provision in the borough would be lost. **This option is not recommended.**
- 7.3 Option 2 - Full Council led development. This would result in the Council needing to provide 100% capital and revenue funding (less any grant funding it could raise); Council would be required to follow EU Procurement Regulations that would add time and cost in addition to carrying capital overrun full risk and revenue liabilities. In this instance the Council investment is likely to be in excess of £7m. **This option is not recommended.**
- 7.4 Option 3 – Invest the £3.25m capital in the local voluntary sector. The capital sum is unlikely to be matched by the voluntary sector – and any opportunities to do this would take considerable time. Without additional capital the building would only be able to offer less than half the opportunities on offer through OnSide. The borough would lose the opportunity of a guaranteed £2.75m capital and concomitant revenue funding. **This option is not recommended.**
- 7.5 Option 4 - Support the proposal. This would require a £3.25m capital grant from the Council to OnSide. OnSide have committed to deliver £2.75m of the capital cost. The Council will provide £200k pa revenue and £100k pa performance related revenue, each year, for 3 years and Onside will provide £700k pa revenue for 3 years subject to review at that stage. **This option is recommended.**
- 7.6 It should be noted that there are considered to be three key risks to the recommended option:
- a) OnSide withdraw their capital funding offer to develop the project. This is considered to be a low risk; should this be realised the Council would withdraw its grant offer.
 - b) Revenue shortfall in from Year 4. This is considered to be a moderate risk; however the Croydon Youth Zone Board would be charged with securing on-going revenue support exploiting its network of supporters and potential funders.
 - c) Project Failure. If the project failed at some point in the future and the local Trust dissolved the lease would be terminated and the building would return to the Council as an asset/liability. The success of OnSide's Youth Zones elsewhere in the country suggests this is a low risk.

8. Consultation

- 8.1 Cabinet support for the proposal will lead to immediate commencement by Onside of consultation with the community and young people.

9. Financial Implications

- 9.1 For Option 4 the Council will be required to provide £200k pa revenue and £100k pa performance related revenue for 3 years to be funded from the Public Health Grant and Onside will provide £700k pa revenue for 3 years subject to review at that stage. The required capital funding for the Council £3.25m and will be funded from the existing Capital Programme and Onside Youth Zone will contribute £2.75m capital funding.
- 9.2 Based on youth zones that have already been delivered and as detailed in the appendix to this report the estimated overall value from this investment is £7.9m.
- 9.3 The project is expected to complete in 2018 and OnSide have committed to securing the operational cost balance (i.e. after the council's revenue commitment) for the first three years of operation. The Youth Zone Board will then be required to developing a sustainable business model that ensures the future growth and success of Croydon Youth Zone.
- 9.4 In terms of risks, OnSide have previously delivered other Youth Zone projects successfully. However, once Cabinet gives the in principle decision to support the project, the legal documents drawn up will be assessed for financial implications ensuring that the Council minimises risks by agreeing payment milestones through project delivery under the grant funding agreement.. The achievement of project milestones and the monitoring of the contract will be undertaken by officers to ensure the project is delivered on time and within budget.
- 9.5 Should Cabinet agree in principle to this proposal, a full financial analysis will be required to assess the business case of the project to ensure the costs are within the agreed funding envelope. The Council's capital contribution will be capped at £3.25m and Onside will manage the complete construction process, from start to finish, ensuring there is no possibility of overspend.

Approved by Lisa Taylor – Head of Finance and Deputy S151 Officer.

10. Comments of the Council Solicitor and Monitoring Officer

- 10.1 The Council Solicitor comments that the funding and property agreements as detailed in this report will be subject to the Council's usual grant funding requirements and, in terms of the lease of any property, the best consideration test and requirements of section 123 of the Local Government Act.

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

11. Other Implications

- 11.1 **Contractual Issues** – as leaseholders it is proposed that OnSide will lead and be fully responsible for the procurement and subsequent management of the construction project (subject to planning approval). Local companies will have the opportunity to tender for the construction related works. The detail of the operational arrangements will be developed pending planning approval as per the recommendations (Recommendation (iii)).
- 11.2 **Corporate Policy and Customer Impact** - this proposal supports a number of corporate objectives highlighted in this report notably the pillars of growth liveability and independence that underpin the Council's corporate plan.

- 11.3 **Safeguarding Children** – OnSide are an established organisation with considerable experience of Safeguarding policy and practice.
- 11.4 **Health Issues** – Youth Zones are an established model with good examples running across the country in places such as Wigan, Carlisle and Oldham. Most are based on the evolved thinking around community development, inclusion and positive youth work through a range of activities, including sport, fitness, dance, arts, music, media and self improvement. The approach supports the outcomes and priorities of our joint Health and Wellbeing Strategy.

12. HUMAN RESOURCES IMPACT

- 12.1 Staffing Issues – None. Staff would not be employees of the Council and no existing Council employees will be affected by this proposal if approved.

Approved by: Debbie Calliste on behalf of the Director of Human Resources

13. EQUALITIES IMPACT

- 13.1 Croydon's proposed Onside Youth Zone model is based on current research and evidence that suggests that Youth Zones can make a significant difference to the overall wellbeing and life chances of the young people participating in activities at the Youth Zone Centres. In May 2015, Amion Consulting published a report on based on research and consultations that was carried with both the Youth Zone members in Manchester, Oldham and Wigan and their partner organisations and identified the following positive impact that Youth Zones have delivered for young people and the local community:
- Provide a safe environment in which young people can take part in a wide range of sports, arts and music activities in which they can develop their personal and social skills and qualities needed for learning, work and the transition to adulthood
 - Raise young people's aspirations, build their confidence and resilience and provide them with information that will assist them in making the right lifestyle choices – particularly in relation to substance misuse and involvement in crime and anti-social behaviour
 - Improve young people's physical and emotional health and wellbeing
 - Assist young people at risk of dropping out of learning to engage in activities that will enable them to reach their full potential
 - Have the capacity to make a significant impact in their local communities, through improved community cohesion, a reduction in crime and anti-social behaviour, improved perceptions of the area
 - Provide a real 'community' asset, which promotes and facilitates close partnership working.
- 13.2 A key philosophy of On Sides Youth Zones is that they are accessible to all children and young people between 9 and 18 (up to 25 for people with disabilities). Youth Zones have a typically annual membership fee of £5 and a cost of just 50p per visit, ensuring children and young people are not excluded from using the Youth Zone based on affordability. Therefore, Croydon's Youth Zone will be designed with inclusion in mind and will be fully accessible. It will fulfil and aim to go beyond the statutory minimum requirements for accessibility in the design process.. The Youth Zone will be designed ensuring that children and young people are not excluded from using the Youth Zone based on affordability
- 13.3 If the proposal for the Onside Youth Zone is accepted, an equality analysis will completed as a part of the development of the final structure and design and at the critical stages of implementation. Any equality and inclusion issues that are identified will be considered by

the charity and appropriate mitigating actions will be developed to ensure that the Youth Zone does not disadvantage young people who share a “protected characteristic” compared to those who do not: this action will be included as part of a funding agreement, within the agreed funding envelope. We will want to work with all young people on an inclusive basis to incorporate the views of all groups of young people into the design process. The charity going forward would want to ensure there is an ongoing equality impact monitoring of the work of the centre to avoid social exclusion.

13.4 The delivery of the proposed Youth Zone will enable the Council to ensure that it delivers the following objectives that are set out in the Council’s Equality and Inclusion Policy:

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

The Council will deliver these objectives by working with statutory and community partners to address inequality within the borough through targeted interventions that help young people to be resilient and able to maximise their life chances.

14. ENVIRONMENTAL IMPACT

14.1 None

15. CRIME AND DISORDER REDUCTION IMPACT

15.1 Crime and Disorder Issues - In principle this is a development which would be welcomed. Experience elsewhere in the country has shown that Youth Zones have had a positive outcome in terms of crime and disorder levels and also in terms of the impact on young people generally. Consideration would have to be given to the security of the site once operational, dispersal and also general issues around site security during construction.

CONTACT OFFICER: Paul Greenhalgh, Executive Director, People

BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972

A New Manifesto for The Young People of Great Britain

Source: Onside Foundation (<http://moderngov.barkingdagenham.gov.uk/ecSDDisplay.aspx?NAME=SD4659&ID=4659&RPID=4448575&sch=doc&cat=14625&path=14625>)

Executive Summary ‘Defining the Impact of a Youth Zone

Source: AMION Consulting (<http://moderngov.barkingdagenham.gov.uk/ecSDDisplay.aspx?NAME=SD4659&ID=4659&RPID=4448575&sch=doc&cat=14625&path=14625>)

List of Appendices:

Appendix 1 – Onside Youth Zone’s Proposal

Appendix 2 – Youth Zone proposed site

Appendix 3 – Proposed Performance Indicators



CROYDON YOUTH ZONE

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PROPOSAL FOR SUPPORT



EXEC SUMMARY

In August 2015, representatives from OnSide met with the Leader, Deputy Leader and senior officers from London Borough of Croydon to discuss the potential for creating a Youth Zone in the Borough. Following further consultation, we are delighted to submit, as requested, our formal proposal for developing the facility.

Croydon Youth Zone will inspire a generation, transforming lives for the better. It will be a fantastic facility of which the entire community can feel proud and a part. It will send a clear message that the young people of Croydon are cared for, recognised, supported and valued.

Over 1,500 young people will visit the centre each week. It will attract hundreds of local volunteers, and will unlock millions of pounds from the private sector for investment in local young people.

In order to make Croydon Youth Zone a reality, OnSide will:

- Deliver new capital (£2.75m) and revenue (£1.8m) funding, totalling £4.8m over three years, through the OnSide Foundation;
- Take full responsibility for both construction of the building and creation of the new local operating charity;
- Create around 50 new full and part-time local jobs
- Engage local young people to help shape their Youth Zone and work alongside other local voluntary sector groups in support of young people;
- Recruit and train a minimum of 100 community volunteers;
- Deliver a comprehensive marketing and communications plan;
- Recruit and support a private sector-led board of trustees responsible for strategic vision and long-term sustainability of the charity

The OnSide offer is conditional on the council contributing:

- £3.25m million towards capital cost;
- £300,000 per annum towards running costs;
- A suitable site on a long-term lease at a peppercorn rent;
- A commitment to ongoing strategic support on the Youth Zone Board of Trustees.





WHAT IS A YOUTH ZONE?

Youth Zones are created to offer children and young people **‘somewhere to go, something to do and someone to talk to’**. They are bright, vibrant, iconic buildings that offer a safe, encouraging and positive environment in which young people can spend their leisure time.

The Youth Zone model is inspired by the success of Bolton Lads & Girls Club. For many years, the Bolton club operated from a substandard building but following significant support from the National Lottery, local council and local businesses, it moved to a brand new, purpose-built centre in 2002.

Its success became a beacon. Soon, other nearby towns wanted to have a similar facility for their young people and so OnSide was developed to meet that need and the Youth Zone network was born.

Youth Zones are packed with a wide range of activities, catering for all sporting, creative, artistic and social interests. They are youth-led, responding to the needs of our members and driven by our commitment to help all children and young people – with special emphasis on those from the most disadvantaged backgrounds - to increase their confidence and raise their aspirations.

THE OPERATING MODEL

Youth Zones are open 7-days a week when schools are closed. Each young person pays a nominal annual membership fee (typically £5) then it’s just 50p per visit after that.

Any young person aged 8-19 can become a member. Sessions are split across two different age groups - 8-12 (Juniors) and 13-19 years old (Seniors). We also include those aged up to 25 who have a disability or life-long learning difficulty.

Sessions involve a minimum of 20 different activities each night. Our buildings are designed with both visual and acoustic connectivity in mind and typically include spaces such as:

- A 4-court indoor sports hall with climbing wall;
- A fully equipped fitness gym;
- Dance studio;
- Music suites, packed with instruments and recording equipment;
- At least one outdoor MUGA kick-pitch;
- A specialist arts and crafts area;
- Break-out rooms to include activities such as employability workshops, girls’ work, health projects and youth participation;
- A large, open plan recreation area;
- A café, serving hot nutritious meals for no more than £1;
- A boxing gym.

BUILDING RELATIONSHIPS

The quality of the facility and the wide range of activities are central to a Youth Zone’s commitment to delivering best-in-class youth work. Youth Zones offer young people the opportunity to try out activities in which they would otherwise never have been able to engage. Throughout their Youth Zone journey, our members meet new people, make new friends and learn new skills. All of this goes towards building the confidence they need to develop into happy, mature, healthy and successful young adults.



MEASURING IMPACT

In Spring 2015, Amion (commissioned by OnSide) published an independent impact report, outlining some of the positive effects that Youth Zones have brought about since opening.

The report strongly indicates that Croydon Youth Zone will deliver a number of positive outcomes that directly address some of the borough's most critical youth-related strategic challenges.

Such positive outcomes will not only affect young people, but will be seen by the wider community too. Outcomes and outputs include:

- At least 3,000 young people are expected to join as Youth Zone members in the first year of operation;
- We expect approximately 150 of these members to be young people with disabilities;
- The Youth Zone will attract between 150-200 visits every night, and sometimes in excess of 300 visits;
- More than half of all members say that they are less likely to skip school thanks to the impact that the Youth Zone has had on them;
- 80% of Youth Zone members report better marks in class, with 73% achieving better grades in exams or coursework;
- Over 80% of young people achieve positive outcomes through the Youth Zone's employability programme;
- 70% of members exercise more regularly since the Youth Zone opened;
- 89% of young people reported that the Youth Zone has had a positive influence on their self-confidence.

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Other stakeholders also benefit from the creation of a Youth Zone. Examples from existing projects include:

- reduced crime and anti-social behaviour (including youth offending and arson) as a result of the high levels of young people engaged in positive activities;
- 75% of local business owners reported a reduction in fear of youth-related crime or anti-social behaviour as a result of the Youth Zone;
- Impact on other council-delivered services such as public health and troubled families.



A RETURN ON INVESTMENT

Following its extensive study, across the network, Amion reported that Youth Zones bring about a **200%** return on social investment. Encouragingly, this figure does not yet take into account the added impact of some of the Youth Zones' targeted services such as work with young people with disabilities and the positive outcomes on young people's mental health; and so over time, it is expected that the ROI figure will increase significantly.

A summary of the findings for each of the Youth Zones, together with an average cost : benefit ratio to local authority partners is below:

Calculating the Social Value of the Youth Zones				
Universal Services	The Factory	Mahdlo	Wigan	All Youth Zones
Total Social Value (Universal)	£2,073,048	£2,443,251	£3,837,261	£8,353,560
TSV (less deadweight)	£1,679,169	£1,979,033	£3,108,181	£6,766,384
Targeted Service: Employability	The Factory	Mahdlo	Wigan	All Youth Zones
Total Social Value (Employability)	£514,050	£485,815	£435,822	£1,435,687
TSV (less deadweight)	£436,943	£412,943	£370,449	£1,220,334
Overall Social Value – Universal and Targeted	£2,116,112	£2,391,976	£3,478,630	£7,986,718
Cost of the Youth Zones	£1,207,997	£1,141,599	£1,587,871	£3,937,467
Cost to Local Authority	£400,000	£400,000	£400,000	£1,200,000
Cost : benefit ratios	1.75	2.10	2.19	2.03
Cost : benefit ratio to Local Authority	5.29	5.98	8.70	6.66



SITE

A SUITABLE SITE

Based on the successful operation of Bolton Lads & Girls Club and OnSide's established Youth Zone projects we strongly recommend three major criteria in terms of location:

1) NEUTRALITY 2) ACCESSIBILITY 3) PROMINENCE

The objective should be an available, safe, affordable site which meets these criteria and which will, with the right building, facilities and staff, support the participation of the largest possible number of young people.

1) Neutrality

Wherever possible, we aim to locate OnSide Youth Zone projects in a town or city centre. Where this is not possible, we aim to identify a location, which might best be considered 'neutral ground' by the large numbers of young people using the facilities every week. Locating a Youth Zone in the wrong area risks it being viewed as 'on someone else's patch', making it potentially popular with youngsters in the locality but completely inaccessible to others. By contrast a central, or neutral location does not bring the territorial issues that can hinder positive engagement in less central locations. This is a crucial feature with top weighting.

2) Accessibility

Any new Youth Zone should be for all children and young people of the town, city or borough. There will however be a focus on engaging disadvantaged young people and it is vital that young people should be able to get there very easily on foot and/or by public transport. Many existing Youth Zones (e.g. Bolton, Wigan, Blackburn, Oldham) are only a couple of hundred metres from the central bus stations and the vast majority of participants, either walk to the Youth Zone or take the bus. Where a location adjacent to a bust station is not possible, we would always target a location close to, or adjacent multiple bus routes. Accessibility also covers issues of safety, in terms of both road safety and conflicting or inappropriate uses en-route to, or in the vicinity of, the proposed Youth Zone site. Accessibility is another feature carrying top weighting and sites should be scored largely according to safe pedestrian access and proximity to central public transport stations and/or multiple destination stops.

3) Prominence

The ambition is to build a world-class facility for children and young people. The prominence of the site not only affects participation, by everyone knowing where it is, but it also makes an important statement to young people that they are valuable members of the community. This also goes some way in redressing the historic imbalance in investment in facilities for adults and young people.



A BRIEF HISTORY

OnSide is a registered charity, established in 2008. Its mission is to build state-of-the-art youth centres, modelled on the success of the nationally-recognised Bolton Lads & Girls Club. We call them Youth Zones.

Youth Zones are created as independent charities. To date, OnSide has funded, built and established five Youth Zones (Carlisle, Manchester, Oldham, Blackburn and Wigan), with several more in the pipeline (including Wolverhampton (open early 2017), Wirral, Chorley, Preston, Sunderland and two Youth Zones in London - Barking & Dagenham and Barnet.

Since 2008, OnSide has created jobs for over 300 people, alongside volunteering opportunities for 600 more. We have raised in excess of £30m of capital funding and over £10m of revenue funding so far and with new funding in place we are currently working to expand the network across the UK.

To date, over 20,000 young people are now engaged in positive, healthy activities through the OnSide Youth Zone network.





BUILDING A SUSTAINABLE YOUTH ZONE – THE ROLE OF ONSIDE

10-STEP GUIDE

OnSide has developed the skills and expertise to create a sustainable and highly professional Youth Zone operation. With this background, our charity is perfectly placed to undertake all key aspects of delivery.

STEP 1 - RECRUITING A CHAMPION AND BOARD OF TRUSTEES

All OnSide Youth Zones are independent charities, driven by a Board of local Trustees. Typically, the majority of Board members are from the local business community but representatives of the Council and the local community will also be members.

The first step in the process will be to appoint a Chair of the Board who in turn will use his or her contacts to recruit fellow Trustees. There are a number of portfolios to fill, including responsibility for legal matters, finance, HR, safeguarding and at least one Board member will oversee fundraising. This is a working Board that takes on full responsibility for the future sustainability and growth of the Youth Zone, with important strategic steering provided by the Council.



Members of the OnSide team will also sit on the Board in an advisory capacity to offer support, especially in the build-up to opening and in the first few months of operation. Following this, OnSide will continue to play an important role by offering training, networking with other Youth Zone Boards and through any other support that the Chair or other Trustees feel is of value.

STEP 2 - A VOICE FOR YOUNG PEOPLE

Young people choose to come to the Youth Zone. It's their place. And so in order for it to succeed and flourish it must be owned by them and represent what they want.

We are committed to involving young people in as much of the development of a new Youth Zone as possible. To achieve this, one of the first tasks is to establish a local young people's development group (YPDG).

The YPDG will consist of a wide range of young people recruited from schools, colleges, community groups and other youth providers. Over time, and with the support of the OnSide Young People's Participation Manager, the group will be able to help the project become the best it can be for all young people in Croydon. Meeting fortnightly, there will be input into and, in some cases, full control over aspects such as:

- The name of the Youth Zone;
- The recruitment of key staff;
- Developing the Youth Zone's brand;
- Helping to understand young people's transport needs to and from the Youth Zone;
- Involving young people in fundraising events;





- Supporting the project management team with input into room layout and furnishings;
- Ensuring that the activities they wish to see (where possible!) take place in the Youth Zone;
- Making sure that the Youth Zone communicates effectively with local young people in the run-up to its launch.

Once the Youth Zone is open, the role of the young people's development group takes on a new dynamic, ensuring that the day-to-day offer accurately reflects what young people want and stays ahead of ever-changing trends. Representatives from the Youth Board are also periodically invited to Trustee meetings, ensuring that they have a continued voice that is heard, listened to and acted upon.

STEP 3 – A YOUTH ZONE RIGHT AT THE HEART OF THE COMMUNITY

Existing provision for young people in Croydon is provided in part by the voluntary sector, but primarily by the voluntary sector. There are also specific-interest groups around issues such as disability, faith and sport.

In our experience, the news of a new place for young people is not always met with universal approval by other providers! Change is sometimes hard to accept and a new centre creates uncertainty about the impact of that new service on their organisation.



In order to best engage, OnSide will meet with all interest groups to help them understand the opportunities for the young people they represent.

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The key messages that we will communicate are:

- The Youth Zone is an additional investment that is modern, relevant and innovative, attracting young people, often in unprecedented numbers;
- Funding of the Youth Zone brings in new money from the private sector that otherwise would not be available;
- The Youth Zone's aim is to work in partnership with all existing provision to enhance what young people can have - to make the sum greater than the individual parts;
- The Youth Zone can be a place where other organisations engage with groups of young people previously unknown to them and by doing so increase their reach;
- The building, modern and fit for purpose, can be used for other organisations to deliver their services.

Of course, should any uncertainty remain, the strongest message can come from young people themselves. Once they have visited an existing fully-operational Youth Zone with all that it has to offer, they become enthusiastic advocates for the need for a similar facility in their community.



STEP 4 – GETTING VOLUNTEERS ONSIDE

Volunteers are a crucial part of a Youth Zone’s DNA. They embody the strong community spirit needed for success. Put simply, without volunteers, Youth Zones could not exist.

Many people make the mistake of thinking that volunteers are most useful because they are a free resource. That is not the strength of volunteering. Because Youth Zone volunteers are vital and committed members of the Youth Zone family, Croydon Youth Zone will invest significantly in their proper recruitment, training and management.



As well as giving their time and energy, volunteers contribute to a Youth Zone in other specific ways. They provide:

- Extra feet on the ground. Youth work is about building relationships. Volunteers operating alongside paid staff during a Youth Zone session makes this important element of our work much easier. We encourage them to spend their time engaged in activity and positive discussion with our members, not bogged down in paperwork or tidying up sports kit.
- Additional skills. Many volunteers are attracted to Youth Zones because there is the opportunity to share a passion and skill for a particular piece of work. Whether coaching the basketball team in the sports hall or running a weekly flower-arranging session in the arts area, all ideas and innovation are welcome – and the people of Croydon will have interests and passion in abundance.
- Intergenerational impact: Having a large team of adult volunteers of different ages helps bridge the gap between young people and the older generations. After having worked with young people through the Youth Zone, volunteers become their strong advocates, helping to change negative perceptions and stereotypes.
- Local buy-in. Our volunteers reflect the Youth Zone back to their community, sharing positive experiences about their involvement. Many of them are recruited via the companies that support us, thus helping to develop strong, long-lasting partnerships between the Youth Zone and some of its key funders.
- Opportunities for young people. All volunteers within the senior sessions must be over 18 and subject to the usual DBS checks, but we also encourage some of our stand-out senior members to give up their time to act as Young Leaders. These Young Leaders are our most junior volunteers and take on a range of roles including hosting tours for VIPs, speaking to large audiences about their Youth Zone, and working as trainee youth workers on some of our Junior sessions.

Up-front investment in volunteers is the key to success. From an early stage (typically 6 months before opening), we employ a full-time Volunteer Manager responsible for recruiting and training 100+ volunteers in time for the Youth Zone’s opening day.

Just as our volunteers give something to us, we give something back to them. Each is assigned their own supportive line manager and given the option of having a personal development plan. The Youth Zone is committed to supporting their careers and self-development.



STEP 5 – BUILDING A STRONG LOCAL TEAM

When fully operational, Croydon Youth Zone will employ over 150 people in a mixture of full-time, part-time and voluntary roles – each one a brand new position. The Youth Zone will also benefit from the close support of a number of OnSide staff in roles such as communication, fundraising and our core business, youth work.



While the building and the facilities will act as a hook for local young people, it will be the team of staff and volunteers within it that makes the real difference. Therefore, a great deal of care and attention is put into

recruitment at all levels, ensuring that the members of Croydon Youth Zone are offered the best possible Youth Zone experience, every single time.

Croydon Youth Zone will appoint the following key members of staff:

General Manager

The General Manager will be the local figurehead for the charity, with overall responsibility for all aspects of the Youth Zone. Typically recruited 12 months before opening, initially he or she will take ownership of the charity's fundraising strategy, working with OnSide's Development Manager in London to build and secure long-term partnerships with local private sector supporters.

Once the funding is established, the General Manager's focus will move towards ensuring that the rest of the Youth Zone team is recruited and trained, that the volunteers are in place and that the programme of activity for the first two months is planned and ready for delivery.

After the opening, the General Manager will report to the Chair of the Board. This relationship will provide support as well as challenges, enabling the team of two to deliver ongoing success for the Youth Zone. OnSide will continue to remain involved, both as a member of the Board and as a support network for the General Manager and Youth Zone team.

Volunteer & Training Manager

One of the most immediate full-time appointments is that of the person responsible for recruiting, training and developing this important group.

As well as having responsibility for finding 100+ local people who are interested in giving their time at the Youth Zone, the role will be to deliver a detailed training matrix for all staff and volunteers, ensuring that the Youth Zone goes above and beyond all safeguarding requirements and provides opportunities for all members of the team to develop and progress.

Youth Work Manager

In order to keep young people eager to come back, it is important to generate an ever-changing buzz and inspiring atmosphere. The Youth Work Manager has responsibility for making this happen.

Managing a team of 50+ sessional staff, the key to this role is finding a balance between ensuring that the Youth Zone is well attended on each session, but not to the detriment of the relationship-building that is key to successful youth work. The Youth Work Manager will also have responsibility for all safeguarding within the organisation and will be the main point of contact between the Youth Zone and local schools and wider local youth services.



Development Manager

The support of the private sector both in financial terms and in driving innovation and growth are what keep a Youth Zone's engine running. The Development Manager has the responsibility for building a large network of corporate supporters, ranging from small, independent traders to some of the area's largest employers.

Initially, the Development Manager will be responsible for bringing in over £500,000 in support of the Youth Zone and over time he or she will be responsible for ensuring steady and consistent growth for the charity as it embeds itself as a key player in the local community.

STEP 6 – THE HEART OF A CHARITY, THE BRAIN OF A BUSINESS

Croydon Youth Zone will be owned and operated by a new, independent charity which will be driven by key representatives of the local private sector with the Council providing strategic support.

It is important to get started quickly on incorporation and registration and OnSide will provide a complete support service throughout the process.

Legal & Administrative framework

It is important to agree the basic terms of the legal relationships as early as possible so that all parties both understand what is expected of them and how their investment in the project will be protected. The finer detail of drafting the necessary documents will inevitably take time but typical structures and essential terms are summarised below:



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Lease of the Site

A lease of the Youth Zone development site needs to be granted to the new operating charity. Basic provisions would include:

- A term of 125 years;
- No premium and a peppercorn rent;
- No break clauses;
- Suitably limited user clauses (linked to forfeiture provisions) to ensure there is no material deviation from the original intended charitable use.

Operational Agreement

This agreement will regulate the early years of the project partnership. The principle parties will be the new Youth Zone operating charity, the Council and OnSide Youth Zones. It will cover summaries of:

- The Council's support of the project both in general terms and any agreed financial contributions;
- OnSide's contribution to development of the project and ongoing support;
- The new Youth Zone charity's obligations in relation to the development and future operation of the Youth Zone, including its responsibility in terms of long-term sustainability;
- Branding and publicity methods;
- Normal Freedom of Information, prevention of corruption, confidentiality and dispute resolution provisions;
- Appropriate indemnities and provisions for termination on insolvency or material and persistent default.



STEP 7 – BRICKS AND MORTAR

OnSide leads on all aspects of construction project management. Following site assessment, our team will provide a design brief and undertake the procurement process for the services and building contracts required.

We manage the building project right through to practical completion and snagging, including procurement and fit-out with appropriate equipment and furnishings. This also includes implementation of all IT hardware and software, including the Youth Zone’s membership database system and monitoring and evaluation platforms.



As part of the entire building process, OnSide provides monthly construction status reports to the Council and Youth Zone board of trustees.

Capital Cost summary

The following table shows the breakdown in estimated construction cost for the Youth Zone:

Land & Buildings	£0
Construction cost	£4,503,598.65
Inflation forecast (based on RICS guidance)	£225,179.93
Furniture & Equipment	£303,900
Professional fees (pre and post contract)	£493,366.35
OnSide Fee	£380,000
Contingency	£100,000
Total Cost	£6,006,044.93

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OnSide’s Fee

OnSide’s professional fee covers no more than 50% of its actual costs in delivering all of the services necessary to create a successful Youth Zone. A detailed list of all of these services can be provided if required, but in summary they include:

Feasibility assessment; site appraisal; Youth Zone Board development; strategic development; capital funding; capital delivery; legal; private sector development; PR, marketing & communications; young people’s engagement and participation; Youth Zone staff recruitment and training; Youth Zone volunteer recruitment and training; purchase ledger, administration & implementation of the Youth Zone membership system; and operational support.

OnSide has a proud fundraising track record. Thanks to the success and proven sustainability of the existing Youth Zones, we already have significant interest from a number of major donors in London and so the OnSide Foundation has committed to both secure the remaining capital balance following the council’s £3.25m contribution, but also to secure the additional revenue (running cost) support for the first three years of Croydon Youth Zone’s operation.



PROFILES ON SOME OF THE ONSIDE FOUNDATION SUPPORTERS:

THE QUEEN'S TRUST:



Previously known as The Queen's Silver Jubilee Trust, The Queen's Trust has been a supporter of the OnSide network for a number of years and was instrumental in encouraging the charity to expand its reach into London.

As a sign of support, the Trustees have recently pledged their largest contribution to date to the OnSide network, £5.1m to be distributed across the next 4 Youth Zones, including some in London.

BILL HOLROYD CBE DL:



Bill Holroyd has been Chairman and visionary leader of OnSide since its inception in 2008. As the network expands outside the North West, he has made a significant gift towards OnSide's Foundation, and has personally pledged to support our projects in the capital. The charity's growth in London will prove pivotal to the success of its national expansion programme and Bill hopes that his donation will help unlock further support in London and beyond.

JOHN ROBERTS:



John Roberts is the Founder of AO.com. In its early years, the company (then known as DRL Ltd) adopted Bolton Lads & Girls Club as an official charity partner, and John regularly cites this partnership as one of the key factors in his business's success and growth. AO.com was floated on the Stock Exchange in February 2014, with the company reaching a value of £1.2bn. Following this success, John has also made a generous gift to the OnSide Foundation, and like Bill Holroyd, has earmarked a significant proportion of his donation towards ensuring the success of Youth Zones in London.



STEP 8 – A GREAT LOCAL STORY

OnSide’s dedicated in-house communication team will be on hand to help create and deliver a detailed and impactful information strategy for the Youth Zone. This will cover all Youth Zone stakeholders, including young people, volunteers, local businesses, voluntary organisations, pan-London youth groups and both local and national press. Among the various functions that the team will deliver are:

- Working with the young people’s development group to develop Croydon Youth Zone’s brand;
- Launching the Youth Zone’s website;
- Building relationships with local newspapers and other media;
- Delivering a vibrant, innovative social media strategy;
- Supporting the local team in the build-up to opening.

Through its existing network in London, OnSide has generated significant interest from key London media partners. In particular, The Evening Standard has agreed to support the work and impact of the OnSide network in London.

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STEP 9 – FUNDRAISING FOR OUR FUTURE GENERATIONS

OnSide’s North-West Youth Zones have a proven track record in being able to unlock significant financial support from the private sector and we are convinced of the potential for even more support of this kind in Croydon.

From an early stage (at least 12 months before opening) we engage with major local employers, creating partnerships of mutual benefit. Businesses respond to the way Youth Zones turn aspiration into reality, how they rapidly gain iconic status in a community. They see how their own staff get involved as volunteers, as parents or through fundraising and of course, they see the incredible impact Youth Zones have on local young people.





In London, there is scope for investment both from privately-owned local companies and major national corporations that can support not only Croydon Youth Zone but also the entire OnSide London network. We also already have strong indications of interest from London-based high net worth individuals who are seeking to support an innovative, young-people focused charity such as a Youth Zone.

Outside the private sector, the OnSide network is successful in fundraising through registered social landlords, through fundraising events and community programmes, and we also have a growing base of trusts and foundations that support the network.

STEP 10 - WORKING ALONGSIDE THE COUNCIL

Whilst the responsibility for day-to-day management of the Youth Zone falls on the shoulders of the Board and the newly recruited Youth Zone team, it is vital that the Council plays a key strategic role, supporting the Youth Zone's growth and development.

The Youth Zone General Manager and Head of Youth Work will work closely with the Council's Director of Children's Services on a variety of topics such as safeguarding, links with local schools, partnerships with the Council's Youth Service staff and ensuring that the Youth Zone links in with other Council-led programmes such as YOT, Looked After Children & Troubled Families.





TRY, TRAIN, TEAM

All Youth Zone sessions are designed to be fun, engaging, exciting and different – just what young people want. It's not easy, but a Youth Zone's mantra is always to make each session that little bit better than last night's - thus giving the team the best chance of ensuring that young people keep attending time and time again.

There is an important underlying structure to each session. We call it 'Try, Train, Team' and it is through this approach that the Youth Zone ensures that there is a clear developmental aspect to each activity. Through this young people will see improvements in their confidence, self-belief and general wellbeing.

The **try** phase is just that – trying! Each night, the Youth Zone offers a minimum of 20 different activities ranging from football to Frisbee, fashion to flamenco. Flooding the sessions with a wide variety of activity ensures that young people have ample opportunity to have a go at something that they may not otherwise have come across. We make sure that all the proper, fit-for-purpose kit is provided, and at only 50p per session, there is no barrier whatsoever to taking part.

When young people find something they enjoy and would like to try and get better at, the Youth Zone will offer more advanced, '**train**' sessions in that particular activity. It may be simple sports coaching or a guitar lesson, or could be a 1-2-1 painting class with a volunteer. In short, whatever the activity, our team of staff and volunteers will support all members to improve. Of course, the Youth Zone cannot provide every activity there is, but if not we will use our links within the community to find a partner organisation that can support the member outside the Youth Zone itself.

Finally, when young people reach a good standard of achievement, or simply when they'd like to test themselves, we offer '**team**' activities aimed at showcasing progress. Teams are not limited to just sports teams – instead, it could be the cast of a pantomime, a newly formed Youth Zone rock band or, for those who have shown an interest in climbing or residentials, a Duke of Edinburgh award group.

Recognising a young person's progress is a crucial part of their development and so all staff and volunteers are trained to praise achievement, whatever that might be. Achievements are formally recognised every year in the Youth Zone's awards night – a celebration of the year's activity and a chance for members, parents, staff, volunteers and sponsors to come together and congratulate young people on their success.

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CREATING A LEVEL PLAYING FIELD

Children and young people with disabilities are among some of the most important members of any Youth Zone family. All of our centres are designed with inclusion in mind and we are immensely proud of the history and track record of success in working with this group of young people.

We believe that the secret of this success lies both in detailed consultation with local young people and disability groups, and in providing the best possible training for our staff and volunteers, equipping them with all the skills necessary to provide a fully integrated, vibrant and dynamic programme of activity.

DESIGN SPECIFICATIONS

All OnSide Youth Zones are fully accessible and go beyond the statutory minimum requirements for disabled access. For example, Youth Zone toilet and/or changing facilities must allow for full assistance, usually achieved by providing a separate assisted changing facility (in accordance with *Changing Places* guidance) including a bed, tracking hoist, shower and a toilet.

As part of the design process, we welcome input from local disability groups, to ensure that their opinions and expertise are properly considered. We can't of course promise everything to everyone, but take all aspects of disability provision into account when deciding the building's final designs.

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A LEVEL PLAYING FIELD

OnSide's 'A Level Playing Field' project is the network's flagship programme supporting young people with disabilities. Delivered in partnership with the Seashell Trust, its goal is to ensure that positive, encouraging sporting activities are provided for young people with disabilities.

Of course, Youth Zones provide the perfect setting to deliver such activities, but central to the project's success is the network's commitment to properly training staff and volunteers in various aspects of disability awareness and provision.

Although currently limited to the 6 existing Youth Zones, our ambition is to roll out the project across the ever-growing national network of Youth Zones and given that it will be among the first facilities of its kind in London, Croydon Youth Zone will become not simply a facility where disabled young people are welcome, but a hub for disabled and mixed ability youth provision, attracting young people from across the capital.





DAYTIME USAGE – ADDED COMMUNITY VALUE

Croydon Youth Zone will be an iconic, game-changing facility for the local community. It will be the newest, most attractive public building in the Borough and whilst its core provision will always be to provide a 7-day-a-week recreational offer for children and young people, it also provides an excellent opportunity to act as a base for other community-focused programmes outside Youth Zone opening hours.

Groups or activities that support young people will always have preference when it comes to daytime usage of the facility. However, it is also important that as many members of the community as possible can have some access to the building, and the Youth Zone will therefore remain open to all requests and suggestions for how it is used when schools are open.

Given the strong partnership with the local authority and outside Youth Zone operating hours, the facility could be regularly used by the council for appropriate council meetings, community briefings and events.

The list below is by no means exhaustive but indicates the range of activities or programmes that the Youth Zone might accommodate:

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- Usage by schools to deliver P.E. lessons or other taster sessions;
 - Access for young people aged 16+ who are not in education, employment or training to offer them support and guidance in securing a job or placement;
 - Supervised, positive activities for young people currently engaged by the local youth offending teams;
 - Space for council meetings and/or conferences;
 - Opportunity to develop early-years programmes, in particular supporting young, at-risk parents;
 - Physical fitness programmes, delivered in conjunction with local public health teams;
 - A hub for other voluntary sector groups to access and take advantage of activities and meeting spaces.



TARGETED SERVICES

Croydon Youth Zone will open its doors to provide a core offer of quality, positive, developmental activity for young people, 7 nights a week, 52 weeks a year for just 50p per session.

This fundamental offer will never change. However there will follow several opportunities for an enhanced offer for young people as the organisation grows and funding becomes available. Many existing Youth Zones already deliver some of the below projects as part of their programme for young people, and within a short space of time, Croydon can expect to be able to add some of the following (or indeed other projects in response to local need) to its list of available activities.

ENTERPRISE & EMPLOYABILITY

For many young people, making the jump from school to the world of work or higher education is becoming more and more of a challenge. Despite having the qualifications, often young people lack the confidence, resilience and social skills needed to make their first step onto the career ladder a successful one; and so our Youth Zone employability programmes are targeted at helping young people improve those soft skills which will help them land a fantastic job, apprenticeship or place on a college course.



Working alongside volunteers from the local business community (many of those being financial supporters of the Youth Zone), we provide detailed, relevant training programmes that are targeted to young people's needs and that aren't driven by results and statistics. The keys to our success in this area of work lies both with the quality and commitment of the staff and volunteers engaged in the project, but also because of the voluntary relationship that young people have with the Youth Zone; i.e. they are there because they want to be, not because they have to be.

Across the existing network, 84% of all the 16-19 year olds who took part in the project went on to find a job or further education placement. As well as this, many creative, entrepreneurial projects were born, helping to raise money for the Youth Zones – a great example is the recent 'Cookie Mug' project developed by young people at Wigan Youth Zone.

MENTORING

The success of Bolton Lads & Girls Club's award-winning Mentoring project has led to it being replicated across a number of OnSide's Youth Zones. The scheme began when young people accessing the facility began to show signs of needing more 1-2-1 support. Often, although not always, their problems stemmed from the lack of a consistent adult role model in their life. If we see these signs, young people are referred to work alongside a volunteer mentor.

Many young people on the project have their own social workers, or struggle with relationships with their parents or guardians. Mentors make a difference as they aren't seen as being part of 'the system'. They are volunteers who give up their own time to be there, and young people respond to this in a very positive, productive way.

Although it can take time to build up a relationship, young people on the project respond to the fact that their mentor is giving up his or her own time to support them. Over a period of around 12 months, they work together on an action plan, working towards agreed goals to help the young person get over



whatever challenges they may face, better equipping them to face the challenge of transition from young person to young adult with confidence and positivity.

Throughout the project, the Youth Zone coordinates and manages the entire process; recruiting and training the mentors, working with the young people on the project and with their families, and also keeping in touch with schools or any other bodies involved in the referral or safeguarding process.

RESIDENTIALS

Increasingly we have found that more and more young people lack the experience of having ventured outside of the town and city in which they live. Youth Zone residentials will take groups of young people from Croydon out of London into the great outdoors to take part in activities such as climbing, canoeing, bouldering, and of course, camping.

‘Rezzies’ (as members like to call them) are designed to take young people firmly out of their comfort zones. They help boost confidence, improve skills such as teamwork, leadership and communication, and crucially they provide a positive, life-changing experience that they will remember fondly, long after they move on from the Youth Zone.

HEALTH PROJECTS

Similar to employability, health projects delivered from within the Youth Zone are particularly successful because they are delivered on young people’s terms. Through regular attendance at the Youth Zone, young people build positive relationships with staff and volunteers and often raise their own issues that our staff can address.

Problems such as obesity, smoking & teenage pregnancy are common across the network, but thanks to the strength of relationships that young people have made with members of the Youth Zone team, young people have also disclosed problems such as eating disorders, sexual exploitation and self-harming.

It is important to note that in many cases, young people have lived with problems such as this for years, without feeling that they have someone to turn to either at home or at school. A Youth Zone environment is different. This is a home away from home for many young people and thanks to this supportive culture, Youth Zones have a proven track record in helping young people find the strength to share their problems, to work with our team to help improve their situation and get their lives back on track.

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A LASTING LEGACY

The positive impact that a Youth Zone has on the local community goes way beyond simply keeping young people off the streets. Across the OnSide network, each Youth Zone has resulted in tangible, measurable outcomes for the entire local population, not only its young people.

In Croydon, the opportunities are endless. The Youth Zone's operating model will allow not just sustainability, but growth over many years. The following are simple impact projections (based on evidence already gathered at other Youth Zones) that can be expected over the first 20 years of Croydon Youth Zone:

- **1,500** young people attending the Youth Zone on average once a week;
- **11,232** hours of volunteering at the Youth Zone each year – the equivalent of over **£2.5MILLION** of paid hours over a 20 year period;
- Over **600** paid jobs, both full-time and part-time;
- Over **£10MILLION** of inward investment unlocked through the support of the local business community;
- A reduction in youth-related anti-social behaviour of as much as **77%**;
- A reduction in childhood obesity and other harmful behaviours;
- **HUNDREDS** of young people successfully moving from school into work or further education thanks to the support and encouragement from the Youth Zone.



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Croydon Youth Zone will inspire tens of thousands of young people. Its members will be healthier, happier, more successful citizens.

The Youth Zone will be the catalyst for millions of pounds of inward investment, transforming young lives, making a difference. It will support young people to fulfil their talents and ambitions, discovering sporting and creative superstars of the future. Young people will be supported by an army of passionate volunteers who give up their own time to help members get the most out of their Youth Zone experience.

Through the Youth Zone, Croydon's young people will have even more of a voice in the local community. They will help shape future provision and will become more active in their local community and local politics.

Over time, and thanks to the Youth Zone, young people will be fitter and healthier. Fewer young people will smoke. Fewer young people will experience problems with drug and alcohol misuse. The number of young people with eating disorders will fall, as will the number of young people who self-harm. Youth-related anti-social behaviour will also fall in Croydon, freeing up more time for the local PCSOs to carry out proper, impactful police work.

Together, OnSide and Croydon Council will change lives for the better. Every young person in Croydon is special – and the Youth Zone will make sure that this is never forgotten.



THANK YOU



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PUTTING
MORE
YOUNG
PEOPLE ON
THE MAP

APPENDIX 1



CHARLES MINDENHALL – LONDON CHAMPION, ONSIDE YOUTH ZONES

Since 1998, Charles and his business partner Manoj Badale have co-founded more than 20 businesses which are managed through their investment company Blenheim Chalcot. Charles has a vast amount of experience across a range of sectors including technology, media, financial services, sport and government. After having visited some of the North West Youth Zones, Charles agreed to lead the OnSide charge to develop similar facilities in London, chairing a board of London-based business leaders and leading a team of dedicated staff committed to expanding the capital's Youth Zone network.



MARK BLUNDELL OBE – COMMUNITY ENGAGEMENT MANAGER, LONDON

With over 30 years' experience, Mark has worked in various roles including 10 years as a detached youth worker in Kings Cross and 12 years leading on the redevelopment of Salmon Youth Centre in Bermondsey. Mark joined the team in 2014 and has been recruited to develop relationships and partnerships with young people, local residents, voluntary sector organisations and local authority personnel in areas that OnSide are developing Youth Zones across London.



DR MARK WARD – PROJECT DIRECTOR, ONSIDE YOUTH ZONES

Mark joined OnSide as project director in 2015 to help deliver the organisation's ambition to open 20 Youth Zones by 2020. Mark will coordinate those projects that have been identified to complete the 2020 plan and provide clear leadership for future Youth Zone boards.



SIMON BAKER – PROJECT & DEVELOPMENT MANAGER, LONDON

Simon spent a number of successful years in the Bolton Lads & Girls Club fundraising team before moving to set up Wigan Youth Zone. He now leads on developing partnerships with local authorities across London and once projects are agreed, he will take on the responsibility of working alongside the local trustees, helping to drive each project through to completion.



APPENDIX 2

CROYDON YOUTH ZONE: INDICATIVE OPERATING BUDGET

YEAR 1	Income £	Expenditure £
Private sector sponsorship	500,000	
Fundraising Events	75,000	
Community Fundraising	25,000	
Young people's contributions	41,250	
Trust & Grants / Major donors	100,000	
Local authority grant	300,000	
Sub-Total	1,041,250	
Core Team		204,634
Support team – Indirect delivery		84,680
Full time delivery staff		246,448
Part-time sessional staff		202,251
Premises cost		96,400
Management costs		67,644
Delivery / consumables		69,266
Holiday Club provision		15,000
Sub-Total		986,323
5% contingency		49,316
Total		1,035,639
Year 1 operating balance		5611

CROYDON YOUTH ZONE: FUNDRAISING STRATEGY

From an early stage (at least 12 months out) OnSide will begin to build a solid income generation platform, allowing for the sustainable growth of Croydon Youth Zone. Learning from our experience with existing projects, we expect that the Youth Zone will generate support from five key areas; the private sector, major donors, trusts & foundations, fundraising events and the local community.

Private Sector

The support of the private sector is what makes any Youth Zone tick. Not only do businesses provide important financial support, but they also add value in terms of governance, PR, recruiting volunteers, and pushing the Youth Zone to do more and more for its members.

Given the importance of these key Youth Zone supporters, at a very early stage, OnSide supports the Youth Zone by developing a long-term, sustainable private sector engagement strategy to help this crucial supporter base.

We deliver this through recruiting Founder Patrons; businesses that contribute a minimum of £25,000 a year to the Youth Zone for the first three years. Typically, Founder Patrons tend to be family-owned businesses, led by local people who have enjoyed success and see the value in giving something back to the community. Of course for many there is also a strong business case for supporting, and so we work closely with each Founder Patron to ensure that they get the maximum benefit possible from being involved with the Youth Zone.

Securing gifts at this level is not easy, but our track record in other areas gives us the confidence that at least 20 Founder Patrons can be found in Croydon, providing **£500,000** per annum for the first three years. It is important to note that across the network, only one Youth Zone Founder Patron hasn't renewed their support beyond the initial 3 year agreement.

Only once the prospect list for Founder Patrons has been completely exhausted do we then allow other lower-level corporate donations. Over time, Croydon Youth Zone can expect to have as many as 100 corporate supporters, giving at various levels.

Major Donors

Our initial research gives us confidence that a number of significant high-net worth supporters with a link to Croydon can be approached to support the Youth Zone. Many of these donors will support the OnSide Foundation's capital campaign, but commonly, major donors will also want to support the work that takes place within the Youth Zone too.

We hope that the major donor campaign will be led by the Chair of Croydon Youth Zone, with support from the OnSide Foundation's campaign director, Sally Carruthers.

Trusts & Foundations

Once again, OnSide's Youth Zones have a strong track record in securing funding through trusts, grants and foundations. Delivered by OnSide through its own bid-writing team, our success is largely

down to the numbers of young people that each Youth Zone reaches. Critical to this success is of course a suitable location for the Youth Zone.

Examples of major foundations that support Youth Zones include the Garfield Weston Foundation, The AO Smile Foundation, BBC Children in Need and Comic Relief, along with others such as the Big Lottery, Sport England and Youth Music.

OnSide will deliver funding of this nature both specifically for Croydon Youth Zone, but also as part of network-wide projects such as the existing Youth Zone disability project – A Level Playing Field. Trust & Foundation income will grow over time as the Youth Zone develops, but we remain confident that at least **£100,000** of funding can be secured per annum in the Youth Zone's first 3 years of operation.

Fundraising Events

The Youth Zone's Development Manager will be challenged with building a small annual programme of events, with 2 or 3 of these being key fundraising events.

Examples of events that have proved successful elsewhere include sponsored runs or cycles, Black Tie dinners and corporate golf days. These events are important not just for fundraising, but also help to spread the Youth Zone's message and to build a wider supporter base.

Other events will be organized purely for networking and to give something back to corporate supporters. Examples of these are business breakfasts or corporate 5-a-side tournaments at the Youth Zone.

At its peak, Bolton Lads & Girls Club's fundraising events team secured over £500,000 annually through their events programme. Of course, this had been developed over time, but we are confident that a small events calendar could generate **£75,000** in the first year, growing year on year after that.

Community

Community fundraising is by far the least lucrative of all the Youth Zone's fundraising streams, but it is important as it sends the message to local people that the Youth Zone is a new charity that needs all the help it can get to sustain and grow. By being seen in supermarket foyers, shaking buckets at rugby matches or wrapping Christmas presents in shopping centres, the Youth Zone community fundraisers (usually volunteers and young people themselves) ensure that the right tone and message is set about the Youth Zone. From experience, this income stream generates somewhere between **£20-30k** per annum.

APPENDIX 4



CLLR JIM McMAHON, LEADER OF OLDHAM BOROUGH COUNCIL:

“The thing that makes Mahdlo stand out for me isn’t actually that it’s a youth centre, rather it’s a centre for young people. It covers their emotional wellbeing, their social wellbeing; it gives them confidence, it raises their ambition, it gives them support and it brings together the wider community.”

CHARLES MINDENHALL, LONDON CHAMPION:

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“The OnSide message of somewhere to go, something to do & someone to talk to resonates very strongly here in London. The reason for that is that London is a big place with not that many facilities available for young people; so creating these places for young people will have a tremendously positive effect on them.”

PSCO, ROBERT SMITH, HARPURHEY POLICE:

“Since the Youth Zone opened, it’s nothing like it was before. On a normal Friday night I’ll maybe now only encounter two or three groups of young people hanging on the streets, and it’s because they’re at the Youth Zone playing football, climbing the wall, playing pool or just hanging out with their friends rather than out on the street where they’re tempted to get into trouble because they’re bored.”

RICHARD CLAYTON, FORMER COUNCILLOR AT WIGAN COUNCIL:

“As a local councillor, initially I was dead against the Youth Zone in Wigan. I thought that it was a waste of money and that it would cause more trouble than good. I couldn’t have been more wrong. I’m now retired and am a regular volunteer on the sessions. Young people are brilliant, they can push your buttons at times, but we owe it to them to support them through facilities like the Youth Zone.”

CASE STUDIES

Hannah Creer:

<https://www.youtube.com/watch?v=7bO-pnLI5o4>

Impact of Youth Zones on young people:

<https://www.youtube.com/watch?v=fTh9782OJJQ>

CADS:

<https://www.youtube.com/watch?v=quwjCvLoVdw>

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BYZ Thomas:

<https://www.youtube.com/watch?v=SsM2DPe4TDs>

Changing perceptions:

https://www.youtube.com/watch?v=0kQ2_2KCdxg

CASE STUDIES (continued)

Chantelle

Two years ago, Chantelle felt she was overweight, depressed and lacked confidence to do anything about it.

When she heard Wigan Youth Zone was opening, complete with a state of the art gym, she knew enough was enough and couldn't make excuses anymore.

She said: "The day I entered the Youth Zone is kind of a blur if I'm honest, I just remember being anxious and worried. The thing that won me over when I entered the gym was being greeted by the two smiling faces of the trainers, Mike and James. They talked me through what I wanted to achieve, showed me round the machines and reassured me that what I wanted wouldn't happen overnight but if I carried on working hard, I'd see results."

With constant encouragement and different work out plans, Chantelle slowly but surely started to get to where she wanted to be.

She said: "The day I realised I'd lost four stone was probably the happiest and proudest day of my life. It proved to me that if I'd stuck it out and put the work in and had reached my goal.

"At this point in my life, I'm a different person. I've grown and changed so much and part of that is thanks to James and Mike in the gym. Not only do I look and feel better but mentally I am now much happier. For the first time in years I feel comfortable in my own skin and can wear clothes that show off my figure.

"It's been one of the toughest journeys I've had to face in life so far but it's also been one of the best."



Chantelle is pictured with Martin Ainscough, Chairman of Wigan Youth Zone.

Craig, Connor and Caitlynn

Craig Renilson is the franchisee of McDonald's restaurants in Wigan town centre, Ormskirk and Skelmersdale. He said: "I came along to the opening of the Youth Zone and was really impressed with the enterprise and employability opportunities on offer. I thought I might be able to help so I started volunteering.

"I now teach a module on the Get a Job programme around motivation and employee/ employer relationships and I've opened some work experience opportunities for young people on the course."

Craig knows first-hand what employers look for when hiring new staff and has seen what can trip up young people who may be sitting in an interview for the first time.

"For whatever reason, most young people can be ill-prepared for work and what is expected. A lot of young people just need a nudge in right direction and need to understand that if they want something then they have to work for it.

"I feel duty bound to pass on any knowledge or advice I can and to offer help to the next generation. Somebody did that for me when I was younger and it is all our responsibilities to help people if we can.

"In turn, businesses should recognise that young people on this course want to work so getting involved and offering work experience will only benefit their companies when finding the next generation of talented, dedicated workers."

Connor Greenhalgh and Caitlynn Parr have both started on the career ladder at McDonalds since finishing our Get a Job course.

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Connor, 18, said: "I did my work experience at McDonalds for the course and was then offer a job as dining area and customer care assistant.

"I honestly couldn't tell you my favourite part of the job because I like all it. I love talking to the customers and giving balloons out when its people's birthdays. The course got me some great experience and we learned something new every day."

Caitlynn, 17, said: "The course really helped me with my CV and interview skills. I feel like I'm more confident working in a team now as well. I now work as a cashier or point of service as we call it. I found the job hard at first as I'm quite shy, but it has really helped my confidence and now I love it."



Appendix 2

On Side Youth Zone – Whitehorse Road Site

The site in Whitehorse Road currently occupied by the Whitehorse Youth Centre, has been identified as the most suitable site for the new Youth Zone hub. It is well located on one of the major arterial routes about 1.5km from central Croydon and is served by 5 bus routes and is close to Selhurst station.

In addition, the area to the rear of the Youth Centre currently a childrens play area and this is of interest to On Side to enable additional outdoor facilities to be included within the offer. This is currently designated as Local Green Space and is used as a childrens play ground.



Existing Whitehorse Youth Centre



Proposed Barking and Dagenham Youth Zone

The existing youth building was constructed by the National Association of Boys Clubs in the early 1960's and is now dated and requires modernisation. The original lease granted to the Association was for 60 years and expires in March 2020. There are no break options other than if the site is required for highway improvements and therefore any early termination would need to be by agreement. The Council will support the existing owners in finding an appropriate alternative venue for the activities which would continue.

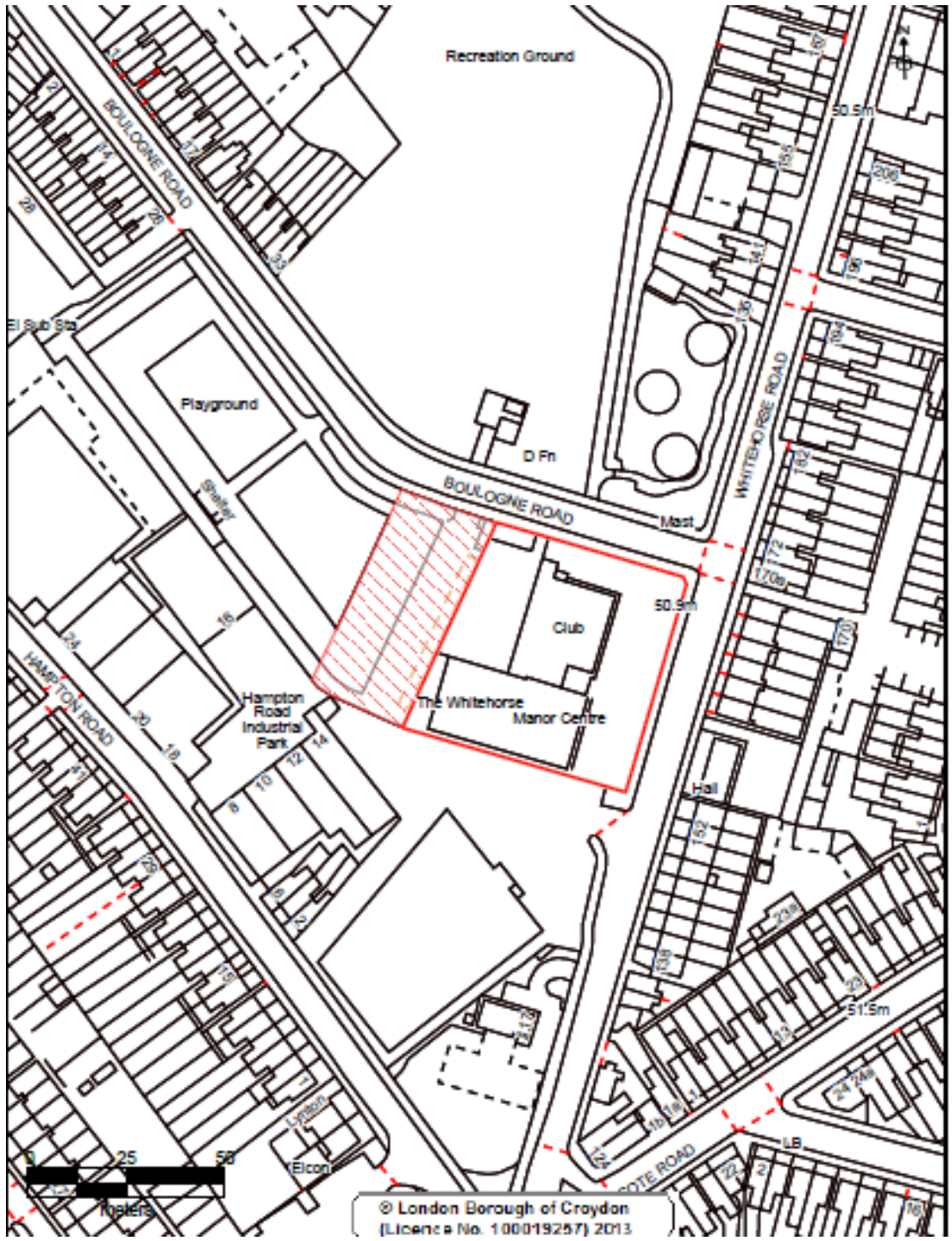
The current building has a total site area of 3,000m², with approximately 1800m² of building and hard surfaces. There are no residential buildings on either side of the site with an open space to the north and commercial premises to the south

The Centre is currently open every day and offers a number of activities including:

- Breakfast Club
- Pre-school
- After School Club
- Youth Club (Friday evenings only)
- Dance Sessions
- The Hall is available for hire at weekends and Monday evenings

(Note – no youth provision for teenage young people currently operates from the Centre)

Location map



Appendix 3

Proposed Performance Indicators for Onside Youth Zone

Outcome Areas	Proposed KPI suite
Healthier lives for our young people	<ul style="list-style-type: none"> • % of young people who now understand the benefit of not smoking, and the dangers associated with alcohol and drugs • % of young people who now exercise more regularly • % of young people who now eat more healthily • % of young people who report that the Youth Zone has had a positive influence on their self-confidence • % of young people who have a better understanding of sexual health issues • % of young people reporting increased positive social interactions
Maximising life chances for our young people	<ul style="list-style-type: none"> • % of young people less likely to miss classes • % of young people reporting better marks in class, and achieving better grades in exams or coursework • % of young people who now get on better with family members • % of young people who are now thinking about life after school and going to college/university • % of young people in education, employment or training • Number of young people joining the Youth Zone as members • Number of young people visiting the Youth Zone each week
A safe environment for our young people	<ul style="list-style-type: none"> • % of young people staying out of trouble as a result of attending • % of young people with an increased awareness on how to deal with domestic violence and/or child sexual exploitation • % of young people less likely to enter into gang related activity • % who said it has made a positive contribution to the reduction in anti-social behaviour and has improved the local image
Community benefits	<ul style="list-style-type: none"> • % of local businesses who believe the Youth Zone is having a positive effect on the community • Number of community volunteers recruited • Number of new local job opportunities created

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For General Release

REPORT TO:	CABINET 18 January 2016
AGENDA ITEM:	8
SUBJECT:	Education Estates – School Places
LEAD OFFICER:	Paul Greenhalgh, Executive Director, People Department
CABINET MEMBER:	Councillor Alisa Flemming, Cabinet Member for Children, Young People and Learning
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT:	
Local authorities have a duty to ensure sufficiency of school places and to ensure that the admission arrangements for community schools are determined each year.	
AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS:	
The recommendations in this report contribute to achieving priority 3 of the independence strategy to provide people with the best opportunity to maximise their life chances and have a good quality of life through the provision of high quality universal services, including an excellent learning offer.	
FINANCIAL IMPACT	
The overall cost of the Programme is estimated at £155.3m over the period 2015 to 2019. This is a reduction of £30m from the previously agreed programme and reflects the additional work done on sites, capacity and work with providers.	
KEY DECISION REFERENCE NO.: 03/16/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 & 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:

School Place Planning

- 1.1 Agree the proposed Pupil Place Supply Strategy as detailed in table 1 at para.7 for the 2016/17 to 2018/2019 academic years, which will ensure the sufficiency of primary, secondary and special school places over the next 3 years.
- 1.2 Consider the responses to and analysis of the informal and formal consultations, summarised at Appendix 1 and detailed at Appendix 2a, 2b and 2c, in relation to the 2017/18 and 2018/19 proposed permanent school expansion projects at:
 Woodcote Primary School, Smitham Primary School, St Nicholas Special School, and approve the proposal to permanently expand the following schools, subject to the granting of planning permission:
 - Woodcote Primary School by 1 form of entry (1FE), an additional 30 reception pupils from September 2017;

- St Nicholas Special School to create an additional 56 Special Educational Needs (SEN) places from September 2017.
- Smitham Primary School by 1FE, an additional 30 reception pupils from September 2018.

1.3 Note that in respect of Red Gates Special School only informal consultation regarding the proposed permanent expansion to create an additional 56 SEN places has taken place but that formal consultation on the proposal will take place later in 2016 after further work has been undertaken to develop the proposal with the Governing body. The results of the formal consultation will be reported to a future meeting of Cabinet for final decision on the proposed expansion.

Schools Maintenance

1.4 To note the update on the Schools' Annual Maintenance Plan for the 2016/17 academic year at Appendix 3.

School Admissions

The Cabinet is asked to recommend the Council to:

1.5 Agree the proposed Admission Arrangements for Community Schools for the 2017/18 academic year as contained in Appendix 4 to this report.

1.6 Agree to the co-ordinated scheme for the 2017/18 academic year as set out in Appendix 5a (Primary) and Appendix 5b (Secondary) to this report and note the Published Admission Numbers for Community Schools for the 2017/18 academic year as set out in Appendix 6.

2. EXECUTIVE SUMMARY

2.1 Croydon Council has a statutory duty to ensure each child has access to a school place. As the admission authority for community schools, the Council also has a duty to determine the admission arrangements for Community schools every year.

2.2 **School Place Planning.** On 19 January 2015 the Council's Cabinet approved the programme for delivering primary pupil places as part of the 3 year (2015/16 to 2017/18) supply strategy to deliver primary pupil places, along with the necessary funding required for the supply of these places. (Min. report A10/15).

2.3 The total expected spend is now £155.3m to deliver the three year strategy. The Council expects to receive funding from the Department for Education of £33m in 2016/17. We are also still awaiting announcements on future capital funding beyond 2016/17

2.4 For the 2016/17 and 2017/18 academic years the Council has undertaken consultation on the proposed permanent expansion of: Woodcote Primary; Smitham Primary and St Nicholas Special School. These schools are located in the South West and South of the borough where projections of pupil numbers show there is a need for additional school places. A summary and an analysis of the feedback to the informal and formal consultations for each school is at Appendix 1.

- 2.5 In addition to the proposed school expansions, there are plans to open 3 new primary schools - Harris Primary Academy Purley Way; and Krishna Avanti Free School – in September 2016; and Ark Free School in September 2017 and Wallington County Free School for September 2018.
- 2.6 This report sets out how the Council proposes to meet increasing demand for additional primary, secondary and special school places from September 2016 until September 2018. The proposed supply strategy is at Table 1.
- 2.7 **Schools' Annual Maintenance Plan.** The Major Maintenance Programme is funded from the Capital Programme. The 2016/17 proposed Schools' Annual Maintenance Plan sets out those works that are to be addressed within the threshold for which the Council has responsibility. The available funding for 2016/17 is ££2,119,040 million plus slippage from 2015/16, which is currently estimated to be £94K. Please see Appendix 3 for further details.
- 2.8 **School Admissions - 2017/18 Admissions Arrangements.** The Council is the Admissions Authority for community schools within the borough. In line with the School Admissions Code, Admission authorities must consult on its admission arrangements at least once every 7 years, unless it is proposing changes; and set ('determine') those arrangements annually. There are no proposed changes to the community school admissions arrangements that were consulted upon and previously approved by Cabinet for the 2016/17 academic year. Please refer to Appendix 4 for the proposed 2017/18 Admissions Arrangements.

3. **DETAIL**

- 3.1 On 19 January 2015 the Council's Cabinet approved the 3 year (2015/16 to 2017/18) strategy to deliver primary pupil places, along with the necessary funding required for the supply of these places. (Min. A10/15).
- 3.2 This strategy has been reviewed and updated in light of the revised demand information and the Council's financial position.
- 3.3 The proposed 3 year (2016/17 – 2018/19) supply strategy for delivering primary provision is set out in Table 1 below.

4. **Projected Demand for School Places**

- 4.1 Every year the the Council projects the number of pupils that will need a school place in the borough over the next 10 years (pupil demand). It is proposed to meet local demand by projecting pupil numbers across 6 planning areas of the borough – Central, East, North West, South, South East, and South West - for primary places; and 2 planning areas for secondary places – North and South. The latest set of pupil projections were calculated in July 2015.
- 4.2 **Additional places required for the Primary phase:**
- 2016/17 academic year; an additional 13FE (390 reception places)
 - 2017/18 academic year, an additional 5FE (150 reception places)
 - 2018/19 academic year, an additional 4FE (120 reception places)

4.3 **Additional places required for the Secondary phase:**

- 2016/17 academic year, an additional 1 FE (30 year 7 places)
- 2017/18 academic year, an additional 8FE (240 year 7 places)
- 2018/19 academic year, an additional 6FE (180 year places) will be required

4.4 The Council's analysis of current and projected pupil numbers, including the available places is attached at Appendix 7. A map with schools in each planning area – primary and secondary - is attached at Appendix 8a and 8b.

4.5 Where demand for school places is greater than supply, to fulfill its statutory duty, the Council must set out how it can meet demand.

5. **Meeting demand for school places**

5.1 There are broadly three different ways to deliver new school places:

- Fixed term expansions (one or two new classes) for one year only;
- Permanent expansions (permanent increase in the size of the school in every year group);
- New schools.

5.2 Further information about each of these delivery options- process for creating new school places - is given in Appendix 9.

6. **Funding the supply strategy**

6.1 In seeking high quality, high demand and value for money places the Council has funded the delivery of the supply strategy through:

- Basic Needs Funding;
- Targeted Basic Needs funding for specific projects;
- CIL/Section 106;
- The Priority School Building Programme; and
- Council Borrowing.
- Free Schools

6.2 Please refer to Appendix 10 which sets out the budget for delivering this supply strategy from 2015/16 to 2018/19. The funding required for the earlier part of this strategy has reduced significantly since the previous cabinet agreements on this programme. The table below provides a summary of the overall spend per year and how it is funded. A further breakdown can be found on section 14.1

	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	Total £'000
Expenditure	29,695	89,455	34,447	1,732	155,329
Funding					
Basic Needs	11,815	32,558	0	0	44,373
Targeted Basic Needs	11,657	1,623	0	0	13,289
Borrowing	6,223	55,275	34,447	1,732	97,676
Total Funding	29,695	89,455	34,447	1,732	155,329

Further funding will be allocated each year from S106 and CIL which will reduce the Council's borrowing requirement. We are still also awaiting on future basic needs funding beyond 2016/17, this will also reduce the Council's need to borrow. Council funding reduces as the proportion of supply through free school provision is planned to increase, in line with the approach set out below.

- 6.3 This report sets out a distinct change in direction resulting from the Council's current financial position. Over recent years approximately one third of all school places have been paid for through Council borrowing. In the current financial climate for local government this will not be sustainable. The Local Authority proposes to meet its statutory duty to provide sufficient school places by maximising funding provided by central government, through the free schools route. Where projected pupil numbers set out that new schools are required the Council will seek to work to attract the best providers to come to Croydon to provide residents with high quality school places and seek to use influence to deliver as much provision as possible as free schools.
- 6.4 Given the previous decisions made, the consultations detailed later in the report, and the timing of the demand for places, this paper recommends the expansion of Woodcote and Smitham and supports the proposed expansion of Oasis Byron: it would not be possible to establish a new free school in time to meet the expected demand.
- 6.5 The proposed strategy (Table 1) includes Krishna Avanti Primary Free School, Ark Primary Free School, Ark Secondary Free School, and Wallington County Secondary Free School. These free schools have already been agreed by the Department for Education.
- 6.6 The strategy proposed below includes an additional 3 form entry primary free school in the North West of the borough (to open in 2018). In going forward because of the volatility of demand for school places we will be planning for an additional 2 form entry primary free school in the South West by 2020; and a further secondary free school by 2020.
- 6.7 The Council will be working with providers and the Department for Education/Education Funding Agency to influence the awarding of these free schools and will report on this in our next school place planning report in July 2016. We are currently working to support a partnership between the BRIT School, Crescent Primary School and other partners, who intend to apply to open a secondary free school to open in Thornton Heath.

7. Proposed 3 year programme for delivering primary provision – Table 1

**Permanent expansion projects are subject to the recommendations of this report.*

Planning area	Academic Year 2016/17	Academic Year 2017/18	Academic Year 2018/19
	<i>The free schools in this year of delivery have been agreed by the Department of Education (DfE). The permanent expansions have been agreed by Cabinet in previous reports.</i>	<i>The free school in this year of delivery has been agreed by DfE. The proposed permanent expansions are subject to the recommendations of this report.</i>	<i>The free school set out in this year of delivery are subject to free school applications being submitted to and agreed by the DfE. The proposed expansions are subject to the recommendations of this report.</i>
North West			3 FE Free School – to be confirmed
Central	New school: <ul style="list-style-type: none"> • 2FE Krishna Avanti Free school • 3FE Harris Primary Academy Purley Way 		
East	Permanent expansion: <ul style="list-style-type: none"> • 1FE Heavers Farm • 1FE St Johns 		
South	Bulge: <ul style="list-style-type: none"> • 1 FE Gresham Primary Permanent expansion: <ul style="list-style-type: none"> • 1FE Christ Church Primary 	New school: <ul style="list-style-type: none"> • 3FE Ark Free school Planning area/site to be identified by EFA *Permanent expansion: <ul style="list-style-type: none"> • St Nicholas Special School – SEN 56 places 	*Permanent expansion: <ul style="list-style-type: none"> • Red Gates Special School – SEN 56 places
South East	<ul style="list-style-type: none"> • Bulge TBC 		
South West	Bulge: <ul style="list-style-type: none"> • 1FE Woodcote Primary • 1FE Oasis Academy Byron (subject to Academy Trust agreement) Permanent expansion: <ul style="list-style-type: none"> • 1FE Chipstead Valley 	*Permanent expansion: <ul style="list-style-type: none"> • 1FE Woodcote • 1FE Oasis Academy Byron, subject to Academy/Secretary of State agreement. 	*Permanent expansion: <ul style="list-style-type: none"> • 1FE Smitham
Additional SEN provision	Nurture provision in 2 primary schools for pupils with social, emotional and mental health needs – 24 places	Nurture provision in 2 primary schools for pupils with social, emotional and mental health needs – 24 places	Post 16 community based pathways to independent living – 50 places dependent on funding application to EFA with FE sector partner

8. Secondary school supply strategy

- 8.1 The Department for Education has approved Wallington County to open a 6FE secondary Free School in Croydon in September 2018. The school site is to be determined.
- 8.2 Plans are currently underway for the 6FE Ark Free Secondary School to be located at Morland Road, in the North of the Borough.
- 8.3 The proposed 3 year (2016/17 – 2018/19) supply strategy for delivering secondary provision is set out in table 2 below.
- 8.4 Beyond the 3 year strategy, there is a need for a secondary school providing an additional 180 places per year group to open in the borough in 2020.

Proposed 3 year programme for delivering secondary provision – Table 2

Planning area	2016/17	2017/18	2018/19	2019/20
North	1FE Norbury Manor Business Enterprise College (Academy)	6FE Ark Secondary free school at Morland Road.		Working up bid for secondary free school in Thornton Heath (see paras 6.7 and 9.4)
		2FE expansion of Archbishop Lanfranc through PSBP2 programme		
South			6FE Wallington County Free School (Site TBC)	

9. Academies / Free Schools

- 9.1 There has been a change of education sponsor for Oasis Academy Fiveways. Harris Federation will now be managing this new school - Harris Primary Academy Purley Way – which will be located at the junction of Propeller Crescent and Purley Way. The school will be offering 90 reception places from September 2016.
- 9.2 The Department for Education has given approval for a new primary Free School and a new secondary school to be opened in Croydon. The Krishna Avanti Free School will be opened in the Central planning area in September 2016, providing 60 reception places; and Wallington County Free School will open in September 2018, providing 180 year 7 places.
- 9.3 A site is yet to be identified for the 3FE primary Ark Free School which is scheduled to open in the South of the Borough, providing 90 reception places from September 2017.
- 9.4 As set out in paragraph 6.7, the Council is working with the BRIT school, the Crescent Primary school and other partners to put forward a free school proposal for a secondary free school in Thornton Heath.

10. Consultation and Statutory notices for additional supply previously agreed

Proposed school expansions (as set out in the supply strategy at Table 1)

- 10.1 On 04 August 2015, under delegated powers (40/15/CYPL) from the Leader of the Council (39/15/LR), the Cabinet Member for Children, Young People and Learners agreed to the publication of statutory notice and consultations for the 2017/18 proposed permanent school expansions projects for:
- Woodcote Primary
 - Smitham Primary
 - St Nicholas Special School
 - Red Gates Special School
- 10.2 The permanent primary school expansion projects have been proposed to create an additional 30 reception places from September 2017; and an additional 30 reception places from September 2018. The proposed expansion of St Nicholas School will create an additional 56 special educational needs places from September 2017.
- 10.3 Statutory consultation on the proposed expansion of Red Gates School (Special) will take place later in 2016 to allow for further proposals to be developed in conjunction with the Governing Body.

11. Stakeholder Engagement (Informal consultation)

- 11.1 The Council, in partnership with the schools sought the initial views of stakeholders about the proposed expansion of:
- Woodcote Primary and Smitham Primary from 21 September to 19 October 2015 - including a public meeting at the school on 28 September 2015 and 08 October 2015 respectively.
 - St Nicholas and Red Gates Special Schools from 23 September 2015 to 19 October 2015 - including a public meeting at the school on 01 and 06 October 2015 respectively.
- 11.2 **Outcomes from Engagement (informal consultation) period**
- 11.3 Overall, the responses received during this engagement period indicate that the:
- the majority of respondents object to the proposed expansion of Woodcote Primary school
 - the majority of respondents object to the proposed expansion of Smitham Primary school
 - an even split between those who support and object to the proposed expansion of St Nicholas school
 - the majority of respondents object to the proposed expansion of Red Gates School. This includes the responses from the Chair of Governors, on behalf of the Governing Body of Red Gates; and Ward Councillor/Chair of Governors, on behalf of the Governing Body of Gilbert Scott Primary School.

- 11.4 The main concerns raised for all of the 4 proposed expansion projects relate to:
- Traffic/congestion/parking
 - Health and Safety
 - Insufficient space
 - Disruption caused by building works

11.5 For all the 4 proposed expansion projects, respondents suggested that a new school should be built.

11.6 An outcomes report, including officers responses to concerns raised during the engagement period for each proposed expansion is attached at Appendix 11a, 11b and 11c.

12. Formal Consultation

12.1 For a proposal to permanently expand a school, where it would increase the capacity of the school by more than 30 pupils and 25% of the school's capacity the Council is required to follow a statutory process.

- Stage 1 - Publication
- Stage 2 – Representation
- Stage 3 - Decision
- Stage 4 – Implementation

The full statutory process for creating new school places is set out in Appendix 9.

12.2 Stages 1 & 2 – Publication and Representation

12.3 A statutory notice was published on 04 November 2015, starting a 4 week representation (formal consultation) period (04 November to 02 December 2015) for the proposed permanent expansion at:

- Woodcote Primary School by 1 form of entry (1FE), an additional 30 reception pupils from September 2017;
- Smitham Primary School by 1FE from September 2018 (*a change from 2017 in line with demand information*); and
- St Nicholas School to create an additional 56 Special Educational Needs places from September 2017.

12.4 In relation to the proposed expansion of Smitham Primary School, the implementation date on the Statutory Notice was published as September 2018 in line with the published projections. Details of the proposed school expansion projects were circulated to key stakeholders, including parents/carers, local residents, Ward Members and Member of Parliament. Stakeholders were given the opportunity to express their view on the proposal to expand the schools via email, post, including completion of a questionnaire and at the public meeting at each school. The Governing Bodies, of the above schools, have agreed in principle to the proposed expansions. In relation to Woodcote Primary School the Governing Body have set their support for the proposed expansion subject to the position of the extension. A viability study has been undertaken for each school which show that the proposed projects are both feasible and affordable.

12.5 Following the period of representation, responses received during the formal consultation, including comments made at the public meetings, have been

analysed and a consultation outcomes report produced for each school. A summarised version of the informal and formal consultation outcomes report is attached at Appendix 1.

12.6 **Outcomes from Representation (formal consultation) period**

12.7 Largely, the responses received during representation periods indicate that a majority of respondents object to the proposed expansion of Woodcote Primary School; and Smitham Primary School. In relation to St Nicholas Special School there is almost an equal amount of respondents who support and object the proposed expansion of the school.

12.8 We also received a 840 signatory petition to “Build a new school in Coulsdon”. A copy of the petition is available upon request.

12.9 Attendees at the public meeting for each school and respondents to the questionnaire raised same/similar concerns during the consultation period as cited during the engagement period, about the impact of the proposed expansion on:

- Traffic
- Congestion
- Parking
- Potential loss of communal space
- Disruption caused by building works.

12.10 Some of the concerns raised, such as relating to traffic will be addressed as part of the planning application process. The key outcomes from the consultations (informal/ formal), including our responses to concerns raised, for the 3 maintained schools are included in Appendix 1.

12.11 In making a decision about the proposed expansion, the Cabinet should consider the views of all respondents, with a greater weight to those who made representations during the formal consultation period and are likely to be affected by the proposed change. In line with Government policy/advice, there is a general presumption in favour of the expansion of successful and popular schools. The proposed expansion projects meet this criteria.

12.12 Please note that no formal consultation has taken place in respect of the proposed expansion of Red Gates Special School because further work is being undertaken to ensure that proposals are developed further.

12.13 **Stage 3 – Decision**

12.14 The Council, as Decision Maker, can decide to:

- reject the proposal;
- approve proposal;
- approve the proposals with modification (e.g., the proposed implementation date) or
- approve the proposal subject to a limited range of specific conditions being met.

- 12.15 The Council must make a decision within two months of the end of the representation (formal consultation) period, by 02 February 2016, or the decision defaults to the Schools Adjudicator.
- 12.16 In order to proceed to the last two stages of the statutory process – decision and implementation of the proposed expansions - **the Cabinet is recommended to approve the implementation of the proposed expansion projects:**
- **Woodcote Primary, and St Nicholas Special School for the 2017/18 academic year; and**
 - **Smitham Primary for the 2018/19 academic year.**

12.17 **Stage 4 – Implementation**

- 12.18 Subject to Cabinet's approval and planning permission being granted, the proposed expansion projects will be implemented, resulting in:
- Woodcote Primary offering an additional 30 reception places from September 2017;
 - St Nicholas offering an additional 56 SEN places from September 2017; and
 - Smitham Primary offering an additional 30 reception places from September 2018.
- 12.19 The supply strategy agreed by Cabinet in January 2015 for the 2017/18 academic years included a 1FE permanent expansion at Oasis Academy Byron; and Oasis Academy Fiveways - now called 'Harris Primary Academy Purley Way'. These schools are Academies and subject to different statutory requirements, with the Secretary of State for Education retaining responsibility for the decision to make any significant changes to an existing academy.

13. **School Admissions**

- 13.1 Admission Authorities, including Local Authorities are responsible for ensuring that admission arrangements are compliant with the School Admissions Code.
- 13.2 This includes consulting on proposed changes to admission arrangements annually and at least every 7 years where there have been no changes. In addition, Admission Authorities are required to determine their admission arrangements on an annual basis.
- 13.3 The admission arrangements include the admission criteria (oversubscription criteria) - the priority order used to decide who to admit to a school if there are more applications than available school places.
- 13.4 The Council is the Admission Authority for Community schools as set out in (Appendix 6) to this report and is therefore responsible for determining the admission arrangements for these schools.
- 13.5 In February 2015, the Cabinet Committee agreed the 2016/17 admission criteria for Community, and Voluntary Controlled Primary schools; and arrangements for Pan London co-ordinated admissions. For the 2017/18 arrangements, there are no longer any Voluntary Controlled schools within Croydon.
- 13.6 For the 2017/18 academic year, Admission Authorities are required to consult on their admission arrangements for a minimum of 6 weeks between 01

October 2016 and 31 January 2017, with arrangements determined by 20 February 2017. The council is not planning any proposed changes to the current admission arrangements and therefore there is no requirement to consult.

- 13.7 Cabinet is recommended to determine the proposed Admission Arrangements for Community Schools for the 2017/18 academic year, attached at Appendix 4.
- 13.8 The Governing Body or Academy Trust is the admission authority for Foundation, Voluntary Aided schools and Academies. All secondary schools within Croydon are their own admissions authorities and determine their own admission arrangements and criteria.
- 13.9 The Governing Bodies of all schools are required to admit all children whose statement of special educational needs (SEN) or Education, Health and Care Plan (EHCP) names the school.
- 13.10 Croydon has participated in a Pan London arrangement for the Co-ordinated Admissions rounds for both primary and secondary applications for several years. This arrangement allows all boroughs to exchange data and facilitate choice for parents by offering places across borough boundaries within the same parameters and timetable. The Cabinet is recommended to approve the arrangement for the 2017/18 academic year, attached at Appendix 5a (Primary) and Appendix 5b (Secondary), to allow this participation to continue.

Prospectus

- 13.11 The Council has complied with the requirement in the Code to publish a composite prospectus online - with hard copies available for those who do not have access to the internet. The prospectus contains the admission arrangements and information about how to obtain supplementary information forms where applicable for the state-funded schools in Croydon to which parents can apply.
- 13.12 The Council has also produced an Ebook version of the composite prospectus to make it more user friendly for parents and the Admissions Service has continued to provide assistance to parents with their online application by attending sessions at primary schools. 100% of applications for the 2016/17 academic year within the secondary co-ordinated round were made on-line and 99.9% of primary applications were made on-line.
- 13.13 As a result of Croydon's success in achieving almost 100% of online applications for the coordinated admission processes the following proposals will further contribute towards savings for the Council as well as Croydon's Green Commitment Policy.
- 13.14 Over the past two years Croydon has significantly reduced the number of hard copies of the prospectus available from 9000 to 200 printed copies. However in view of the limited demand for hard copies of the prospectus, Croydon proposes to cut the cost of using outsourced agencies.
- 13.15 It would be more cost effective to print copies using the Council's printing facilities according to the demand. This option ensures Croydon remains compliant with the School Admissions Code's requirement to make hard copies of the prospectus available for those who do not have access to the internet.

National Offer Day – Outcome Letters

- 13.16 The 2016/17 arrangements proposed to only send outcome letters to parents who receive an offer of a place at their 2nd-6th preference school. The 2017/18 arrangements propose not to issue any outcome letters and that all applicants receive their outcome online. The service is facilitated by London Grid for Learning (LGFL) through the Pan London coordinated admission arrangements.

In-Year Admissions – Outcome Letters

- 13.17 Croydon is in the process of switching to an online application process for all in-year admissions. Applicants will be able to submit their application through the 'My Account' facility on the Croydon Website. It is proposed that once the facility is live outcome letters are no longer posted but sent via email.

14. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

14.1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast			Total
	2015/16	2016/17	2017/18	2018/19	2015-19
	£'000	£'000	£'000	£'000	£'000
Capital Budget available					
Total Budget	36,307	91,238	55,942	203	183,786
Effect of decision from report					
Primary Permanent Expansions	11,831	63,967	23,521	1,532	100,852
Primary Fixed Term Expansions	1,728	1,385	0	0	3,113
Secondary places	12,165	8,500	139	0	20,804
SEN places	3,971	15,603	10,786	200	30,560
Total Expenditure	29,695	89,456	34,446	1,732	155,329
Remaining budget	6,621	1,878	21,496	-1,529	28,457

14.2 The effect of the decision

The use of free schools to provide school places within the borough has led to a significant reduction in the requirements from the future capital programme. As the Council has not been granted any Government funding for the delivery of school places beyond its allocation of £32m in 2016/17, the reduced programme will reduce the Council's need to borrow approximately £28m over the next 3 years and therefore reduce our debt costs by approximately £1m per annum. The updated Capital Programme will be approved in February 2016 as part of the annual budget report.

15. Risks

- 15.1 If the proposed expansion projects are not approved, there is likely to be a shortage of primary school places for the 2016/17 and 2017/18 academic years, resulting in the Council not fulfilling its statutory duty. A decision is required for the implementation of the 2016/17 projects in order for planning application process to be started, and if permission is granted, building works can start at the schools. A decision is required for the 2017/18 proposed expansion projects so that the statutory process can start.

16. Future savings/efficiencies

- 16.1 If additional free school providers are interested in opening schools in Croydon, the cost to the Council could be reduced further in future years. The Council Borrowing requirement may also be reduced if further funding is allocated from the Department of Education.

(Approved by: Richard Simpson, Assistant Chief Executive (Corporate Resources and Section 151 Officer).

18. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 18.1 The Council Solicitor comments that there are no additional duties or legal considerations in respect of the provision of school places beyond those detailed in the body of the report

(Approved by **Gabriel Macgregor, Head of Corporate Law on behalf of the Council Solicitor & Monitoring Officer**

19. HUMAN RESOURCES IMPACT

- 19.1 This report makes recommendations that may have an impact on the staffing structure for the relevant schools, which would be managed in accordance with the school's policies and procedures. There are no human resources implications arising from this report for Council staff.

(Approved by: **Deborah Calliste, HR Business Partner on behalf of, Heather Daley, Director of Human Resources**)

20. EQUALITIES IMPACT

- 20.1 The equality analysis indicates that the proposed Education Estates Strategy is likely to have a neutral or positive impact on equality groups that share a "protected characteristic" in terms of disability, race/ethnicity, age, and religion/belief.
- 20.2 The proposed strategy will help the Council meet its statutory duty to provide sufficient school places for protected and non-protected groups. Croydon schools provide diverse educational provision in terms of category, size and educational sponsors. These include special schools, enhanced learning provision at mainstream schools; and Academies /Free Schools. Pupils are allocated a school place based on admissions criteria which aim to promote fair access to schools and are compliant with the Admissions Code.
- 20.3 The proposed strategy is in line with the Council's Equality and Inclusion Policy 2014-16 and will enable the delivery of the following priorities:
- Make Croydon a place of opportunity and fairness by tackling inequality, disadvantage and exclusion.
 - Close gaps in educational attainment by working with local businesses and community groups to enable people of all ages to reach their full potential through access to quality schools and learning.

- Work in partnership to lift people out of poverty by increasing employment opportunities across the borough ensuring local people have a pathway into employment, education and training.

20.4 The proposed strategy is consistent with the Council's general equality duty to have due regard to the need to eliminate unlawful conduct under the Equality Act 2010; to advance equality of opportunity and foster good relations between persons who share a protected characteristic and those who do not.

21. ENVIRONMENTAL IMPACT

21.1 None.

22. CRIME AND DISORDER REDUCTION IMPACT

22.1 None.

23. REASONS FOR RECOMMENDATIONS

23.1 To ensure that the Council fulfil its statutory duty to provide sufficient school places for pupil of statutory age within the Borough.

24. OPTIONS CONSIDERED AND REJECTED

24.1 Temporary (bulge) classes have been considered and where agreement has been reached with the schools Governing Body/Academy Trust, these have been put in place. However bulge classes are a temporary solution, providing additional places for one year only, and it is predicted that additional school places will be required beyond 2016.

The use of free schools to provide additional school places has been considered as outlined in the supply strategy at Tables 1 & 2.

CONTACT OFFICER: Jennifer Duxbury, Head of Service, School Places and Admissions, 020 8604 7156

BACKGROUND PAPERS – none

Appendices:

- Appendix 1 – Informal and formal consultations outcomes report
- Appendix 2a – Woodcote Primary School formal consultation outcomes report
- Appendix 2b- Smitham Primary School formal consultation outcomes report
- Appendix 2c – St Nicholas School formal consultation outcomes report
- Appendix 3 – Schools' Annual Maintenance Plan
- Appendix 4 – Admissions Arrangements for Community School for 2017/18
- Appendix 5a – Primary Pan-London Co-ordinated scheme for 2017/18
- Appendix 5b – Secondary Pan – London Co-ordinated scheme for 2017/18
- Appendix 6 - Published Admission Numbers for Community Primary Schools for 17/18
- Appendix 7 – Analysis of projected pupil numbers
- Appendix 8a – Primary map
- Appendix 8b – Secondary map
- Appendix 9 – The full statutory process for creating new school places

Appendix 10 – Budget for 2015/16 to 2018/19 delivery
Appendix 11a- Woodcote Primary School engagement (informal) outcomes report
Appendix 11b -Smitham Primary School engagement (informal) outcomes report
Appendix 11c -St Nicholas School engagement (informal) outcomes report
Appendix 12 – Equalities Impact Assessment

Appendix 1

PROPOSED PERMANENT SCHOOL EXPANSIONS

WOODCOTE PRIMARY SCHOOL SMITHAM PRIMARY SCHOOL ST NICHOLAS SPECIAL SCHOOL

ENGAGEMENT AND REPRESENTATION (FORMAL CONSULTATION) OUTCOMES REPORT

1. Introduction

1.1 The purpose of this report is to provide the Council's Cabinet Committee with a summarised version of the outcomes report from the engagement (informal consultation) and representation (formal consultation) periods in respect of the proposed permanent expansion of:

- Woodcote Primary School by 1 form of entry
- Smitham Primary School by 1 form of entry
- St Nicholas Special School by 56 places

1.2 The outcomes report is based on responses received during the engagement period where the Council sought views on the principle of permanently expanding the above schools during the engagement and representation periods. This outcomes report is appended to the Education Estates Strategy report which will be part of the Cabinet meeting on 18 January 2016.

1.3 The Council has a statutory duty to ensure that: sufficient school places are available within its Borough for every child of school age, to promote high educational standards, to ensure fair access to educational opportunity, and to help fulfil every child's educational potential. It must also ensure that there are sufficient schools in its Borough and promote diversity and parental choice

1.4 In accordance with statutory regulations for making significant changes to schools, a statutory proposal was published, which started a 4 week representation and invited anyone with an interest to make representations – comment, support or object to the proposals to expand the schools.

1.5 This consultation is focused on the educational rationale behind the proposed expansion of the schools.

2 Background

2.1 The proposal to permanently expand the schools is part of the Council's supply strategy to ensure sufficient school places are available within the borough to meet its statutory duty.

2.2 The Schools' Leadership Team, including the Governing Bodies have agreed in principle to the proposed expansion. A viability study, including option appraisal of the school sites has been commissioned by the Council which shows that the proposed expansions are both feasible and affordable. The details of the options will be worked out in consultation with the school's representatives, architect and contractor.

3. Engagement and Representation (formal consultation) periods

- 3.1 The Engagement and Consultation periods took place from 21 September to 19 October 2015; and 04 November to 02 December 2015, respectively.
- 3.2 The engagement period, although not a statutory requirement, was used to inform stakeholders about the proposal to expand the schools – Woodcote Primary, Smitham Primary, and St Nicholas Special School - and to help gauge their views.
- 3.3 Following the period of engagement, stakeholders were given the opportunity to formally submit their views and make representations (support or object the proposed expansion) during the 4 week statutory consultation period.
- 3.4 A wide range of communication methods were used to promote and facilitate feedback from stakeholders, including parents/carers, local residents and elected members. Stakeholders were able to express their views about the proposed expansions verbally and in writing.
- 3.5 Equality and Diversity Monitoring
As part of the consultation process, respondents were asked to complete an equality and diversity questionnaire. The information collected will help identify any special requirements; promote equality; and improve choice and diversity.

4. Proposed school expansions

4.1 Woodcote Primary School

Woodcote Primary school is a Community School located at Dunsfold Rise, Coulsdon, Croydon CR5 2ED. The school normally admits 3 classes, 90 reception pupils per year, although it will take an additional 30 pupils in September 2016 because of exceptional demand. The proposal is to permanently expand the school by one form of entry to offer an additional 30 reception places from September 2017.

4.2 Engagement (informal consultation) Woodcote Primary

Overall, the responses received during this engagement period indicate that the majority of respondents object to the proposed expansion of Woodcote Primary School. Of the 93 respondents who completed the questionnaire:

- 61 object to the proposal (strongly against or not in favour)
- 27 support the proposal (strongly agree or in favour)
- 5 not sure about the proposal

4.3 Of the 28 email responses, 27 object to the proposed expansion of the school.

4.4 The main comments/concerns raised fall under the following broad themes:

- Traffic/congestion/parking
- Educational impact
- Communal space
- Need for a new school

4.5 Representation (formal consultation) Woodcote Primary

Overall the responses received during the representation period indicate that a high majority of respondents object to the proposed expansion of the school. A total of 206 completed questionnaires have been received, of which:

- 141 “Strongly against”

- 29 “Not in favour”
- 25 “Strongly in favour” / “In favour”
- 11 “Not sure”

4.6 In addition 11 email responses have been received, of which 7 objected to the proposed expansion of Woodcote Primary School.

4.7 The majority of respondents are Parent or carer of child/children at Woodcote Primary School.

4.8 The main concerns raised during the representation period are the same/similar to those raised during the engagement period.

4.9 **Smitham Primary School**

Smitham Primary school is a Community School located at Portnalls Road, Coulsdon, Croydon CR5 3DE. The school admits 2 classes, 60 reception pupils per year. The proposal is to permanently expand the school by one form of entry to offer an additional 30 reception places from September 2018.

4.10 **Engagement (informal consultation) – Smitham Primary**

Overall, the responses received during this engagement period indicate that the majority of respondents object to the proposed expansion of Smitham Primary School. Of the 72 respondents who completed the questionnaire during the engagement period:

- 59 object to the proposal (strongly against or not in favour)
- 9 support the proposal (strongly agree or in favour)
- 4 not sure about the proposal

4.11 The main comments/concerns cited on the questionnaire and mentioned at the public meeting fall under the following broad themes:

- Traffic related
- Loss of ethos / feel / atmosphere
- Disruption to teaching / learning
- Communal space
- Need to build a new primary school

4.12 **Representation (formal consultation) – Smitham Primary**

Overall the responses received during the representation period indicate that a high majority of respondents object to the proposed expansion of Smitham Primary School. Of the 40 respondents who completed the questionnaire during the representation period:

- 23 “Strongly against”
- 9 “Not in favour”
- 3 “Strongly in favour” / “In favour”
- 5 “Not sure”

4.13 In addition 5 email responses have been received, of which 2 are against the proposed expansion of Smitham Primary School.

4.14 The majority of respondents are parent or carer of child/children at Smitham Primary School.

4.15 The main concerns raised during the representation period are the same/similar

to those raised during the engagement period.

4.16 St Nicholas Special School

St Nicholas school is a special community school for boys and girls with moderate learning difficulties and autism. The school is located at Old Lodge Lane, Purley CR8 4DN. The proposal is to permanently expand the school to create an additional 56 Special Educational Needs (SEN) places from September 2017.

4.17 Engagement (informal consultation) St Nicholas School

Overall, the responses received during this engagement period indicate that an even split between those who support and object to the proposed expansion of the school. Of the 25 written responses (5 emails & 20 response sheet) received:

- 12 support the proposal
- 12 object to the proposal
- 1 not sure about the proposal

4.18 The main comments/concerns mentioned on the response sheet and at the public meeting fall under the following broad themes:

- Traffic and parking issues
- Safety of children and residents
- Disruption to current children during building works
- New school should be built

4.19 Representation (formal consultation) – St Nicholas Special School

A total of 9 questionnaires were completed, of which:

- 2 “Strongly against”
- 5 “Not sure”
- 2 “In favour”

4.20 In addition 4 email responses have been received, of which 1 objected to the proposed expansion of St Nicholas Special School.

4.21 All of the responses are from local residents.

4.22 The only new concern raised during the representation period is about the quality of support from staff to pupils if the proposal is implemented.

4.23 Petition

During the representation period, we received a 840 signatory petition to “Build a new school in Coulsdon”. A copy of the petition is available upon request.

5. Response to concerns

5.1 Parking/Traffic issues

The Council will commission a transport impact assessment around the school to ascertain how the local area would cope with all modes of movements by people and vehicles, taking account of accessibility and safety issues. This assessment would take place at peak times, including when parents/carers ‘drop off’ and ‘pick up’ children; and would give an indication of any potential impact of traffic as a result of the additional pupils at school, and mitigating actions against any identified risks.

5.2 If Cabinet approve the implementation of the proposed school expansion projects,

planning applications will be required. Through the planning application process the impact of the additional pupils will be addressed.

5.3 The Schools' Travel Plan will continue to encourage walking to school. The health and safety of the whole school community is paramount.

5.4 Educational impact

The proposed expansions are at schools which are judged as 'Good' or 'Outstanding' by Ofsted. The schools are popular with parents, and the strong leadership and teaching staff at the schools will ensure that the schools continue to be successful and popular.

5.5 There are also benefits to be derived from expanding an existing school, such as, better recruitment and retention of good teaching staff; wider curriculum offer; and improved facilities.

5.6 Communal space

Initial viability study shows that the school sites have the capacity to be expanded. If approval is given by Cabinet to implement the proposed expansions, a detailed feasibility study will be carried out as part of the planning process, where options will be carefully considered by the Council, school leadership team and the architect which include ensuring that the size of communal areas are maximised to accommodate the additional pupils at the school.

5.7 A range of measures, e.g. staggered play and lunch times will be explored to enable pupils to have sufficient space.

5.8 The expansion proposal includes additional classrooms with associated cloaks/toilets required for the additional number of pupils.

5.9 Disruption caused by building works

The Council is experienced in successfully managing school expansion projects. If approval is given for the proposal to be implemented, the project will have a dedicated Council officer who will manage the construction process so that the Head teacher and staff can continue to focus on teaching and not having to deal with the any issue arising from the construction.

5.10 The Council, in partnership with the architect and contractor, will ensure that any disruption to the school is minimised or eradicated through careful planning and delivery of the project, for example, using off site construction methods, and school holidays to carry out heavy construction works.

5.11 Need for a new primary school to be built

A key part of the Council's strategy for providing additional pupil places is to firstly invest in expanding existing successful and popular schools in areas of demand. This strategy helps in meeting parental preference as well as ensuring value for money for Croydon taxpayers.

5.12 Every year we project the number of school places that will be needed in the borough in future years. The methodology we use to project pupil numbers includes the number of children we expect to live in new housing developments. Information from the Cane Hill housing development is included in our most recent projections for pupil places required in the South West of the Borough.

5.13 The plan is for this additional demand to be met through the expansion of

Smitham Primary and other proposed school expansions in the South West.

5.14 The option of building a brand new school on a new site to provide additional pupil places is a potential alternative. However, there are a number of reasons for considering the expansion of existing school site rather than building a new school.

These are:

- Changes in legislation - the Education Act 2011 changed the arrangements for establishing new schools and introduced section 6A (the free school presumption) to the Education and Inspections Act 2006. Where a LA thinks there is a need for a new school in its area it must seek proposals to establish an academy (free school).
- However, it is still possible to publish proposals for brand new maintained schools outside the competitive arrangements in certain circumstances, for example, where a competition does not identify a suitable academy/free school.
- As under the previous new school competition arrangements, the Local Authority is responsible for providing the site for the new school, and meeting all associated capital costs. Currently all funding from the latest financial settlement from central government have is committed to existing identified projects.
- Lack of Council owned sites
- High cost of other sites that could be used for educational use.
- Available sites not in area of demand for pupil places
- Building a new school takes a longer time to complete and might not be ready in time to meet the demand for pupil places.
- Expansion of existing school means that we have more certainty of high quality education.

6. Conclusion from Engagement and Representation period

Largely, the responses received during both the engagement and representation periods indicate that a majority of respondents object to the proposed expansion of Woodcote Primary School; and Smitham Primary School. In relation to St Nicholas Special School there is almost an equal amount of respondents who support and object the proposed expansion of the school.

- 6.1 Some of the concerns raised in relation to the 3 proposed school expansions can be addressed during the planning application process.
- 6.2 The Schools' Leadership Team, including the Governing Body support the principle of expanding the school.
- 6.3 The need for a new school to be built has been mentioned during engagement and representation periods for the 3 proposed school expansion projects.

7. Next steps

- 7.1 The Council's Cabinet Committee will decide whether the proposals should be implemented. This will be based on responses received which will be balanced against the needs for pupil places.
- 7.2 In line with the DfE School Organisation guidance, decisions must be made within a period of two months, **by 02 February 2016**, of the end of the representation period or they must be referred to the Schools Adjudicator.
- 7.3 If approval is given by Cabinet to proceed to the implementation stage, stakeholders, including parents/carers and local residents will be consulted again at the planning application stage, when building designs and traffic considerations will be available.

Appendix 2a

PROPOSAL TO EXPAND WOODCOTE PRIMARY SCHOOL

REPRESENTATION (FORMAL CONSULTATION) OUTCOMES REPORT

1 Introduction

- 1.1 The purpose of this report is to provide the Cabinet Member for Children, Young People & Learning, and the School's Leadership Team with the outcomes from the formal consultation to expand Woodcote Primary School.
- 1.2 Woodcote Primary School is a Community School located at Dunsfold Rise, Coulsdon, Croydon CR5 2ED, in the South West of the Croydon. The school normally admits 3 classes, 90 reception pupils per year, although it will take an additional 30 pupils in September 2016 because of exceptional demand.
- 1.3 The proposal is to permanently expand the school by one form of entry to offer an additional 30 reception places from September 2017. This means that a total of 120 places will be offered to children applying for reception places from September 2017. The school would continue to receive an additional class in reception each year, so that by 2023 the school would have an extra 210 pupils in total, with 120 pupils in every year group - from Reception to Year 6. A viability study has been undertaken which shows that the school site has the capacity to be expanded to accommodate the additional pupils.
- 1.4 Woodcote Primary School is a popular and successful school with strong leadership and governance. The school has been judged by Ofsted as an outstanding school, highly effective in delivering outcomes that provide exceptionally well for all its pupils' needs.
- 1.5 This report is based on responses received during the representation (formal consultation) period following the publication of statutory proposal where anyone with an interest could object or comment on the proposal to expand the schools.

2. Background

- 2.1 The proposal to permanently expand Woodcote Primary School by one form of entry (an additional 30 pupils) is part of the Council's supply strategy to ensure sufficient pupil places are available within the South West borough to meet its statutory duty.
- 2.2 The Schools' Leadership Team, including the Governing Body have agreed in principle to the proposed expansion (subject to conditions being met on placement of any new build in a currently underutilised area of the site that's operationally works from an education provision, causes minimal disruption for the building works stage and does not affect the outdoor play space). A viability study has been undertaken which shows that the proposed expansion project is both feasible and affordable.
- 2.3 The Council has a statutory duty for ensuring a sufficient supply of school places to meet demand from within its Borough for every child of school age, to promote high educational standards, to ensure fair access to educational opportunity, and to help fulfil every child's educational potential. It must also ensure that there are sufficient schools in its Borough and promote diversity and parental choice.

3 Cross-border pupil mobility

3.1 The Greenwich Judgment makes it unlawful for admission authorities to give priority in school admissions to their own residents, allowing pupils free movement across borough borders. Cross border movement of pupils is one of the factors that can affect the demand for school places. The amount of pupils living in Croydon who attend schools in another borough can reduce the demand for school places; and the amount of pupils living in another borough and attend schools in Croydon can increase the demand for school places.

4 Parental preference - diversity of provision in the South West

There are 13 primary schools in the South West of Croydon. Of which:

- 6 are Community schools
- 4 are Academies
- 1 Church of England
- 2 Roman Catholic

5. Information / Engagement

Council Officer informed parents/carers about the proposed permanent expansion of Woodcote Primary School at the school's Vision Meeting with parents 8 September 2015.

5.1 Engagement (informal consultation) on the proposed permanent expansion of Woodcote Primary School ran from 21st September to 19th October 2015, including a public meeting at the school on 28 September 2015. Overall, the responses received during this engagement period indicate that the majority of respondents object to the proposed expansion of the school. The main comments/concerns raised fall under the following broad themes:

- Traffic/congestion/parking
- Educational impact
- Communal space
- Need for a new school

5.2 Please refer to the full outcomes report – “Stakeholder Engagement Outcomes Report” – for the Council's response to concerns.

6. Publication / Representation (formal consultation)

6.1 For a proposal to permanently expand a school, where it would increase the capacity of the school by more than 30 pupils and 25% of the school's capacity (the number of places and pupils in a school), the Council is required to follow a statutory process, including publication of statutory proposal; and a four week representation (formal consultation) period where anyone can comment on or object to the proposed expansion

6.2 In accordance with statutory regulations for making significant changes to schools, a statutory proposal was published, which started a 4 week representation period – 04 November to 02 December 2015 – which invited anyone with an interest to make representations – comment or object to the proposal.

6.3 The statutory proposal was published in the local Croydon Guardian newspaper; on the Council's and school's websites; displayed on the school gates; and in the local library. A copy of the statutory notice was sent to the Member of Parliament and Ward councillors.

6.4 **Communication and Consultation activities**

A consultation document, including a questionnaire was used as a basis of informing stakeholders, including parents/carers and local residents, about educational rationale and inviting feedback on the proposed permanent expansion of Woodcote Primary School.

6.5 A range of modes and methods of communication were used to inform and facilitate feedback from stakeholders on the proposed expansion of Woodcote Primary School. Stakeholders were given the opportunity to express their views in writing – via completion of questionnaire; email; and post – and verbally at the public meeting at the school.

6.6 Communication activities included the circulation of the consultation document, including questionnaire and leaflet via:

- **Schools E-Bulletin**
 - ✓ Schools' E-bulletin to all schools within the borough
- **Email:**
 - ✓ Ward Councillors / MP
 - ✓ schools within neighbouring/adjourning borough
- **Website:**
 - ✓ consultation document including questionnaire published on the Croydon website
 - ✓ Consultation document, including questionnaire on school's website
 - ✓ Online questionnaire (survey monkey)
- **Printed documents**
 - ✓ consultation document /questionnaire available at school and from Council
 - ✓ consultation leaflets distributed to local residents informing them about the consultation and invitation to public meeting - 858 leaflets were distributed to residents living within the vicinity of the school
 - ✓ document sent/given to parents/carers by school
 - ✓ Posters advertising consultation and public meeting date
 - ✓ Leaflet displayed in local library

6.7 **Public meeting at Woodcote Primary School**

Senior officers from the Council attended separate meetings with parents, staff and governors of the school where the issues surrounding the potential expansion was discussed

6.8 **Frequently Asked Questions (FAQ)**

A Question and Answer sheet was published and distributed to help answer some of the legitimate concerns raised by stakeholders about the proposed permanent expansion of Woodcote Primary School.

6.9 **Equality and Diversity Monitoring**

As part of the consultation process, respondents were asked to complete an equality and diversity questionnaire, looking at Gender, Age, Ethnicity and Disability. The information collected will help identify any special requirements; promote equality; and improve choice and diversity

6.10 Equalities Impact Assessment

An Equalities Impact Assessment (EQIA) has been undertaken for the proposed permanent school expansion programme, including Woodcote Primary School. The Equality analysis enables the Council to target its services, and budgets, more effectively and understand how they affect all our communities.

- 6.11 The conclusion of the EQIA is that increasing the number of school places through the proposed permanent school expansion programme will either have a positive or neutral impact on protected groups, including children, disability, ethnicity / race. The EQIA is attached to the Education Estates Strategy report for the 18 January 2016 Cabinet meeting.

7. Summary of representations

7.1 Consultation questionnaire

- 7.2 A total of 206 completed questionnaires have been received. The majority (141) of respondents are 'Strongly against' the proposed expansion of Woodcote Primary School; of which 107 are a parent/carer of child/children at Woodcote Primary School.

Public consultation meeting

- 7.3 A total of 27 people attended the public meeting that was held at the school on 10 November 2015. The school's leadership team and Council representatives: explained the educational rationale for the proposed expansion of the school; sought your views on the proposal; and responded to questions.

Email responses

- 7.4 The Council also received an additional 11 representations via email. Of which 7 were "Not in favour" of the proposed expansion of Woodcote Primary School.

7.5 Paper responses

In addition, we received 2 letters via post, which stated that 'strongly against' the proposed expansion of the school and citing issues/concerns as outlined at paragraph 8 below.

8. Key issues raised during the representation period

8.1 The main comments/concerns raised during the representation period are the same/similar to those raised during the engagement period. These comments/concerns fall under the following broad themes:

- Traffic/congestion/parking
- Educational impact
- Communal space
- Need for a new school

8.2 A detailed analysis of responses, including equality and diversity monitoring is attached at Annex A below.

9. Response to concerns

9.1 Traffic/congestion/parking

The Council will commission a transport impact assessment around the school to ascertain how the local area would cope with all modes of movements by people and vehicles, taking account of accessibility and safety issues. This assessment would take place at peak times, including when parents/carers 'drop off' and 'pick up' children; and would give an indication of any potential impact of traffic as a result of the additional pupils at school, and mitigating actions against any identified risks.

9.2 If Cabinet approve the implementation of the proposed school expansion project, planning applications will be required. Through the planning application process the impact of the additional pupils will be addressed.

9.3 The Schools' Travel Plan will continue to encourage walking to school. The health and safety of the whole school community is paramount.

9.4 Educational impact

Woodcote Primary School is a popular and successful school with strong leadership and governance. The school has been judged by Ofsted as an outstanding school, highly effective in delivering outcomes that provide exceptionally well for all its pupils' needs. The strong leadership and teaching staff at the schools will ensure that the schools continue to be successful and popular.

9.5 There are also benefits to be derived from the expanding an existing school, such as, better recruitment and retention of good teaching staff; wider curriculum offer; and improved facilities.

9.6 Communal space

Initial viability study shows that the school sites have the capacity to be expanded. If approval is given by Cabinet to implement the proposed expansions, a detailed feasibility study will be carried out as part of the planning process, where options will be carefully considered by the Council, school leadership team and the architect which include ensuring that the size of communal areas are maximized to accommodate the additional pupils at the school.

9.7 A range of measures, e.g. staggered play and lunch times will be explored to enable pupils to have sufficient space.

9.8 The expansion proposal includes additional classrooms with associated cloaks/toilets required for the additional number of pupils.

9.9 Need for a new primary school to be built

A key part of the Council's strategy for providing additional pupil places is to firstly invest in expanding existing successful and popular schools in areas of demand. This strategy helps in meeting parental preference as well as ensuring value for money for Croydon taxpayers.

9.10 Every year we project the number of school places that will be needed in the borough in future years. The methodology we use to project pupil numbers includes the number of children we expect to live in new housing developments. Information from the Cane Hill housing development is included in our most recent projections for pupil places required in the South West of the Borough.

9.11 The plan is for this additional demand to be met through the expansion of Woodcote Primary School and other proposed school expansions in the South West of the Borough.

9.12 The option of building a brand new school on a new site to provide additional pupil places is a potential alternative. However, there are a number of reasons for considering the expansion of existing school site rather than building a new school.

These are:

- Changes in legislation - the Education Act 2011 changed the arrangements for establishing new schools and introduced section 6A (the free school presumption) to the Education and Inspections Act 2006. Where a LA thinks there is a need for a new school in its area it must seek proposals to establish an academy (free school).
- However, it is still possible to publish proposals for brand new maintained schools outside the competitive arrangements in certain circumstances, for example, where a competition does not identify a suitable academy/free school.
- As under the previous new school competition arrangements, the Local Authority is responsible for providing the site for the new school, and meeting all associated capital costs. Currently all funding from the latest financial settlement from central government have been committed to existing identified projects.
- Lack of Council owned sites
- High cost of other sites that could for educational use.
- Available sites not in area of demand for pupil places
- Building a new school takes a longer time to complete and might not be ready in time to meet the demand for pupil places.
- Expansion of existing school means that we have more certainty of high quality education.

10. Petition

In addition to the above comments/concerns, some respondents suggested that a new school should be built in the South West of the Borough instead of the proposed expansion of existing schools. **The Council was sent an 840 signature petition to "Build a new school in Coulsdon" during the representation period.**

10.1 There are plans for new housing developments in the South West of the

Borough, for example, the Cane Hill Housing Development. The mix of housing type will affect the number of new school places required. The potential child/pupil yield, including school age population - from the Cane Hill Housing Development has been accounted for in the Council's latest annual projections for pupil places.

11. Tree Protection Order

Under powers contained in the Town and Country Planning Act 1990 and the Town and Country (Tree Preservation) (England) Regulations 2012, there is an interim Tree Preservation Order (TPO) in place (which has been objected to by the Governing Body and has not yet been formalised) to protect trees within the ground of Woodcote Primary School site. The TPO prohibits anything to be done to the trees without the local planning authority's written consent. The viability options for the proposed expansion of Woodcote Primary School include removal/replacement of some of the trees.

12. Key points made in support of the proposed expansion

- *“Every child has the right to be taught in an excellent school and the lack of school spaces in the area can make that hard to get our children into an excellent school. This expansion is clearly needed.”*
- *“A brilliant school which could educate even more children”*
- *“I believe it is fundamental that every individual child in Croydon deserves a good education in their early school years whether in Woodcote primary or alternative state primary schools”*

13. General points

If the proposal is approved, the Council and the school would work with the local community and parents/carers to explore ways to minimise any negative impact resulting from the expansion.

13.1 The Council will also work directly with the school to further develop their School Travel Plan document, with an aim of discouraging car usage and encouraging pupils, parents and staff to use more environmentally friendly modes of travel to school. In addition, the school will highlight any road safety issues in relation to roads within the vicinity of the school, and capture these in their Travel Plan so that the Council can investigate and develop safety measures.

13.2 The representations will be shared with the Council's Highways Improvement Team.

14. Next steps

14.1 Following the representation period, the Council's Cabinet Committee will decide whether the proposal to permanently expand Woodcote Primary School should be implemented. This will be based on responses received which will be balanced against the needs for pupil places.

14.2 Education standards

The Cabinet will also take into account the extent to which the proposed permanent expansion of Woodcote Primary School is consistent with the government's policy for there to be a presumption in favour of expanding popular and successful schools. Woodcote Primary School has been judged by Ofsted

as an outstanding school; and is popular with parents/carers.

14.3 In line with the DfE School Organisation guidance, decisions must be made within a period of two months, by 02 February 2016, of the end of the representation period or it must be referred to the Schools Adjudicator.

14.4 If approval is given by Cabinet to proceed to the implementation stage, stakeholders, including parents/carers and local residents will be consulted again at the planning application stage, when building designs and traffic considerations will be available.

Please see Annex A below – detailed analysis of responses.

Annex A

Woodcote Primary School - Detailed Analysis of Questionnaire Responses

1. Please tell us who you are?

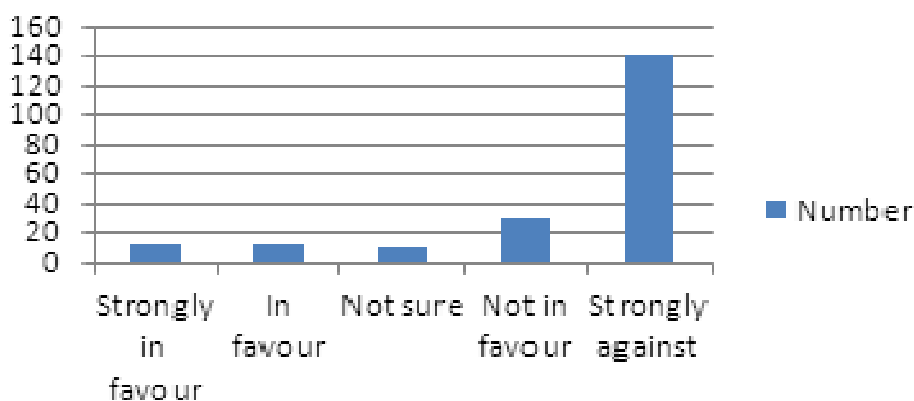
Who are you?	Number	%
Parent or carer of child/children at Woodcote Primary School?	145	70%
Parent or carer of child/children at another School.	5	3%
Parent or carer of a child/children not yet of school age	15	7%
A pupil at Woodcote Primary School	13	6%
A member of staff at Woodcote Primary School	1	0.5%
A member of staff at another school.	2	1%
A local resident	24	12%
Other	1	0.5%
Total	206	100%

- Of the 145 Parent or carer of child/children at Woodcote Primary school:
 - 27 are also local residents and 1 stated other.
 - 1 is also a member of staff at another school and a local resident
 - 2 are members of staff at Woodcote Primary schools and 1 of these is also a local resident
 - 2 selected pupils at Woodcote Primary and 1 of these is also a local resident
 - 1 is School Governor and a local resident
 - 5 are parents of a child at another school
 - ✓ 4 of these are also local residents
 - ✓ 1 is also a parent/carer of a child/children not yet school age
 - 6 are parents of child/children not yet school age and 5 of these are also local residents.
- Of the 24 local residents 1 also selected other.
- Of the 2 members of staff at another school both are also local residents
- Of the 13 pupils at Woodcote Primary school 7 are also local residents
- Of the 5 parent/carer of a child/children at another school 3 are also local residents and one of these is also a parent /carer of a child/children not yet of school age
- Of the 15 parent/carer of a child/children not yet of school age
 - 1 is also a local resident
 - is also member of staff at Woodcote Primary School.

2. What is your view of the proposal to permanently expand Woodcote Primary School to create places for 30 additional places each year?

View	Number	Percentage
Strongly in favour	13	6%
In favour	12	6%
Not sure	11	5%
Not in favour	29	14%
Strongly against	141	69%
Total	206	100%

What is your view ?



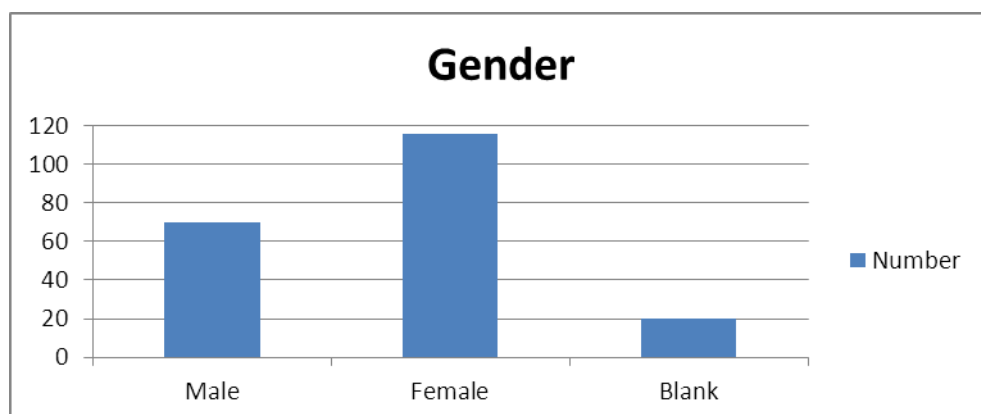
- Of the **13 Strongly in favour** of the proposed expansion:
 - 1 is a local resident
 - 1 stated other
 - 1 is a parent of child/children at another school
 - 5 are a parent/carer of child/children not yet school age and 1 of these was also a member of staff at Woodcote Primary School
 - 5 are a parent/carer of child/children at Woodcote Primary School, of these:
 - ✓ 1 is also a local resident
 - ✓ 1 selected a pupil at Woodcote Primary School and a local resident
 - ✓ 1 is a parent of child/children at another school and also a parent/carer of child/children not yet school age.
- Of the **12 in favour** of the proposed expansion:
 - 3 are local residents and 1 of these also stated other.
 - 2 are parents of child/children not yet school age
 - 7 are parents of child/children at Woodcote Primary School of these:
 - ✓ 1 is a parent of child/children at another school & a local resident
 - ✓ 1 is a parent of child/children not yet of school age & local resident
- Of the **11 not sure** about the proposed expansion:
 - 2 are also local residents
 - 1 is a member of staff at Woodcote Primary School
 - 4 are parents of child/children not yet school age

- 4 are parents of child/children of a child at Woodcote Primary school and 1 of these is also a School Governor at Woodcote Primary School and a local resident.
- Of the **29 not in favour** of the proposed expansion:
 - 2 are local residents
 - 1 is a member of staff at another school and also a local resident
 - 1 is a pupil at Woodcote Primary School
 - 22 are a parent/carer of child/children at Woodcote Primary school and 4 of these are also local residents
 - 3 are a parent/carer or child/children not yet school age and 1 is also a local resident.
- Of the **141 Strongly against** the proposed expansion:
 - 16 are local residents
 - 1 is a member of staff at another school and also a local resident
 - 12 are pupils at Woodcote Primary School and 7 are also local residents
 - 4 are parents of a child at another school, 3 of these are also local residents and 1 of these is a parent/carer of child/children not yet school age
 - 1 is a parent/carer of child/children not yet school age.
 - 107 are a parent/carer of child/children at Woodcote Primary School of these:
 - ✓ 22 are also local residents and 1 of these also stated other
 - ✓ 1 is also a member of staff at another school and a local resident
 - ✓ 2 are also member of staff at Woodcote Primary School and 1 of these is also a local resident
 - ✓ 3 are also a parent/carer of child/children at another school and all were local residents
 - ✓ 4 are also a parent of child/children not yet school age and all were also local residents.
 - ✓ 1 also selected a pupil at Woodcote Primary School.

Equality and Diversity Monitoring

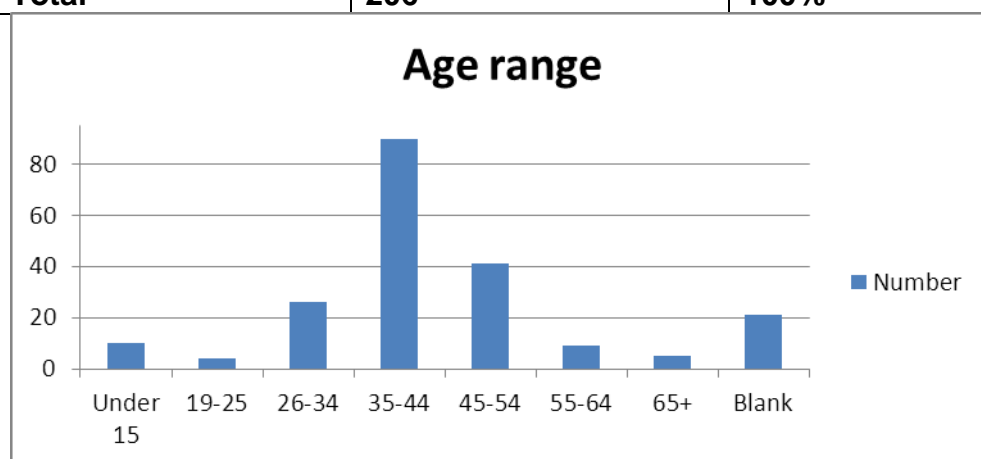
Gender

Gender	Number	Percentage
Male	70	34%
Female	116	56%
Blank	20	10%
Total	206	100%



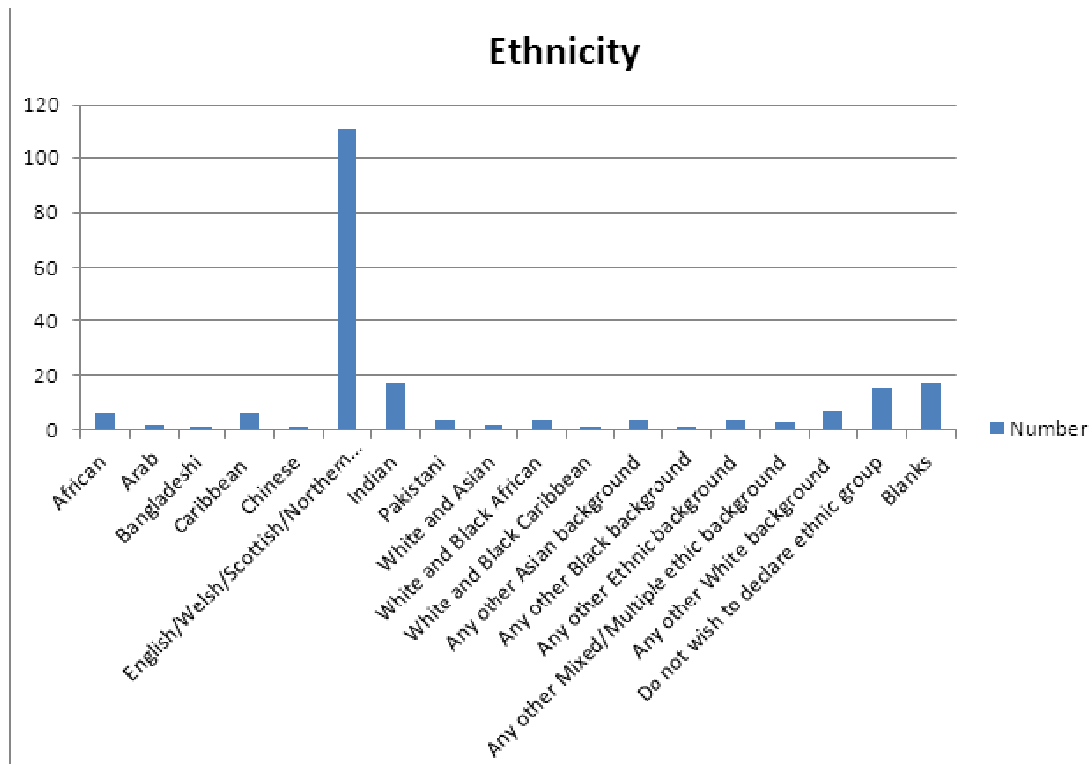
Age range

Age range	Number	Percentage
Under 15	10	5%
19-25	4	2%
26-34	26	13%
35-44	90	43%
45-54	41	20%
55-64	9	4%
65+	5	3%
Blank	21	10%
Total	206	100%



Ethnicity

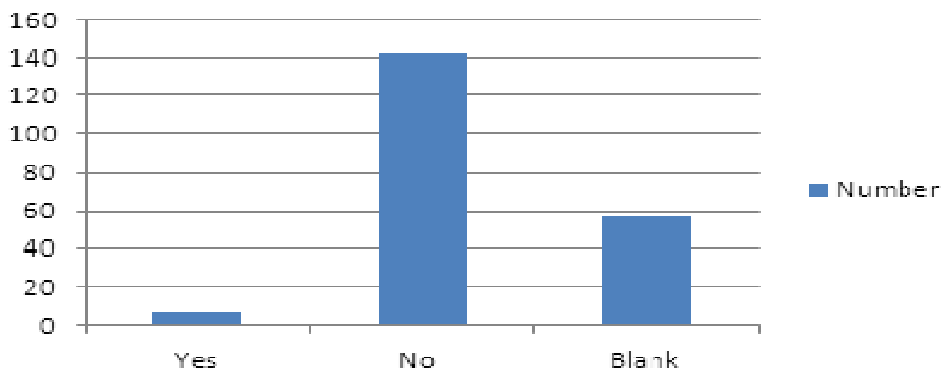
Ethnicity	Number	Percentage
African	6	3%
Arab	2	1%
Bangladeshi	1	0.5%
Caribbean	6	3%
Chinese	1	0.5%
English/Welsh/Scottish/Northern Irish/British	111	54%
Indian	17	8%
Pakistani	4	2%
White and Asian	2	1%
White and Black African	4	2%
White and Black Caribbean	1	0.5%
Any other Asian background	4	2%
Any other Black background	1	0.5%
Any other Ethnic background	4	2%
Any other Mixed/Multiple ethnic background	3	1%
Any other White background	7	4%
Do not wish to declare ethnic group	15	7%
Blanks	17	8%
Total	206	100%



Disability

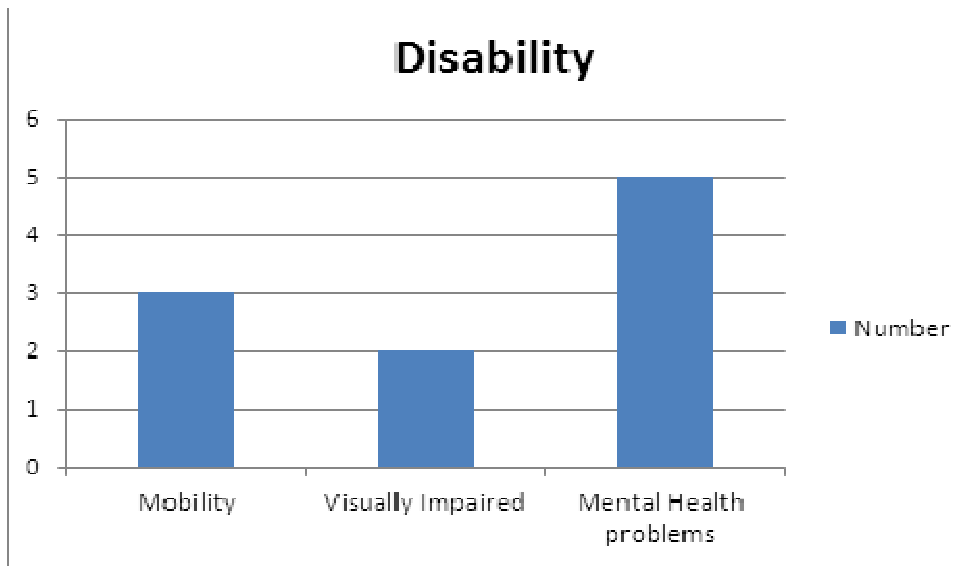
Yes or No	Number	Percentage
Yes	7	4%
No	142	69%
Blank	57	27%
Total	206	100%

Do you consider yourself to have a disability?



Disability	Number	Percentage
Mobility	3	30%
Visually Impaired	2	20%

Mental Health problems	5	50%
Total	10	100%



Appendix 2b

PROPOSAL TO EXPAND SMITHAM PRIMARY SCHOOL REPRESENTATION (FORMAL CONSULTATION) OUTCOMES REPORT

1. Introduction

- 1.1 The purpose of this report is to provide the Cabinet Member for Children, Young People & Learning, and the School's Leadership Team with the outcomes from the formal consultation to expand Smitham Primary School.
- 1.2 Smitham Primary school is a Community School located at Portnalls Road, Coulsdon, Croydon CR5 3DE in the South West of the Borough. The school admits 2 classes, 60 reception pupils per year. The proposal is to permanently expand the school by one form of entry to offer an additional 30 reception places from September 2018.
- 1.3 A total of 90 places will be offered to children applying for reception places from September 2018. The school would continue to receive an additional class in reception each year, so that by 2024 the school would have an extra 210 pupils in total, with 90 pupils in every year group - from Reception to Year 6. A viability study has been undertaken which shows that the school site has the capacity to be expanded to accommodate the additional pupils.
- 1.4 Smitham Primary School is a popular and successful school with strong leadership and governance. The school has been judged by Ofsted as a school that is good in serving its pupils well. For 2015 admission, 296 applications were received for the 60 reception places available.
- 1.5 This report is based on responses received during the representation (formal consultation) period following the publication of statutory proposal where anyone with an interest could object or comment on the proposal to expand the Smitham Primary School.

2 Background

- 2.1 The proposal to permanently expand Smitham Primary School by one form of entry (an additional 30 pupils) is part of the Council's supply strategy to ensure sufficient pupil places are available within the South West borough to meet its statutory duty.
- 2.2 The Schools' Leadership Team, including the Governing Body have agreed in principle to the proposed expansion. A viability study has been undertaken which shows that the proposed expansion of the school site is both feasible and affordable.
- 2.3 The Council has a statutory duty for ensuring that a sufficient supply of school places is available within its Borough for every child of school age. It also has a duty to promote high educational standards, to ensure fair access to educational opportunity, and to help every child fulfil their educational potential. It must also ensure that there are sufficient schools in its Borough and promote diversity and parental choice.

3 Cross-border pupil mobility

- 3.1 The Greenwich Judgment makes it unlawful for admission authorities to give

priority in school admissions to their own residents, allowing pupils free movement across borough borders. Cross border movement of pupils is one of the factors that can affect the demand for school places. The amount of pupils living in Croydon who attend schools in another borough can reduce the demand for school places; and the amount of pupils living in another borough and attend schools in Croydon can increase the demand for school places.

4 Parental preference - diversity of provision in the South West

4.1 There are 13 primary schools, including Smitham Primary, in the South West of the Borough. Of which:

- 6 are Community schools
- 4 are Academies
- 1 Church of England
- 2 Roman Catholic

5. Stakeholder Engagement

5.1 Engagement (informal consultation) on the proposed permanent expansion of Smitham Primary School started on the 28th September and ended on 19th October 2015, including a public meeting at the school on 08 October 2015.

5.2 Overall, the responses received during this engagement period indicate that the majority of respondents object to the proposed expansion of the school. The main comments/concerns cited on the questionnaire and mentioned at the public meeting fall under the following broad themes:

- Traffic related
- Loss of ethos / feel / atmosphere
- Disruption to teaching / learning
- Communal space
- Need to build a new primary school

5.3 Please refer to the full outcomes report – “Stakeholder Engagement Outcomes Report” Proposed Permanent Expansion of Smitham Primary School – for the Council’s response to concerns.

6. Publication / Representation (formal consultation)

6.1 For a proposal to permanently expand a school, where it would increase the capacity of the school by more than 30 pupils and 25% of the school’s capacity (the number of places and pupils in a school), the Council is required to follow a statutory process, including publication of statutory proposal; and a four week representation (formal consultation) period where anyone can comment on or object to the proposed expansion

6.2 In accordance with statutory regulations for making significant changes to schools, a statutory proposal was published, which started a 4 week representation period – 04 November to 02 December 2015 – which invited anyone with an interest to make representations – comment or object to the proposal.

6.3 The statutory proposal was published in the local Croydon Guardian newspaper; on the Council’s and school’s websites; displayed on the school gates; and in the local library. A copy of the statutory notice was sent to the Member of Parliament

and Ward councillors.

6.4 Communication and Consultation activities

A consultation document, including a questionnaire was used as a basis of informing stakeholders, including parents/carers and local residents, about educational rationale and inviting feedback on the proposed permanent expansion of Smitham Primary School.

6.5 A range of modes and methods of communication were used to inform and facilitate feedback from stakeholders on the proposed expansion of Smitham Primary School. Stakeholders were given the opportunity to express their views in writing – via completion of questionnaire; email; and post – and verbally at the public meeting at the school.

6.6 Communication activities included the circulation of the consultation document, including questionnaire and leaflet via:

- **Schools E-Bulletin**
 - ✓ Schools' E-bulletin to all schools within the borough
- **Email:**
 - ✓ Ward Councillors / MP
 - ✓ schools within neighbouring/adjourning borough
- **Website:**
 - ✓ consultation document including questionnaire published on the Croydon website
 - ✓ Consultation document, including questionnaire on school's website
 - ✓ Online questionnaire (survey monkey)
- **Printed documents**
 - ✓ consultation document /questionnaire available at school and from Council
 - ✓ consultation leaflets distributed to local residents informing them about the consultation and invitation to public meeting - 858 leaflets were distributed to residents living within the vicinity of the school
 - ✓ document sent/given to parents/carers by school
 - ✓ Posters advertising consultation and public meeting date
 - ✓ Leaflet displayed in local library

6.7 Public meeting at Smitham Primary School

A public consultation meeting at Smitham Primary School on 11 November 2015 where the educational rationale and consultation process for the proposed expansion were explained. Attendees were able to express their views and ask questions, raise concerns and offer suggestions.

6.8 Frequently Asked Questions (FAQ)

A Question and Answer sheet was published and distributed to help answer some of the legitimate concerns raised by stakeholders about the proposed permanent expansion of Smitham Primary School.

6.9 Equality and Diversity Monitoring

As part of the consultation process, respondents were asked to complete an equality and diversity questionnaire, looking at Gender, Age, Ethnicity and Disability. The information collected will help identify any special requirements; promote equality; and improve choice and diversity

6.10 Equalities Impact Assessment

An Equalities Impact Assessment (EQIA) has been undertaken for the proposed permanent school expansion programme, including Smitham Primary School. The Equality analysis enables the Council to target its services, and budgets, more effectively and understand how they affect all our communities.

- a. The conclusion of the EQIA is that increasing the number of school places through the proposed permanent school expansion programme will either have a positive or neutral impact on protected groups, including children, disability, ethnicity / race. The EQIA is attached to the Education Estates Strategy report for the 18 January 2016 Cabinet meeting.

7. Summary of representations

7.1 Consultation questionnaire

A total of 40 completed questionnaires have been received. The majority (23) of respondents are 'Strongly against' the proposed expansion of Smitham Primary School; of which 19 are a parent/carer of child/children at Smitham Primary School.

7.2 Public consultation meeting

A total of 30 people attended the public meeting that was held at the school on 10 November 2015. The school's leadership team and Council representatives: explained the educational rationale for the proposed expansion of the school; sought your views on the proposal; and responded to questions.

Email responses

7.3 The Council also received an additional 5 representations via email. Of which 2 were against of the proposed expansion of Smitham Primary School.

7.4 Overall the responses received during the representation period indicate that a high majority of respondents object to the proposed expansion of Smitham Primary School. Of the 40 respondents were completed the questionnaire during the representation period:

- 23 "Strongly against"
- 9 "Not in favour"
- 3 "Strongly in favour" / "In favour"
- 5 "Not sure"

8 Key issues raised during the representation period

8.1 The main comments/concerns cited on the questionnaire and mentioned at the public meeting fall under the following broad themes:

- Traffic related
- Loss of ethos / feel / atmosphere
- Disruption to teaching / learning
- Communal space
- Need to build a new primary school

8.2 A detailed analysis of responses, including equality and diversity monitoring is attached at Annex A below.

9 Response to concerns

9.1 Traffic/related

The Council will commission a transport impact assessment around the school to ascertain how the local area would cope with all modes of movements by people and vehicles, taking account of accessibility and safety issues. This assessment would take place at peak times, including when parents/carers 'drop off' and 'pick up' children; and would give an indication of any potential impact of traffic as a result of the additional pupils at school, and mitigating actions against any identified risks.

9.2 If Cabinet approve the implementation of the proposed school expansion project, planning applications will be required. Through the planning application process the impact of the additional pupils will be addressed.

9.3 The Schools' Travel Plan will continue to encourage walking to school. The health and safety of the whole school community is paramount.

9.4 Loss of ethos / feel / atmosphere

Smitham Primary is a popular and successful school with strong leadership and governance. We are confident that the strong leadership and excellent teaching staff at the school will maintain the ethos/feel/atmosphere of the school if the proposal implemented.

9.5 There are also benefits to be derived from the expanding an existing school, such as, better recruitment and retention of good teaching staff; wider curriculum offer; and improved facilities.

9.6 Disruption to teaching / learning

The Council is experienced in successfully managing school expansion projects. If approval is given for the proposal to be implemented, the project will have a dedicated Council officer who will manage the construction process so that the Head teacher and staff can continue to focus on teaching and not having to deal with the any issue arising from the construction.

9.7 The Council, in partnership with the architect and contractor, will ensure that any disruption to the school is minimise or eradicated through careful planning and delivery of the project, for example, using off site construction methods, and school holidays to carry out heavy construction works.

9.6 Communal space

Initial viability study shows that the school sites have the capacity to be expanded. If approval is given by Cabinet to implement the proposed expansions, a detailed feasibility study will be carried out as part of the planning process, where options will be carefully considered by the Council, school leadership team and the architect which include ensuring that the size of communal areas are maximized to accommodate the additional pupils at the school. The health and safety of the whole school community is of paramount importance.

9.7 A range of measures, e.g. staggered play and lunch times will be explored to enable pupils to have sufficient space.

9.8 The expansion proposal includes additional classrooms with associated cloaks/toilets required for the additional number of pupils.

9.9 Need to build a new primary school

A key part of the Council's strategy for providing additional pupil places is to firstly invest in expanding existing successful and popular schools in areas of demand. This strategy helps in meeting parental preference as well as ensuring value for money for Croydon taxpayers.

9.10 Every year we project the number of school places that we will need in the borough in future years. The methodology we use to project pupil numbers includes the number of children we expect to live in new housing developments. Information from the Cane Hill housing development is included in our most recent projections for pupil places required in the South West of the Borough.

9.11 The plan is for this additional demand to be met through the expansion of Smitham Primary School and other proposed school expansions in the South West of the Borough.

9.12 The option of building a brand new school on a new site to provide additional pupil places is a potential alternative. However, there are a number of reasons for considering the expansion of existing school site rather than building a new school.

9.13 These are:

- Changes in legislation - the Education Act 2011 changed the arrangements for establishing new schools and introduced section 6A (the free school presumption) to the Education and Inspections Act 2006. Where a LA thinks there is a need for a new school in its area it must seek proposals to establish an academy (free school).
- However, it is still possible to publish proposals for brand new maintained schools outside the competitive arrangements in certain circumstances, for example, where a competition does not identify a suitable academy/free school.
- As under the previous new school competition arrangements, the Local Authority is responsible for providing the site for the new school, and meeting all associated capital costs. Currently all funding from the latest financial settlement from central government have been committed to existing identified projects.
- Lack of Council owned sites
- High cost of other sites that could be used for educational use.
- Available sites not in area of demand for pupil places
- Building a new school takes a longer time to complete and might not be ready in time to meet the demand for pupil places.
- Expansion of existing school means that we have more certainty of high quality education.

10 Petition

In addition to the above comments/concerns, **the Council was sent an 840 signature petition to "Build a new school in Coulsdon" during the representation period.**

10.1 There are plans for new housing developments in the South West of the Borough, for example, the Cane Hill Housing Development. The mix of housing type will affect the number of new school places required. The potential child/pupil yield, including school age population - from the Cane Hill Housing Development has been accounted for in the Council's latest annual projections for pupil places.

11 Key point made in support of the proposed expansion

Some of the respondents stated that they recognise the need for the expansion of Smitham Primary School given the increased demand for school places but have concerns about the disruption that will be caused and the traffic impact.

12 General points

If the proposal is approved, the Council and the school would work with the local community and parents/carers to explore ways to minimise any negative impact resulting from the expansion.

12.1 The Council will also work directly with the school to further develop their School Travel Plan document, with an aim of discouraging car usage and encouraging pupils, parents and staff to use more environmentally friendly modes of travel to school. In addition, the school will highlight any road safety issues in relation to roads within the vicinity of the school, and capture these in their Travel Plan so that the Council can investigate and develop safety measures.

12.2 The representations will be shared with the Council's Highways Improvement Team.

13 Next steps

13.1 Following the representation period, the Council's Cabinet Committee will decide whether the proposal to permanently expand Smitham Primary School should be implemented. This will be based on responses received which will be balanced against the needs for pupil places.

13.2 Education standards

- . The Cabinet will also take into account the extent to which the proposed permanent expansion of Smitham Primary School is consistent with the government's policy for there to be a presumption in favour of expanding popular and successful schools. Smitham Primary School has been judged by Ofsted as a school that is good in serving its pupils well.

14.2 In line with the Department for Education School Organisation guidance, **decisions must be made within a period of two months, by 02 February 2016**, of the end of the representation period or it must be referred to the Schools Adjudicator.

14.3 If approval is given by Cabinet to proceed to the implementation stage, stakeholders, including parents/carers and local residents will be consulted again at the planning application stage, when building designs and traffic considerations will be available.

Annex A

Smitham Primary School - Detailed Analysis of Responses

1. Please tell us who you are?

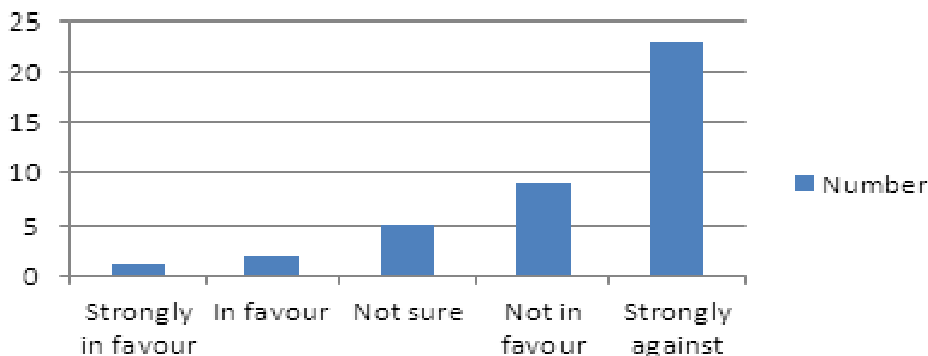
Who are you?	Number	%
Parent or carer of child/children at Smitham Primary School?	19	48%
Parent or carer of child/children at another School.	2	5%
Parent or carer of a child/children not yet of school age	3	8%
A pupil at Smitham Primary School	1	2
A member of staff at Smitham Primary School	2	5
A member of staff at another school.	1	2
A local resident	11	28
Other	1	2
Total	40	100%

- Of the 19 parent or carer of child/children at Smitham Primary School:
 - 5 are also local residents and 1 of these are also a Parent/carer of child/children at another school and a School Governor at Smitham Primary School.
 - 1 is also a member of staff at another school and a local resident
 - 1 is also a member of staff at Smitham Primary School and a local resident
 - 1 is also a parent/carer of child/children not yet of school age and is also a member of staff at another school.
- Of the 2 parent or carer of child/children at another school, both are also local residents and 1 of these are also a parent or carer of a child/children not yet of school age.
- The 1 is a member of staff at another school is also a local resident

2. *What is your view of the proposal to expand Smitham Primary School to create places for 30 additional pupils each year?*

View	Number	Percentage
Strongly in favour	1	2%
In favour	2	5%
Not sure	5	13%
Not in favour	9	23%
Strongly against	23	57%
Total	40	100%

What is your view?



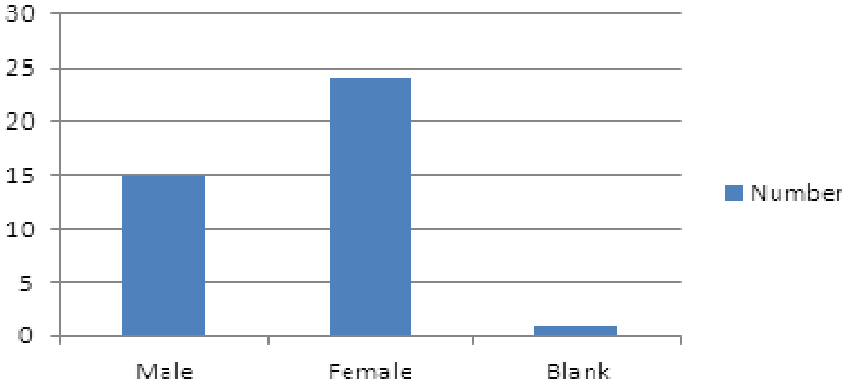
- The 1 respondent strongly in favour is a parent/carer of a child/children not yet of school age
- Of the 2 In favour of the proposal;
 - 1 is a local resident
 - 1 is a parent or carer of child/children at Smitham Primary School, a parent or carer of child/children at another school, a School Governor at Smitham Primary school and a local resident.
- Of the 9 not in favour of the proposed expansion:
 - 6 are local residents
 - 3 are a parent/carer of a child/ children at Smitham Primary School, of these:
 - 2 are local residents and 1 of these is also a member of staff at Smitham Primary School.
- Of the 5 not sure about the proposed expansion:
 - 1 is a member of Staff at Smitham Primary School
 - 2 are a parent/carer of a child/ children at Smitham Primary School and both are also local residents
 - 1 is a parent or carer of child/children at another school and also a local resident
 - 1 is a parent or carer of child/children not yet of school age.
- Of the 23 Strongly against the proposed expansion:
 - 4 are local residents
 - 1 is a member of staff at another school and also a local resident
 - 1 is a member of staff at Smitham Primary School
 - 1 is a pupil at Smitham Primary School
 - 1 stated other
 - 1 is a parent or carer of child/children not yet of school age.
 - 1 is a parent/carer of child/children at another school , a parent/carer of child/children not yet of school age and a local resident
 - 13 are parent or carer of a child/children at Smitham Primary School , of these:
 - 1 is also a local resident
 - 1 is also a parent or carer of child/children not yet of school age and a member of staff at another school
 - 1 is a member of staff at another school and a local resident.

Diversity and Equality Monitoring

Gender

Gender	Number	Percentage
Male	15	38%
Female	24	60%
Blank	1	2%
Total	40	100%

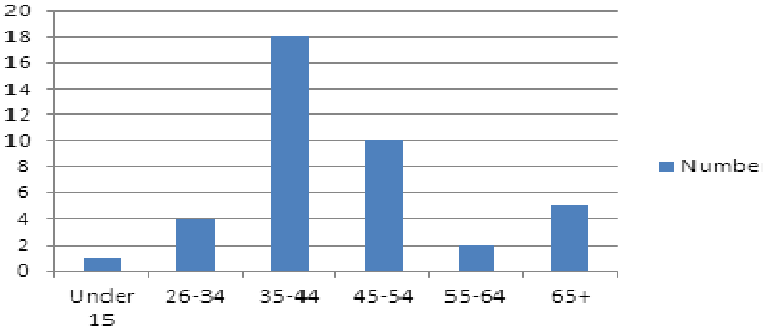
Gender



Age Range

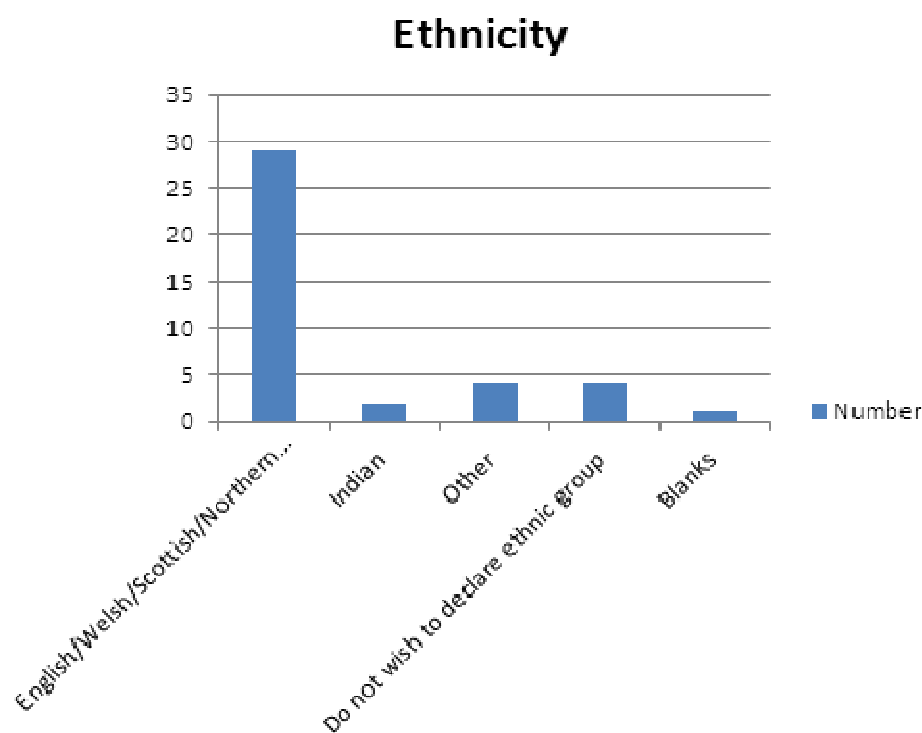
Age range	Number	Percentage
Under 15	1	2%
26-34	4	10%
35-44	18	45%
45-54	10	25%
55-64	2	5%
65+	5	13%
Total	40	100%

Age range



Ethnicity

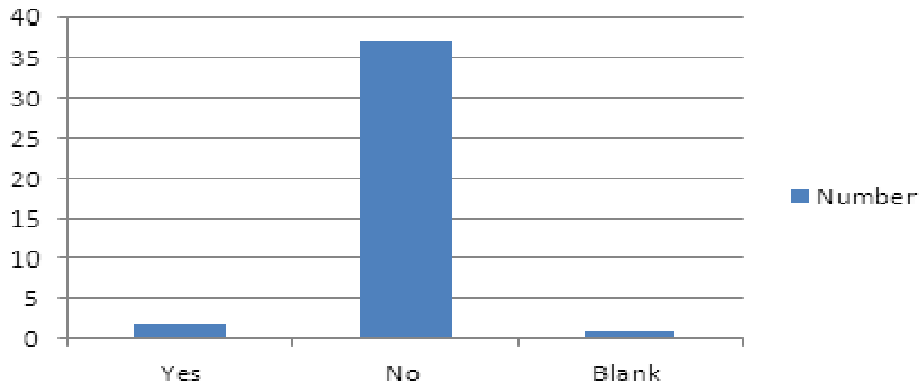
Ethnicity	Number	
English/Welsh/Scottish/Northern Irish/British	29	73%
Indian	2	5%
Other	4	10%
Do not wish to declare ethnic group	4	10%
Blanks	1	2%
Total	40	100%



Disability

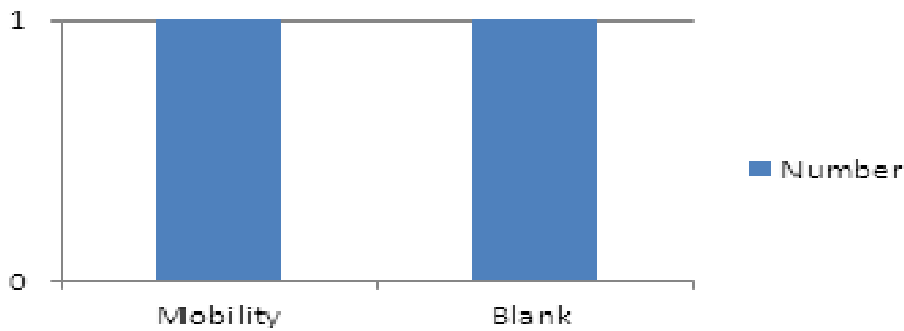
Yes or no?	Number	Percentage
Yes	2	5%
No	37	93%
Blank	1	2%
Total	40	100%

Do you consider yourself to have a Disability ?



Disability	Number	Percentage
Mobility	1	50%
Blank	1	50%
Total	2	100%

Disability



Appendix 2c

PROPOSAL TO EXPAND ST NICHOLAS SPECIAL SCHOOL REPRESENTATION (FORMAL CONSULTATION) OUTCOMES REPORT

1 Introduction

- 1.1 The purpose of this report is to provide the Cabinet Member for Children, Young People & Learning, and the School's Leadership Team with the outcomes from the formal consultation to expand St Nicholas Special School.
- 1.2 St Nicholas school is a special community school for boys and girls with moderate learning difficulties and autism. The school is located at Old Lodge Lane, Purley CR8 4DN.
- 1.3 The proposal is to permanently expand St Nicholas school to allow an additional 56 pupils, aged 4 - 11 to be offered a school place from September 2017. The current capacity of the school is 120 and the proposed capacity will be 176. The total number of pupils registered at the school is currently 126.
- 1.4 St Nicholas School is a popular and successful school with strong leadership and governance. The school has been judged by Ofsted as a good school that is effective in delivering outcomes that provide well for all its pupils' needs. The behaviour and safety of pupils has been judged as outstanding.
- 1.5 An initial viability study has indicated that the school site has the physical capacity to be expanded, although further investigation is to be carried out including a traffic assessment.
- 1.6 This report is based on responses received during the representation (formal consultation) period following the publication of statutory proposal where anyone with an interest could object or comment on the proposal to expand the St Nicholas Special School.

2 Background

- 2.1 The proposal to permanently expand St Nicholas Special School to create an additional 56 Special Educational Needs (SEN) places from September 2017. This is part of the Council's supply strategy to ensure sufficient SEN pupil places are available within the borough to meet increasing demand for SEN school places.
- 2.2 The Schools' Leadership Team, including the Governing Body have agreed in principle to the proposed expansion. A feasibility study has been undertaken which shows that the proposed expansion of the school site is both feasible and affordable.
- 2.3 In line with the Special Educational Needs Code of Practice, Local Authorities have a duty to ensure that SEN provision is in place as specified in the Education, Health and Care Plan (EHCP).

3. Stakeholder Engagement

- 3.1 Engagement (informal consultation) on the proposed permanent expansion of St Nicholas School began on 23rd September to 19th October 2015, including a public meeting at the school on 01 October 2015.
- 3.2 Overall, the responses received during this engagement period indicate that an even split between those who support and object to the proposed expansion of St Nicholas Special School.
- 3.3 Of the 25 written responses (5 emails & 20 response sheet) received:
- 12 support the proposal
 - 12 object to the proposal
 - 1 not sure about the proposal
- 3.4 The main comments/concerns mentioned on the response sheet and at the public meeting fall under the following broad themes:
- Traffic and parking issues
 - Safety of children and residents
 - Disruption to current children during building works
 - New school should be built
- 3.5 Please refer to the full outcomes report – “Stakeholder Engagement Outcomes Report” St Nicholas School Proposed Permanent Expansion – for the Council’s response to concerns.

4. Publication / Representation (formal consultation)

- 4.1 For a proposal to permanently expand a school, where it would increase the capacity of the school by more than 30 pupils and 25% of the school’s capacity (the number of places and pupils in a school), the Council is required to follow a statutory process, including publication of statutory proposal; and a four week representation (formal consultation) period where anyone can comment on or object to the proposed expansion
- 4.2 In accordance with statutory regulations¹ for making significant changes to schools, a statutory proposal was published, which started a 4 week representation period – 04 November to 02 December 2015 – which invited anyone with an interest to make representations – comment or object to the proposal.
- 4.3 The statutory proposal was published in the local Croydon Guardian newspaper; on the Council’s and school’s websites; displayed on the school gates; and in the local library. A copy of the statutory notice was sent to the Member of Parliament and Ward councillors.
- 4.4 Communication and Consultation activities**
A consultation document, including a questionnaire was used as a basis of informing stakeholders, including parents/carers and local residents, about educational rationale and inviting feedback on the proposed permanent expansion of St Nicholas Special School.
- 4.5 A range of modes and methods of communication were used to inform and facilitate feedback from stakeholders on the proposed expansion of St Nicholas

School. Stakeholders were given the opportunity to express their views in writing – via completion of questionnaire; email; and post – and verbally at the public meeting at the school.

4.6 Communication activities included the circulation of the consultation document, including questionnaire and leaflet via:

- **Schools E-Bulletin**
 - ✓ Schools' E-bulletin to all schools within the borough
- **Email:**
 - ✓ Ward Councillors / MP
 - ✓ schools within neighbouring/adjourning borough
- **Website:**
 - ✓ consultation document including questionnaire published on the Croydon website
 - ✓ Consultation document, including questionnaire on school's website
 - ✓ Online questionnaire (survey monkey)
- **Printed documents**
 - ✓ consultation document /questionnaire available at school and from Council
 - ✓ consultation leaflets distributed to local residents informing them about the consultation and invitation to public meeting – 1,224 leaflets were distributed to residents living within the vicinity of the school
 - ✓ document sent/given to parents/carers by school
 - ✓ Posters advertising consultation and public meeting date
 - ✓ Leaflet displayed in local library

4.7 Public meeting at St Nicholas Special School

A public consultation meeting was held at St Nicholas School on 24 November 2015 where the educational rationale and consultation process for the proposed expansion were explained. Attendees were able to express their views and ask questions, raise concerns and offer suggestions.

4.8 Equality and Diversity Monitoring

As part of the consultation process, respondents were asked to complete an equality and diversity questionnaire, looking at Gender, Age, Ethnicity and Disability. The information collected will help identify any special requirements; promote equality; and improve choice and diversity.

4.9 Equalities Impact Assessment

An Equalities Impact Assessment (EQIA) has been undertaken for the proposed permanent school expansion programme, including St Nicholas Special School. The Equality analysis enables the Council to target its services, and budgets, more effectively and understand how they affect all our communities.

- a. The conclusion of the EQIA is that increasing the number of school places through the proposed permanent school expansion programme will either have a positive or neutral impact on protected groups, including children, disability, ethnicity / race. The EQIA is attached to the Education Estates Strategy report for the 18 January 2016 Cabinet meeting.

5. **Summary of representations**

5.1 Consultation questionnaire

A total of 9 completed questionnaires have been received. There is an even split between those who support and object to the proposed expansion of St Nicholas school. All 9 responses are from local residents, of which 2 in favour, and 2 strongly against the proposed expansion of the school.

5.2 Public consultation meeting

A total of 7 people attended the public meeting that was held at the school on 24 November 2015. The Council representatives: explained the expansion proposal for St Nicholas' School and the feedback from the engagement period and responded to questions.

5.3 Email responses

The Council also received an additional 6 representations via email. Of which 1 was not in favour and 1 in favour of the proposed expansion of St Nicholas School; 2 were MP enquiries on behalf of local residents who were concerned about the impact of traffic if the proposal is implemented.

5.4 Overall the responses received during the representation period show that an equal amount of respondents support and object the proposed expansion of St Nicholas School. Of the 9 respondents who completed the questionnaire during the representation period:

- 2 in favour of the proposed expansion
- 2 strongly against the proposed expansion
- 5 not sure about the proposed expansion

6 **Key issues raised during the representation period**

6.1 The main comments/concerns mentioned on the questionnaire, email and at the public meeting fall under the following broad themes:

- Traffic and parking issues
- Safety of children and residents
- Disruption to current children during building works
- New school should be built

6.2 A detailed analysis of responses, including equality and diversity monitoring is attached at Annex A below.

7 **Response to concerns**

7.1 Traffic/related

The Council will commission a Transport Assessment around the school to ascertain how the local area would cope with all modes of movements by people and vehicles, taking account of accessibility and safety issues. This assessment would take place at peak times, including when parents/carers 'drop off' and 'pick up' children; and would give an indication of any potential impact of traffic as a result of the additional pupils at school, and mitigating actions against any identified risks.

7.2 The Schools' Travel/Accessibility Plan will be amended to take account of the additional pupils at the school. Additionally consideration will be given to improving

access for Council minibuses in development proposals for the site.

7.3 If Cabinet approve the implementation of the proposed school expansion project, planning applications will be required. Through the planning application process the impact of the additional pupils and their travel modes will be addressed.

7.4 Safety of children and residents

The Health and Safety of the whole school community, including residents is of paramount importance. This will be an essential criterion for assessing site development proposals.

7.5 We recognise that traffic is a key concern for local residents. Mitigating measures will be considered as part of the Transport Statements.

7.6 Disruption to current children during building works

The Council is experienced in successfully managing school expansion projects. If approval is given for the proposal to be implemented, the project will have a dedicated Council officer who will manage the construction process so that the Head teacher and staff can continue to focus on teaching and not having to deal with the any issue arising from the construction.

7.7 The Council, in partnership with the architect and contractor, will ensure that any disruption to the school is minimise or eradicated through careful planning and delivery of the project, for example, using off site construction methods, and school holidays to carry out heavy construction works.

7.8 Need to build a new primary school

A key part of the Council's strategy for providing additional pupil places is to firstly invest in expanding existing successful and popular schools in areas of demand. This strategy helps in meeting parental preference as well as ensuring value for money for Croydon taxpayers.

7.9 The plan is for this additional demand to be met through the expansion of St Nicholas School and other proposed school expansions in the within the Borough.

7.10 The option of building a brand new school on a new site to provide additional pupil places is a potential alternative. However, there are a number of reasons for considering the expansion of existing school site rather than building a new school.

7.11 These are:

- Changes in legislation - the Education Act 2011 changed the arrangements for establishing new schools and introduced section 6A (the free school presumption) to the Education and Inspections Act 2006. Where a LA thinks there is a need for a new school in its area it must seek proposals to establish an academy (free school).
- However, it is still possible to publish proposals for brand new maintained schools outside the competitive arrangements in certain circumstances, for example, where a competition does not identify a suitable academy/free school.
- As under the previous new school competition arrangements, the Local Authority is responsible for providing the site for the new school, and meeting all associated capital costs. Currently all funding from the latest

financial settlement from central government have is committed to existing identified projects.

- Lack of Council owned sites
- High cost of other sites that could be used for educational use.
- Available sites not in area of demand for pupil places
- Building a new school takes a longer time to complete and might not be ready in time to meet the demand for pupil places.
- Expansion of existing school means that we have more certainty of high quality education.

8 General points

If the proposal is approved, the Council and the school would work with the local community and parents/carers to explore ways to minimise any negative impact resulting from the expansion..

8.1 The representations will be shared with the Council's Highways Improvement Team.

9 Next steps

9.1 Following the representation period, the Council's Cabinet Committee will decide whether the proposal to permanently expand St Nicholas School should be implemented. This will be based on responses received which will be balanced against the needs for pupil places.

9.2 Education standards

- . The Cabinet will also take into account the extent to which the proposed permanent expansion of St Nicholas School is consistent with the government's policy for there to be a presumption in favour of expanding popular and successful' schools. St Nicholas School has been judged by Ofsted as a good school that is effective in delivering outcomes that provide well for all its pupils' needs. The behaviour and safety of pupils has been judged as outstanding.

9.3 In line with the Department for Education School Organisation guidance, **decisions must be made within a period of two months, by 02 February 2016**, of the end of the representation period or they must be referred to the Schools Adjudicator.

9.4 If approval is given by Cabinet to proceed to the implementation stage, stakeholders, including parents/carers and local residents will be consulted again at the planning application stage, when building designs and traffic considerations will be available.

Annex A

St Nicholas School - Detailed Analysis of Responses

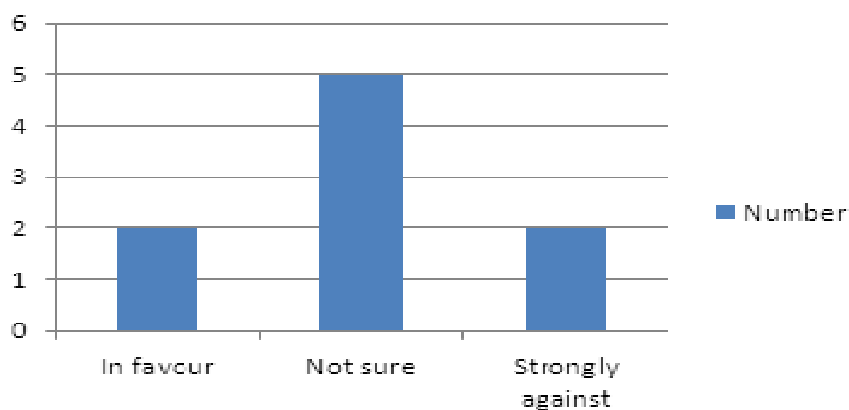
3. Please tell us who you are?

Who are you?	Number	Percentage
Local residents	9	100%
Total	9	100%

4. **What is your view of the proposal to expand St Nicholas School to create an additional 56 Special Educational Needs (SEN) places from September 2017.**

View	Number	Percentage
In favour	2	22%
Not sure	5	56%
Strongly against	2	22%
Total	9	100%

What is your view?

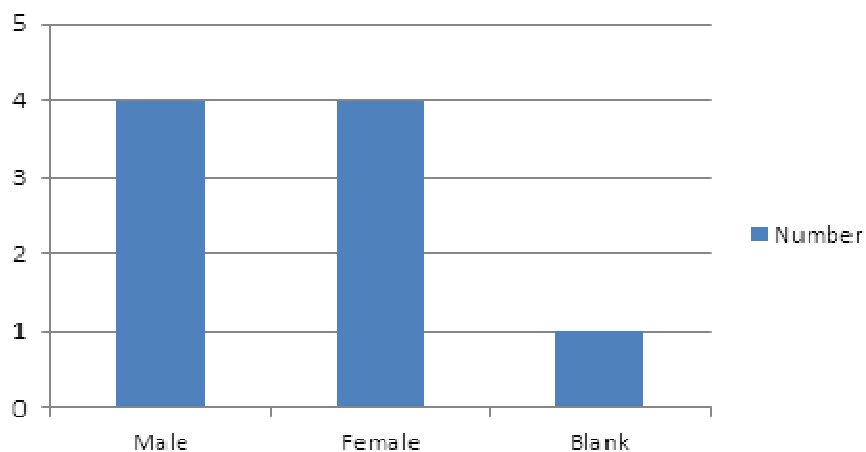


Diversity and Equality Monitoring

Gender

Gender	Number	Percentage
Male	4	44%
Female	4	44%
Blank	1	12%
Total	9	100%

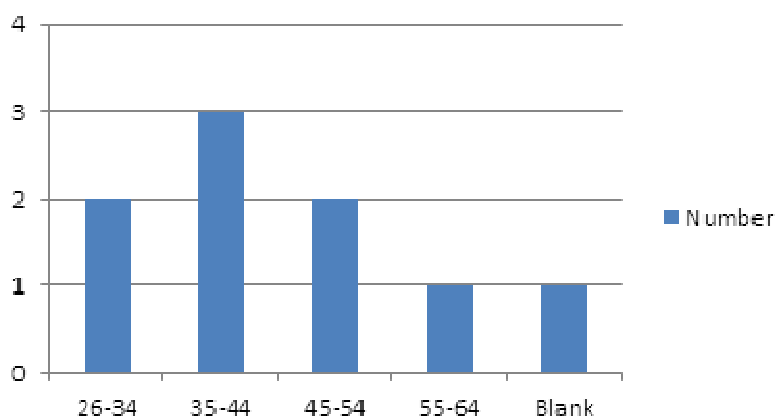
Gender



Age Range

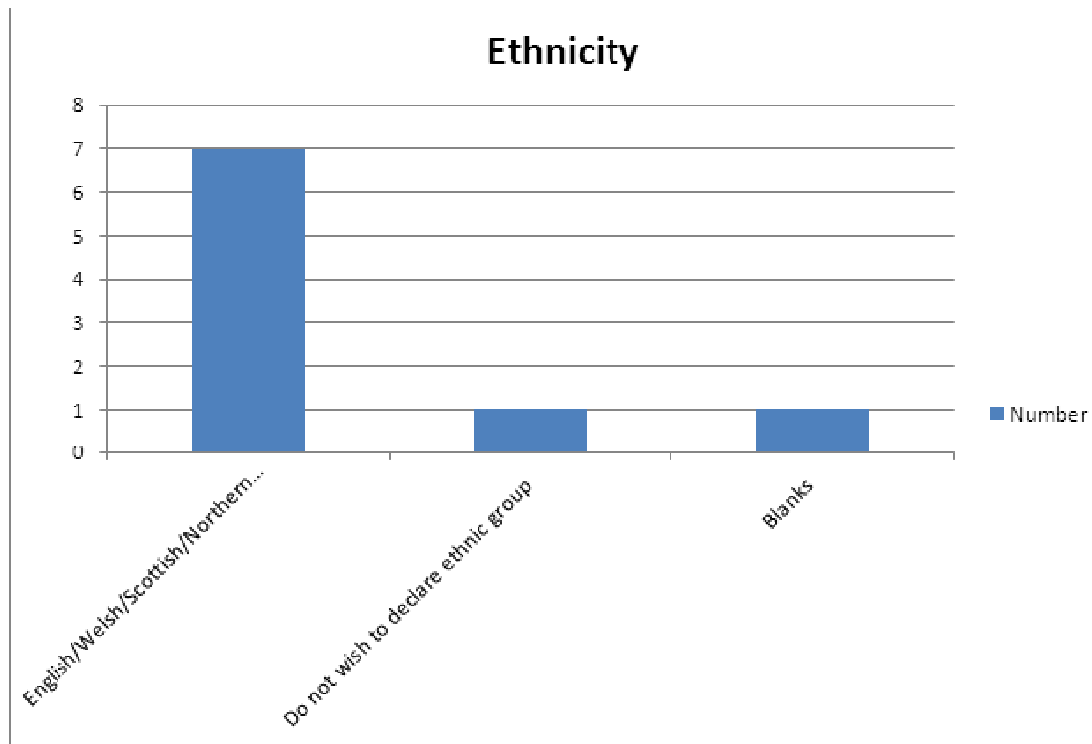
Age range	Number	Percentage
26-34	2	22%
35-44	3	34%
45-54	2	22%
55-64	1	11%
Blank	1	11%
Total	9	100%

Age range



Ethnicity

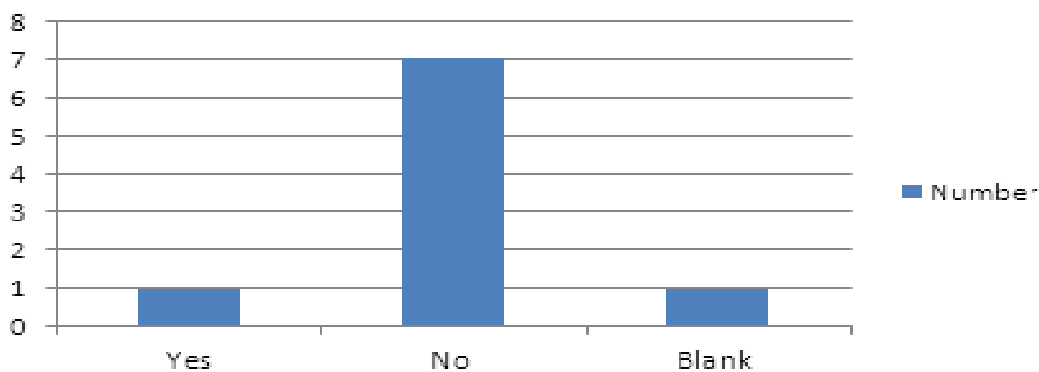
Ethnicity	Number	%
English/Welsh/Scottish/Northern Irish/British	7	78%
Do not wish to declare ethnic group	1	11%
Blanks	1	11%
Total	9	100%



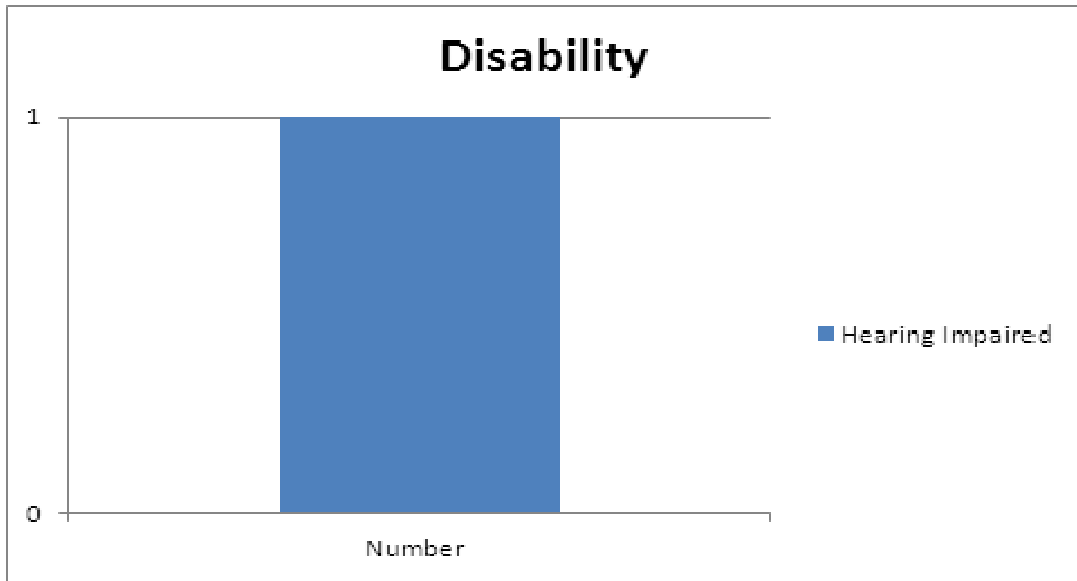
Disability

Yes or no?	Number	Percentage
Yes	1	11%
No	7	78%
Blank	1	11%
Total	9	100%

Do you consider yourself to have a disability?



Disability	Number	Percentage
Hearing Impaired	1	100 %
Total	1	100%



Appendix 3 - Planned Programme of Works for 2016/2017

School	Works	Estimated Costs
Monks Orchard	Boiler replacement	£150,000.00
Selsdon Primary	Leaking roofs	£3,687.00
Beckmead (Special)	Window replacement (Slipped from 2015/16 programme)	£0
Kinglsey Primary	Roofing Works (Phase 1)	£120,000.00
Winterbourne Infants	Heating works	£120,000.00
Beckmead (Special)	Heating works	£245,000.00
Smitham Primary	Pipework and emitters to school	£245,000.00
Gilbert Scott	Bubbling floor services	£8,000.00
St. Giles (Special)	Replacement of hot/cold water services	£220,000.00
Cypress Infants	New retaining walls and other repairs	£150,000.00
Various Schools	Radon Monitoring	£1,500.00
Roofs	Courtwood Primary and Bensham Manor Schools	£200,000.00
Doors, Windows	Cypress Infants and Gilbert Scott schools	£150,000.00
Electrical works	Beckmead, Wolsey Infants and St. Giles schools	£200,000.00
Reactive Maintenance 10%		£200,000.00
Other Costs		£115,000.00
		£2,128,187.00

Appendix 4 - 2017/18 Admissions criteria for Community schools

The criteria outlined below apply only to Croydon community schools. Should any community school convert to academy status prior to September 2017, their admissions arrangements will apply as published below or otherwise in their funding agreement.

The local authority uses the equal preference model for deciding which school is offered. This means that all school preferences are considered together and the admissions criteria applied equally. The order of preference will be used only if it is possible to offer more than one of the preferences. The highest preference offer available will be made, except where the authority is unable to offer any of the preferences, in which case, a place at the nearest school with a place available will be offered.

Where the number of applications for a community school is higher than the published admission number, after admitting to that school the children with an Education, Health & Care plan (EHCP) or statement of special educational need that names this school, the following criteria will be applied in the order set out below to decide the allocation of places:

1. **Looked-after children and previously looked-after children** (see Note 1).
2. In the case of Beulah Junior and Elmwood Junior schools, children who are on the roll of their linked infant school at the time of application, and in the case of Winterbourne Junior Girls, girls who are on the roll of Winterbourne Nursery and Infants at time of application (see Note 2).
3. **Siblings:** Children with a brother or sister who will be in attendance at the school or the linked infant/junior school at the time of enrolment of the new pupil (see Note 3).
4. **Medical:** Pupils with serious medical reasons for needing to attend this school. For primary age children, their need to attend this school because of a parent's serious and continuing medical condition may also be relevant. Supporting evidence should be set out on the medical form which is available online at: <https://www.croydon.gov.uk/education/schools-new/school-admissions/how-to-apply/school-place-home> giving the particular reasons why this school is the most suitable and the difficulties that would be caused if the child had to attend another school. The medical reason must be verified by a GP or consultant, and both the completed medical form and the supporting evidence from the GP or consultant must be submitted with the application (see Note 4)
5. **Distance:** Priority will be given to pupils living nearest to the school as measured in a straight line (see Notes 5 and 6).

Tiebreaker

In the event that the number of applications for places exceeds the number of places available after application of the admissions criteria, distance will be used to decide between applications. Where distance is the same for two or more applications the authority will use random allocation, which will be independently verified.

Note 1: Looked-after children are defined as ‘children in public care at the date on which the application is made’. Previously looked-after children are children who were looked after, but ceased to be so because they were adopted or became subject to a residence order or special guardianship order, immediately after being looked-after. If an application is made under the ‘looked-after’ criterion, it must be supported by a letter from the relevant local authority children’s services department and/or relevant documents.

Note 2: This criteria does not include siblings on the roll of the infant school’s nursery class, if it has one.

Linked Infant School	Linked Junior School
Beulah Infants	Beulah Junior
Elmwood Infants	Elmwood Junior
Winterbourne Infants	Winterbourne Junior Girls

Note 3: A sibling is defined as a brother or sister, half-brother or sister, step brother or sister, foster-brother or sister or adopted brother or sister whose main residence is the same address as the child for whom the school place application is being made. This criteria does not include siblings on the roll of the school’s nursery class, if it has one.

Note 4: All schools have experience in dealing with children with medical needs. In a very few exceptional cases, however, there may be reasons why a child needs to attend a specific school. If you feel there are exceptional reasons for your child to be considered for a priority placement at a particular school, you must indicate this in the section provided in your application, and complete the medical form which is available online at: www.croydon.gov.uk/education/schools-new/school-admissions/howto-apply/school-place-home or you can obtain a paper version from your local Croydon primary school or by contacting the council on 020 8726 6400), setting out the reasons to support your case.

All requests for priority consideration on medical grounds must be supported in writing by a doctor or consultant, and this must make clear which school you are making a special case for, the reason why it is necessary for your child to attend this school in particular, and the difficulties it will cause for your child to attend another school. It is for you to decide how to support your case and what documents to provide, but these must be submitted, together with the completed medical form and supporting statement by the GP/consultant, by the closing date of **15 January 2017**. The admissions team is not responsible for contacting professionals for information about your case. Any decision will be based on documents you submit by the closing date. The local authority, using guidance received from Croydon’s admissions panel (this is comprised of professionals from health and education), will decide whether an application for a school is to be prioritised on medical grounds, in light of the medical evidence submitted by the parent for their child to attend this particular school. Claims for priority of admission on medical grounds will not be considered if submitted after a decision on the original application has been made.

Applicants who submit supporting information on medical grounds will not be advised whether their application is likely to be successful prior to the offer of places on 18 April 2016. If evidence is received after the closing date of 15 January 2016, it will not be taken into account until after places have been offered on the 17 April 2017.

Note 5: ‘Home’ is defined as the address where the child normally resides as their

only or principal residence.

Addresses involving child-minding (professional or relatives) are excluded. There have been occasions when parents/carers have tried to use false addresses to obtain a place at a school. To prevent this happening, Croydon Council undertakes checks using an address verification tool called DataTank. If after these checks have taken place, we cannot be satisfied that the address is the parent and child's normal place of residence, the parent/carer will be asked to provide further proof of their home address. In this instance two forms of address verification will be required; solicitors letter confirming completion of contract or a tenancy agreement along with a recent utility bill in the applicant's name.

Addresses involving child-minding (professional or relatives) are excluded. There have been occasions when parents/carers have tried to use false addresses to obtain a place at a school. To prevent this happening, Croydon Council undertakes checks using an address verification tool called DataTank. If after these checks have taken place, we cannot be satisfied that the address is the parent and child's normal place of residence, the parent/carer will be asked to provide further proof of their home address. In this instance two forms of address verification will be required; solicitors letter confirming completion of contract or a tenancy agreement along with a recent utility bill in the applicants name.

If the parents/carers are found to have used a false address or deliberately provided misleading information to obtain a school place, the offer will be withdrawn. Should there be doubts about the address to be used parents/carers may be asked to provide evidence concerning the child's normal place of residence. This could include a court order stating where the child should live during the course of the week. The local authority would expect that the parents/ carer with whom the child is normally resident receives the child benefit for the child.

If parents/carers have more than one property they may be required to provide proof of the normal place of residence for the child.

Note 6: Distance will be measured in a straight line from the centre of the pupil's main home to the designated main school entrance, nominated by the school, using the local authority's computerised measuring system, with those living closer to the school, receiving higher priority. For shared properties – e.g. flats – the centre will be taken from the centre of the building.

Distance measurements can be obtained using various internet sources however these do not replicate the system used by Croydon Council. Additionally, the distance measurement which can be obtained from the Croydon website using the 'Find It' link on the home page will not always be identical to that of the measurement obtained using the Croydon school admissions measuring tool (known as GIS) as the 'Find It' link is set up to measure to a range of council facilities, and is not set up to measure for school admission purposes, that is from the centre of a house/building to the designated main entrance of a school. It also does not give measurements to three decimal points.

Note 7: Child-minding cannot be taken into account when allocating places at oversubscribed community or voluntary-controlled schools.

Note 8: Parents of children attending the nursery class at an infant or primary school must apply for a reception class place in the usual way. These children are not guaranteed a reception place at the school where they are attending the nursery class.

All applications are considered strictly in accordance with a school's admission criteria. Unless otherwise stated, children on the roll of a school's nursery class are not given priority admission into a reception class.

Note 9: Twins/triplets or other multiple births for admission into an infant class

If you are applying for twins, or children from a multiple birth, and there is only one place available at the school, legislation allows us to admit them all i.e. all siblings from a multiple birth. The government school admissions code does state that infant classes must not contain more than 30 pupils with a single school teacher, but the code considers multiple birth to be an 'exceptional circumstance' and they can be admitted in excess of the published admission number.

Waiting lists

If you are offered a place at a school and you have also expressed a higher preference for another school or schools, you will automatically be placed on the waiting list for your higher preference school/schools. Waiting lists for community/voluntary-controlled schools are held for the first term of the reception year and thereafter, applicants are required to complete the local authority's in-year common application form (iCAF) if they wish to remain on the waiting list. In-year waiting lists are maintained for one academic year and applicants are required to re-apply for each academic year.

Admission of children outside their normal age group

Parents may request that their child is exceptionally admitted outside their normal age group. The admission authority will decide whether or not the individual child's circumstances make this appropriate on educational grounds.

It is the expectation of Croydon Council that a child is educated alongside his/her age equivalent peers, in almost all cases. We would strongly advise that all children enter into their normal year group. The responsibility for addressing individual educational needs lies with the school through an appropriately differentiated and enriched curriculum.

All requests to educate a child outside their normal year group must include written explanation of why this is necessary and where applicable, evidence of the child's circumstances from a relevant professional detailing the child's educational need which makes education outside the normal age group necessary.

Decisions are made on the basis of the circumstances of each case and in the best interest of the child. This includes taking account of the following:

- Parents views
- Information relating to the child's academic, social and emotional development, where relevant
- Medical history and the views of a medical professional
- Any previous history of being educated outside of their normal age group
- If child may naturally have fallen into a lower age group if it were not for being born

prematurely

- Views of the head teacher of the school(s) concerned

London Borough of Croydon

Template Pan-London Scheme for Co-ordination of Admissions to Reception in Maintained Schools and Academies in 2017/18

Contents

Page 2: Definitions used in this document

Page 4: Template scheme for co-ordination of admissions to Reception in September 2017

Page 14: Content of Common Application Form -Reception Schemes (**Schedule 1**)

Page 16: Template outcome letter -Reception Schemes (**Schedule 2**)

Page 18: Timetable for Reception Scheme (**Schedule 3B**)

PAN-LONDON CO-ORDINATED ADMISSIONS TO RECEPTION IN 2017/18

Definitions used in the scheme

“the Application Year”	the academic year in which the parent makes an application (i.e. in relation to the academic year of entry, the academic year preceding it).
“the Board”	the Pan-London Admissions Executive Board, which is responsible for the Scheme
“the Business User Guide (BUG)”	the document issued annually to participating LAs setting out the operational procedures of the Scheme
“the Common Application Form”	this is the form that each authority must have under the Regulations for parents to use to express their preferences, set out in rank order
“the Equal Preference System”	the model whereby all preferences listed by parents on the Common Application Form are considered under the over-subscription criteria for each school without reference to parental rankings. Where a pupil is eligible to be offered a place at more than one school within an LA, or across more than one participating LA, the rankings are used to determine the single offer by selecting the school ranked highest of those which can offer a place
“the Highly Recommended Elements”	the elements of the Template Scheme that are not mandatory but to which subscription is strongly recommended in order to maximise co-ordination and thereby simplify the application process as far as possible
“the Home LA”	the LA in which the applicant/parent/carer is resident
“the LIAAG Address Verification”	the document containing the address verification policy of each participating LA

Register

“the Local Admission System (LAS)”	the IT module for administering admissions in each LA and for determining the highest offer both within and between participating LAs
“the London E-Admissions Portal”	the common online application system used by the 33 London LAs and Surrey County Council
“the Maintaining LA”	the LA which maintains a school, or within whose area an academy is situated, for which a preference has been expressed
“the Mandatory Elements”	those elements of the Template Scheme to which authorities must subscribe in order to be considered as ‘Participating Authorities’ and to benefit from use of the Pan-London Register
“the Notification Letter”	the agreed form of letter sent to applicants on the Prescribed Day which communicates any determination granting or refusing admission to a primary school, which is attached as Schedule 2
“the Prescribed Day”	the day on which outcome letters are posted to parents/carers. 1 March (secondary) and 16 April (primary) in the year following the relevant determination year except that, in any year in which that day is not a working day, the prescribed day shall be the next working day.
“the Pan-London Register (PLR)”	the database which will sort and transmit application and outcome data between the LAS of each participating LA
“the Pan-London Timetable”	the framework for processing of application and outcome data, which is attached as Schedule 3
“the Participating LA”	any LA that has indicated in the Memorandum of Agreement that they are willing to incorporate, at a minimum, the mandatory elements of the Template LA Scheme presented here.
“the Qualifying Scheme”	the scheme which each LA is required to formulate in accordance with The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) Regulations 2014, for co-ordinating arrangements for the admission of children to maintained primary and secondary schools and academies.

Primary Scheme for co-ordination of admissions to reception in September 17/118

- The mandatory elements of the Pan-London scheme are in normal text.
- Highly desirable elements of the Pan-London scheme are denoted by a star.
- Local clarification of our scheme is in italics.

Applications

1. Applications from residents of Croydon LA will be made on this LA's Common Application Form, which will be available and able to be submitted on-line. This will include all the fields and information specified in Schedule 1 to this Template LA Scheme. These will be supplemented by any additional fields and information which are deemed necessary by Croydon LA to enable the admission authorities in the LA area to apply their published oversubscription criteria.
2. Croydon LA will take all reasonable steps to ensure that every parent/carer who is resident in this LA and has a child in a nursery class within a maintained school, either in this LA or any other maintaining LA, is able to access a copy of Croydon LA's '*Admissions to Primary Schools*' prospectus with details of how to apply online. This information will also be available to parents/carers who do not live in Croydon LA. Croydon LA also advertise on Deco boards, in Libraries, GP surgeries and schools, additionally an event is held in the town centre running for two full days each year as well as information training sessions within schools
3. The admission authorities within Croydon LA will not use supplementary information forms except where the information available through the Common Application Form is insufficient for consideration of the application against the published oversubscription criteria. Where supplementary information forms are used by the admissions authorities within Croydon LA, the LA will seek to ensure that these only collect information which is required by the published oversubscription criteria, in accordance with *paragraph 2.4 of the School Admissions Code 2014*.
4. Where supplementary information forms are used by admission authorities in Croydon LA, they will either be available on this LA's website or on the school's website, or a paper copy of the supplementary information form can be requested directly from the school. Such forms will advise parents that they must also complete their home LA's Common Application Form. Croydon's admission prospectus and website will indicate which schools in this LA require supplementary forms to be completed and where they can be obtained.
5. Where a school in Croydon LA receives a supplementary information form, this LA will not consider it to be a valid application unless the parent/carer has also listed the school on their home LA's Common Application Form, in accordance with paragraph 2.3 of the School Admissions Code 2014.
6. *Applicants will be able to express a preference for up to six maintained primary schools or academies within and/or outside the Home LA.

7. *Applicants will be advised that they will receive no more than one offer of a school place on 18 April 2017, unless they have also applied for a school in an LA which is not participating in the Pan-London scheme and it has not been possible to resolve a multiple offer with the LA. Applicants will also be advised that a place will be offered at the highest preference school for which they are eligible for a place. If the parent nominates a school in a non-participating LA, this LA will pass relevant details on to that authority, but if possible, will resolve any multiple offers with them.*
8. The order of preference given on the Common Application Form will not be revealed to a school within the area of Croydon LA in accordance with paragraph 1.9 of the School Admissions Code 2014. However, where a parent resident in Croydon LA expresses a preference for schools in the area of another LA, the order of preference for that LA's schools will be revealed to that LA in order that it can determine the highest ranked preference in cases where an applicant is eligible for a place at more than one school in that LA's area.
9. Croydon LA undertakes to carry out the address verification process as defined by the Pan-London Coordinated Admissions Scheme. This will in all cases include validation of resident applicants against Croydon LA's maintained nursery and primary school data and the further investigation of any discrepancy. Where Croydon LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **17 February 2017**.
10. Croydon LA will confirm the status of any resident child for whom it receives a Common Application Form stating s/he is a 'Child Looked After' and will provide evidence to the maintaining LA in respect of a preference for a school in its area by **3 February 2017**.
11. Croydon LA will advise a maintaining LA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside of the correct age cohort, and will forward any supporting documentation to the maintaining LA by **3 February 2017**.

Processing

12. Applicants resident within Croydon LA must return the Common Application Form, which will be available and able to be submitted on-line, to this LA by **15 January 2017**. Submitted applications cannot be amended after the closing date.
13. *Supplementary Information Forms for schools in Croydon LA must be returned directly to the relevant school by the date specified by the school.* Under the requirements of the scheme, parents/carers will not have to complete a supplementary information form where this is not strictly required for the governing body to apply their admission criteria or where this is not a requirement in a school's admission arrangements.
14. *This LA will send admission authorities details of their applications on **6 February 2017**. Schools that require a supplementary information form will*

check that a supplementary information form has been completed for each child. Schools will contact parents/carers who have not completed a supplementary information form. Schools will also check that parents/carers who have completed a supplementary information form have completed the LA's Common Application Form. If a parent has not completed a Common application Form, schools will share this information with Croydon LA.

15. *Any changes to the preferences or the order of preference on a Common Application Form after **15 January 2017** will usually mean that the application will be treated as late by Croydon LA (see paragraphs 39 to 44 for more details on late applications).*
16. Application data relating to all preferences for schools in the area of a participating LA, which have been expressed within the terms of this Croydon LA's scheme, will be up-loaded to the PLR by **6 February 2017**. Supplementary information provided with the Common Application Form will be sent to maintaining LAs by the same date.
17. *Alternative arrangements will be made by Croydon LA to forward applications and supporting information to non-participating LAs.*
18. Croydon LA shall, in consultation with the admission authorities within this LA's area and within the framework of the Pan-London timetable in Schedule 3B, determine its own timetable for the processing of preference data and the application of oversubscription criteria.
19. *Croydon LA will accept late applications only if they are late for a good reason, deciding each case on its own merits. *The latest date that an application that is late for good reason can be accepted for a resident of this LA is 8 February 2017.*
20. Where such applications contain preferences for schools in other LAs, Croydon LA will forward the details to maintaining LAs via the PLR as they are received. Croydon LA will accept late applications which are considered to be on time within the terms of the home LA's scheme.
21. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **10 February 2017**.
22. *Where an applicant moves from one participating home LA to Croydon LA after submitting an on-time application under the terms of the former home LA's scheme, Croydon LA will accept the application as on-time up to **17 February 2017**, on the basis that an on-time application already exists within the Pan-London system.
23. Croydon LA will participate in the application data checking exercise scheduled between **20 and 28 February 2017** in the Pan-London timetable in Schedule 3B.
24. All preferences for schools within Croydon LA will be considered by the relevant admission authorities without reference to rank order in accordance with

paragraphs 1.9 of the School Admissions Code 2014. When the admission authorities within Croydon LA have provided a list of applicants in criteria order to this LA, Croydon LA shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked preference to decide which single potential offer to make. This is the 'Equal Preference System'.

25. *Own Admission authority schools must provide Croydon LA with the electronic list of their applicants in criteria order by **3 March 2017**.*
26. Croydon LA will carry out all reasonable checks to ensure that pupil rankings are correctly held in its LAS before uploading data to the PLR.
27. Croydon LA will upload the highest potential offer available to an applicant for a maintained school or academy in this LA to the PLR by **16 March 2017**. The PLR will transmit the highest potential offer specified by the Maintaining LA to the Home LA.
28. The LAS of this LA will eliminate, as a Home LA, all but the highest ranked offer where an applicant has more than one potential offer across Maintaining LAs submitting information within deadline to the PLR. This will involve exchanges of preference outcomes between the LAS and the PLR (in accordance with the iterative timetable published in the Business User Guide) which will continue until notification that a steady state has been achieved or until **24 March 2017** if this is sooner.
29. Croydon LA will not make an additional offer between the end of the iterative process and **18 April 2017** which may impact on an offer being made by another participating LA.
30. Notwithstanding paragraph 29, if an error is identified within the allocation of places at one of this LA's schools, Croydon LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Croydon LA will liaise with that LA to attempt to resolve the correct offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Croydon LA will accept that the applicant(s) affected might receive a multiple offer.
31. Croydon LA will participate in the offer data checking exercise scheduled between **27 March and 10 April 2017** in the Pan-London timetable in Schedule 3B.
32. Croydon LA will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **12 April 2017**. (33 London LAs & Surrey only).

Offers

33. Croydon LA will ensure, so far as is reasonably practical, that each resident applicant who cannot be offered a place at one of the preferences expressed on the Common Application Form, receives the offer of an alternative school place. *This will usually be the nearest school to the child's home address which has a place available.*
34. Croydon LA will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.
35. This LA's notification of the outcome will include the information set out in Schedule 2.
36. *On **18 April 2017**, all resident applicants who applied online will be able to view their outcome online as well as accept or decline their offer. Croydon LA will not send outcome letters by post.*
37. *Resident applicants who are not successful in their application will be offered the right to appeal.*

Late applications

38. **Croydon LA will accept late applications as 'on-time' only if they are late for a good reason, deciding each case on its own merits. Examples of what will be considered as 'good reason' include when a single parent has been ill for some time, or has been dealing with the death of a close relative; a family who has just moved into the area or is returning from abroad (proof of ownership or tenancy of a property within Croydon LA will be required in these cases). Other circumstances will be considered and each case decided on its own merits.*
39. Where such applications contain preferences for schools in other LAs, Croydon LA will forward the details to maintaining LAs via the PLR as they are received. Croydon LA will accept late applications which are considered to be on time within the terms of the home LA's scheme.
40. *The latest date that an application, that is late for good reason, can be accepted for a resident of Croydon LA will be the **8 February 2017**. The date for an out-borough resident is fixed by the relevant home LA.*
41. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **17 February 2017**.
42. **Where an applicant moves from one participating home LA to Croydon LA after submitting an on-time application under the terms of the former home LA's scheme, Croydon LA will accept the application as on-time up to **17 February 2017**, on the basis that an on-time application already exists within the Pan-London system.*

43. *Applications which are late for no good reason and those that are received after 10 February 2017 but before 18 April 2017 will not be considered in the initial allocation round but will be allocated after all on-time preferences have been processed. If the application is from a resident of Croydon LA and they cannot be offered a place at one of their preferences, they will be considered for a place at other maintained schools in this LA with vacancies, in accordance with the school's admissions criteria, after all unplaced on-time applicants have been considered. If the application is from a resident of another LA, their application will only be considered for the schools to which they have applied.*

Post Offer

44. Croydon LA will request that resident applicants accept or decline the offer of a place by **2 May 2017**, or within two weeks of the date of any subsequent offer.
45. *If resident applicants do not respond by this date, Croydon LA or the school, where it is its own admission authority, will make every reasonable effort to contact the applicant to find out whether or not they wish to accept the place. Only where the applicant fails to respond and the admission authority can demonstrate that every reasonable effort has been made to contact the applicant, will the offer of a place be withdrawn.*
46. Where an applicant resident in Croydon LA accepts or declines a place in a school maintained by another LA by **2 May 2017**, Croydon LA will forward the information to the maintaining LA by **9 May 2017**. Where such information is received from applicants after **2 May**, Croydon LA will pass it on to the maintaining LA as it is received.
47. Where a place becomes available in an oversubscribed maintained school or academy in Croydon LA's area, it will be offered from a waiting list ordered in accordance with paragraph 2.14 of the School Admissions Code 2014.
48. When acting as a maintaining LA, Croydon LA will inform the home LA, where different, of an offer for a maintained school or Academy in this LA's area which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.
49. When acting as a maintaining LA, Croydon LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.
50. When acting as a home LA, Croydon LA will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the Common Application Form than any school already offered.
51. When acting as a home LA, when Croydon LA is informed by a maintaining LA of an offer which can be made to an applicant resident in this LA's area which is ranked lower on the Common Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.

52. When acting as a home LA, when Croydon LA has agreed to a change of preference order for good reason, it will inform any maintaining LA affected by the change. In such cases, paragraphs 50 and 51 shall apply to the revised order of preferences.
53. When acting as a maintaining LA, Croydon LA will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.
54. When acting as a maintaining LA, Croydon LA will accept new applications (including additional preferences) from home LAs for maintained schools and academies in its area.
55. *Acceptances and declines from out-borough residents will be passed onto the appropriate schools once received by Croydon LA.*

Late Applications received between 18 April 2017 and 31 August 2017

57. *In the period 18 April 2017 to 31 August 2017, Croydon LA will accept new applications (including additional preferences) from applicants living within its area.*
58. *New applicants living within Croydon LA must complete a Common Application Form. Where such an application includes a preference for out-borough schools, this LA will pass on the preferences to the maintaining LAs without delay.*
59. *When acting as a maintaining LA, Croydon LA will accept new applications (including additional preferences) from home LAs for maintained schools in this area.*

Waiting lists

60. *Croydon LA will maintain waiting lists for each school in its area with the exception of Voluntary Aided Schools who will maintain their own waiting lists. Applicants not offered a place at a school or at a school listed as a higher preference on their Common Application Form will be automatically placed on the waiting list in the order of the published oversubscription criteria. Applicants will be notified by Croydon LA if a place becomes available and will be asked to confirm their acceptance. Where the place is accepted, any lower preference previously offered will be withdrawn.*
61. *Requests to be placed on a waiting list for a school which was placed as lower preference than the school offered or for a new school must be made via the home LA. In accordance with the Pan London agreement and to ensure that Croydon meets its duty to continue to coordinate admissions beyond National Offer Day and comply with the parents' highest possible preference, Croydon will ensure that waiting lists do not contain lower ranked preferences except where it has received a parent's request for a child to be placed on the waiting list for a lower preference school.*
62. *Resident applicants who are unsuccessful in receiving an offer at one of their preferred schools will be given the opportunity to make late applications to schools they did not originally apply for.*

63. *Applications received after 18 April 2017 will be added to the waiting lists for the schools in this LA. Waiting lists will be ordered in accordance with each school's admission criteria.*
64. *Admission authorities for each school within Croydon LA will share details of their waiting lists with this LA.*
- 65 *When a vacancy occurs at a school within this LA, the first child on the waiting list will be considered for the place. Croydon LA will liaise with the admissions authority for the school and advise the parent/carer or home LA of the offer.*
66. *Where the first child is a resident of this LA, Croydon LA will issue notification of the outcome to the parent, provided that the school is ranked higher on the Common Application Form than any other school already offered.*
- 67 *When acting as a maintaining LA, Croydon LA will inform the home LA, where different, of an offer for a maintained school in this LA's area which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.*
- 68*When acting as a maintaining LA, Croydon will not inform an applicant resident in another LA that a place can be offered.*
69. *Admission authorities within Croydon LA will not inform any applicant that a place can be offered.*
70. *When acting as a home LA, Croydon LA will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the Common Application Form than any school already offered.*
71. *When acting as a home LA, when Croydon LA is informed by a maintaining LA of an offer which can be made to an applicant resident in this LA's area which is ranked lower on the Common Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.*
72. *When acting as a home LA, when Croydon LA has agreed to a change of preference order for good reason, it will inform any maintaining LA affected by the change. In such cases, paragraphs 63, 64 and 65 shall apply to the revised order of preferences.*
73. *When acting as a maintaining LA, Croydon LA will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.*
74. *Waiting lists for schools in Croydon LA will be held for the first term of the Reception Year only, until **31 December 2017**. Applicants wishing to remain on a school's waiting list after this date must apply using the LA or school's In- Year Application Form in accordance with each admission authority's arrangements.*
75. *Waiting lists will be maintained and places allocated, as they become available, in accordance with each admissions authority's published admission and oversubscription criteria, and without regard to the date the application was received or when a child's name was added to the waiting list.*

Applications for places in Reception after 31 December 2017 and applications to year groups other than to the Reception class.

76. *Applications for places in Reception after 31 December 2017 and to year groups other than the normal year of entry to primary school will be treated as in-year admissions (except in the case of applications for transfer from Year 2 in infant schools to Year 3 in junior schools – please refer to Croydon’s primary prospectus ‘Admissions to primary schools 2017/18’ for more information.*
77. *Applications will be made and considered in line with the local Authority’s admission arrangements. Please refer to Croydon’s website and in-year guidance for more information.*

SCHEDULE 1

This LA's Common Application Form for Reception will contain the following fields as a minimum.

Child's details:

Surname
Forename(s)
Middle name(s)
Date of Birth
Gender
Home address
Name of current school
Address of current school (if outside home LA)

Parent's details:

Title
Surname
Forename
Address (if different to child's address)
Telephone Number (Home, Daytime, Mobile)
Email address
Relationship to child

Preference details (x 6 recommended):

Name of school
Address of school
Preference ranking
Local authority in which the school is based

Additional information:

Reasons for Preferences (including any medical or social reasons)
Does the child have a statement of SEN? Y/N*
Is the child a 'Child Looked After(CLA)'? Y/N
Is the child formerly CLA but now adopted or subject of a 'Residence Order' or 'Special Guardianship Order'? Y/N
If yes, name of responsible local authority
Surname of sibling
Forename of sibling
DOB of sibling
Gender of sibling
Name of school sibling attends

Other:

Signature of parent or guardian

Date of signature

* Details of children with a Statement or Education, Health and Care plan will not be sent via the PLR.

DRAFT OUTCOME LETTER FOR ADMISSION TO RECEPTION IN 2017/18

- ***Paragraphs in bold italic will be included in a first preference offer notifications.***
- ***All paragraphs will be included in any other preference offer notification.***

From: Home LA

Date: **18 April 2017**

Dear Parent/Carer

Application for a Primary School

I am writing to let you know the outcome of your application for a primary school. Your child has been offered a place at X School. The school will write to you with further details.

I am sorry that it was not possible for your child to be offered a place at any of the schools which you listed as a higher preference on your application form. For each of these schools there were more applications than places and other applicants has a higher priority than your child under the school's published admission criteria.

Offers which could have been made for any schools which you placed lower in your preference list, were automatically withdrawn under the co-ordinated admission arrangements, as a higher preference has been offered.

If you would like more information about the reason that your child was not offered a place at any higher preference school, you should contact the admission authority that is responsible for admissions to the school within the next few days. Details of the different admission authorities for schools in the London Borough of Croydon are given in the attached guidance notes. If the school is outside the London Borough of Croydon, the admission authority will either be the borough in which the school is situated, or the school itself.

You have the right of appeal under the School Standards & Framework Act 1998 against the refusal of a place at any of the schools for which you have applied. If you wish to appeal, you must contact the admission authority for the school within the next few days to obtain the procedure and the date by which an appeal must be received by them.

Please would you confirm that you wish to accept the place at X School by responding and submitting the response online. If you do not wish to accept the place, you will need to let me know what alternative arrangements you are making for your child's education.

You must contact this office if you wish to apply for any other school, either in this borough or elsewhere.

Your child's name will automatically be placed on the waiting list for any school which was a higher preference on your application form than the school you have been offered. If you need to find out your child's position on the waiting list please contact

the admission authority or the borough in which the school is situated.

Please submit your response by 2 May 2017. If you have any questions about this letter, please contact me on _____.

Yours sincerely

**PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME
SCHEDULE 3B**

Timetable for Admissions to Reception/Junior in 2017/18

Sun 15 Jan 2017	Statutory deadline for receipt of applications
Mon 6 Feb 2017	Deadline for the transfer of application information by the Home LA to the PLR (ADT file)
Fri 10 Feb 2017	Deadline for the upload of late applications to the PLR.
Mon 17 – Tues 23 Feb 2017	Checking of application data
Thu 16 Mar 2017	Deadline for the transfer of potential offer information from the Maintaining LAs to the PLR (ALT file).
Fri 24 Mar 2017	Final ALT file to PLR
Mon 27 Mar- Mon 10 Apr 2017	Checking of offer data
Weds 12 Apr 2017	Deadline for on-line ALT file to portal
Tues 18 April 2017	Offer letters posted.
Tue 2 May 2017	Deadline for receipt of acceptances
Tue 9 May 2017	Deadline for transfer of acceptance to maintaining LAs.

London Borough of Croydon

**Template Pan-London Scheme for Co-ordination of Admissions to
Year 7 in Maintained Schools and Academies in 2017/18**

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Page 85: Timetable for Year 7 Scheme (Schedule 3A)

PAN-LONDON CO-ORDINATED ADMISSION SYSTEM

Template LA Schemes for Co-ordination of Admissions to Year 7

Definitions used in the template schemes

“the Application Year”	the academic year in which the parent makes an application i.e. in relation to the academic year of entry, the academic year preceding it
“the Board”	the Pan-London Admissions Executive Board, which is responsible for the Scheme
“the Business User Guide (BUG)”	the document issued annually to participating LAs setting out the operational procedures of the Scheme
“the Common Application Form”	this is the form that each authority must have under the Regulations for parents to use to express their preferences, set out in rank order
“the Equal Preference System”	the model whereby all preferences listed by parents on the Common Application Form are considered under the oversubscription criteria for each school without reference to parental rankings. Where a pupil is eligible to be offered a place at more than one school within an LA, or across more than one participating LA, the rankings are used to determine the single offer by selecting the school ranked highest of those which can offer a place
“the Highly Recommended Elements”	the elements of the Template Scheme that are not mandatory but to which subscription is strongly recommended in order to maximise co-ordination and thereby simplify the application process as far as possible
“the Home LA”	the LA in which the applicant/parent/carer is resident
“the LIAAG Address Verification Register	the document containing the address verification policy of each participating LA
“the Local Admission System (LAS)”	the IT module for administering admissions in each LA and for determining the highest offer both within and between participating LAs

“the London E-Admissions Portal”	the common online application system used by the 33 London LAs and Surrey County Council
“the Maintaining LA”	the LA which maintains a school, <i>or within whose area an academy is situated, for which a preference has been expressed</i>
“the Mandatory Elements”	those elements of the Template Scheme to which authorities must subscribe in order to be considered as ‘Participating Authorities’ and to benefit from use of the Pan-London Register
“the Notification Letter”	the agreed form of letter sent to applicants on the Prescribed Day which communicates any determination granting or refusing admission to a primary or secondary school, which is attached as Schedule 2
“the Prescribed Day”	<p>the day on which outcome letters are posted to parents/carers.</p> <p>For secondary schools: 1 March in the year following the relevant determination year except that, in any year in which that day is not a working day, the prescribed day shall be the next working day.</p>
“the Pan-London Register (PLR)”	the database which will sort and transmit application and outcome data between the LAS of each participating LA
“the Pan-London Timetable”	the framework for processing of application and outcome data, which is attached as Schedule 3
“the Participating LA”	any LA that has indicated in the Memorandum of Agreement that they are willing to incorporate, at a minimum, the mandatory elements of the Template LA Scheme presented here.
“the Qualifying Scheme”	the scheme which each LA is required to formulate in accordance with The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) Regulations 2014, for co-ordinating arrangements for the admission of children to maintained secondary schools, free schools and academies.

PAN LONDON CO-ORDINATED ADMISSIONS SYSTEM

Template Scheme for Co-ordination of Admissions to Year 7 in 2017/18

All the numbered sections contained in this scheme are mandatory,
With the exception of those marked with an* which are highly desirable.

Local clarification of Croydon scheme is in italics.

Applications

1. Croydon LA will advise home LAs of their resident pupils on the roll of this LA's maintained primary schools and academies who are eligible to transfer to secondary school in the forthcoming academic year.
2. Applications from Croydon residents will be made on this LA's Common Application Form, which will be available and able to be submitted on-line. This will include all the fields and information specified in Schedule 1 to this Template LA Scheme. These will be supplemented by any additional fields and information which are deemed necessary by Croydon LA to enable the admission authorities in the LA area to apply their published oversubscription criteria.
3. Croydon LA will take all reasonable steps to ensure that every parent/carer who is resident in this LA and has a child in their last year of primary education within a maintained school, either in Croydon LA or any other maintaining LA, has access to Croydon's admissions prospectus and Common Application Form, including details of how to apply online. The admissions prospectus will be available online for parents/carers who do not live in Croydon LA, and will include information on how they can access their home LA's Common Application Form *if unable to apply online*.
4. The admission authorities within Croydon LA will not use supplementary information forms except where the information available through the Common Application Form is insufficient for consideration of the application against the published oversubscription criteria. Where supplementary information forms are used by the admissions authorities within Croydon LA, the LA will seek to ensure that these only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2014.
5. Where supplementary information forms are used by admission authorities in Croydon LA, they will either be available on the schools' websites or a paper copy of the supplementary information form can be requested from the schools. Such forms will advise parents that they must also complete their home LA's Common Application Form. Croydon LA's admission prospectus and website will indicate which schools in this LA require supplementary forms to be completed and where they can be obtained.

6. Where an admission authority in this LA receives a supplementary information form, Croydon LA will not consider it to be a valid application unless the parent/carer has also listed the school on their home LA's Common Application Form, in accordance with paragraph 2.3 of the School Admissions Code 2014.
7. *Applicants will be able to express a preference for up to six maintained secondary schools or Academies within and/or outside the Home LA.
8. *Applicants will be advised that they will receive no more than one offer of a school place on 1 March 2017, unless they have also applied for a school in an LA which is not participating in the Pan-London scheme and it has not been possible to resolve a multiple offer with the LA. Applicants will also be advised that a place will be offered at the highest preference school for which they are eligible for a place. If the parent nominates a school in a non-participating LA, this LA will pass relevant details on to that authority, but if possible, will resolve any multiple offers with them.*
9. The order of preference given on the Common Application Form will not be revealed to a school within the area of Croydon LA in accordance with paragraph 1.9 of the School Admissions Code 2014. However, where a parent resident in Croydon LA expresses a preference for schools in the area of another LA, the order of preference for that LA's schools will be revealed to that LA in order that it can determine the highest ranked preference in cases where an applicant is eligible for a place at more than one school in that LA's area.
10. Croydon LA undertakes to carry out the address verification process as defined in the Pan-London Coordinated Admissions Scheme. This will in all cases include validation of resident applicants against Croydon LA's primary school data and the further investigation of any discrepancy using Council Tax and Electoral Register records. Where Croydon LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **12 December 2016**.
11. Croydon LA will confirm the status of any resident child for whom it receives a Common Application Form stating s/he is a 'Child Looked After' and will provide evidence to the maintaining LA in respect of a preference for a school in its area by **11 November 2016**.
12. Croydon LA will advise a maintaining LA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside of the correct age cohort, and will forward any supporting documentation to the maintaining LA by **11 November 2016**.

Processing

13. Applicants resident within Croydon LA must return the Common Application Form, which will be available and able to be submitted on-line to this LA by **31 October 2016**.
14. Application data relating to all preferences for schools in the area of a participating LA, which have been expressed within the terms of Croydon LA's scheme, will be up-loaded to the PLR by **11 November 2016**. Supporting documentation provided with the Common Application Form will be sent to maintaining LAs by the same date.
15. Croydon LA shall, in consultation with the admission authorities within its area and within the framework of the Pan-London timetable in Schedule 3A, determine and state its own timetable for the processing of preference data and the application of published oversubscription criteria.
16. *Supplementary information forms must be returned directly to the relevant school by the date specified by the school.* Under the requirements of the scheme, parents/carers will not have to complete a supplementary information form where this is not strictly required for the governing body to apply their admission criteria or where this is not a requirement in a school's admission arrangements.
17. *Croydon LA will send admission authorities details of their applications on **18 November 2016**. Schools that require a supplementary form will check that a supplementary form has been completed for each child and will contact parents/carers who have not completed a supplementary information form. Schools will also check that parents/carers who have completed a supplementary information form have completed the LA's Common Application Form. If a parent has not completed a Common Application Form, schools will share this information with Croydon LA.*
18. *Croydon LA will accept late applications only if they are late for a good reason, deciding each case on its own merits. *The latest date that an application that is late for good reason can be accepted for a resident of this LA is **12 December 2016**.*
19. Where such applications contain preferences for schools in other LAs, Croydon LA will forward the details to maintaining LAs via the PLR as they are received. Croydon LA will accept late applications which are considered to be on time within the terms of the home LA's scheme.
20. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **12 December 2016**.
21. *Where an applicant moves from one participating home LA to Croydon LA after submitting an on-time application under the terms of the former home LA's scheme, Croydon LA will accept the application as on-time up until **12 December 2016**, on the basis that an on-time application already exists within the Pan-London system.

22. *Applications which are late for no good reason and applications received after **12 December 2016** but before **1 March 2017** will be considered after all on-time applications have been processed.*
23. Croydon LA will participate in the application data checking exercise scheduled between **13 December 2016** and **3 January 2017** in the Pan-London timetable in Schedule 3A.
24. All preferences for schools within Croydon LA will be considered by the relevant admission authorities without reference to rank order in accordance with paragraphs 1.9 of the School Admissions Code 2014. When the admission authorities within Croydon LA have provided a list of applicants in criteria order to this LA, Croydon LA shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked preference to decide which single potential offer to make. This is the 'Equal Preference System'.
25. *Schools must provide Croydon LA with an electronic list of their applicants ranked in criteria order by **13 January 2017**.*
26. Croydon LA will carry out all reasonable checks to ensure that pupil rankings are correctly held in its LAS before uploading data to the PLR.
27. Croydon LA will upload the highest potential offer available to an applicant for a maintained school or academy in this LA to the PLR by **3 February 2017**. The PLR will transmit the highest potential offer specified by the Maintaining LA to the Home LA.
28. The LAS of this LA will eliminate, as a Home LA, all but the highest ranked offer where an applicant has more than one potential offer across Maintaining LAs submitting information within deadline to the PLR. This will involve exchanges of preference outcomes between the LAS and the PLR (in accordance with the iterative timetable published in the Business User Guide) which will continue until notification that a steady state has been achieved, or until **16 February 2017** if this is sooner.
29. Croydon LA will not make an additional offer between the end of the iterative process and **1 March 2017** which may impact on an offer being made by another participating LA.
30. Notwithstanding paragraph 29, if an error is identified within the allocation of places at one of Croydon LA's schools, this LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Croydon LA will liaise with that LA to attempt to resolve the correct offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, this LA will accept that the applicant(s) affected might receive a multiple offer.

31. Croydon LA will participate in the offer data checking exercise scheduled between **17 and 23 February 2017** in the Pan-London timetable in Schedule 3A.
32. Croydon LA will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **24 February 2016**. (33 London LAs & Surrey LA only).

Offers

33. Croydon LA will ensure, so far as is reasonably practical, that each resident applicant who cannot be offered a place at one of the preferences expressed on the Common Application Form, receives the offer of an alternative school place. *This will usually be the nearest school to the child's home address which has a place available, after the allocation of places.*
34. Croydon LA will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.
35. This LA's online notification will include the information set out in Schedule 2.
36. On **1 March 2017**, *all Resident applicants who applied online will be able to view their outcome online as well as accept or decline their offer. Croydon LA will not send outcome letters by post.*
37. Resident applicants who are not successful in their application will be offered the right to appeal.
38. *Croydon LA will provide primary schools with destination data of its resident applicants by the end of the Summer term 2017.

Post Offer

39. Croydon LA will request that resident applicants accept or decline the offer of a place by **15 March 2017**, or within two weeks of the date of any subsequent offer.
40. Where an applicant resident in this LA accepts or declines a place in a school within the area of another LA by **15 March 2017**, Croydon LA will forward the information to the maintaining LA by **24 March 2017**. Where such information is received from applicants after **15 March**, Croydon LA will pass it on to the maintaining LA as it is received.
41. Where a place becomes available in an oversubscribed maintained school or academy in this LA's area, it will be offered from a waiting list ordered in accordance with paragraph 2.14 of the School Admissions Code 2014.

42. When acting as a maintaining LA, Croydon LA will inform the home LA, where different, of an offer for a maintained school or Academy in this LA's area which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.
43. When acting as a maintaining LA, Croydon LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.
44. When acting as a home LA, Croydon LA will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the Common Application Form than any school already offered.
45. When acting as a home LA, when Croydon LA is informed by a maintaining LA of an offer which can be made to an applicant resident in this LA's area which is ranked lower on the Common Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.
46. When acting as a home LA, when Croydon LA has agreed to a change of preference order for good reason, it will inform any maintaining LA affected by the change. In such cases, paragraphs 43 and 44 shall apply to the revised order of preferences.
47. When acting as a maintaining LA, Croydon LA will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.
48. When acting as a maintaining LA, Croydon LA will accept new applications (including additional preferences) from home LAs for maintained schools and academies in its area.
49. Children without an offer of a place at any of their preferred schools or at higher preference schools will automatically be placed on the waiting list. Requests to be placed on a waiting list for a school ranked as a lower preference than the school offered or for a new preference school must be made via the home LA.
Waiting lists will be maintained by the schools for at least one term until **31 December 2017** and places will be filled in accordance with each school's admission criteria. After this date, parents/carers will need to apply through the in-year application process if they wish their child to remain on a school's waiting list.

Parents/carers' enquiries regarding waiting list positions or appeal procedures must be made directly to the schools.

The PAN London Coordinated Admission Scheme ends on 31 August 2016. Applications for Year 7 received after this date will be treated as in-year applications. Please refer to Croydon Council's website and the in-year admissions guidance for more information.

**PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME
SCHEDULE 1**

**Minimum Content of Common Application Form for Admissions to Year 7 in
2017/18**

Child's details:

Surname
Forename(s)
Middle name(s)
Date of Birth
Gender
Home address
Name of current school
Address of current school (if outside home LA)

Parent's details:

Title
Surname
Forename
Address (if different to child's address)
Telephone Number (Home, Daytime, Mobile)
Email address
Relationship to child

Preference details (x 6 recommended):

Name of school
Address of school
Preference ranking
Local authority in which the school is based

Additional information:

Reasons for Preferences (including any medical or social reasons)
Does the child have an Education, Health and Care Plan? Y/N*
Is the child a 'Child Looked After (CLA)'? Y/N
Is the child formerly CLA but now adopted or subject of a 'Child Arrangements Order'
or 'Special Guardianship Order'? Y/N
If yes, name of responsible local authority
Surname of sibling
Forename of sibling
DOB of sibling
Gender of sibling
Name of school sibling attends

Other:

Signature of parent or guardian
Date of signature

* Where an LA decides not to request this information on the CAF, it must guarantee that no details of a child with an Education, Health and Care Plan will be sent via the PLR.

PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME

SCHEDULE 2

Template Outcome Letter for Admissions to Year 7 in 2017/18

From: Home LA

Date: **1 March 2017**

Dear Parent,

Application for a Secondary School

I am writing to let you know the outcome of your application for a secondary school. Your child has been offered a place at X School. The school will write to you with further details.

I am sorry that it was not possible for your child to be offered a place at any of the schools which you listed as a higher preference on your application form. For each of these schools there were more applications than places and other applicants has a higher priority than your child under the school's published admission criteria.

Offers which could have been made for any schools which you placed lower in your preference list were automatically withdrawn under the co-ordinated admission arrangements, as a higher preference has been offered.

If you would like more information about the reason why your child was not offered a place at any higher preference school, you should contact the admission authority that is responsible for admissions to the school within the next few days. Details of the different admission authorities for schools in the borough of Croydon are attached to this letter. If the school is outside the borough of Croydon, the admission authority will either be the borough in which the school is situated, or the school itself.

You have the right of appeal under the School Standards & Framework Act 1998 against the refusal of a place at any of the schools for which you have applied. If you wish to appeal, you must contact the admission authority for the school within the next few days to obtain the procedure and the date by which an appeal must be received by them.

Please would you confirm that you wish to accept the place at X School by responding and submitting your response online. If you do not wish to accept the place, you will need to let me know what alternative arrangements you are making for your child's education.

You must contact this office if you wish to apply for any other school, either in this borough or elsewhere.

(You can also request that your child's name is placed on the waiting list for a school which was a higher preference on your application form than the school you have been offered. Please use the enclosed reply slip and return it to this office) OR

Your child's name has been placed on the waiting list for any school which was a higher preference on your application form than the school you have been offered. If you need to find out your child's position on the waiting list please contact the admission authority or the borough in which the school is situated.

*Please submit your response online by **15 March 2017**. If you have any questions about the contents of this notification, please contact me the school admissions team on 020 8726 6400 _____.*

Yours sincerely

(First preference offer notifications will include the paragraphs in italics only)

**PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME
SCHEDULE 3A**

Timetable for Admissions to Year 7 in 2017/18

Mon 31 Oct 2016	Statutory deadline for receipt of application
Fri 11 Nov 2016	Deadline for the transfer of application information by the Home LA to the PLR (ADT file).
Mon 12 Dec 2016	Deadline for the upload of 'late for good reason' applications to the PLR.
Tues 13 Dec 2016 – Tues 3 Jan 2017	Checking of application data
Fri 3 Feb 2017	Deadline for the transfer of potential offer information from Maintaining LAs to the PLR (ALT file)
Thurs 16 Feb 2017	Final ALT file to PLR
Fri 17 – Thurs 23 Feb 2017	Checking of offer data
Fri 24 Feb 2017	Deadline for the upload of the ALT offer file to the e.Admission system
Wed 1 Mar 2017	Parents notified of the outcome of their application online
Wed 15 Mar 2017	Deadline for return of acceptances
Wed 22 Mar 2017	Deadline for transfer of acceptances to maintaining LAs

Appendix 6 - Published Admission Numbers for Community Primary schools

School	2017/18 PAN
Beaumont Primary School	30
Beulah Juniors School	90
Courtwood Primary School	30
Cypress Primary School	90
Davidson Primary School	60
Downsview Primary School	90
Elmwood Infant School	120
Elmwood Juniors School	120
Forestdale Primary School	60
Gilbert Scott Primary School	30
Greenvale Primary School	30
Gresham Primary School	30
Heavers Farm Primary School	120
Howard Primary School	60
Kenley Primary School	30
Kensington Avenue Primary School	90
Keston Primary School	60
Kingsley Primary School	120
Monks Orchard Primary School and Nursery	90
Norbury Manor Primary School	90
Orchard Way Primary School	30
Park Hill Infant School	90
Purley Oaks Primary School	90
Ridgeway Primary School	90
Rockmount Primary School	60
Smitham Primary School	60
South Norwood Primary School	60
St Peter's Primary School	60
The Hayes Primary School	60
Winterbourne Infant & Nursery School	150
Winterbourne Junior Girls School	90
Wolsey Infant School	90
Woodcote Primary School	90
Woodside Children's Centre and Primary School	120

Appendix 7 - Primary school – available places vs forecasts

The information in this takes in to consideration the planned provision set out in the supply strategy in table 1 of this report.

Planning area	Academic year	Available places	Forecast	Deficit/Surplus
Central	2016/17	720	652	68
	2017/18	720	668	52
	2018/19	720	691	29
	2019/20	720	714	6
	2020/21	720	735	-15
East	2016/17	1590	1571	19
	2017/18	1590	1522	68
	2018/19	1590	1522	68
	2019/20	1620	1522	68
	2020/21	1620	1522	68
North West	2016/17	1530	1578	-48
	2017/18	1530	1564	-34
	2018/19	1620	1603	17
	2019/20	1620	1634	-14
	2020/21	1620	1661	-41
South	2016/17	660	676	-16
	2017/18	720	643	77
	2018/19	720	643	77
	2019/20	720	643	77
	2020/21	720	643	77
South East	2016/17	390	372	18
	2017/18	360	343	17
	2018/19	360	343	17
	2019/20	360	343	17
	2020/21	360	343	17
South West	2016/17	690	686	4
	2017/18	690	670	20
	2018/19	720	697	23
	2019/20	720	722	2
	2020/21	720	742	-22

Appendix 7

Secondary school – available places vs forecasts

Area	Academic year	Available places (Yr 7)	Forecasts (SCAP 2015) Year 7	Difference between available places and Forecasts (SCAP 2015) Yr 7
Borough wide				
	2016/17	4220	3793	427
	2017/18	4470	3842	628
	2018/19	4650	4153	497
	2019/20	4650	4415	235
	2020/21	4650	4428	222
	2021/22	4650	4669	-19

Appendix 8a

London Borough of Croydon Primary Schools by Planning Area

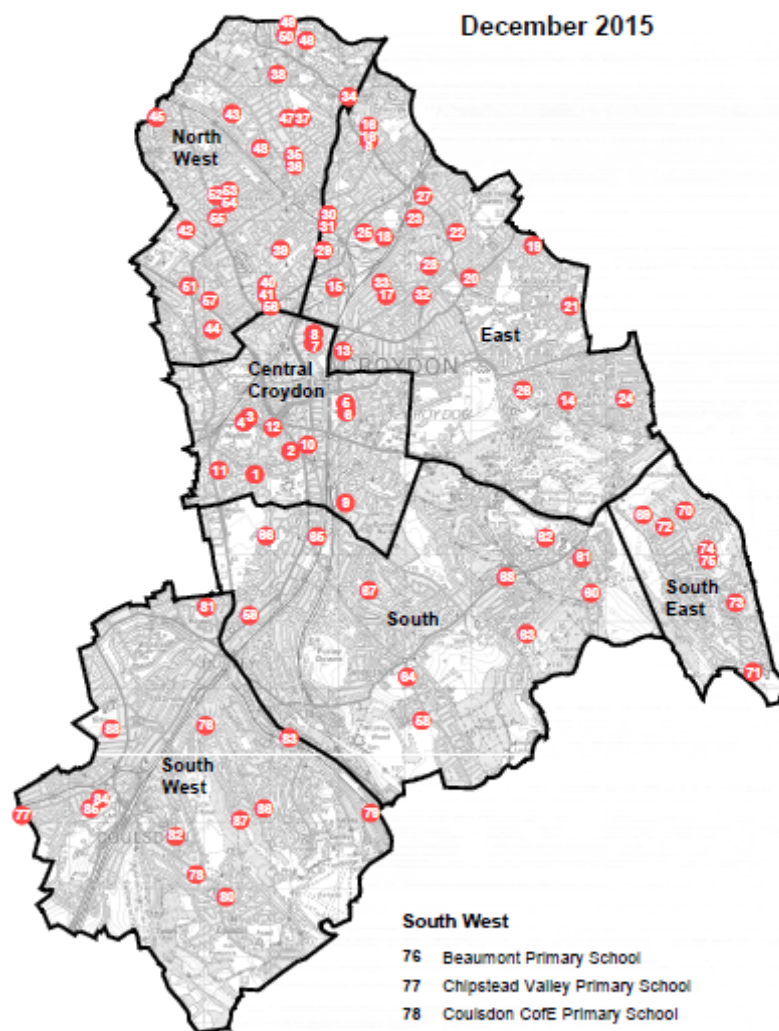
Central Croydon

- 1 Aerodrome School
- 2 Howard Primary School
- 3 The Minster C of E Nursery & Infant School
- 4 The Minster Junior School
- 5 Park Hill Infant School
- 6 Park Hill Junior School
- 7 St Mary's Catholic Infant School
- 8 St Mary's Catholic Junior School
- 9 St Peter's Primary School
- 10 Heathfield Primary Academy
- 11 Harris Academy, Purley Way
- 12 Krishna Avanti Free School

East

- 13 Ark Oval Primary Academy
- 14 Harris Academy Benson (Benson)
- 15 Broadmead Primary Academy
- 16-16a Cypress Primary School
- 17 Davidson Primary School
- 18 Heavers Farm Primary School
- 19 Monks Orchard Primary School and Nursery
- 20 Oasis Academy Shirley Park
- 21 Orchard Way Primary School
- 22 Oasis Academy Ryelands
- 23 South Norwood Primary School

- 24 Forest Academy
- 25 St Chad's Catholic Primary School
- 26 St John's CoFE Primary School
- 27 St Mark's CoFE Primary School
- 28 St Thomas Becket Catholic Primary School
- 29 The Crescent Primary School
- 30 Whitehorse Manor Infant - Pegasus Academy Trust
- 31 Whitehorse Manor Junior - Pegasus Academy Trust
- 32 Woodside Primary School and Children's Centre
- 33 The Robert Fitzroy Academy



North West

- 34 All Saints Primary School
- 35 Beulah Juniors School
- 36 Beulah Nursery and Infant School
- 37 David Livingstone Primary Academy
- 38 Downsview Primary School
- 39 Ecclesbourne Primary - Pegasus Academy Trust
- 40 Elmwood Infant School
- 41 Elmwood Juniors School
- 42 Gonville Academy
- 43 Kensington Avenue Primary School
- 44 Kingsley Primary School
- 45 Norbury Manor Primary School
- 46 Rockmount Primary School
- 47 St Cyprian's Greek Orthodox Primary School
- 48 St James The Great RC Primary and Nursery School
- 49 St Joseph's RC Infant School
- 50 St Joseph's RC Junior School
- 51 West Thornton Primary Academy
- 52 Winterbourne Infant & Nursery School
- 53 Winterbourne Junior Boys School
- 54 Winterbourne Junior Girls School
- 55 Paxton Academy Sports & Science
- 56 Chestnut Park Primary School
- 57 West Thornton Primary Academy Annexe

South

- 58 Atwood Primary Academy School
- 59 Christ Church C of E Primary School (Purley)
- 60 Courtwood Primary School
- 61 Forestdale Primary School
- 62 Gilbert Scott Primary School
- 63 Greenvale Primary School
- 64 Gresham Primary School
- 65 Purley Oaks Primary School
- 66 Reg Ina Coell RC Primary School
- 67 Ridgeway Primary School
- 68 Sealdon Primary and Nursery School

South East

- 69 Applegarth School
- 70 Castle Hill Primary School
- 71 Fairchildes Primary School
- 72 Good Shepherd Catholic Primary School
- 73 Rowdown Primary School
- 74 Wolsey Infant School
- 75 Wolsey Junior School

South West

- 76 Beaumont Primary School
- 77 Chipstead Valley Primary School
- 78 Coulsdon CoFE Primary School
- 79 Kenley Primary School
- 80 Keston Primary School
- 81 Margaret Roper Catholic Primary School
- 82 Oasis Academy Byron
- 83 Harris Academy Kenley
- 84 Smitham Primary School
- 85 St Aidan's Catholic Primary School
- 86 The Hayes Primary School
- 87 New Valley Primary Academy
- 88 Woodcote Primary School

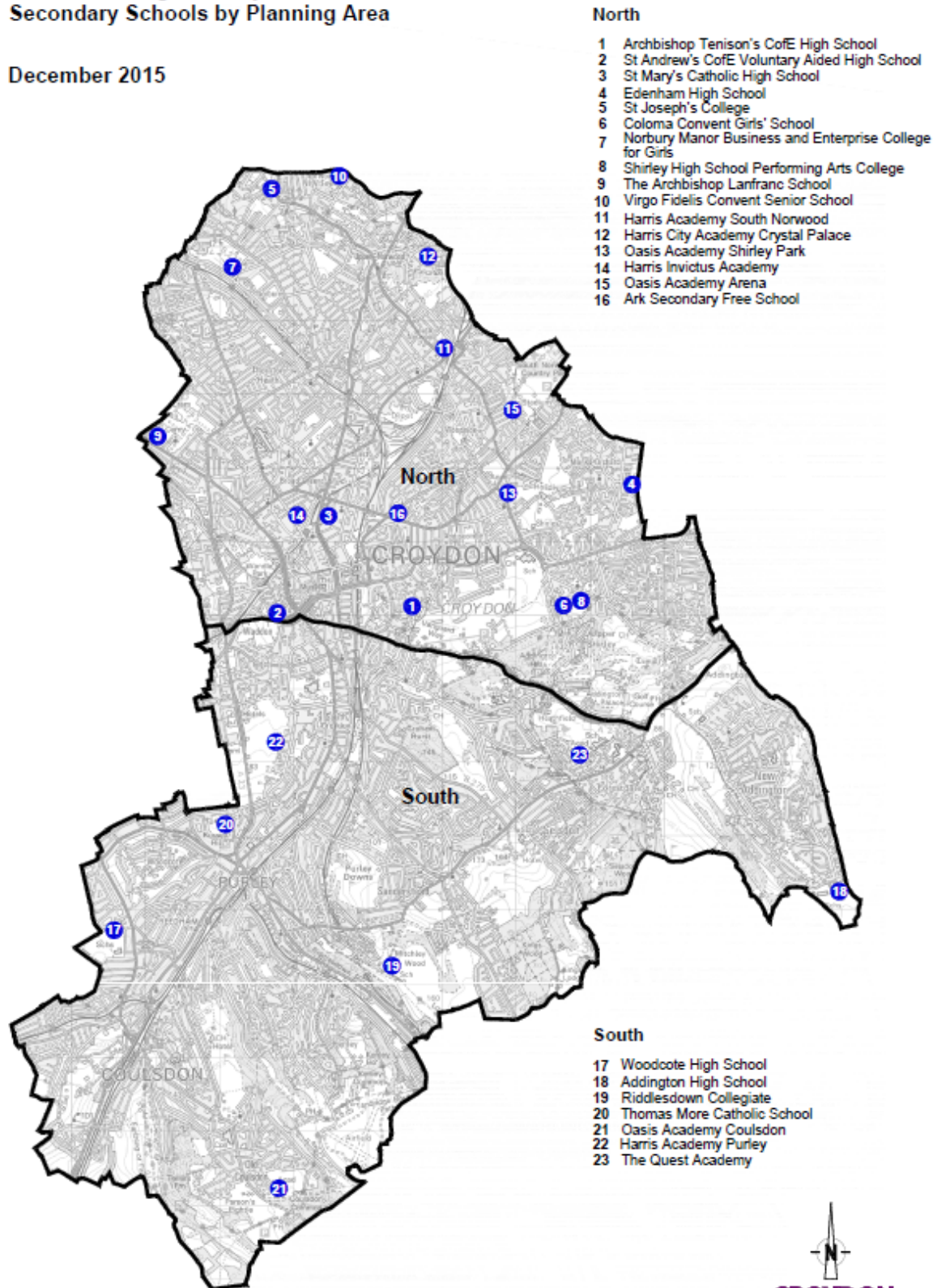


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Appendix 8b

London Borough of Croydon Secondary Schools by Planning Area

December 2015



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Appendix 9 – Full statutory process for creating new school places

TYPE OF CHANGE	PROCESS
Fixed Term Expansion	<p>The School Admissions Code allows schools to admit above their Published Admission Number (PAN), which does not constitute a permanent change to the PAN. Admissions authorities are therefore able to temporarily increase the number of children they admit in a way that meets parental preference. These are called 'Fixed Term Expansions' 'Bulge Classes' or 'Temporary Expansions'. Where Fixed Term Expansions are commissioned by the Council they will be funded as per the local formula approved by the Schools Forum. Temporary arrangements should be consulted upon as part of the annual admissions arrangement consultation.</p>
Permanent Expansion	<p>If the proposal is to permanently expand a maintained school, then the Council must follow a statutory process if: the proposed enlargement to the premises of the school is permanent (longer than three years) and would increase the capacity of the school by: more than 30 pupils; and 25% or 200 pupils (whichever is the lesser).</p> <p>The statutory process for making significant changes to schools has four stages: Publication of statutory proposal; 4 weeks representation period; Decision ((usually the Council) within 2 months; and Implementation of the proposed expansion.</p> <p>Governing bodies seeking to expand a school do not have to follow a statutory process.</p> <p>If the proposal is to expand an academy, then the academy trust will need to consult stakeholders and seek the Secretary of State for Education approval to expand the Academy and to make an alteration to its funding agreement.</p>
New School	<p>The local authority must first seek proposals to establish an academy or free school, under "The academy/free school presumption" .</p> <p>The presumption arrangements require LAs to seek proposals to establish an academy/free school where they have identified the need for a new school in their area.</p> <p>The Local Authority:</p> <ul style="list-style-type: none"> • must notify the Secretary of State of their plans to seek proposals for a new school • should consult on the proposed new school • seek proposals groups or organisations that might be interested in establishing the new school • must provide the Secretary of State with details of all proposers

	<ul style="list-style-type: none">• should assess all proposals received and may, if they wish, recommend their preferred proposal to the SoS, however, The SoS reserves the right to agree a sponsor of her own choice.• The SoS will only consider entering into a funding agreement with an approved sponsor. <p><u>Academies</u> An “Academy” is the legal term which also covers free schools of all types. All new academy/free school proposals require the Secretary of State’s approval as it is the Secretary of State who will enter into a funding agreement with the proposer. Academies/Free schools are funded by the government but are not run by the local council.</p> <p><u>Free Schools</u> Educational proposers can apply directly to the DfE to set up a new school</p>
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Appendix 10 Budget – 2015/16 to 2018/19 delivery

Planning Area		2015/16	2016/17	2017/18	2018/19	Total
		£	£	£	£	£
	Table 1 - Proposed Primary Provision					
	Permanent Expansions					
North West	2FE West Thornton Academy	1,250,000	11,049,044	-	-	12,299,044
North West	3FE Chestnut Park	5,319,083	7,028,000	253,306	-	12,600,389
Central	3FE Harris Academy Purley Way	750,000	9,300,000	4,880,000	-	14,930,000
Central	2FE Heathfield Academy Aberdeen Road	1,750,000	9,046,672	-	-	10,796,672
Central	2FE Avanti Free School at Victoria House	-	-	-	-	-
Central	1FE Ark Oval	900,000	5,190,000	-	-	6,090,000
East	1FE St John's C of E	341,712	2,749,765	2,148,353	8,532	5,248,362
East	1FE Heavers Farm	355,138	3,012,015	2,073,492	9,355	5,450,000
South	3FE Ark Free School	-	-	-	-	-
South	1FE Christ Church	330,453	2,735,239	2,124,620	8,478	5,198,790
South East	1FE Wolsey Infants and Juniors	50,000	2,541,500	2,600,000	-	5,191,500
South West	1FE Chipstead Valley	352,638	3,239,088	1,849,257	9,017	5,450,000
South West	1FE Woodcote	334,783	2,718,789	2,136,212	8,434	5,198,218
South West	1FE Smithan	-	2,700,789	2,355,712	1,143,499	6,200,000
South West	1FE Oasis Bryon	98,074	2,656,700	3,100,500	344,726	6,200,000
	Bulges					
North West	1FE Gonville	287,000		-	-	287,000
East	1FE Heavers Farm	276,000	250,000	-	-	526,000
South	1FE Christ Church CE	250,000	250,000	-	-	500,000
South	1FE Gresham	-	50,000	-	-	50,000

South East	Unidentified	-	250,000	-	-	250,000
South East	1FE Wolsey Juniors	275,000	250,000	-	-	525,000
South West	1FE Chipstead Valley	325,000	-	-	-	325,000
South West	1FE Woodcote	15,000	85,000	-	-	100,000
South West	1FE Oasis Byron	300,000	250,000	-	-	550,000
Table 2 - Secondary School Places						
North	6FE School at Arena	12,089,915	8,499,575	138,998	-	20,728,488
	2FE Archbishop Lanfranc - Priority School Building Programme 2 (PSBP2)	75,000	-	-	-	75,000
	6FE ARK Secondary Free School	-	-	-	-	-
	1FE Expansion Norbury Manor Business Enterprise College	-	-	-	-	-
	6FE Wallington County Free School (Site TBC)	-	-	-	-	-
Table 3 - Delivery of SEN Places						
South	St Nicholas	250,000	4,000,000	5,318,030	100,000	9,668,030
South	Red Gates	-	4,250,000	5,318,030	100,000	9,668,030
North	Beckmead School on Tension Road	3,720,657	7,203,188	-	-	10,923,845
Various	Nurture Provision in 2 Primary Schools	-	150,000	150,000	-	300,000
Various	Post 16 Pathway to Independent Living	-	-	-	-	-
	Total Required	29,695,453	89,455,364	34,446,510	1,732,041	155,329,368
Table 4 Funding Sources						
	Targeted Basic Needs	11,657,149	1,622,725			44,372,824
	Basic Needs	11,815,024	32,557,800			13,279,874
	Borrowing	6,223,280	55,274,839	34,445,510	1,732,041	97,675,670
	Total Funding	29,695,453	89,455,364	34,445,510	1,732,041	155,328,368

Appendix 11a

WOODCOTE PRIMARY SCHOOL PROPOSED PERMANENT EXPANSION STAKEHOLDER ENGAGEMENT OUTCOMES REPORT

The purpose of this report is to present the outcomes from the stakeholder engagement period in relation to the proposed expansion of Woodcote Primary School by one form of entry (an additional 30 reception pupils) from September 2017.

1 Background

- 1.1 There are insufficient primary pupil places available in the South West of Croydon to meet future demand. To help meet its statutory duty, the Council is proposing to permanently expand Woodcote Primary school by one form of entry, thereby increasing the size of the school. An initial feasibility study shows that the school size can accommodate the proposed expansion.
- 1.2 The Council, in partnership with the school, sought the views of stakeholders about the proposed expansion during a four week engagement period - 21 September to 19 October 2015 - including a public meeting at the school on 28 September 2015.
- 1.3 There is not a statutory requirement to consult stakeholders before the publication of a statutory proposal; however the Council recognises the benefits of seeking the views of key stakeholders at an early stage of the proposal.
- 1.4 Stakeholders will have another opportunity during the representation (formal consultation) period – 04 November to 02 December 2015 - to express their views in writing - comment on, support or object the proposed expansion.

2. Engagement

- 2.1 A stakeholder engagement document, with an accompanying response sheet was used as a means of informing and seeking initial views of stakeholders on the proposal to permanently expand Woodcote Primary School. The document outlined details about the proposed expansion of the school, the reasons for the proposed change and details of how those with an interest can respond.
- 2.2 During the period - 21 September to 19 October – the school community, involving staff, governing body, parents/carers and local residents were able to express their views about the proposed expansion verbally and in writing.

3. Communication and Engagement activities

- 3.1 A range of methods were used to inform and facilitate feedback from stakeholders on the proposed expansion of Woodcote Primary School. Communication activities included the circulation of the consultation document, including response sheet and leaflet via:

- **Schools' E-bulletin**

- ✓ circulated to schools within the Borough

- **Email**

- ✓ sent to Ward Councillors / MP
- ✓ schools within neighbouring/adjourning borough

- **Website:**
 - ✓ consultation document and response sheet published on the Croydon website
 - ✓ Consultation document, questionnaire on school's website
 - ✓ Online questionnaire (survey monkey)
- **Printed documents**
 - ✓ consultation documents /response sheet available at school
 - ✓ consultation leaflets distributed to local residents informing them about the consultation and invitation to public meeting - 858 leaflets were distributed to residents living within the vicinity of the school
 - ✓ document sent/given to parents/carers by school
- **Posters advertising consultation and public meeting dates**
 - ✓ displayed in local library
- **Public meeting at Woodcote Primary School**

4. Summary of Responses

4.1 Response sheet

Respondents were asked for their views on the proposed expansion of Woodcote Primary, by selecting either 'strongly agree'; 'In favour'; 'Not sure'; 'Not in favour'; and 'strongly against'. Respondents were also given the opportunity to make comments on the proposal.

4.2 The Council received a total of 93 written responses from parents/carers; pupils and local residents during the engagement period. The majority of respondents (51) selected 'Strongly against' the proposed expansion of the school. Of the 51 respondents who selected 'Strongly against'; 46 identified themselves as parents/carers of children at Woodcote Primary School.

4.3 Email responses

In addition to the completed response sheet, the Council received 28 responses via email. Of these, 27 objected to the proposed expansion of the school.

4.4 Public meeting

There were 40 people, mainly parents/carers, in attendance at the public meeting on 28 September 2015. The main concerns mentioned on the response sheet were the same/similar to those raised at the public meeting.

4.5 Some respondents that support the proposed expansion mentioned the need for additional places within the area.

4.6 Comments/concerns

The main comments/concerns raised fall under the following broad themes:

- Traffic/congestion/parking
- Educational impact
- Communal space
- Need for a new school

4.7 A sample of comments supporting and objecting to the proposed expansion is at Annex A.

4.8 The table at Annex B outlines the concerns and our responses to these.

5. Conclusion

Overall, the responses received during this engagement period indicate that the majority of respondents object to the proposed expansion of the school. Of the 93 respondents who completed the questionnaire:

- 61 object to the proposal (strongly against or not in favour)
- 27 support the proposal (strongly agree or in favour)
- 5 not sure about the proposal

5.1 Of the 28 email responses, 27 object to the proposed expansion.

5.2 The main reason given by those who object to the proposed expansion of the school focused on the additional traffic and parking problems if the proposal is implemented.

5.3 Respondents felt that traffic related problems already exist and the proposed expansion will exacerbate the problem.

5.4 Some respondents that support or not sure about the proposed expansion mentioned traffic related problems.

5.5 Some of the concerns raised can be addressed through the design and planning stage of the process. Woodcote Primary senior leadership team, including the governing supports the principle of expanding the school.

6. Next steps

6.1 Stakeholders will be able to make representations – comment on; support or object the proposed expansion - during the formal consultation process – 04 November to 02 December 2015.

7. Annexes

- Annex A - sample of comments supporting and objecting to the proposed expansion
- Annex B - Table - outlines the Concerns and our Response to these.
- Annex C - detailed analysis of the responses

End

Annex A

Below is a sample of comments supporting and objecting to the proposed expansion

A selection of comments 'strongly against the proposal

"Don't like it when mummy shouts at me to come back not to walk in my driveway because of turning cars. It's hard to find my friends to play with at school. "

"Adding so many pupils while not expanding communal areas will lead to a decrease in quality of educational experience for current and future children. "

"A new school should be built as a result of the 700n homes being built at Cane Hill."

"The traffic area is already very bad. We travel from Purley and it takes 25 - 30 mins. Parking is also a problem. Concerned about children with SEN who struggle with too much noise "

A selection of comments supporting the proposal:

"Generally I am in favour. I think it is important to share the success of the school within the borough as a whole to improve our community. Like to see school places allocated to local children."

"Such a brilliant school so I think more children should benefit from it. There is such a lack of schools in Purley."

"I realise the need for additional primary places and woodcote is an obvious choice. Concerned about the effect on the school facilities - sports activities/play areas."

"Its clearly a school that has a huge turn around especially to try and develop and give the skills to kids. A carefully planned and supported expansion will be great for the community."

Annex B

Summary of Concerns / Questions and Responses

Key Concerns / Questions	Council / School Responses
<p>Traffic/congestion/parking Some residents living in close proximity to the school complained that parents driving their child/ren to school have been blocking their driveway and causing disruption at the beginning and end of the school day. Parents who walk their children to school have expressed concern that pavements are made dangerous by parked cars. Respondents cited their concerns that emergency vehicles might not be able to access the area at peak times.</p> <p>The option of a back entrance was mentioned; however as this is a Cul-de-sac, some respondents felt that would not be viable.</p>	<p>The Council will commission a transport impact assessment around the school to ascertain how the local area would cope with all modes of movements by people and vehicles, taking account of accessibility and safety issues. This assessment would take place at peak times, including when parents/carers ‘drop off’ and ‘pick up’ children; and would give an indication of any potential impact of traffic as a result of the additional pupils at school, and mitigating actions against any identified risks. The Schools’ Travel Plan will continue to encourage walking to school. The health and safety of the whole school community is paramount.</p>
<p>Educational impact .</p>	<p>Woodcote Primary is an outstanding school popular with parents, and we are confident that the strong leadership and excellent teaching staff at the school will ensure that the school continues to be an outstanding and popular school.</p> <p>The school leadership team supports the proposal, in principle, and believe that as an oversubscribed Community School providing “Outstanding” education to local children they felt obliged to consider the Council’s expansion request to expand the school.</p> <p>There are also benefits to be derived from the expanding an existing school, such as, better recruitment and retention of good teaching staff; wider curriculum offer; and improved facilities.</p>

<p>Disruption caused by building works</p>	<p>Building works The Council is experienced in successfully managing school expansion projects. If approval is given for the proposal to be implemented, the project will have a dedicated Council officer who will manage the construction process so that the Head teacher and staff can continue to focus on teaching and not having to deal with the any issue arising from the construction.</p> <p>The Council, in partnership with the architect/contractor, will ensure that any disruption to the school is minimise or eradicated through careful planning and delivery of the project, for example, using off site construction methods, and school holidays to carry out heavy construction works.</p>
<p>Impact on educational standard</p>	<p>Increase in school / class size In accordance with national legislation, class size for years reception to two, will not exceed 30 pupils. If the proposal is implemented, extra facilities, such as, classrooms will be built to accommodate the additional pupils from the proposed expansion. Furthermore, the school will receive more funding for the additional pupils and staff resulting from the expansion.</p> <p>The school will grow gradually by 30 pupils each year from September 2017 until it reaches its full capacity in September 2023 with 120 pupils in each year group.</p>
<p>Insufficient communal space – play space; dining room</p>	<p>Communal space The proposed viability options will be carefully considered by the Council, school leadership team and the architect which include ensuring that the size of communal areas are increased to accommodate the additional pupils at the school. In relation to play space, Sport England will be consulted and the Council will adhere to national guidelines.</p> <p>A range of measures, e.g. staggered play and lunch times will be explored to enable pupils to have sufficient space.</p> <p>The expansion proposal includes additional classrooms with associated cloaks/toilets required for the additional number of pupils.</p>
<p>A new school should be built The new housing development</p>	<p>A key part of the Council’s strategy for providing additional pupil places is to firstly invest in</p>

at Cane Hill is likely to result in more children needing a school place; a new school should be built.

expanding existing successful and popular schools in areas of demand. This strategy helps in meeting parental preference as well as ensuring value for money for Croydon taxpayers.

Every year we project the number of school places that will be needed in the borough in future years. The methodology we use to project pupil numbers includes the number of children we expect to live in new housing developments. Information from the Cane Hill housing development is included in our most recent projections for pupil places required in the South West of the Borough.

The plan is for this additional demand to be met through the expansion of Woodcote Primary and other proposed school expansions in the South West.

The option of building a brand new school on a new site to provide additional pupil places is a potential alternative. However, there are a number of reasons for considering the expansion of existing school site rather than building a new school.

These are:

- Changes in legislation - the Education Act 2011 changed the arrangements for establishing new schools and introduced section 6A (the free school presumption) to the Education and Inspections Act 2006. Where a LA thinks there is a need for a new school in its area it must seek proposals to establish an academy (free school).
- However, it is still possible to publish proposals for brand new maintained schools outside the competitive arrangements in certain circumstances, for example, where a competition does not identify a suitable academy/free school.
- As under the previous new school competition arrangements, the Local Authority is responsible for providing the site for the new school, and meeting all associated capital costs. Currently all funding from the latest financial settlement from central government have is

	<p>committed to existing identified projects.</p> <p>The full DfE guidance on ‘The free school presumption’ is attached to this report.</p> <ul style="list-style-type: none"> • Lack of Council owned sites • High cost of other sites that could for educational use. • Available sites not in area of demand for pupil places • Building a new school takes a longer time to complete and might not be ready in time to meet the demand for pupil places. • Expansion of existing school means that we have more certainty of high quality education.
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Annex C – Analysis of Responses

What is your view of the proposal to expand Woodcote Primary School to create places for 30 additional places?

What is your view?	Amount
Strongly agree	12
In favour	15
Not sure	5
Not in favour	10
Strongly against	51
Total	93

- Of the 12 respondents that said ‘strongly agree’ with the proposal :
 - All 12 are parent/carers; and of these 2 are also local residents
- Of the 15 respondents that said ‘In favour’ of the proposal:
 - 11 are parent/carers
 - 4 are local residents
- Of the 5 respondents that said ‘not sure’ about the proposal:
 - All 5 are parent/carers
- Of the 10 respondents that said ‘not in favour ‘ of the proposal:
 - All 10 are parent/carers; and of these 4 are also local residents
- Of the 51 respondents that said ‘Strongly against’ the proposal:
 - 46 are parent/carers ; and 13 of these are also local residents
 - 5 are pupils.

Tell us who you are:

Who are you?	Amount
Parent/carer	84
Pupil	5
Governor	0
Local resident	4
Other	0
Total	93

- Of the 84 Parent/carer :
 - 21 were also local residents
- Of the 4 local residents:
 - 1 also put other
- Of the 5 pupils:
 - 4 are also local residents

Appendix 11b

SMITHAM PRIMARY SCHOOL PROPOSED PERMANENT EXPANSION STAKEHOLDER ENGAGEMENT OUTCOMES REPORT

The purpose of this report is to present the outcomes from the stakeholder engagement period in relation to the proposed expansion of Smitham Primary School by one form of entry (an additional 30 reception pupils) from September 2018.

1. Background

- 1.1 There are insufficient primary pupil places available in the South West of Croydon to meet future demand. To help meet its statutory duty, the Council is proposing to permanently expand Smitham Primary school by one form of entry, thereby increasing the size of the school. An initial feasibility study shows that the school size can accommodate the proposed expansion.
- 1.2 The Council, in partnership with the school, sought the views of stakeholders about the proposed expansion during a four week engagement period - 21 September to 19 October 2015 - including a public meeting at the school on 28 September 2015.
- 1.3 The original proposal was to expand the school by one form of entry from September 2017; however, following careful consideration of all the information available during the engagement period, we are recommending that proposed expansion takes place from September 2018. We have discussed this change of date with the leadership team at Smitham Primary.
- 1.4 Stakeholders will have another opportunity during the representation (formal consultation) period – 04 November to 02 December 2015 - to express their views in writing - comment on, support or object the proposed expansion of Smitham Primary School by one form of entry from September 2018.

2. Engagement

- 2.1 There is not a statutory requirement to consult stakeholders before the publication of a statutory proposal; however the Council recognises the benefits of seeking the views of key stakeholders at an early stage of the proposal.
- 2.2 During the period - 21 September to 19 October – the school community, involving staff, governing body, parents/carers and local residents were able to express their views about the proposed expansion verbally and in writing.
- 2.3 A stakeholder engagement document, with an accompanying response sheet was used as a means of informing and seeking initial views of stakeholders on the proposal to permanently expand Smitham Primary School. The document outlined details about the proposed expansion of the school, the reasons for the proposed change and details of how those with an interest can respond.

3. Communication and Engagement activities

- 3.1 A range of methods were used to inform and facilitate feedback from stakeholders on the proposed expansion of Smitham Primary School. Communication activities

included the circulation of the consultation document, including response sheet and leaflet via:

- **Schools' E-bulletin**
 - ✓ circulated to schools within the Borough
- **Email**
 - ✓ sent to Ward Councillors / MP
 - ✓ schools within neighbouring/adjourning borough
- **Website:**
 - ✓ consultation document and response sheet published on the Croydon website
 - ✓ Consultation document, questionnaire on school's website
 - ✓ Online questionnaire (survey monkey)
- **Printed documents**
 - ✓ consultation documents /response sheet available at school
 - ✓ consultation leaflets distributed to local residents informing them about the consultation and invitation to public meeting - 1829 leaflets were distributed to residents / businesses within the vicinity of the school
 - ✓ document sent/given to parents/carers by school
- **Posters advertising consultation and public meeting dates**
 - ✓ displayed in local library
- **Public meeting at Smitham Primary School**

4. Summary of Responses

4.1 Response sheet

Respondents were asked for their views on the proposed expansion of Smitham Primary, by selecting either 'strongly agree'; 'In favour'; 'Not sure'; 'Not in favour'; and 'strongly against'. Respondents were also given the opportunity to make comments on the proposal.

4.2 The Council received a total of 72 written responses from parents/carers and local residents during the engagement period. The majority of respondents (49) selected 'Strongly against' the proposed expansion of the school. Of the 72 respondents; 65 identified themselves as parents/carers of children at Smitham Primary School.

4.3 Public meeting

There were 55 people, including parents/carers and local residents, in attendance at the public meeting on 08 October 2015. Representatives from the Council and the Smitham Primary leadership team explained the rationale for the proposed expansion and answered attendees' questions.

4.4 Comments/concerns about the proposed expansion

The main comments/concerns cited on the questionnaire and mentioned at the public meeting fall under the following broad themes:

- Traffic related
- Loss of ethos / feel / atmosphere
- Disruption to teaching / learning

- Communal space
- Need to build a new primary school

4.5 The table at Annex A outlines the concerns and our responses to these.

5. Conclusion

5.1 Overall, the responses received during this engagement period indicate that the majority of respondents object to the proposed expansion of the school. Of the 72 respondents who completed the questionnaire:

- 59 object to the proposal (strongly against or not in favour)
- 9 support the proposal (strongly agree or in favour)
- 4 not sure about the proposal

5.2 The main reason given by those who object to the proposed expansion focused on the additional traffic and parking problems that would be caused if the proposal is implemented.

5.3 Some of the concerns raised can be addressed through the design and planning stage of the process. Smitham Primary senior leadership team, including the Governing Body supports the principle of expanding the school.

6. Next steps

6.1 Stakeholders will be able to make representations – comment on; support or object the proposed expansion – during the formal consultation process – 04 November to 02 December 2015.

7. Annexes

- Annex A - outlines the Concerns / Questions raised by respondents and our Responses.
- Annex B - detailed analysis of the responses

End

Annex A

Summary of Key Concerns / Questions and Responses

Key Concerns / Questions	Council / School Responses
<p>Traffic related</p> <ul style="list-style-type: none"> • <i>Transport issues/congestion in the area</i> • <i>The extra traffic would be a safety issue</i> • <i>The parking is already a major issue</i> • <i>It's dangerous and impossible to park</i> • <i>Parking is awful in residential roads - access driveways and on path ways. More children will only make this worse</i> • <i>Inadequate parking as it is at the moment. Staff car parking already over capacity. Parents' park all over the roads.</i> 	<p>The Council will commission a transport impact assessment around the school to ascertain how the local area would cope with all modes of movements by people and vehicles, taking account of accessibility and safety issues. This assessment would take place at peak times, including when parents/carers 'drop off' and 'pick up' children; and would give an indication of any potential impact of traffic as a result of the additional pupils at school, and mitigating actions against any identified risks.</p> <p>The Schools' Travel Plan will continue to encourage walking to school. The health and safety of the whole school community is paramount.</p>
<p>Loss of ethos / feel / atmosphere</p> <ul style="list-style-type: none"> • <i>Concerned about losing the unique 'feel'</i> • <i>The school will lose its small school identity</i> • <i>..taking away the community feel</i> • <i>Lose its 'village' feel</i> • <i>Will destroy the community feel</i> • <i>School would lose its uniqueness</i> 	<p>Smitham Primary is a popular and successful school with strong leadership and governance. We are confident that the strong leadership and excellent teaching staff at the school will maintain the ethos/feel/atmosphere of the school if the proposal implemented.</p> <p>There are also benefits to be derived from the expanding an existing school, such as, better recruitment and retention of good teaching staff; wider curriculum offer; and improved facilities.</p>

<p>Disruption to teaching / learning</p> <ul style="list-style-type: none"> • <i>...building works etc will be too disruptive through term time learning</i> • <i>Disruption to existing children during building</i> • <i>..concerned about how the building work will impact on children and staff</i> • <i>Building works etc will be too disruptive through term time learning</i> • <i>Will have a negative effect on the school</i> • <i>From previous experience - expanding the school will affect the school and pupils- at my sons school it went to inadequate from outstanding.</i> 	<p>The Council is experienced in successfully managing school expansion projects. If approval is given for the proposal to be implemented, the project will have a dedicated Council officer who will manage the construction process so that the Head teacher and staff can continue to focus on teaching and not having to deal with the any issue arising from the construction.</p> <p>The Council, in partnership with the architect and contractor, will ensure that any disruption to the school is minimise or eradicated through careful planning and delivery of the project, for example, using off site construction methods, and school holidays to carry out heavy construction works.</p>
<p>Insufficient communal space – play space; dining room</p> <ul style="list-style-type: none"> • <i>The grounds of the school are not big enough to build on without impacting on children’s outside learning and exercise</i> • <i>Loss of outside playing space and pressure on remaining space with extra pupils</i> • <i>Outside spaces is limited and building on this is detrimental playground space would be lost is a concern</i> • <i>School is 2 form purpose built it cannot absorb a 3rd classroom around the 'shared space'</i> • <i>An increase in pupils will put a strain on the current facilities</i> 	<p>Communal space Initial viability study shows that the school site has the capacity to be expanded.</p> <p>A detailed feasibility study will be carried will be carefully out and options considered by the Council, school leadership team and the architect which include ensuring that the size of communal areas are increased to accommodate the additional pupils at the school.</p> <p>In relation to play space, Sport England will be consulted and the Council will adhere to national guidelines.</p> <p>A range of measures, e.g. staggered play and lunch times will be explored to enable pupils to have sufficient space.</p> <p>The expansion proposal includes additional classrooms with associated cloaks/toilets required for the additional number of pupils.</p>
<p>Need to build a new primary school</p> <ul style="list-style-type: none"> • <i>why not build another school -</i> 	<p>A key part of the Council’s strategy for providing additional pupil places is to firstly invest in expanding existing successful and popular schools in areas of demand. This strategy helps</p>

<p><i>especially with the new cane hill development underway</i></p> <ul style="list-style-type: none"> • <i>Build another primary school on cane hill and another high school</i> • <i>Two schools close together is bad enough let alone with increased traffic through the cane hill development. Need a new school</i> • <i>Why have developer not been asked to build a new school as part of the plans</i> • <i>700 homes in Cane Hill alone is still not going to be enough spaces by expanding the school. A new school would make more sense to reduce disturbance to current pupils</i> 	<p>in meeting parental preference as well as ensuring value for money for Croydon taxpayers.</p> <p>Every year we project the number of school places that will be needed in the borough in future years. The methodology we use to project pupil numbers includes the number of children we expect to live in new housing developments. Information from the Cane Hill housing development is included in our most recent projections for pupil places required in the South West of the Borough.</p> <p>The plan is for this additional demand to be met through the expansion of Smitham Primary and other proposed school expansions in the South West.</p> <p>The option of building a brand new school on a new site to provide additional pupil places is a potential alternative. However, there are a number of reasons for considering the expansion of existing school site rather than building a new school.</p> <p>These are:</p> <ul style="list-style-type: none"> • Changes in legislation - the Education Act 2011 changed the arrangements for establishing new schools and introduced section 6A (the free school presumption) to the Education and Inspections Act 2006. Where a LA thinks there is a need for a new school in its area it must seek proposals to establish an academy (free school). • However, it is still possible to publish proposals for brand new maintained schools outside the competitive arrangements in certain circumstances, for example, where a competition does not identify a suitable academy/free school. • As under the previous new school competition arrangements, the Local Authority is responsible for providing the site for the new school, and meeting all associated capital costs. Currently all funding from the latest financial settlement from central government have is committed to existing identified projects. <p>The full DfE guidance on 'The free school presumption' is attached to this report.</p> <ul style="list-style-type: none"> • Lack of Council owned sites • High cost of other sites that could for educational use.
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	<ul style="list-style-type: none"> • Available sites not in area of demand for pupil places • Building a new school takes a longer time to complete and might not be ready in time to meet the demand for pupil places. • Expansion of existing school means that we have more certainty of high quality education.
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Annex B – Analysis of Responses - Proposed expansion of Smitham Primary
What is your view of the proposal to expand Smitham Primary School to create places for 30 additional places?

What is your view?	Amount
Strongly agree	1
In favour	8
Not sure	4
Not in favour	10
Strongly against	49
Blank	0
Total	72

- The 1 respondent that said ‘Strongly agree’ with the proposal to expand Smitham Primary School was a parent/carer and a local resident.
- Of the 8 ‘In favour’ of the proposal
 - > 7 are parent/ carer; and 1 is also a local resident
 - > 1 said ‘other’
- Of the 4 ‘Not sure’ about the proposal:
 - > all are parent/carers; and 3 of these are also local residents.
- Of the 10 ‘Not in favour’ :
 - > 8 are parents/carers; one is a local resident; and one also said other.
- Of the 49 ‘Strongly against’
 - > 45 are Parent/Carer; and of these 12 are also local residents and 1 of these also stated other.
 - > 4 of these are local residents; and 2 of these also said other.

Tell us who you are?

Who are you?	Amount
Parent/carer	65
Pupil	0
Governor	0
Local resident	5
Other	2
Total	72

- Of the 65 Parent/carer
 - >18 are also local residents; 1 of these is a pupil; and 1 said other.
- Of the 5 local residents
 - >2 also said other
- 2 said other

Appendix 11c

ST NICHOLAS SCHOOL PROPOSED PERMANENT EXPANSION STAKEHOLDER ENGAGEMENT OUTCOMES REPORT

The purpose of this report is to present the outcomes from the stakeholder engagement period in relation to the proposed expansion of St Nicholas School to create an additional 56 Special Educational Needs (SEN) places from September 2017.

1. Background

- 1.1 There is a continuous rise in demand for SEN places in schools and there are more children with complex learning needs both locally in Croydon and nationally. As a result, Croydon Council is exploring ways of increasing the number of places available in the borough for children with Special Educational Needs (SEN). An initial feasibility study shows that the school site has the capacity to accommodate the proposed expansion.
- 1.2 The Council, in partnership with the school, sought the views of stakeholders about the proposed expansion from 23 September 2015 to 19 October 2015 - including a public meeting at the school on 01 October 2015 .
- 1.3 There is not a statutory requirement to consult stakeholders before the publication of a statutory proposal; however the Council recognises the benefits of seeking the views of key stakeholders at an early stage of the proposal.
- 1.4 Stakeholders will have another opportunity during the representation (formal consultation) period – 04 November to 02 December 2015 - to express their views in writing - comment on, support or object the proposed expansion.

2. Engagement

- 2.1 A stakeholder engagement document, with an accompanying response sheet was used as a means of informing and seeking initial views of stakeholders on the proposal to permanently expand St Nicholas School. The document outlined details about the proposed expansion of the school, the reasons for the proposed change and details of how those with an interest can respond.
- 2.2 During the period - 23 September 2015 to 19 October 2015 – the school community, involving staff, governing body, parents/carers and local residents were able to express their views about the proposed expansion verbally and in writing.

3. Communication and Engagement activities

- 3.1 A range of methods were used to inform and facilitate feedback from stakeholders on the proposed expansion of St Nicholas School. Communication activities included the circulation of the consultation document, including response sheet and leaflet via:
 - **Schools' E-bulletin**
 - ✓ circulated to schools within the Borough
 - **Email**

- ✓ sent to Ward Councillors / MP
- ✓ schools within neighbouring/adjourning borough
- **Website:**
 - ✓ consultation document and response sheet published on the Croydon website
 - ✓ Consultation document, questionnaire on school's website
- **Printed documents**
 - ✓ consultation documents / response sheets available at school
 - ✓ consultation leaflets distributed to local residents informing them about the consultation and invitation to public meeting
 - ✓ document sent/given to parents/carers by school
- **Posters advertising consultation and public meeting dates**
 - ✓ displayed in local library
- **Public meeting at St Nicholas School**

4. Summary of Responses

4.1 Response sheet

Respondents were asked for their views on the proposed expansion of St Nicholas, by selecting either 'strongly agree'; 'In favour'; 'Not sure'; 'Not in favour'; and 'strongly against'. Respondents were also given the opportunity to make comments on the proposal.

4.2 The Council received a total of 20 completed response sheets from parents/carers and local residents during the engagement period. The majority of respondents (12) selected 'Strongly in favour' or 'In favour' the proposed expansion of the school. Of the 12 respondents who selected 'Strongly in favour' or 'In favour'; 11 identified themselves as parents/carers of children at St Nicholas School. 6 of the 7 respondents who selected 'Strongly against' or 'Not in favour' of the proposal identified themselves as local residents. The main concern mentioned on the response sheet is around traffic and parking.

4.3 Email responses

The Council received an additional 5 responses via email objecting to the proposed expansion of St Nicholas School.

4.4 Public meeting

There were 22 people, comprising of parents/carers, local residents and staff, in attendance at the public meeting on 01 October 2015. The main concern stated at the meeting was 'parking'.

4.5 Respondents who support the proposed expansion cited that it is a good school and will meet the educational needs.

4.6 Comments/concerns

The main comments/concerns mentioned on the response sheet and at the public meeting fall under the following broad themes:

- Traffic and parking issues
- Safety of children and residents
- Disruption to current children during building works
- New school should be built

The table at Annex A outlines the concerns and our responses to these.

5. Conclusion

Overall, the responses received during this engagement period indicate that an even split between those who support and object to the proposed expansion of the school.

5.1 Of the 25 written responses (5 emails & 20 response sheet) received:

- 12 support the proposal
- 12 object to the proposal
- 1 not sure about the proposal

5.1 The main reason given by those who object to the proposed expansion of the school focused on additional parking problems if the proposal is implemented.

5.2 Respondents felt that traffic related problems already exist and the proposed expansion will exacerbate the problem.

5.3 Some of the concerns raised can be addressed through the design and planning stage of the process. St Nicholas senior leadership team, including the governing body, supports the principle of expanding the school.

6. Next steps

6.1 Stakeholders will be able to make representations – comment on; support or object the proposed expansion - during the formal consultation process – 04 November to 02 December 2015.

7. Annexes

- Annex A - Table - outlines the Concerns and our Response to these.
- Annex B - detailed analysis of responses from response sheet.

End

Annex A

Summary of Concerns / Questions and Responses

Key Concerns / Questions	Council / School Responses
<p>Traffic / parking issues</p>	<p>The Council will commission a Transport Assessment around the school to ascertain how the local area would cope with all modes of movements by people and vehicles, taking account of accessibility and safety issues. This assessment would take place at peak times, including when parents/carers ‘drop off’ and ‘pick up’ children; and would give an indication of any potential impact of traffic as a result of the additional pupils at school, and mitigating actions against any identified risks.</p> <p>The Schools’ Travel/Accessibility Plan will be amended to take account of the additional pupils at the school.</p> <p>Additionally consideration will be given to improving access for Council minibuses in development proposals for the site.</p>
<p>Safety of children and residents</p> <p>There are 2 elements to this: Safety of pupils during drop off and pick up times. Currently pupils are dropped off outside the school. An increase of 56 pupils would increase pressure on managing this situation.</p> <p>Safety of residents, particularly in relation to increased traffic outside the school. Many residents currently walk up Reedham Drive from Reedham railway station; increased traffic from staff, pupil buses and visitors to the school increase risk of accidents in neighbourhood</p>	<p><i>Please see the above response relating to traffic/parking issues.</i></p> <p>The Health and Safety of the whole school community, including residents is of paramount importance. This will be an essential criterion for assessing site development proposals.</p> <p>We recognise that traffic is a key concern for local residents. Mitigating measures will be considered as part of the Transport Statements</p>

<p>Disruption caused by building works</p>	<p>Building works</p> <p>The Council is experienced in successfully managing school expansion projects. If approval is given for the proposal to be implemented, the project will have a dedicated Council officer who will manage the construction process so that the Head teacher and staff can continue to focus on teaching and not having to deal with the any issue arising from the construction.</p> <p>The Council, in partnership with the school, architect/contractor, will ensure that any disruption to the school is minimise or eradicated through careful planning and delivery of the project, for example, using off site construction methods, and school holidays to carry out heavy construction works.</p>
<p>A new school should be built</p>	<p>A key part of the Council’s strategy for providing additional pupil places is to firstly invest in expanding existing successful and popular schools in areas of demand. This strategy helps in meeting parental preference as well as ensuring value for money for Croydon taxpayers.</p> <p>The plan is for this additional demand to be met through the expansion of St Nicholas and other proposed school expansion in the Borough.</p> <p>The option of building a brand new school on a new site to provide additional pupil places is a potential alternative. However, there are a number of reasons for considering the expansion of existing school site rather than building a new school.</p> <p>These are:</p> <ul style="list-style-type: none"> • Changes in legislation - the Education Act 2011 changed the arrangements for establishing new schools and introduced section 6A (the free school presumption) to the Education and Inspections Act 2006. Where a LA thinks there is a need for a new school in its area it must seek proposals to establish an academy (free school). However, it is still possible to publish proposals for brand new maintained schools outside the competitive arrangements in certain circumstances, for example, where a competition does not identify a suitable academy/free school. As under the previous new school competition arrangements, the Local Authority is responsible for providing

	<p>the site for the new school, and meeting all associated capital costs. Currently all funding from the latest financial settlement from central government have is committed to existing identified projects.</p> <ul style="list-style-type: none"> • Lack of Council owned sites • High cost of other sites that could be used for educational use. • Building a new school takes a longer time to complete and might not be ready in time to meet the demand for pupil places. • Expansion of existing school means that we have more certainty of high quality education.
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Annex B – St Nicholas - Analysis from Response sheet

What is your view?	Amount
Strongly in favour of the proposal	8
In favour of the proposal	4
Not sure whether I support the proposal	1
Not in favour of the proposal	1
Strongly against the proposal	6
Total	20

- Of the 8 respondents 'Strongly in favour of the proposal' :
 - 7 are a parent/carer of a child at St Nicholas School; and 1 of these is also a parent of a child with a Special Educational Needs; and of these is a parent of a child with a Special Educational Need and a School Governor at St Nicholas School.
 - 1 is a local resident
- Of the 4 respondents 'In favour of the proposal':
 - All 4 are a parent/carer of a child at St Nicholas School; and 1 of these is also a parent/ carer of a child with a Special Educational Need.
- The 1 respondent 'Not sure whether I support the proposal' is a local resident.
- The 1 respondent 'Not in favour of the proposal' is a local resident.
- Of the 6 respondents 'Strongly against the proposal':
 - > 5 of these are local residents
 - > 1 of these is a parent/carer of a child at St Nicholas School

I am	Amount
A parent/carer of a child at St Nicholas School	12
Local resident	8
Total	20

- Of the 12 parent/carer of a child at St Nicholas School:
 - 2 are also parent/carer of a child with a Special Educational Need
 - 1 is parent/carer of a child with a special educational need and a School Governor at St Nicholas School
- 8 are local residents.

Appendix 12 Croydon Council Equality Analysis Form

Stage 1 Initial Risk Assessment - Decide whether a full equality analysis is needed

At this stage, you will review existing information such as national or local research, surveys, feedback from customers, monitoring information and also use the local knowledge that you, your team and staff delivering a service have to identify if the proposed change could affect service users from equality groups that share a “protected characteristic” differently. You will also need to assess if the proposed change will have a broader impact in relation to promoting social inclusion, community cohesion and integration and opportunities to deliver “social value”.

Please note that the term ‘change’ is used here as shorthand for what requires an equality analysis. In practice, the term “change” needs to be understood broadly to embrace the following:

- Policies, strategies and plans
- Projects and programmes
- Commissioning (including re-commissioning and de-commissioning)
- Service Review
- Budgets
- Staff structures (including outsourcing)
- Business transformation programmes
- Organisational change programmes
- Processes (for example thresholds, eligibility, entitlements, and access criteria)

You will also have to consider whether the proposed change will promote equality of opportunity; eliminate discrimination or foster good relations between different groups or lead to inequality and disadvantage. These are the requirements that are set out in the Equality Act 2010.

1.1 Analysing the proposed change

1.1.1 What is the name of the change?

Education Estates Strategy for 2015/16 to 2018/19 academic years

1.1.2 Why are you carrying out this change?

Please describe the broad aims and objectives of the change. For example, why are you considering a change to a policy or cutting a service etc.

Under the Education Act 1996, the Council has a statutory duty to ensure there are sufficient school places in its area. Under s.14 of the Education Act 1996, sufficient means sufficient in number, character and equipment to provide for all pupils the opportunity of appropriate education. Croydon has the highest demand for school places in comparison with other London Borough’s. The demand is disproportionately high in areas of high birth rate and areas with increased population sizes - the Croydon Observatory contains further information around this for example population trends, ward profiles, population groups etc.

<http://www.croydonobservatory.org/>

1.1.3 What stage is your change at now?
See **Appendix 1** for the main stages at which equality analyses needs to be started or updated.

Report to cabinet committee for decision on the proposed change.

Seeking Council's Cabinet Committee approval to implement the proposed school expansion projects – Woodcote Primary; Smitham Primary and St Nicholas Special School.

Cabinet Report 18 January 2016.

**Please note that an equality analysis must be completed before any decisions are made.
If you are not at the beginning stage of your decision making process, you must inform your Director that you have not yet completed an equality analysis.**

1.2 Who could be affected by the change and how

1.2.1 Who are your internal and external stakeholders?
For example, groups of council staff, members, groups of service users, service providers, trade unions, community groups and the wider community.

Universal People Dept; Capital Delivery Hub (CDH); School Admissions, Ward Councillors, Finance, Legal, HR.

Schools – leadership team, governing body and staff; pupils; parents/carers and local residents / resident & community groups, including those from protected groups; contractors; Trade union; neighbouring boroughs.

1.2.2 What will be the main outcomes or benefits from making this change for customers / residents, staff, the wider community and other stakeholders?

This will ensure that sufficient school places are available to match local demand. The school expansion proposals are for schools judged as 'Good' or 'Outstanding' by Ofsted. For new schools, Croydon is investing in providers of high quality and with a sound track record.

The main aim of the strategy is to ensure there is equality of opportunity in the provision of school places across the Borough. This will help meet parental preference and local school for local children.

A supply of high quality school places that match the demand and includes the expansion of SEN provision is required in order to meet Croydon's extreme demand

for additional school places.

There are also benefits to be derived from the expanding an existing school, such as, better recruitment and retention of good teaching staff; wider curriculum offer; and improved facilities.

1.2.3 Does your proposed change relate to a service area where there are known or potential equalities issues?

Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response. If you don't know, you may be able to find more information on the Croydon Observatory (<http://www.croydonobservatory.org/>)

No. The proposed school expansions will create additional school places in mainstream and special education needs schools. For mainstream schools, if the number of applications for the school is higher than the number of places available then, after admitting to that school the children with a statement of special educational need that names this school, the schools' admissions criteria will be applied in the order set out below to decide the allocation of places in line with the School Admissions Code.

Children with SEN are not proven to be disproportionately represented within these wards but SEN provision will ensure that children do not need to travel outside the borough away from their communities to go to school.

1.2.4 Does your proposed change relate to a service area where there are already local or national equality indicators?

You can find out from the Equality and Inclusion Policy 2014-16
<https://www.croydon.gov.uk/community/equality/ei-policy>

Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response



The proposed service change relates to an area where there are known local equality indicators as listed below (taken from the Equality Policy 2014-16).

<https://www.croydon.gov.uk/community/equality/ei-policy>

- Make Croydon a place of opportunity and fairness by tackling inequality, disadvantage and exclusion.
- Close gaps in educational attainment by working with local businesses and community groups to enable people of all ages to reach their full potential through access to quality schools and learning.
- Work in partnership to lift people out of poverty by increasing employment opportunities across the borough ensuring local people have a pathway into employment, education and training.

1.2.5 Analyse and identify the likely advantage or disadvantage associated with the change that will be delivered for stakeholders (customers, residents, staff etc.) from different groups that share a "protected characteristic"

Please see Appendix 2 (section 1) for a full description of groups.

	Likely Advantage 	Likely Disadvantage 
Disability	<p>Additional Special Education Need (SEN) pupil places available within borough to meet increasing demand for SEN school places.</p> <p>Equality and Diversity Monitoring As part of the consultation process on the proposed school expansion projects, respondents were asked to complete an equality and diversity questionnaire, looking at Gender, Age, Ethnicity and Disability.</p> <p>The information collected will help identify any special requirements; promote equality; and improve choice and diversity.</p> <p>In line with the Special Educational Needs Code of Practice, Local Authorities have a duty to ensure that SEN provision is in place as specified in the Education, Health and Care Plan (EHCP).</p> <p>In line with the Equality Act 2010 - reasonable adjustments will be made to a school building to enable accessibility for pupils.</p> <p>The needs of children with SEN will be taken into account at all stages of the design process for the proposed expansion projects.</p>	
Race/ Ethnicity	<p>The Admission Criteria, based on the Admissions Code, is used to allocate school places and do not include ethnicity or race as criteria.</p> <p>The proposed change is not likely to have any negative impact on pupils from different ethnic groups.</p>	
Gender	As above,- children are allocated a school place in line with Admissions Code. The proposed school expansion projects are at schools that are not gender specific.	
Transgender	N/A	
Age	Compliant with Statutory school age guidelines and Admissions Code.	
Religion /Belief	None of the proposed school expansions are faith-based.	

Sexual Orientation	N/A	
Pregnancy and Maternity	N/A	
Social inclusion issues	N/A	
Community Cohesion Issues	Local schools for local children	
Delivering Social Value	N/A	

1.2.6 In addition to the above are there any other factors that might shape the equality and inclusion outcomes that you need to consider?

For example, geographical / area based issues, strengths or weaknesses in partnership working, programme planning or policy implementation

The proposed school expansion projects are in a part of the borough that is considered more affluent with a diverse mix of schools, including grammar.

1.2.7 Would your proposed change affect any protected groups more significantly than non-protected groups?

Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response. For a list of protected groups, see Appendix.....

No. The education estates strategy will not affect any protected groups more significantly than non-protected groups. .

The proposals will help the Council meet its statutory duty to provide sufficient school places for protected and non-protected groups.

1.2.8 As set out in the Equality Act, is your proposed change likely to help or hinder the Council in advancing equality of opportunity between people who belong to any protected groups and those who do?

In practice, this means recognising that targeted work should be undertaken to address the needs of those groups that may have faced historic disadvantage. This could include
a focus on addressing disproportionate experience of poor health, inadequate housing, vulnerability to crime or poor educational outcomes *etc.*

Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response.

Yes – likely to help. The equality impact of the proposed changes is likely to be neutral. Croydon schools provide diverse educational provision in terms of category, size and

educational sponsors. These include special schools, enhanced learning provision at mainstream schools; and Academies /Free Schools.

The proposed expansion projects are intended to increase the number of places available at these schools to help the Council meet its statutory duty to provide sufficient school places.

The Council also has a duty to respond to parental preferences and where possible, the Council seeks to expand popular and successful schools to help meet the demand for additional school places, as well as parental preferences.

1.2.9 As set out in the Equality Act, is the proposed change likely to help or hinder the Council in eliminating unlawful discrimination, harassment and victimisation in relation to any of the groups that share a protected characteristic?

In practice, this means that the Council should give advance consideration to issues of potential discrimination before making any policy or funding decisions. This will require actively examining current and proposed policies and practices and taking mitigating actions to ensure that they are not discriminatory or otherwise unlawful under the Act

Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response.

Yes. The Education Estates Strategy includes the creation of additional school places for pupils with special educational needs.

1.2.10 As set out in the Equality Act, is your proposed change likely to help or hinder the Council in fostering good relations between people who belong to any protected groups and those who do not?

In practice, this means taking action to increase integration, reduce levels of admitted discrimination such as bullying and harassment, hate crime, increase diversity in civic and political participation etc.

Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response

Yes. The Education Estates Strategy will provide additional school places in mainstream and special schools.

1.3 Decision on the equality analysis

If you answer "yes" or "don't know" to ANY of the questions in section 1.2, you should undertake a full equality analysis. This is because either you already know that your change or review could have a different / significant impact on groups that share a protected characteristic (compared to non-protected groups) or because you don't know whether it will (and it might).

Decision	Guidance	Response
No, further equality analysis is not required	<p>Please state why not and outline the information that you used to make this decision. Statements such as 'no relevance to equality' (without any supporting information) or 'no information is available' could leave the council vulnerable to legal challenge.</p> <p>You must include this statement in any report used in decision making, such as a Cabinet report</p>	
Yes, further equality analysis is required	<p>Please state why and outline the information that you used to make this decision. Also indicate</p> <ul style="list-style-type: none"> • When you expect to start your full equality analysis • The deadline by which it needs to be completed (for example, the date of submission to Cabinet) • Where and when you expect to publish this analysis (for example, on the council website). <p>You must include this statement in any report used in decision making, such as a Cabinet report.</p>	<p>The full equality analysis will form part of an Education Estates Strategy report to the Council's Cabinet Committee on 18 January 2016, seeking approval for the implementation of the proposed school expansion projects.</p> <p>In making a decision, the Cabinet will consider the quality and diversity of schools in the relevant area.</p> <p>The Education Estates strategy and analysis will be published on the council website.</p>
Officers that must approve this decision	<p>Name and position Jennifer Duxbury – Head of School Place Planning and Admission</p>	Date
Report author	Denise Bushay	
Director	Jane Doyle	

1.4 Feedback on Equality Analysis (Stage 1)

Please seek feedback from the corporate equality and inclusion team and your departmental lead for equality (the Strategy and Planning Manager / Officer)

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Name of Officer		
Date received by Officer		Please send an acknowledgement
Should a full equality analysis be carried out?		Note the reasons for your decision

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For General Release

REPORT TO:	CABINET 18 January 2016
AGENDA ITEM:	9
SUBJECT:	Education Quality and Standards
LEAD OFFICER:	Paul Greenhalgh, Executive Director, People Department
CABINET MEMBER:	Councillor Alisa Flemming, Cabinet Member for Children, Families and Learning
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT	
Ambition Priority 2: Independence <ul style="list-style-type: none">• Education and Learning:<ul style="list-style-type: none">• Continue to improve the proportion of schools which are judged good or better by OFSTED and support and challenge schools to improve the standards being achieved.	
Independence Strategy Priority 3 <ul style="list-style-type: none">• Provide people with the best opportunity to maximise their life chances and have a good quality of life through the provision of high quality universal services, including an excellent learning offer.	
AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS:	
Education and Learning: working in partnership with all Croydon schools to deliver the very best for all our young people. Working with schools to ensure that resources are targeted at those social groups that currently under-perform in school exam attainment.	
FINANCIAL IMPACT	
There are no financial considerations with this report.	
FORWARD PLAN KEY DECISION REFERENCE NO.: This is not a key executive 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

It is recommended that Cabinet:

- 1.1 Notes this report, commend the continued improvement in the percentage of schools judged good or better by OFSTED, and also notes that this paper will

form a subject of Children and Young People's Scrutiny Committee on 12 January 2016.

- 1.2 Agrees the framework for the revised School Improvement Plan as set out in Appendix 6.

2. EXECUTIVE SUMMARY

This report summarises the performance of children and young people in Croydon schools for 2015. The report covers attainment in assessments, tests and examinations for 2015 in the Early Years Foundation Stage, Key Stages 1, 2, and 4 and Post-16. The report is provided at this point of the year so that we can compare with the national average, London average and with similar areas (Statistical Neighbours). Our Statistical Neighbours are: Birmingham, Ealing, Enfield, Greenwich, Merton, Waltham Forest, Brent, Haringey, Lambeth and Lewisham. An explanation of Statistical Neighbours and how they are calculated can be found at Appendix 5. The report also provides up-to-date information on school attendance and exclusions.

Borough Context

In the last education year Croydon achieved some significant steps forward – significant improvements in the early years foundation stage, high Ofsted ratings of our primary schools, and sustained improvement at GCSEs which remain significantly above the national average. This was achieved in the context of a significant growing population, which is becoming more deprived.

The report sets out standards achieved in the 2014-2015 education year, which can be summarised as follows:

- Croydon performance in the Early Years Foundation Stage at age 5 improved significantly (by 8%) from 2014 and is now only slightly below statistical neighbours, London and national averages.
- At Key Stage 1 tests at age 7 Croydon maintains its broadly upward five year trend at Level 2+ across all subjects. With a 1% increase in reading and mathematics and maintaining our writing attainment this has meant that we are in line with our statistical neighbours in reading, 3% below in writing and 1% below in mathematics.
- At Key Stage 2 tests at age 11, Croydon results in the expected level of achievement (Level 4+) in reading, writing and mathematics combined improved by 2% to 77%. This is set in the context of a 2% national increase.
- At Key Stage 4, GCSE results were above the national and statistical neighbours average and 1.2% below the London average, based on unvalidated data.
- At Key Stage 5 (based on unvalidated data) Croydon level 3 learners continue to perform below the national average against the APS per student, although the gap has closed slightly. Croydon's APS per entry is now in line with national averages following several years of being below.
- We have our highest proportion ever of Croydon schools judged by Ofsted at good or better. In November 2015 90% of primary schools were judged to be good or better and 71% of secondary schools, an

improvement from 61% and 68% respectively in summer 2012. The higher percentage of schools now judged good or better indicates a stronger platform for success in the 2015-16 academic year.

- Absence rates at primary schools increased by 0.4%.
- Absence rates at secondary schools increased by 0.1% but are 0.3% better than the national average.
- Croydon's rate of exclusion from school has increased slightly in the last year, although Croydon still remains in the bottom quartile in performance on exclusion rates when compared with other authorities. The reason for the increase is based on one schools exclusions being a quarter of the borough in total.

Given the Administrations ambitions for children, we are working hard to make educational opportunities even better. This report also sets out the highlights of our revised School Improvement Plan, (see appendix 6).

3. PRIMARY AND SECONDARY SCHOOL RESULTS

3.1 Early Years Foundation Stage

Croydon children's performance at the end of the Early Years Foundation Stage, at age 4/5 years old, improved significantly from 2014 and is now only slightly below statistical neighbours, London and national figures.

The Early Years Foundation Stage Profile (EYFSP) is a teacher assessment of children's development at the end of the EYFS (the end of the academic year in which the child turns five). The EYFS Profile requires practitioners to make a best-fit assessment of whether children are emerging, expected or exceeding against 17 Early Learning Goals (ELGs).

In June 2015 the total number of 4 and 5 year olds assessed in Croydon was 5089. A child has a Good Level of Development (GLD) if they achieve (or exceed) the Early Learning Goals in Communication & language (3 ELGs); Physical Development (2 ELGs); Personal, Social & Emotional Development (3 ELGs); Literacy (2 ELGs); and Mathematics (2 ELGs).

In 2015, the number of Croydon children achieving a GLD increased this year by 8%, reducing the gap between Croydon and England, London and our statistical neighbours.

Table 1 shows the percentage of children who achieved each of the Early Learning Goals (ELGs) in the 7 areas of learning, when assessed at the end of the reception year 2015 and the comparisons with National, London and statistical neighbours. The column highlighted in pink, shows the percentage of children who achieved the Good Level of Development (GLD). Figures in brackets are 2014 figures for comparison.

Another key indicator of attainment at age 4/5 is the difference between the lowest achievers and the average. This difference is known as the Attainment Gap. We have closed the attainment gap from 37.9% in 2014 to 34.7% in 2015 against a national gap of 32.1% (See Table 2 below). There is less of a gap this year between children performing in the lowest 20% and the median for all children.

The significant improvement in outcomes this year have been as a result of very focused and targeted work with settings to enable them to strengthen the leadership of learning.

Table 1

All Pupils 2015	GLD %	Communication & Language %	Physical Development %	Personal, Social & Emotional Development %	Literacy %	Mathematics %	Understanding the World %	Expressive Arts & Design %
England	66 (60)	80 (77)	87 (86)	84 (81)	70 (66)	76 (72)	82 (80)	85 (83)
London	68 (62)	81 (78)	88 (86)	84 (82)	72 (68)	78 (74)	83 (80)	87 (85)
Inner London	68 (62)	80 (77)	88 (87)	84 (81)	72 (68)	78 (74)	82 (80)	86 (84)
Outer London	68 (62)	81 (78)	88 (86)	85 (82)	73 (68)	78 (74)	83 (80)	87 (85)
Croydon	65 (57)	78 (73)	85 (81)	82 (77)	69 (63)	74 (68)	80 (76)	82 (79)
Statistical Neighbour average	68 (62)	81 (77)	88 (86)	84 (68)	72 (74)	77 (74)	81 (80)	86 (84)
Diff Stat Neigh/Croydon	-3 (-5)	-3 (-4)	-3 (-5)	-2 (-5)	-3 (-5)	-3 (-6)	-1 (-4)	-4 (-5)
Diff England/Croydon	-1 (-3)	-2 (-4)	-2 (-5)	-2 (-4)	-1 (-3)	-2 (-4)	-2 (-4)	-3 (-4)

Table 2

Year	Average (All Children)	Median	Average (Lowest 20% attaining children)	Percent attainment gap between all children and bottom 20%
2013	31.3	33	20.1	39.1
2014	32.3	34	21.1	37.9
2015	33.5	34	22.2	34.7

Inspection Outcomes for Early Years Providers

'The Early Learning and Primary Prevention' team closely monitor inspection judgements for all day nurseries, pre-schools and child-minders so that there is a clear understanding about the quality of these settings.

Tables 3, 4 & 5 show the Ofsted judgements of early years providers in Croydon as of March 2015.

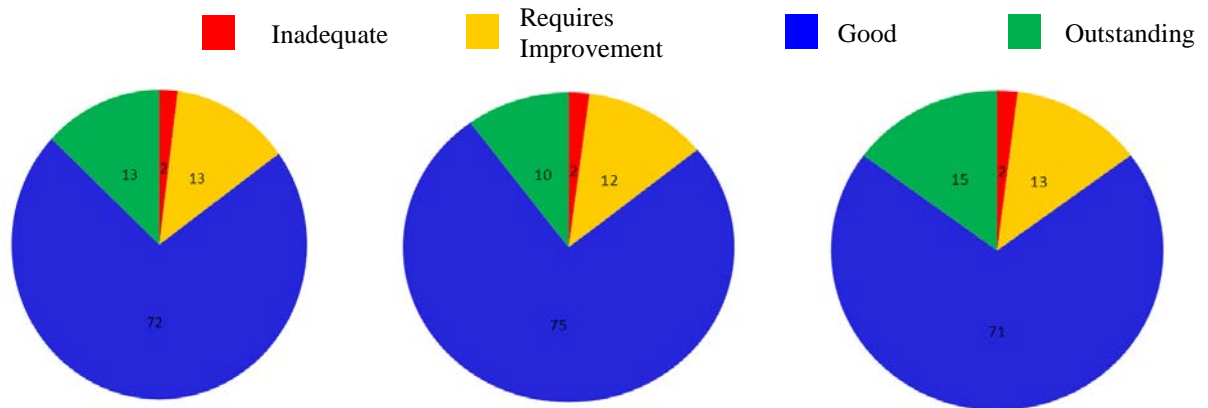


Table 3 – all providers

Table 4 – day nurseries, pre-schools & out of school

Table 5 - childminders

Table 6

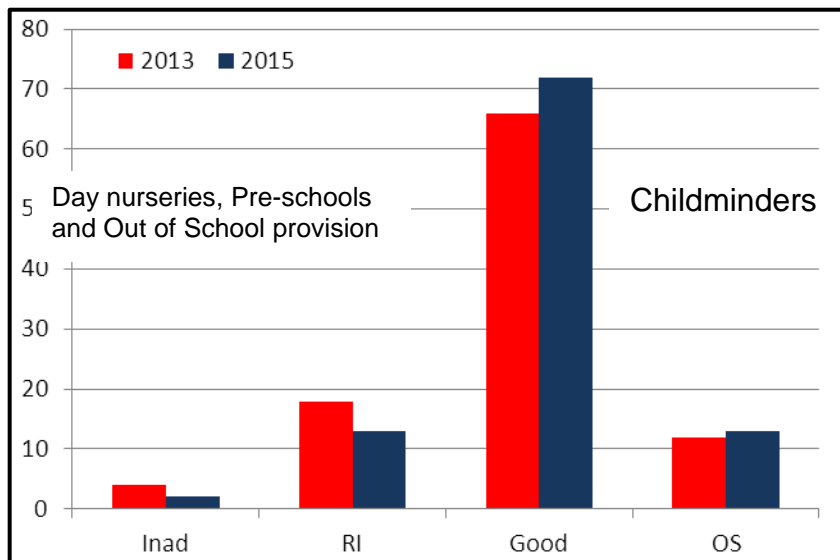


Table 6 shows the Ofsted judgements for all early years provision 2013-2015. The percentage of provision judged Good or Outstanding has risen from 78% in 2013 to 85% in 2015.

3.2 What are we doing to address areas for development in the EYFS?

- Using recent research, in particular the Effective Pre-School, Primary & Secondary Education (EPPSE) study, we are working with all early years settings to support children’s Home Learning Environment (HLE), with reference to early communication and literacy skills.
- Settings and schools in the north of the borough are engaging in the Early Language Development Programme (ELDP) project to develop children’s language and communication skills.

- In April 2015, the Early Years Pupil Premium was introduced for all eligible 3 and 4 year olds. We are working with our settings to ensure that this additional funding impacts positively on the attainment and progress of the most vulnerable children and closes the attainment gap.
- Teachers who are new to teaching in Reception are provided with training opportunities to ensure familiarity with the requirements of the Early Years Foundation Stage and Profile assessment arrangements.
- All schools with reception classes must attend training and agreement trialling for the EYFS Profile.
- In line with Ofsted expectations and to support good transitions for all children, we are facilitating opportunities for schools and other early years providers to share expertise when assessing children's achievement and tracking their progress.
- Early years advisers offer challenge and support for all early years settings through a range of programmes. These include structured programmes for settings in Ofsted categories of Requires Improvement or Inadequate; a pre-Ofsted programme; and training for leaders/managers.

3.3 Key Stage 1

The number of children at key stage 1 in Croydon continues to grow. The number of seven year olds who have taken their SATs tests at the end of year 2 increased by 231 in 2015 compared to 2014, the equivalent of 8 additional classes.

Croydon maintained a four year upward trend in Key Stage 1 outcomes, at Level 2+ across all subjects until 2014. After a slight dip in results across reading, writing and maths in 2014 our results in 2015 have risen again in reading and mathematics and remained static in writing.

In reading, Croydon had shown an upward trend between 2011 and 2013 with a 6% cumulative improvement in comparison with 4% nationally. Despite a 1% dip in 2014 we are now in line with our statistical neighbours and national figures with only a 1% gap with London averages.

The results for the phonics test in Year 1 2014/15 academic year show continued improvement with a 13% increase since 2012. When taken together with the higher percentage of schools now judged good or better this indicates a strong platform for success in the 2015-16 academic year.

Despite a continued improvement in phonics this year there is a 3% gap with our statistical neighbours and a 1% gap with national.

Following the rise of writing at Level 2+ over the three previous years, the results dipped by 1% in 2014 and this figure was maintained in 2015. This puts Croydon 3% below national and our statistical neighbours and 4% below London.

Mathematics at level 2+ mirrored reading and writing, with a 1% dip in 2014 but in 2015 we have increased our averages back to where they were in 2013. This places Croydon 1% below national and our statistical neighbours and 1%

below London. This year showed a closing of the gap between Croydon and London averages.

At level 3 achievement in Croydon was 1% below national in reading, 2% below in mathematics and 3% writing.

Girls outperformed boys in all subjects at all levels. This reflects the national picture. Boys' attainment remained static in reading but improved in mathematics and writing; girls' attainment remained static in reading and mathematics but improved in writing.

The free school meals achievement gap for pupils achieving expected levels continues to be better in Croydon (6% reading, 6% writing, 4% mathematics) than nationally (10% reading, 13% writing, 6% mathematics), showing that Croydon schools are relatively strong in terms of inclusion. Croydon has closed the gap further this academic year.

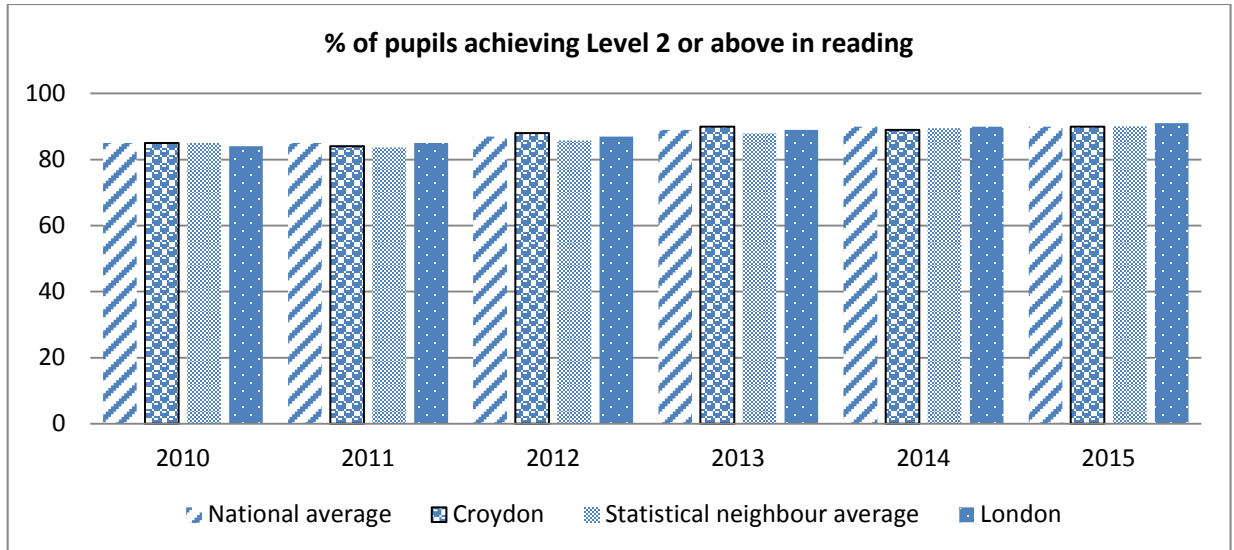
In 2014 there was only one school below the key performance indicator in reading (70% of pupils at Level 2+). In 2015 this has reduced to no schools.

Cohort numbers eligible for assessment: KS1					
2010	2011	2012	2013	2014	2015
3,943	4,104	4,315	4,371	4,630	4,861

Source: KS1 Provisional (2015) Statistical First Release SFR32-2015 - DFE published data

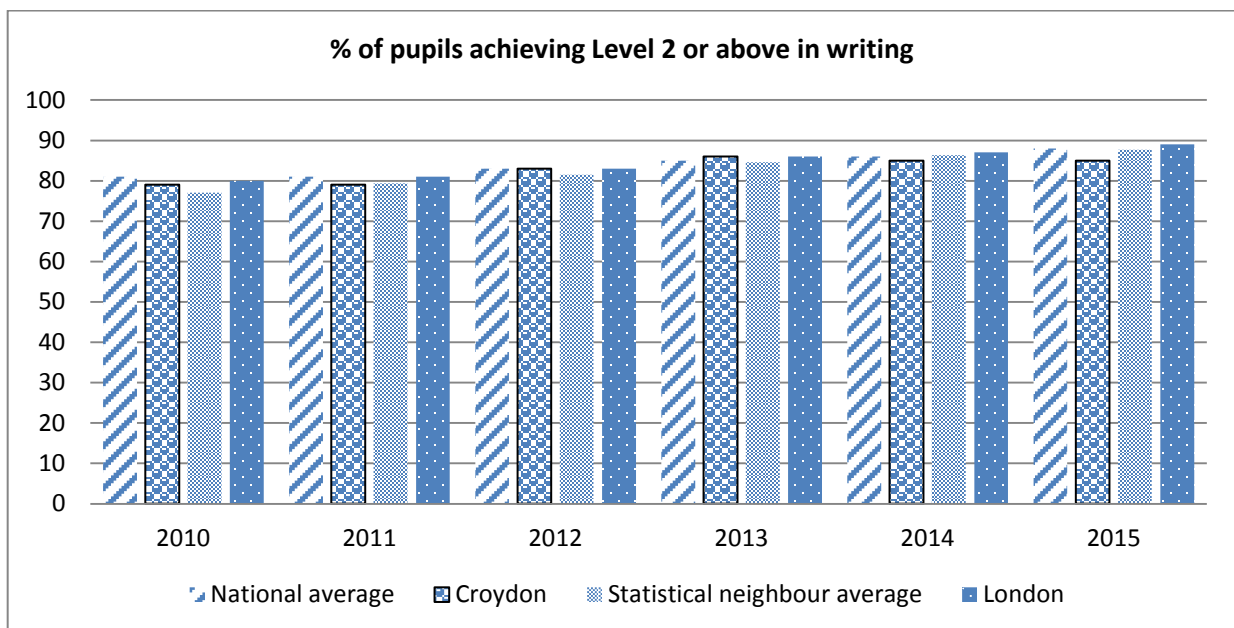
Key Stage 1 attainment at the national expectation of Level 2 and above:

	Percentage of pupils achieving level 2 or above in reading					
	2010	2011	2012	2013	2014	2015
National average	85	85	87	89	90	90
Croydon	85	84	88	90	89	90
Statistical neighbour average	85	84	86	88	90	90
London	84	85	87	89	90	91
Difference S/N ave Croydon	3	0	2	2	-1	0
Difference England Croydon	0	-1	1	1	-1	0



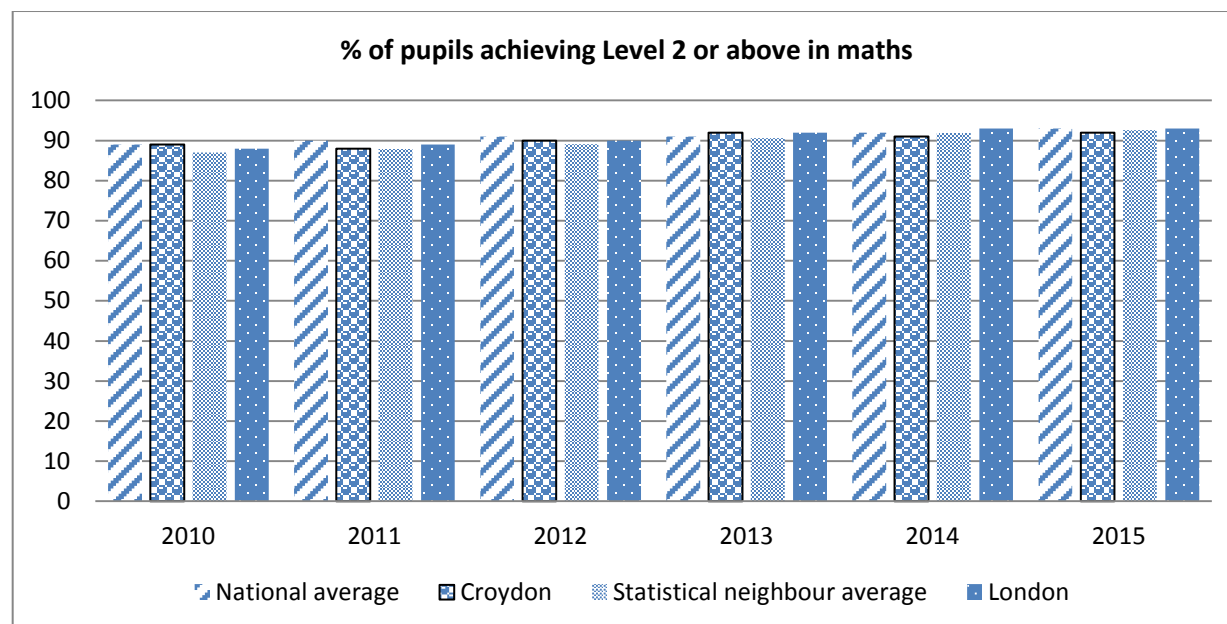
Source: KS1 Provisional (2015) Statistical First Release SFR32-2015 - DFE published data

Percentage of pupils achieving level 2 or above in writing						
	2010	2011	2012	2013	2014	2015
National average	81	81	83	85	86	88
Croydon	79	79	83	86	85	85
Statistical neighbour average	77	79	82	85	86	88
London	80	81	83	86	87	89
Difference S/N ave Croydon	2	0	2	1	-1	-3
Difference England Croydon	-2	-2	0	1	-1	-3



Source: KS1 Provisional (2015) Statistical First Release SFR32-2015 - DFE published data

Percentage of pupils achieving level 2 or above in mathematics						
	2010	2011	2012	2013	2014	2015
National average	89	90	91	91	92	93
Croydon	89	88	90	92	91	92
Statistical neighbour average	87	88	89	91	92	93
London	88	89	90	92	93	93
Difference S/N ave Croydon	2	0	1	1	-1	-1
Difference England Croydon	0	-2	-1	1	-1	-1



Source: KS1 Provisional (2015) Statistical First Release SFR32-2015 - DFE published data

3.4 What are we doing to address areas for development at KS1?

- The School Improvement Service, through the commissioning of the Link Adviser role to Octavo Partnership, ensures that challenging targets are set for pupils in KS1 and that schools use pupil progress meetings to ensure that all pupils are making at least expected progress, and all schools address specific issues in reading, writing and mathematics. Quality assurance visits to schools are robust and provide key information about the progress of current KS1 pupils.
- Teaching and learning reviews are carried out in our most vulnerable schools and, increasingly, as a traded service to other schools. These reviews include both lesson observations in KS1 classes and book scrutiny for evidence of progress. This ensures that any issues are picked up quickly and schools supported with making improvements. All of our maintained schools that are graded as a 3 or 4 by the local authority are automatically enrolled onto our School Progress Review Meeting (SPRM) programme. This ensures that appropriate challenge and support is given to the leadership and management of the school to ensure accelerated progress.
- The 'Croydon Improvement Challenge' has been developed with Octavo

Partnership to target support to schools where there are concerns about pupil outcomes. This training will provide bespoke support in leadership, mathematics and literacy.

- A range of training, through Octavo Partnership, targeting specific aspects of underachievement at KS1 is being offered, including specific courses that support teachers with moderating pupils' work, to ensure consistency. Other key courses include developing accuracy skills in KS1 – embedding the essentials of spelling, grammar and handwriting and changes to statutory KS1 assessment. There is also training focusing on strategies to support and challenge more able pupils at KS1.
- Continue to work in conjunction with the Early Years team in moderating all Reception classes. The quality of baseline data is now more accurate as children enter year 1. This has enabled teachers in years 1 and 2 to plan to meet the needs of children in KS1 more accurately.
- We have continued to develop our model of KS1 moderation which has been praised by the Standards and Testing Agency for being both robust and accurate.
- Subject leader network meetings are co-ordinated across Croydon, enabling teachers to work alongside one another, share best practice and keep up to date on current areas of priority for improvement.
- Teachers who are new to teaching in Year 2 are provided with training opportunities to ensure there is accurate implementation of the new expectations within the national curriculum and of the testing / moderation arrangements.
- We currently have four teaching schools in Croydon; their role is to provide high quality 'school to school' support. The local authority works closely with them to ensure that support is targeted from them to our schools most in need. This academic year one of our teaching schools is providing additional literacy support to a range of Croydon schools.

3.5 Key Stage 2

The number of children in Croydon schools at KS2 continues to rise, with 1,717 more children taking their KS2 tests in 2015 in comparison to 2010, the equivalent of approximately 58 more classes. Mostly due to migration within London and new arrivals to the country. There are many challenges associated with this rapid increase in pupil numbers: recruiting a larger number of high quality teaching and support staff and addressing the needs of an increasingly diverse and complex pupil population in terms of Special Educational Needs and English as an Additional Language.

The 2015 data included in this report is currently unvalidated as Ofsted do not release validated data until early in the spring term following the completion of the national appeals and disapplication processes. At this point it is only possible to compare validated 2014 data with 2015 unvalidated results. It is

expected that there will be some upward movement in Croydon results at this point and so the content of this is subject to variation. A number of schools are applying for discounts and this will potentially improve the boroughs attainment at end of KS2.

In 2014 the level of challenge was further raised when the so called floor standard, the basic minimum standard expected of schools, was raised from 60% of pupils achieving the expected standard in reading, writing and mathematics, to 65%. In 2015 the floor standard remained the same.

Croydon results in reading, writing and mathematics L4+ combined improved by 2% to 77%. This is set in the context of a 2% national increase. Croydon schools attained 4% lower than our statistical neighbours.

Within the individual subjects, reading at L4+ remained the same, closing the gap with national by a further 1% to a 2% gap. Writing increased by 1% to 84% which is 3% below national and mathematics increased by 2% placing us 3% below national. There has been a further closing of the gap in writing and mathematics between Croydon and National.

In spelling, grammar and punctuation, which is reported separately from the combined figures, at Level 4 we achieved in line with national figures for all pupils.

Our Children Looked After (CLA), for whom we are corporate parent – 80% of these pupils achieved age-related expectations in reading, 47% in writing and 53% in mathematics. At the time of this report there are no national figures with which to make comparisons.

Attainment at level 5 in reading decreased by 2%. In comparison, nationally there was a 2% increase. Writing increased by 4% in Croydon but nationally there was a 3% increase and mathematics decreased by 1% versus a 1% rise nationally. As can be seen in the tables below, Croydon is currently achieving 3% below its statistical neighbours in the combined Level 5 attainment, although the gap is closing and attainment at this level is on a consistent upward trend.

Girls outperformed boys in combined attainment in reading and writing at Level 4 and at Level 5. The gap between boys and girls was similar to the national gap in writing and mathematics at Level 4 and 2% wider in reading. Boys outperformed girls at Level 5+ mathematics.

Ten schools were below the 2014 higher floor standards both for attainment and progress compared to ten schools below this year (This is subject to change and we anticipate seven schools being below floor standards once their discounts have been applied). In the 2015-16 academic year, of the seven schools we anticipate to be below floor, four of these are maintained and three are academies. Four of these schools that were below floor standards in 2014/15 have made significant improvements and are now not below floor. Two of our academies have been below floor for two academic years.

Ten primary schools are in receipt of targeted support and challenge from the Local Authority. This reflects a robust approach to school categorisation

against a more rigorous inspection and testing regime.

Based on provisional figures Croydon is 1% below national averages for expected progress in reading and writing and 3% below in mathematics. The gap in writing between Croydon and National has narrowed from 3% in 2014 to 1% in 2015. The gap in reading and mathematics has widened slightly to 1% and 3% respectively.

The performance of academies at key stage 2:

At the time of Key Stage 2 testing in May 2015, 27 of Croydon's 71 primary schools were Academies (38%). Two Academies fell below the government floor standard of 65% attainment in reading, writing and mathematics, they were also below floor standards in the previous academic year.

Where there are concerns about the performance of Academies it is the responsibility of the Regional Schools Commissioner (RSC) to challenge and seek assurance. The RSC has the same powers of intervention as a Local Authority in maintained schools, such as issuing warning notices, and in addition may ultimately require an Academy to be partnered with a new sponsor.

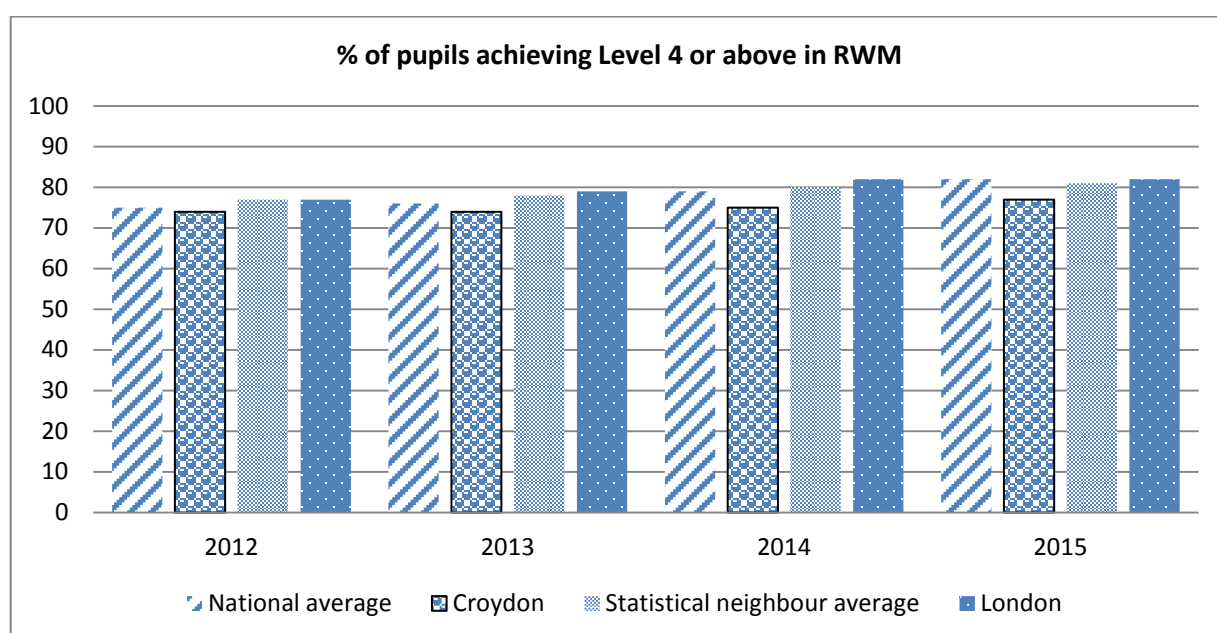
The following tables include the performance of all Croydon children in both maintained schools and academies.

Cohort Numbers eligible for assessment: KS2					
2010	2011	2012	2013	2014	2015
2,385	3,873	3,777	3,776	3,920	4,102

Reading test, writing Teacher Assessment and mathematics test combined

Source: KS2 Provisional (2015) Statistical First Release SFR30-2015 - DFE published data

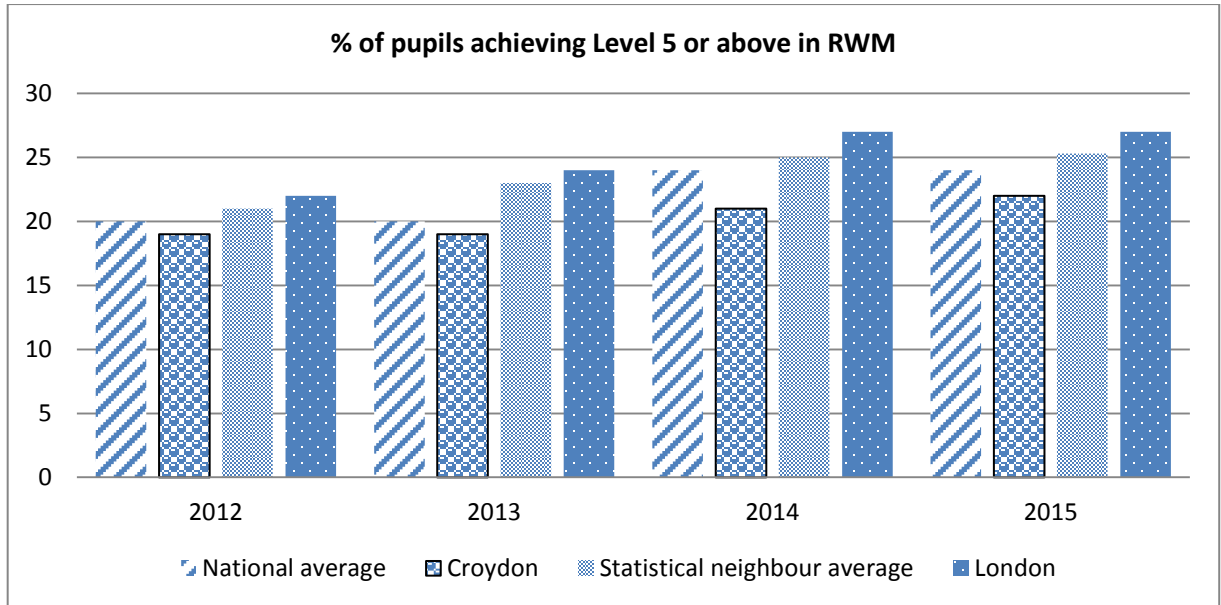
	Percentage achieving level 4 or above			
	2012	2013	2014	2015
National average	75	76	79	82
Croydon	74	74	75	77
Statistical neighbour average	77	78	80	81
London	77	79	82	82
Difference S/N ave Croydon	-3	-4	-5	-4
Difference England Croydon	-1	-2	-4	-3



Reading test, writing Teacher Assessment and mathematics test combined

	Percentage achieving level 5 or above ²			
	2012	2013	2014	2015
National average	20	20	24	24
Croydon	19	19	21	22
Statistical neighbour average	21	23	25	25
London	22	24	27	27
Difference S/N ave Croydon	-2	-4	-4	-3
Difference England Croydon	-1	-2	-3	-2

Source: KS2 Provisional (2015) Statistical First Release SFR30-2015 - DFE published data

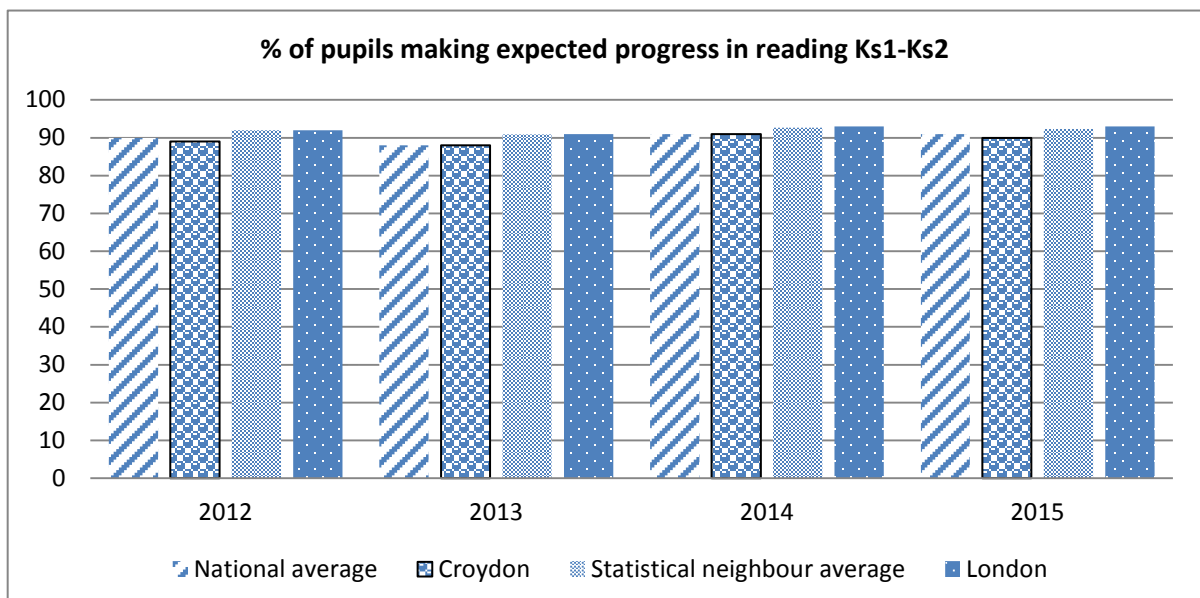


Percentage of pupils making two levels of progress in reading Ks1-Ks2

	2012	2013	2014	2015
National average	90	88	91	91
Croydon	89	88	91	90
Statistical neighbour average	92	91	93	92
London	92	91	93	93

Difference S/N ave Croydon	-3	-3	-2	-2
Difference England Croydon	-1	0	0	-1

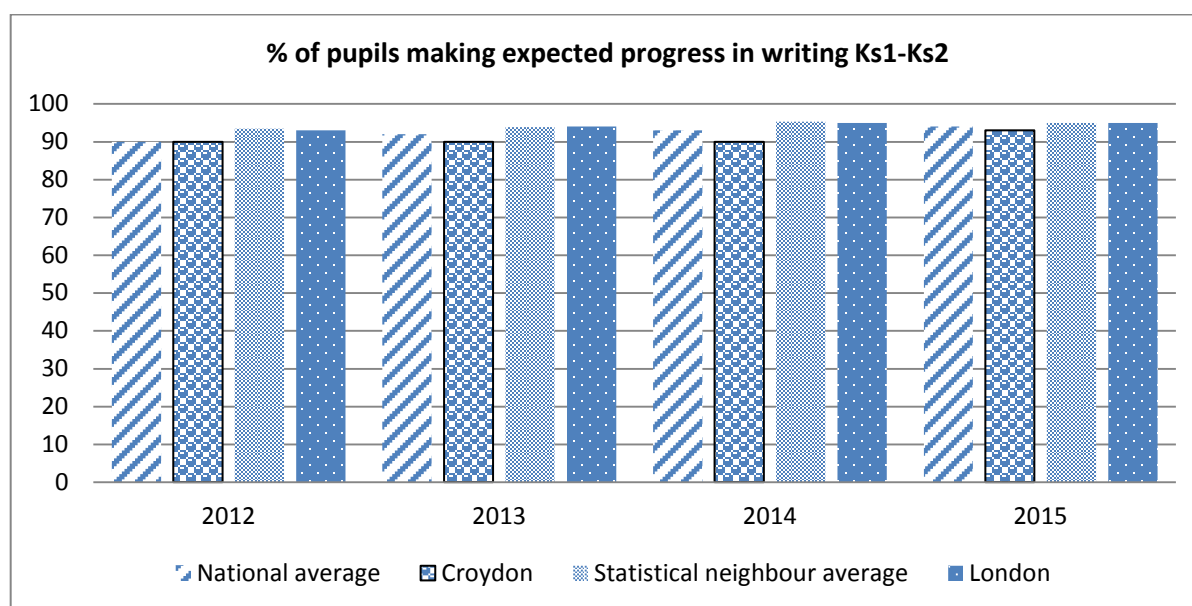
Source: KS2 Provisional (2015) Statistical First Release SFR30-2015 - DFE published data



	2012	2013	2014	2015
National average	90	92	93	94
Croydon	90	90	90	93
Statistical neighbour average	93	94	95	95
London	93	94	95	95

Difference S/N ave Croydon	-3	-4	-5	-2
Difference England Croydon	0	-2	-3	-1

Source: KS2 Provisional (2015) Statistical First Release SFR30-2015 - DFE published data

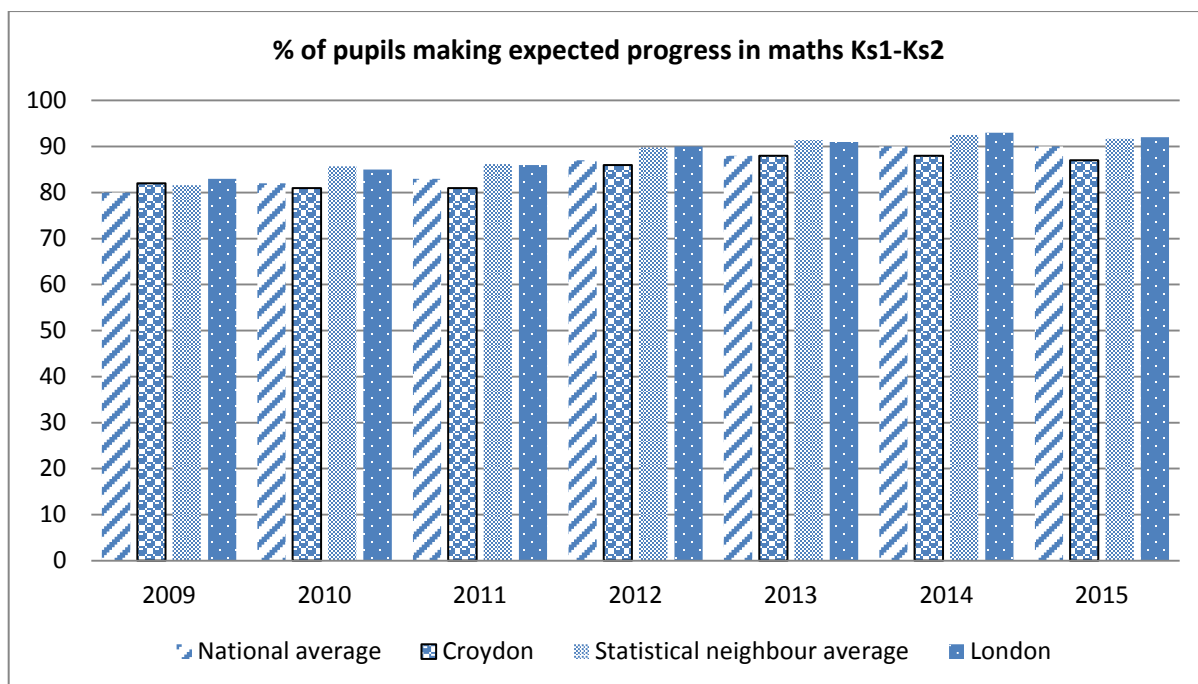


Pupils making expected progress in maths KS1 -KS2

	2009	2010	2011	2012	2013	2014	2015
National average	80	82	83	87	88	90	90
Croydon	82	81	81	86	88	88	87
Statistical neighbour average	82	86	86	90	91	93	92
London	83	85	86	90	91	93	92

Difference S/N ave Croydon	0	-5	-5	-4	-3	-5	-5
Difference England Croydon	2	-1	-2	-1	0	-2	-3

Source: KS2 Provisional (2015) Statistical First Release SFR30-2015 - DFE published data



Appendix 4 shows the results for individual schools both maintained and academies

Key stage 2 pupil migration of high achievers between primary and secondary schools

More than half (51.4%) of Croydon children who attain at the highest level at the end of Key Stage 2 (Level 6) do not enter Croydon maintained secondary schools and academies. The table below shows the figures for pupils who have achieved a level 6 in mathematics (the largest group of achievers) and their destination authorities. The two highest are Sutton (where there is selective education available) and Bromley. This inevitably impacts on the percentage of higher attainers at the end of Key Stages 4 and 5.

High achievers destination of year 6 pupils transferring to a secondary school in 2015 (obtained a level 6 maths test result):

	No of pupils	% of pupils
Croydon	210	48.6%
Sutton	169	39.1%
Bromley	30	6.9%
Surrey	11	2.5%
Southwark	4	0.9%
Hammersmith	2	0.5%
Lambeth	2	0.5%
Wandsworth	2	0.5%
Bedfordshire 97	1	0.2%
Merton	1	0.2%

Source: Confirmed places September admissions

Total pupils	432
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3.6 What are we doing to address areas for development at KS2?

- It is clear there is too wide a gap between our highest performing and lowest performing schools. The strengthening the quality of leadership and management in our schools has been successful, as seen reflected in OfSTED inspection outcomes. There is inevitably a “lag” between improved leadership and improved outcomes. So in order to accelerate this improvement we have revised the LA School Improvement Plan (Appendix 6) which sets aspirational targets and details specific actions to support improved English and mathematics outcomes, by securing differentiated, quality assured training and development. This plan will be reflected in our work with schools nad our commissioning of school improvement work by Octavo, and our brokerage of teaching schools and other providers.
- All schools with low pupil outcomes at KS2 are identified for our ‘Croydon Improvement Challenge’, which includes training, support and challenge for schools including developing some partnerships with good to outstanding schools. Progress against the improvement agenda is monitored through termly meetings with the senior leadership team and Chair of Governors. Teaching and learning reviews are also strongly recommended in these schools as part of our traded support. Support and challenge is targeted to address specific issues in reading, writing and mathematics in individual schools. As an LA we also commission and work alongside Octavo to carry out Leadership and Management reviews in these schools where there are concerns about this.
- We make use of “best practice” wherever it exists in the Borough through brokering school-to-school support, the use of our Teaching School Alliances and our local Excellent Practitioners scheme.
- There are a number of Croydon schools currently graded as good by Ofsted but where we have concerns about pupil outcomes. For these schools we have recategorised them as a 2b school; they will receive further support and challenge from their link adviser. We will also be inviting the headteachers and Chair of Governors to meet with us and agree what actions they will be taking to bring about rapid improvements.
- We are working with our Head Teacher Advisory Group, which comprises head teachers of maintained, church schools and Academies, to agree and take action on whole Borough key priorities for improvement and co-ordinated, collaborative work to address those priorities. We monitor the impact against these key priorities through quality assurance of the school improvement work commissioned to Octavo.
- To reflect the new assessment arrangements at KS2 a programme to support schools has been put in place including frequent moderation cluster meetings and courses to improve teachers’ subject knowledge. Courses are also being run to train teachers in the demands of the new curriculum in English and mathematics. Specific programmes to support children’s achievement in writing, reading and mathematics are being put in place. Our processes have been held up as models of good practice and we have been asked to moderate other authorities as a result

- Link adviser visits are more focused on challenging schools about in-year progress and tracking of pupils to ensure that they have improved outcomes by the end of the year. Schools are advised, where appropriate, to engage with bespoke support from a range of providers.
- A range of training targeting specific aspects of underachievement at KS2 is being offered, including strategies to support and challenge more able pupils, targeted support for mathematics and improving engagement and attainment in writing.
- The Local Authority carried out a review last year to look at best practice in developing writing. Advisers met with a range of schools whose progress in writing has been in the top quartile for the Borough and with those where progress has been in the lowest quartile so that best practice is shared effectively. As a result of this review a range of courses reflecting the good practice are being developed and delivered by Octavo, with support from one of our teaching schools.
- Borough networks and training for English and mathematics co-ordinators support the development of subject leaders in schools. Through the network meetings we are helping subject leaders to analyse their school results and improve provision for pupils not meeting expected standards.
- As stated previously, we are working closely with three of our local teaching schools to use additional training capacity to best effect. We have also linked a number of vulnerable schools with teaching schools, the teaching schools have bid for extra funding to support the action plans created by the schools.
- The school improvement service is working closely with schools to challenge any underachievement and support improvement, including through partnerships with Academy chains and other good or outstanding schools where necessary. These partnerships are designed to bring about rapid improvement and develop capacity for sustained improvement in standards, quality of teaching and effectiveness of leadership and management.

3.7 Key Stage 4

In the key indicator of 5 or more A*-C GCSEs including English and mathematics, against a two year trend of decline nationally, the rate has improved in Croydon. At 58.8%, the percentage of students attaining 5+ A*-C including English and mathematics grades shows a rise of 2% on 2014 against a background of a 0.6% decline in results nationally.

Comparisons with statistical neighbours show that Croydon's GCSE results in 2015 are higher than our statistical neighbours in 5+ A*-C grades including English and mathematics (Croydon:58.8%; St.Neighbours: 56%). The results of our statistical neighbours have declined by a faster rate of 2% than the national decline (0.6%).

A full school listing of GCSE results can be found at Appendix 1. There is a mixed picture in performance in schools. The results of three schools (Meridian, St Mary's and Quest) are below the floor target of 40%, while six others (Edenham, Harris Academy Crystal Palace, Norbury Manor, Oasis Acadey Coulsdon, St Joseph's College and The BRIT) improved by between 5% and 23%.

The performance of academies at key stage 4: The data in Appendix 1 shows performance by Academies and enables comparison both with predecessor schools and non-academies.

It is not yet possible to report on the achievement of specific pupil groups at Key Stage 4 as the data was not yet available at the time of writing. This will be published in January 2016.

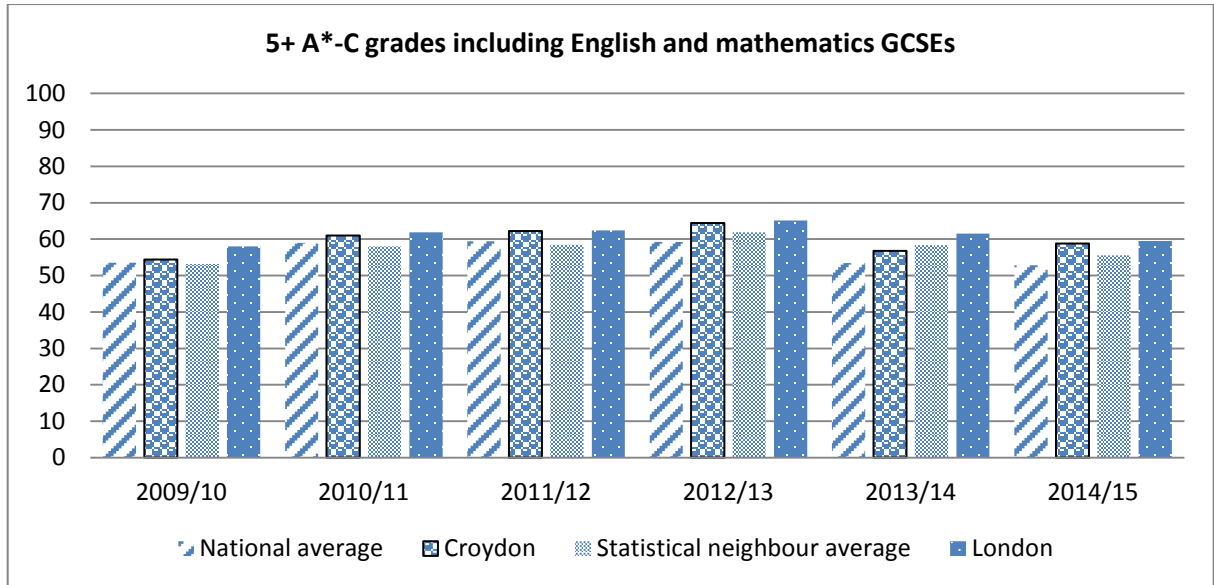
The following tables include the performance of all Croydon children in both maintained schools and academies.

Cohort numbers eligible for assessment: KS4						
2010	2011	2012	2013	2014	2014	2015
3,701	3,722	3,637	3,770	3,716	3,716	3,664

Source: 2014/15 key stage 4 attainment data (Provisional)

	Percentage of pupils at the end of key stage 4 achieving at 5+ A*-C grades including English and mathematics GCSEs					
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
National average	53.5	59	59.4	59.2	53.4	52.8
Croydon	54.4	61	62.2	64.4	56.8	58.8
Statistical neighbour average	53	58	58	62	58	56
London	58	62	62	65	62	60
Difference S/N ave Croydon	1	3	4	3	-2	3
Difference England Croydon	1	2	3	5	3	6

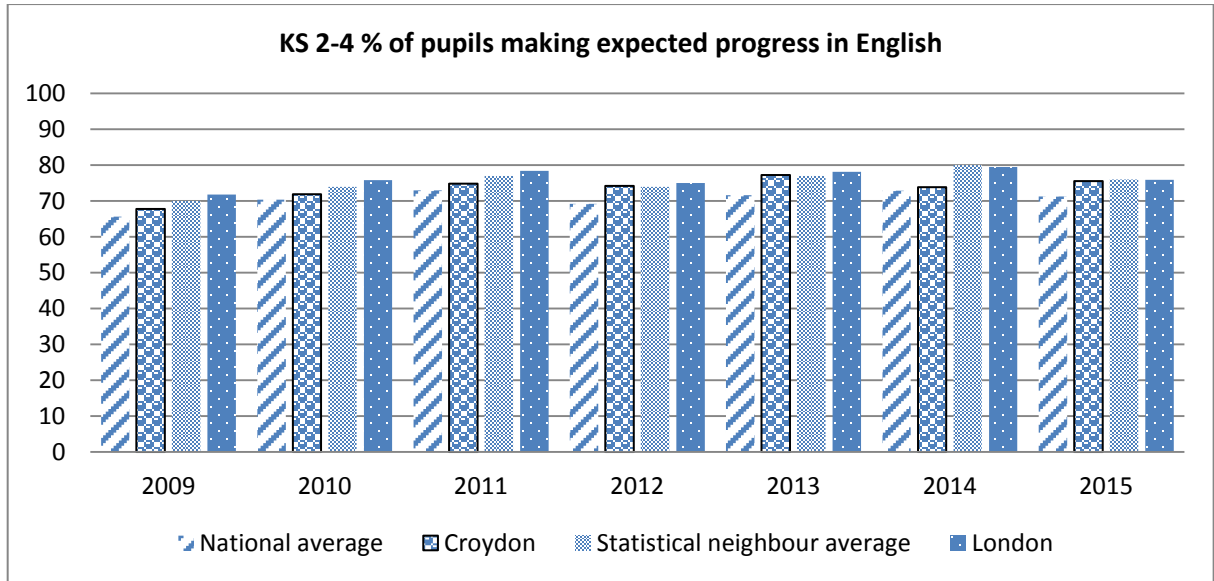
Source: 2014/15 key stage 4 attainment data (Provisional)



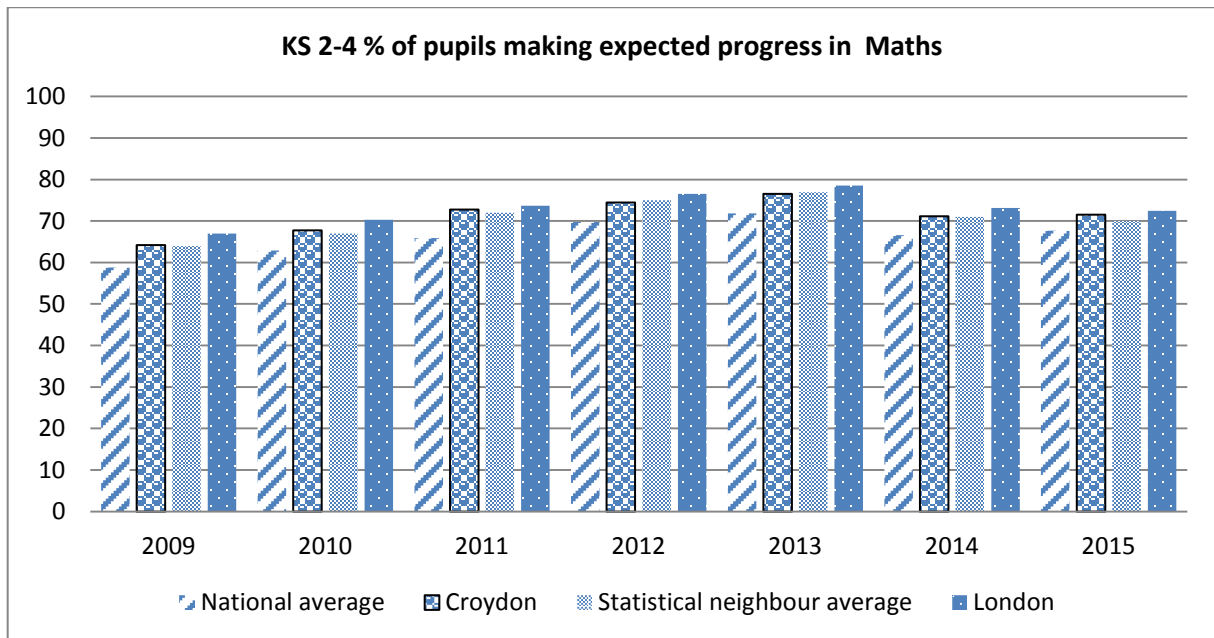
Key stage 4 pupils making expected progress KS2-KS4

A key indicator in terms of the impact Croydon schools have on outcomes for learners is the progress they make. In both English and mathematics young people consistently make better progress between the end of Key Stage 2 and Key Stage 4 than their peers nationally. When compared to statistical neighbours, young people in Croydon made comparable progress to their peers in English and better progress in maths.

	Expected progress in English						
	2009	2010	2011	2012	2013	2014	2015
National average	65.7	70.4	73	69.2	71.6	72.9	71.3
Croydon	67.8	71.9	74.9	74.2	77.3	73.9	75.6
Statistical neighbour average	70	74	77	74	77	80	76
London	71.8	75.8	78.4	75	78.2	79.5	75.9
Difference S/N ave Croydon	-2	-2	-2	0	0	-6	0
Difference England Croydon	2	2	2	5	6	2	4



	Expected progress in Maths						
	2009	2010	2011	2012	2013	2014	2015
National average	58.8	62.9	65.9	69.8	71.9	66.6	67.7
Croydon	64.2	67.8	72.8	74.5	76.6	71.2	71.6
Statistical neighbour average	64	67	72	75	77	71	70
London	67	70.3	73.7	76.6	78.6	73.2	72.5
Difference S/N ave Croydon	0	1	1	0	-1	0	2
Difference England Croydon	5	5	7	5	5	5	4



3.8 What are we doing to address areas for development at KS4?

- The Local Authority has commissioned Octavo to provide Link advisers to all publicly funded schools. They are challenging schools to achieve the very demanding targets set for 2016 and monitoring their progress.
- We are continuing to ask schools to set targets for the percentage of pupils in receipt of the Pupil Premium Grant making at least expected progress, reflecting the importance of closing the gap between these learners and their peers. The schools' impact of any interventions funded by the Pupil Premium Grant is carefully scrutinised and, where such interventions have not had the desired impact, head teachers are required to identify how their evaluations are informing future plans for spending this funding.
- Vulnerable schools have termly School Progress Review Meetings with the Local Authority to review their progress against identified priorities. Each vulnerable school is subject to a LA led review of teaching and learning which informs the School Progress Review meeting.
- There is a key focus on supporting good schools to become outstanding and schools requiring improvement to become good, through targeted Professional Development. This includes bespoke training for governors so that they are able to clearly demonstrate that they offer both challenge and support to schools by focusing on key areas for development whilst holding head teachers to account.

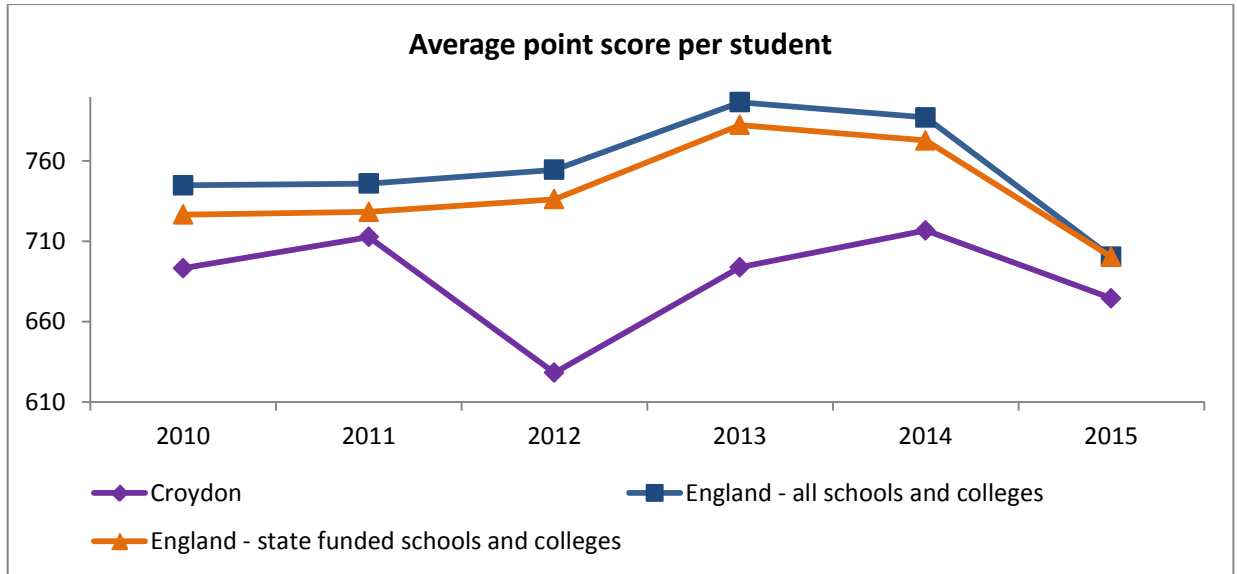
3.9 Post-16 (KS5)

All data is based on students in state-funded mainstream schools, academies, free schools, maintained special schools, FE and sixth form colleges. Two sets of data are available. Resident data covers the achievement of our Croydon residents irrespective of where they study, i.e. educated both in and outside of Croydon. School data covers the achievement of all students within Croydon's schools and colleges, irrespective of their borough of residency. Approximately 50% of Croydon residents aged 16-19 study in Croydon schools and colleges. Typically, students in Croydon school sixth forms and colleges have slightly lower KS4/GCSE results on entry to level 3 courses than the national average, although this does vary greatly between our institutions. Data quoted below pertains to those educated in Croydon schools and colleges, unless otherwise stated.

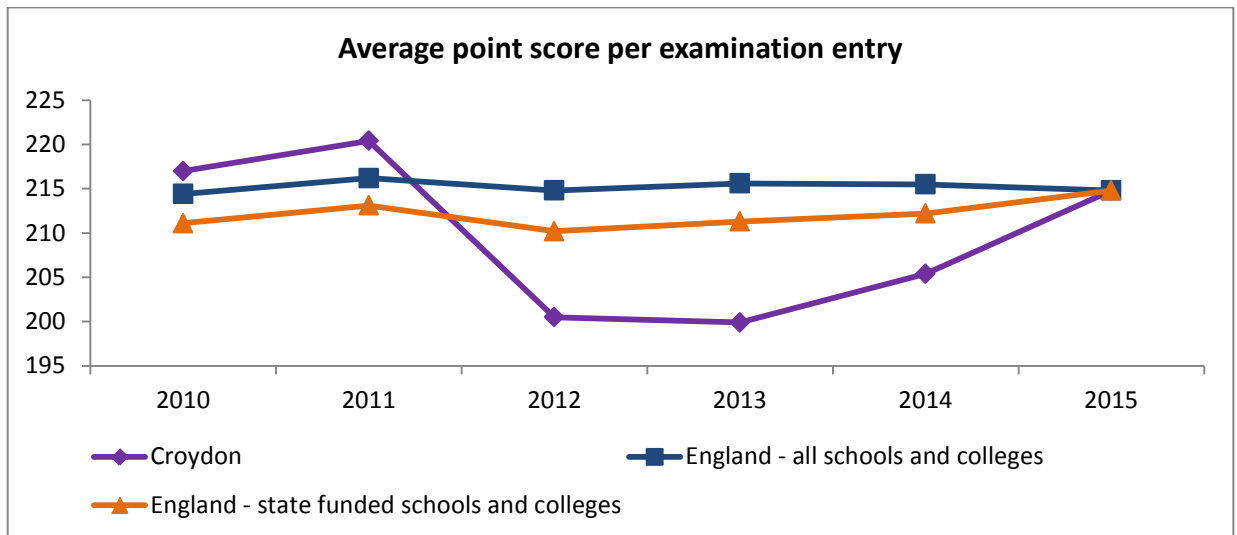
The data is unvalidated and cannot be considered accurate until the validated data is published in January, at which time the commentary may also change.

Approximately half of level 3 students in Croydon undertake academic programmes (e.g. A levels) and half take vocational programmes (e.g. BTECs).

Croydon's Average Point Score (APS) per student of 674.5 in 2015 was a decrease from 716.8 in 2014. Although still below the national average, Croydon's APS fell less steeply than nationally thereby closing the gap by half.



The APS per entry shows that Croydon’s post-16 learners improved by 9.4 in 2015 (from 205.4 in 2014 to 214.8 in 2015). This point score is equivalent to a grade C (a C grade is 210 points). This increase in Croydon is against a fairly static picture nationally which has resulted in the gap being closed and Croydon now being in line with the national average following several years of being below.



The APS per student (674.5) and per entry (214.8) suggests that overall Croydon’s learners are doing slightly smaller programmes than is typical nationally.

Unvalidated data states that the A level pass rate (A*-E grades) in Croydon (98.1%) is in line with the national average (98.2%). But there remains an issue in Croydon about the percentage of students achieving higher grades and also a lower proportion of Croydon students achieving 3+ A levels.

Croydon continues to have strong L3 vocational performance, with the vocational APS per student/entry well above national average – Croydon
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640.1/232.4 compared to national average of 548.9/219.3.

In summary, the unvalidated 2015 data is indicating that:

- APS per entry rose to the national average in 2015, whilst the gap in APS per student between Croydon and national was reduced.
- Vocational level 3 achievement continues to be strong.
- The average grade achieved at A level in 2015 was a C.
- The achievement of high grades (A*-B) at A level, continues to be an area for development.

3.10 What are we doing to address areas for development at post-16?

- Termly post-16 development days for school and college sixth form managers continues to support quality improvement through data analysis, policy updates, professional development opportunities and peer-to-peer support to share good practice.
- The local authority are working with a group of post-16 providers on a proposal to work collaboratively and share provision for post-16 students in the next academic year and beyond. The aim is to give students a greater choice of subjects, leading to improved outcomes.
- Provision of local management information and advisory support to CHTA to inform nature and scope of collaborative post-16 working arrangements including timetable synergy and joint delivery for piloting in 2016/17.
- Commissioned link advisor challenge and support for all school sixth forms (2 days per school), with a specific focus on quality and viability of their 6th form provision, progress being made by all learners and raising expectations and achievement of the most able learners.
- Schools and colleges can access a range of professional development opportunities, conferences, and post-16 networks through a funding agreement with Learning Plus UK.
- Support to improve the local careers advice and guidance offer, via facilitation of a termly careers leads network, regular newsletter and audits of individual schools' careers provision.
- Provision of detailed analysis on school leavers destinations to inform individual curriculum and careers advice offers.

3.11 Outcomes for Children Looked After

Attainment of Children Looked After by the Local Authority can vary widely from year to year due to cohort sizes and other factors that contribute significantly such as Special Educational Needs, their general health and well-being and the length of time children have been in care.

At Key Stage 1 the CLA cohort consisted of 15 pupils. Only 6 of these pupils were in continuous care for 12 months or more and contribute to the national statistics presented by the DfE for the 2014/15 academic year. Of the 6 eligible CLA, 2 have statements of SEN and the remaining 4 are on additional support packages. 33% of the eligible cohort achieved the expected level of attainment in reading, writing and maths.

At Key Stage 2 the eligible Year 6 cohort consisted of 15 pupils, 9 of whom (60%) had either a Statement of Special Educational Needs, an Education, Health and Care Plan (EHCP) or were receiving significant levels of in-school support. 40% achieved a combined expected level of attainment in reading, writing and mathematics. 53% made expected progress and 33% made more than expected progress in reading. 47% and 27% in writing and 40% and 33% in mathematics. Approximately 75% of the cohort made expected or exceeded progress between Key Stage 1 and Key Stage 2. Since 2012 the percentage of children looked after under the care of Croydon who have been in care continuously for 12 months achieving the expected level in reading and maths at the end of Key Stage 2 has improved or been maintained.

At Key Stage 4 there were 86 pupils in the cohort, of whom only 46 were sitting 5 or more GCSE's. Of these, 8% achieved 5 A* - C GCSEs including English and mathematics. The profile of Croydon's CLA cohort by the end of Key Stage 4 makes data comparisons with other Local Authorities and Statistical Neighbours impossible. This is due to the fact that the majority were Unaccompanied Asylum Seeking Children (UASC) who entered the UK from a non-English speaking country and half this cohort had been in care for less than 2 years. Of the CLA with SEN in the cohort, 9 have Statements or EHCP's, 5 attending special schools, and a further 13 were on additional support packages. In August 2014 70% of the CLA cohort for whom we held historic and current data were making expected rates of progress. In August 2015 this figure had increased to 72%. For the UASC undertaking ESOL qualifications, all passed at their respective levels and were assessed by their educational provision as having made good in year progress. There were no changes in school placement for any of the pupils who achieved 5 A* - C GCSEs.

3.12 Challenge to underperforming schools

Where schools are underperforming, a range of actions are taken to challenge them to improve. In the first instance challenge is provided by the school's Link Adviser. Where further intervention is judged to be necessary, for example where the school is not improving rapidly enough or when it is vulnerable in terms of an adverse OFSTED inspection, the school is subject to detailed termly school progress review meetings (SPRMs). In the most serious situations the LA uses its statutory powers of intervention to do one or all of the following:

- Apply to the Secretary of State for the governing body to be replaced with an Interim Executive Board (IEB)
- Withdrawal of delegated budget
- Appointment of additional governors
- Issue a Warning Notice

We also issue non-statutory letters of concern which result in formal meetings with the head teacher and chair of governors. Where appropriate we support and challenge the governing body to follow necessary performance management / capability processes.

In addition, schools are encouraged to collaborate with good and outstanding schools, through either informal or formal arrangements.

4. Attendance

DfE validated data used in this report is for the 2014/15 autumn and spring terms unless indicated otherwise. Full academic year data for 2014/15 will be published in approximately March 2016.

4.1 Absence from school

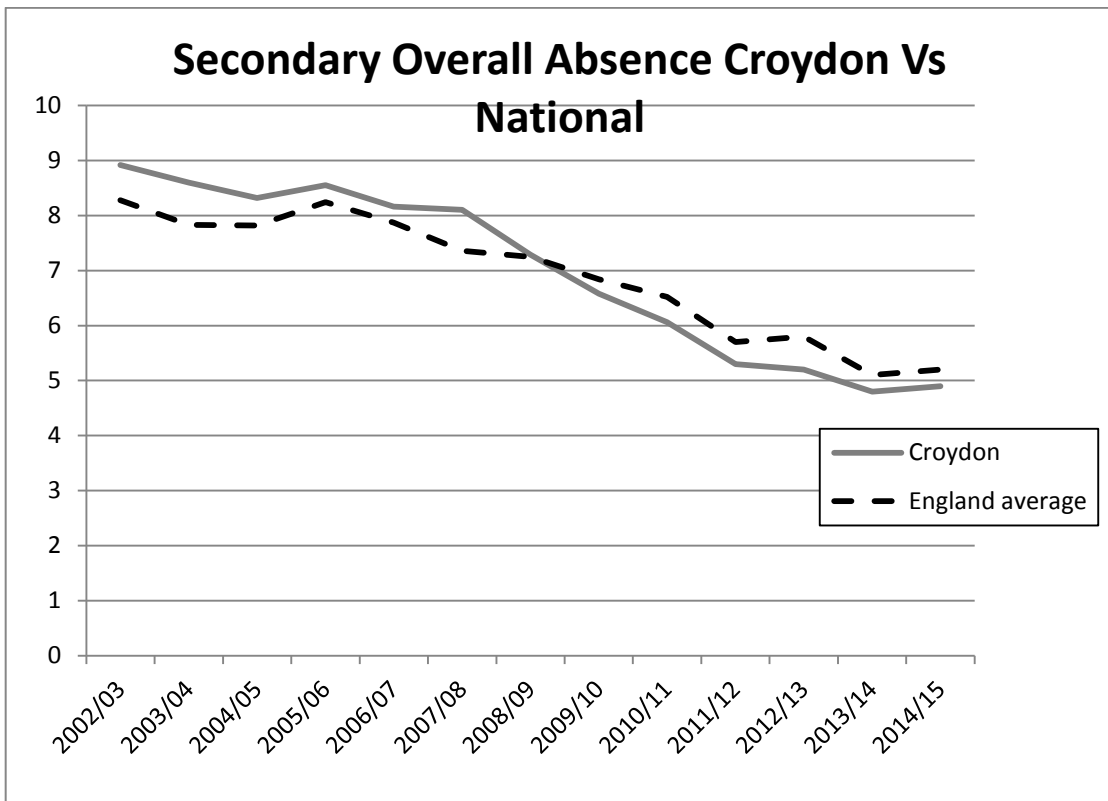
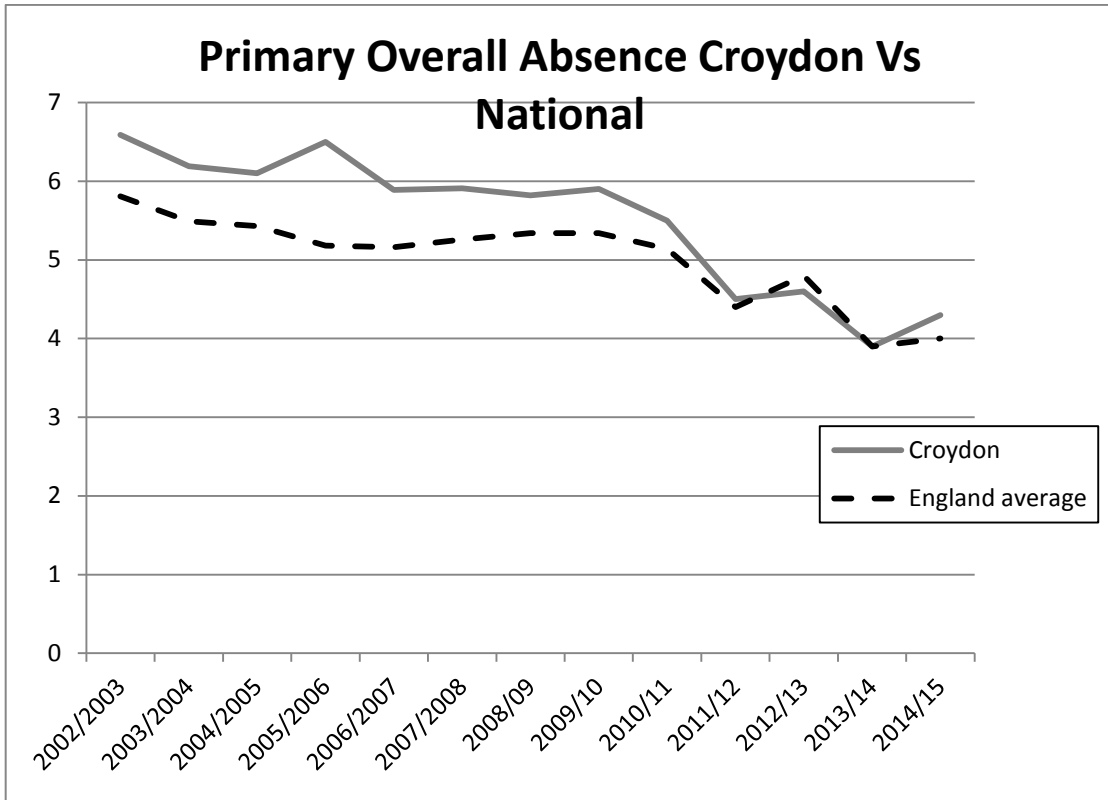
Primary overall absence has increased by 0.4% when compared to the previous year. There has been an increase nationally though not to the same degree.

The DfE attributes the rise in absence to a rise in illness, which increased from 2.7 per cent of all possible sessions in autumn 2013 and spring 2014 to 2.9 per cent of all possible sessions in autumn 2014 and spring 2015. Illness is the most common reason for absence, accounting for 64.7 per cent of all absences nationally. Secondary overall absence at 4.9% in 2014/15 represents a 0.1% increase compared to 4.8% in 2013/14 and is 0.3% better than the national average (5.2%).

Borough overall absence performance trends

Year	Croydon Primary Schools %	England average %	Year	Croydon Secondary Schools %	England average %
2006/2007	5.89	5.16	2006/07	8.16	7.87
2007/2008	5.91	5.26	2007/08	8.1	7.36
2008/09	5.82	5.34	2008/09	7.29	7.25
2009/10	5.9	5.34	2009/10	6.58	6.84
2010/11	5.5	5.14	2010/11	6.06	6.52
2011/12	4.5	4.4	2011/12	5.3	5.7
2012/13	4.6	4.8	2012/13	5.2	5.8
2013/14	3.9	3.9	2013/14	4.8	5.1
2014/15	4.3	4	2014/15	4.9	5.2

(* Lower values are better in this table)



4.2 Borough absence performance in comparison to statistical neighbours

Croydon's primary overall absence is 0.2% higher than the average for statistical neighbours and the percentage of persistent absentees (PA) are 0.1% higher the average of our statistical neighbours.

Croydon's secondary overall absence is the same as the average of our statistical neighbours, but percentage of persistent absentees is 0.2% lower than the average of our statistical neighbours.

Primary Absence	No of pupil enrolments	2014/15 Overall Absence	2014/15 Number of PA Pupils @ 85%	2014/15 Percentage of PA Pupils @ 85%
Croydon	27,475	4.3	865	3.1
Average of Statistical Neighbour	27,937	4.1	872	3

Secondary Absence	No of pupil enrolments	2014/15 Overall Absence	2014/15 Number of PA Pupils @ 85%	2014/15 Percentage of PA Pupils @ 85%
Croydon	18,411	4.9	868	4.7
Average of Statistical Neighbour	18,388	4.9	899	4.9

4.3 Persistent absence

In the reporting period Persistent Absence was defined as a pupil missing 15% or more (38 sessions during autumn and spring terms) of education. Persistent absence is a serious problem for pupils. Much of the work children miss when they are not at school is never made up, leaving these pupils at a considerable disadvantage for the remainder of their school career. There is also clear evidence of a link between poor attendance at school and low levels of achievement:

- Of pupils who miss more than 50 per cent of school, only three per cent manage to achieve five A* to Cs including English and Mathematics.
- Of pupils who miss between 10 per cent and 20 per cent of school, only 35 per cent manage to achieve five A* to C GCSEs including English

and Mathematics.

- Of pupils who miss less than five per cent of school, 73 per cent achieve five A* to Cs including English and Mathematics.

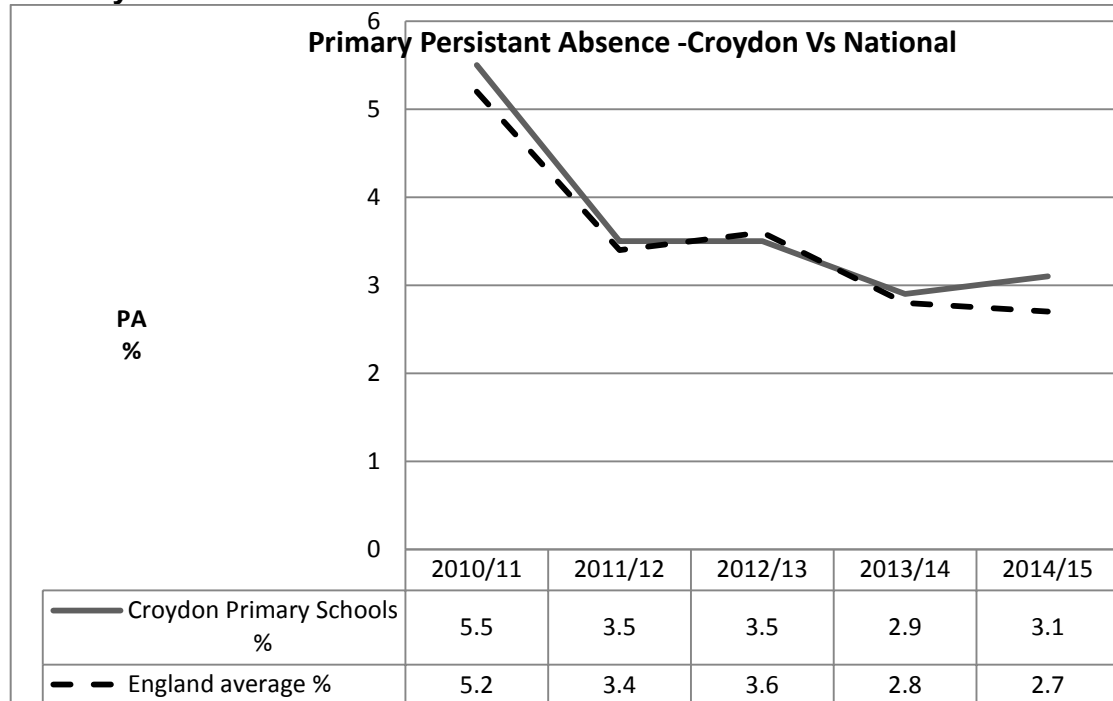
Primary persistent absence in 2014/15 (3.1%) has increased by 0.2% compared to the same period last year. This is now 0.4% higher than the national average (2.7%).

Croydon secondary persistent absence levels have risen from 5.1% in 2013/14 to 5.2% in 2014/15. This is 0.3% better than the national average (4.9%).

Borough Persistent Absence (PA) performance trends

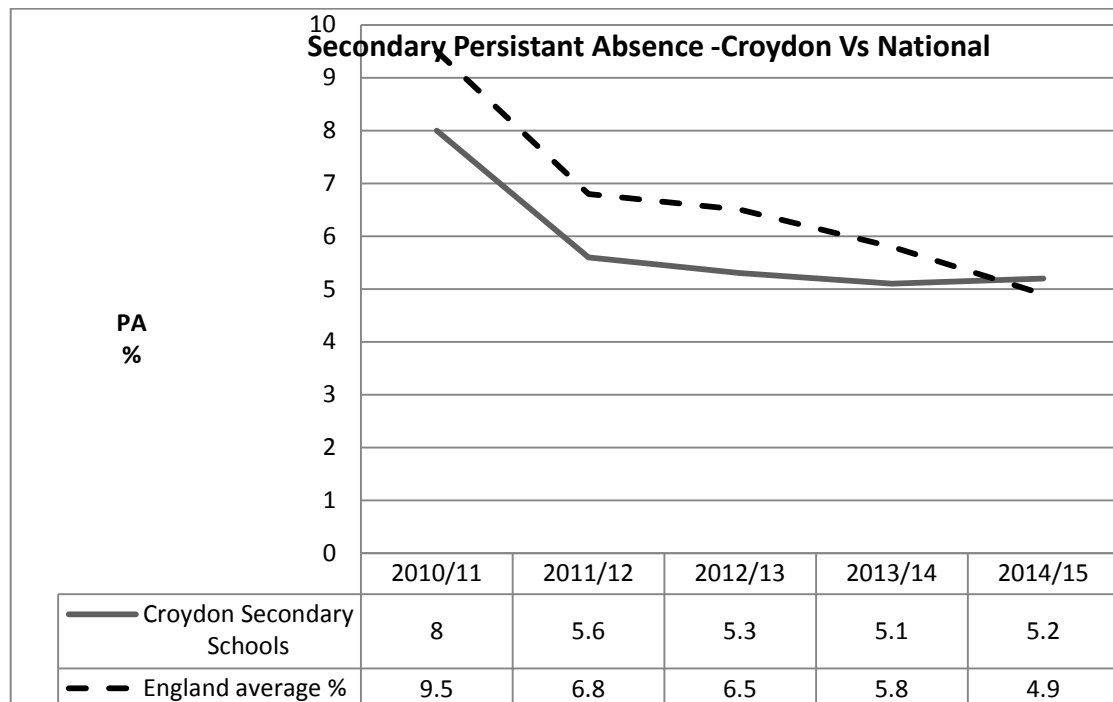
Year	Croydon Primary Schools %	England average %	Year	Croydon Secondary Schools	England average %
2010/11	5.5	5.2	2010/11	8	9.5
2011/12	3.5	3.4	2011/12	5.6	6.8
2012/13	3.5	3.6	2012/13	5.3	6.5
2013/14	2.9	2.8	2013/14	5.1	5.8
2014/15	3.1	2.7	2014/15	5.2	4.9

Primary Persistent Absence



(* Low is better in this graph)

Secondary Persistent Absence



(* Low is better in this graph)

4.4 What are we doing to address areas for development to improve pupil attendance?

There is a strong correlation between good school attendance and achieving positive outcomes for children. It is recognised that attending school regularly can be a protective factor for children and young people.

The Department for Education has revised the threshold for Persistent absence which has reduced from 15% to 10% from September 2015. The DfE recognises the successful work undertaken by schools to improve overall attendance rates and reduce the numbers of PA pupils and now wants to increase the level of challenge.

As a result the Education Welfare Service will be focused on reducing the persistent absence rate in Croydon schools. The EWS monitors those pupils who are “on track” to be a persistent absentee on a half termly basis to ensure that appropriate early intervention to reduce absence is taking place. There will be a greater focus on improving attendance for vulnerable pupils in Primary schools.

The Local Authority will support schools in taking a rigorous line in reducing absence. While the predominant focus is always to build strong positive relationships between parents, pupils and education providers, the Local Authority will prosecute parents/ carers where it is deemed appropriate.

The service will support schools to ensure identification of families where poor attendance is systemic, for example, via engagement with the 'Troubled Families' programme to offer intensive support and intervention. The service will work with schools to encourage a whole family approach working holistically to overcome barriers through more effective use of the Croydon Early Help pathway with appropriate levels of intervention.

The Service will support schools in the use of a wider range of support and sanctions from Early Help assessments to criminal prosecution. The legal process will be made more robust, streamlined and effective by:

- Developing Magistrates' understanding of the supportive partnership work carried out by schools and Local Authority with families to improve school attendance prior to moving to prosecution.
- Working with Magistrates to develop consistent sentencing policy and guidelines including the range of community sentence options.
- Actively pursue prosecution for those parents who fail to carry out their legal responsibility of ensuring their children attend school regularly.
- Strengthening the use of Fixed Penalty Notice Warning for persistent unauthorised absence from school

There has also been progress made in improving education data management, which will ultimately lead to improvements in the collection and processing of attendance data from schools. 90 Croydon schools are now sending attendance data to the Local Authority electronically on a regular basis. Improvements in data collection will help the local authority to target support and challenge more effectively to schools. This will include the

comparison between the numbers of parents per school referred to the Local Authority for enforcement intervention and a school's attendance to ensure that parents are being held to account properly by schools with high levels of pupil absence and persistent absence.

5. Exclusions

There were 24 permanent exclusions from Croydon maintained schools, academies and free schools during the 2014/15 academic year, giving a borough exclusion rate of 0.04%. This is an increase on the 2013/14 academic year which saw 13 permanent exclusions. One school had six permanent exclusions during the year (a quarter of the borough's total). The local authority has been supporting and challenging the school around its management of behaviour in the school.

However this increase is small compared with the level of exclusions historically (See table) and will still put us either in or very near the best quartile in the country. This compares favourably with the last published data for statistical neighbours and is lower than the England and London rates. Nationally, both permanent and fixed term exclusions have increased according to the most recent published national data on exclusions (Statistical First Release 30th July 2015). The trend diagram for permanent exclusions demonstrates the improvement for Croydon from 80 permanent exclusions in 2008/9 to 2014/15, with a significant drop in 2013/14.

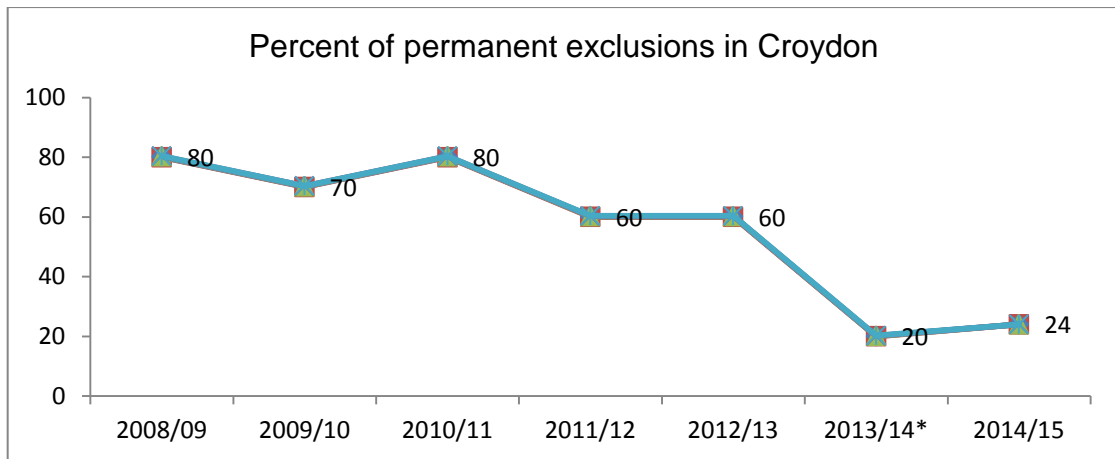
Exclusions Performance pack- Trend Information (Academic Year 2008/9 to Academic Year 2014/15)

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14*	2014/15
Number of permanent exclusions	80	70	80	60	60	20	24
Croydon % of permanent exclusions	0.16	0.15	0.15	0.12	0.12	0.02	0.04
National	0.09	0.08	0.07	0.07	0.07	0.06	*
London	0.11	0.1	0.08	0.08	0.08	0.07	*
SN Average**	0.07	0.07	0.06	0.08	0.08	0.09	*

*Please note that the figures for 2014/15 are not yet published

** S/N Average is the figure based on average of averages. For some of the Statistical neighbours the figures were suppressed.

Source DFE published data and local data



Exclusions by FSM Source: local data

	2010/11		2011/12		2012/2013		2013/2014		2014/2015	
	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm
Not Eligible	621	23	661	15	779	33	973	12	1164	20
Eligible	1255	54	1234	49	724	32	281	1	453	4
Total Numbers	1876	77	1895	64	1503	65	1254	13	1617	24

Girls accounted for 4 % of permanent exclusions during 2014/15 compared to 46% during 2013/14. This was a drop from 5 to 1 permanent exclusion of girls. Girls accounted for 29 % of fixed term exclusions during 2014/15 compared to 26% during 2013/14.

Nationally boys are over three times more likely to receive a permanent exclusion and almost three times more likely to receive a fixed term exclusion than girls according to the most recent published national data on exclusions (Statistical First Release 30th July 2015).

Permanent exclusions of SEN pupils have been decreasing for a number of years and this decrease has continued this year with 6 permanent exclusions of pupils on the SEN register.

Academic Year	Permanent exclusions of pupils with a Statement / EHC plan for SEN
2010/11	42
2011/12	34
2012/13	13
2013/14	10
2014/15	6

During 2014/15 1.3% of all exclusions were of Children looked after compared to 1.8% during 2013/4 and 2.7% in 2012/13. The number of incidents of exclusion relating to children looked after has fallen slightly from zero permanent exclusions and 23 fixed term exclusions in 2013/14 to zero permanent exclusions and 22 fixed term exclusions during 2014/15.

Permanent exclusions of SEN pupils have been decreasing for a number of years.

Black Caribbean pupils made up 17% of permanent exclusions and 27% of fixed term exclusions during 2014/15 compared with 15% during 2013/14. (Black Caribbean pupils accounted for 11% of the school age population). This was a slight increase on 2013/14, when black Caribbean pupils accounted for 23% of fixed term exclusions.

White British pupils account for 21% of permanent exclusions and 25% of fixed term exclusions. They accounted for 29% of the school age population. Black African pupils account for 25% of permanent exclusions and 13% of fixed term exclusions. 15% of the school age population were Black African.

There has been a slight increase in both permanent and fixed term exclusions of black African pupils. There were six permanent exclusions of black African pupils during 2014/15 compared with 3 permanent exclusions of Black African pupils in 2013/14. There were 213 fixed term exclusions of black African pupils during 2014/15 compared to 190 fixed term exclusions of black African pupils in 2013/14.

There has also been a slight increase in the number of fixed term exclusions of white British pupils from 348 during 2013/14 to 403 during 2014/15 There were five permanent exclusions of white British pupils during 2014/15 compared with 4 permanent exclusions of white British pupils during 2013/14.

Appendix 4 includes data showing the percentage of pupils within each ethnic group that have been on a fixed term / permanent exclusion.

The government introduced new guidance on appeals and exclusions from September 2012. The 2014/15 academic year was the third full year under the new independent review arrangements. The independent review panels do not have the power to reinstate or overturn the decision of governors to uphold the head teacher's decision to permanently exclude pupils in contrast to the predecessor independent appeal panels (IAPs). No appeals against permanent exclusion were considered during the 2014/15 academic year.

5.1 What are we doing to address areas for development in maintaining low levels of exclusion and promoting inclusion?

The Local Authority continues to develop the work of the primary and secondary Fair Access panels to support schools in reducing exclusion.

All Croydon secondary schools are active participants in the Fair Access Panel which considered 348 pupil referrals during the 2013/14 academic year. Representatives from Police, Children's social care and Youth Offending Service also contribute to the panel.

The primary Fair Access Panel has been strengthened to include more representation from schools. Eight primary headteachers regularly attend the panel which meet on a monthly basis.

An offensive weapons steering group has been established at the instigation of the Secondary Fair Access Panel (FAP) as there had been an increase in the number of pupils referred to the FAP by schools following incidents involving offensive weapons. A guidance document will be produced and a launch training event supported by the Met Police Trident operation will be held for Croydon Schools in the 2016 Spring term.

A vulnerable girls group has been established building upon the work of an earlier group looking at the needs of girls. The group was formed in response to feedback from schools and the experience of the Learning Access team around the challenges faced meeting the needs of vulnerable girls and young women in education.

Membership of the working group consisted of key stakeholders in schools, PRUs and the local authority. Members of the working group researched and visited a range of current projects that exist to support girls. The Local Authority will continue to develop an approach with key partners to support vulnerable girls to maintain their educational placements.

We are currently developing an offer to schools around supporting restorative approaches, mediation, internal panels for pupils at risk of exclusion as well as training around emotional resilience for staff in order to increase the capacity of schools to manage difficult behaviour.

The Learning Access team provides a rapid response approach to schools which are experiencing difficulties with a student. Members of the team will then arrange to visit the school, often the same day or the very next day to meet with relevant staff and offer support and advice.

6. OFSTED INSPECTION OUTCOMES

6.1 At the beginning of the academic year in September 2014 further revisions were made to the OfSTED framework. From September 2015 the 'Common Inspection Framework' was in place in schools. These revisions raised the bar further in terms of expectations on schools, particularly in terms of leadership, including governance, and safeguarding. Inspectors now reach judgments on four areas: outcomes for pupils, quality of teaching, learning and assessment, effectiveness of leadership and management and personal development behaviour and welfare. Within the new 'CIF' a judgement will also be made about the effectiveness of the early years provision and 16-19 study programmes.

Another key difference for the inspection process is that all schools currently judged as good will be subject to a Section 8 one day 'short inspection' to confirm whether they are still good. Where more evidence is needed to confirm this these inspections can be changed to a section 5 inspection.

6.2 A total of 22 schools (not including PRUs or Special Schools) were inspected during the academic year 2014-2015.

6.3 At the beginning of September 2012 67% of Croydon's schools were judged by OFSTED to be good or better. By the end of July 2013 this percentage had risen to 73%. This placed Croydon 2% above the national figure. This upward trend has continued in the autumn term 2015.

7. CONSULTATION

There are no needs for consultation arising from this report.

8. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

There are no financial considerations or risk with this report.

Approved by – Lisa Taylor – Head of Finance and Deputy S151 Officer

9. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

The Solicitor to the Council comments that there are no legal implications arising from this report.

Approved by J Harris Baker, head of social care and education law on behalf of the Director of Democratic and legal services

10. HUMAN RESOURCES IMPACT

There are no Human Resources considerations arising from this report.

Approved by Debbie Calliste, HR Business Partner on behalf of the Director, Workforce and Community Relations.

11. EQUALITIES IMPACT

As the quality of Croydon's schools continues to improve there is a positive impact for all pupil groups, including the most disadvantaged. Schools continue to be challenged to set demanding targets for the achievement of pupils in receipt of the pupil premium grant and are expected to demonstrate the impact this funding has to close the gap between these pupils and their peers. The work, commissioned through Octavo, of the inclusion team supports achievement amongst the most vulnerable groups of pupils, including white working class boys and girls, those with English as an Additional Language, traveller children and asylum seekers / those newly arrived to the country. The evidence shows that whilst there is still a gap between white working class children, children of Caribbean heritage and white / Caribbean dual heritage children and their peers the gap is narrowing. The team will be focusing on closing the gap for Black Caribbean and Pupil Premium pupils in the borough at KS2 further in the coming year. Children Looked After by the Local Authority make good progress from often low

starting points. Whilst attainment for this cohort of pupils appears low this includes the very large number of young people recently arrived from overseas. Funding for the Virtual School for Children Looked After will continue to provide support, guidance and challenge for this group of learners and their schools in order to continue the upward trajectory in the progress they make.

12. ENVIRONMENTAL IMPACT

There are no direct implications contained in this report.

13. CRIME AND DISORDER REDUCTION IMPACT

There are no direct implications contained in this report.

14. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 14.1 This report is for information and there are no recommendations other than to note its contents. The report has been included on the agenda for the next relevant scrutiny committee.

15. OPTIONS CONSIDERED AND REJECTED

- 15.1 Not relevant.

CONTACT OFFICER: David Butler, Head of School Standards,
Commissioning and Learning Access

Background papers: none

Appendices attached:

- Appendix 1: KS2 Test results for RWM at Level 4+ AY 2014/2015
- Appendix 2: Secondary School GCSE results 2008 – 2015
- Appendix 3: Exclusions from Croydon maintained schools and academies for the 2014/15 academic year
- Appendix 4: Exclusions from maintained schools and academies for 2014/15 for children with SEN, Children Looked After and by ethnic group
- Appendix 5: Explanation and identification of Statistical Neighbours
- Appendix 6: Croydon School Improvement Plan

Appendix 1 KS2 Floor standard for AY 2014/15 (unvalidated data)

In order to be below the government's "floor standard" fewer than 65% of children need to achieve less than a Level 4 (expected standard at age 11) in reading, writing and mathematics combined and make less than the national median of progress in each of reading, writing and mathematics.

These figures do not take account of potential discounts for pupils who arrived in the country in Years 5 or 6 and are therefore subject to revision.

Est. No.	School	NO R	Small School	L4+ RWM	2 Levels of Progress			Measure s Failed	Met Floor Standard
					Readin g	Writin g	Math s		
-	National Threshold	-	-	65	94	96	93	-	-
3417	Aerodrome Primary Academy	60		80	95	96	93	0	Yes
3000	All Saints CofE Primary School	57		74	96	94	90	2	Yes
2016	Applegarth Academy	45		69	81	81	86	3	Yes
2013	Ark Oval Primary Academy	87		56	92	95	74	4	No
5202	Atwood Primary Academy	60		87	97	88	86	2	Yes
2062	Beaumont Primary School	29		97	100	100	96	0	Yes
7004	Beckmead School	18		6	59	24	29	4	No
2003	Beulah Junior School	89		72	93	96	88	2	Yes
2082	Broadmead Primary Academy	88		58	83	90	84	4	No
2035	Castle Hill Academy	63		44	78	97	54	3	Yes
2057	Chipstead Valley Primary School	59		86	97	100	93	0	Yes
3301	Christ Church CofE Primary School (Purley)	30		80	87	97	93	1	Yes
3300	Coulsdon CofE Primary School	30		87	93	93	100	2	Yes
2086	Courtwood Primary School	30		80	89	86	93	2	Yes
2007	Cypress Primary School	89		76	85	99	85	2	Yes
200	David Livingstone	30		93	100	100	97		

8	Academy							
3414	Davidson Primary School	60	60	88	86	84	4	No
2093	Downsview Primary and Nursery School	60	85	98	100	84	1	Yes
3419	Ecclesbourne Primary School	54	78	85	98	90	2	Yes
2012	Elmwood Junior School	119	88	94	98	97	0	Yes
2103	Fairchildes Primary School	60	85	93	98	95	1	Yes
2109	Forest Academy	50	84	100	100	95	0	Yes
2084	Forestdale Primary School	27	78	92	100	100	1	Yes
3416	Gilbert Scott Primary School	29	59	89	79	67	4	No
2019	Gonville Academy	59	81	89	94	98	2	Yes
3400	Good Shepherd Catholic Primary School	30	83	79	86	89	3	Yes
2098	Greenvale Primary School	31	87	87	100	90	2	Yes
2065	Gresham Primary School	29	90	100	100	96	0	Yes
2034	Harris Primary Academy Benson	60	90	98	100	100	0	Yes
2031	Harris Primary Academy Kenley	52	94	100	100	100	0	Yes
2090	Heavers Farm Primary School	60	83	93	98	93	1	Yes
2020	Howard Primary School	29	72	96	92	92	2	Yes
2058	Kenley Primary School	30	87	89	97	93	1	Yes
3415	Kensington Avenue Primary School	86	70	86	87	79	3	Yes
2004	Keston Primary School	58	84	91	98	89	2	Yes
2110	Kingsley Primary School	89	61	86	90	84	4	No
3404	Margaret Roper	31	81	96	89	97	1	Yes

	Catholic Primary School							
2025	Monks Orchard School	59	71	89	88	80	3	Yes
2088	New Valley Primary School	17	88	100	100	100	0	Yes
2105	Norbury Manor Primary School	58	64	86	84	94	3	Yes
2111	Oasis Academy Byron	17	88	100	100	100	0	Yes
2073	Oasis Academy Ryelands	53	70	88	78	78	3	Yes
6909	Oasis Academy Shirley Park	60	87	88	98	95	1	Yes
2083	Orchard Way Primary School	30	93	100	100	97	0	Yes
2076	Park Hill Junior School	117	79	97	95	89	2	Yes
2033	Purley Oaks Primary School	58	64	84	98	82	3	Yes
7006	Red Gates School	22	0	0	0	0	4	No
3408	Regina Coeli Catholic Primary School	55	91	98	100	93	0	Yes
2107	Ridgeway Primary School	89	91	96	99	88	1	Yes
2102	Rockmount Primary School	60	95	100	100	100	0	Yes
2085	Rowdown Primary School	48	71	91	98	89	2	Yes
5200	Selsdon Primary and Nursery School	90	74	93	99	85	2	Yes
2067	Smitham Primary School	56	79	93	98	93	1	Yes
2039	South Norwood Primary School	60	53	88	86	69	4	No
3409	St Aidan's Catholic Primary School	24	88	88	96	100	1	Yes
3411	St Chad's Catholic Primary School	57	77	94	91	89	2	Yes
3008	St Cyprian's Greek Orthodox Primary Academy	43	98	98	98	95	0	Yes

700 1	St Giles School	7	Yes	0	0	0	0	4	n/a
520 1	St James the Great RC Primary and Nursery School	58		88	100	98	93	0	Yes
300 3	St John's CofE Primary School	29		93	100	100	93	0	Yes
340 1	St Joseph's RC Junior School	52		63	77	96	75	3	Yes
209 1	St Mark's Church of England Primary Academy	27		78	90	95	100	2	Yes
340 5	St Mary's RC Junior School	60		72	83	92	77	3	Yes
700 5	St Nicholas School	21		0	24	10	24	4	No
204 3	St Peter's Primary School	30		83	93	79	93	2	Yes
340 3	St Thomas Becket Catholic Primary School	57		95	95	96	95	0	Yes
206 8	The Hayes Primary School	56		75	91	91	87	3	Yes
300 6	The Minster Junior School	91		71	93	92	80	3	Yes
204 6	West Thornton Primary School	90		90	94	97	94	0	Yes
204 7	Whitehorse Manor Junior School	57		86	81	98	91	2	Yes
208 1	Winterbourne Boys' Academy	49		94	95	100	100	0	Yes
205 0	Winterbourne Junior Girls' School	86		80	94	89	91	2	Yes
203 6	Wolsey Junior Academy	86		71	79	92	76	3	Yes
341 8	Woodcote Primary School	89		83	93	95	92	3	Yes
205 5	Woodside Primary School and Children's Centre	117		77	88	99	90	2	Yes

Appendix 2: Secondary School GCSE results 2010 – 2015 by school
Provisional results

Croydon Secondary Schools (figures for 2015 are provisional)	Percentage of pupils achieving 5+ A*-C GCSE grades						Percentage of pupils achieving 5+ A*-C GCSE grades including English and mathematics					
	2010	2011	2012	2013	2014	2015	2010	2011	2012	2013	2014	2015
Meridian High	79	80	88	88	43	50	38	35	46	49	35	37
Archbishop Tenison Cof E High	91	81	78	77	82	77	77	69	65	68	71	68
Coloma Convent Girls	98	96	97	98	97	93	88	90	94	95	90	85
Edenham High	77	90	90	84	53	62	44	51	47	58	44	52
Harris Academy Purley	85	92	96	94	85	65	47	61	63	76	78	57
Harris Academy South Norwood	100	100	100	99	78	70	60	75	80	78	66	57
Harris Academy Upper Norwood	66	84	79	80	55	64	41	48	35	N/A	52	44
Harris City Academy Crystal Palace	99	100	100	96	88	90	88	95	99	84	77	82
Norbury Manor College for Girls	81	90	88	80	72	79	61	68	62	66	62	68
Oasis Academy Coulsdon	82	93	92	94	58	74	37	49	67	63	43	66
Oasis Academy Shirley Park	94	94	100	100	64	52	46	51	66	64	57	48
Riddlesdown Collegiate	84	89	90	88	79	79	66	69	59	67	74	71
Shirley High Performing Arts College	97	100	99	98	72	74	60	71	72	63	52	54
St Andrew's Cof E High	84	91	87	83	70	72	56	65	68	67	0	64
St Joseph's College	93	92	90	85	68	77	64	67	65	66	55	70
St Mary's Catholic High	59	70	53	52	52	47	45	51	40	55	42	37
The Archbishop Lanfranc High	68	68	69	54	53	54	45	48	47	39	47	43
The Brit School for Performing Arts	97	99	96	96	68	77	66	68	60	70	56	68
The Quest Academy	61	64	80	95	67	52	23	41	46	62	56	31
Thomas More Catholic High	93	97	97	97	67	70	51	57	75	80	63	59
Woodcote High	93	97	97	94	81	83	65	68	69	83	73	70
Virgo Fidelis Convent Senior	91	94	91	84	62	65	54	74	68	77	44	62

NB: Data for 2015 is not yet validated and may change.

Academies

The Council has not shied away from enacting structural solutions where local authority schools have been significantly underperforming. The results for the academies (in **bold**) in the chart can be compared and contrasted with the non-bold results for its predecessor school. The move to academy status remains one of the strategies the local authority is ready and willing to use, where appropriate, to effect rapid improvement in its schools. The Council continues to support and challenge all schools, regardless of status (for example through the link adviser mechanism).

Schools which have only recently become academies may not yet show improved outcomes. Where the local authority is concerned that improvement is not sufficiently rapid, the local authority holds to account the Regional Schools Commissioner (responsible for standards in academies) through regular discussion.

Appendix 3: Exclusions from maintained schools and academies for 2014/15

Phase	School	FIXD	PERM	RPER	RFIX	Total
All though Academy	Oasis Academy Shirley Park	73				73
Primary academy	Applegarth Academy	9	1			10
Primary academy	Kenley Primary School	5				5
Primary academy	St Mary's RC Junior School	6				6
Primary academy	St Cyprian's Greek Orthodox Primary Academy	8				8
Primary academy	West Thornton Academy	6				6
Primary academy	Harris Primary Academy Kenley	2	1			3
Primary academy	Aerodrome Primary Academy	14				14
Primary academy	Gonville Academy	2				2
Primary academy	Wolsey Junior Academy	9				9
Primary academy	Broadmead Primary Academy	4				4
Primary academy	Oasis Academy Ryelands	16				16
Primary academy	Castle Hill Academy	31				31
Primary academy	Harris Primary Academy Benson	5				5
Primary academy	Harris Primary Academy Haling Park	1				1
Primary academy	St Mark's Church of England Primary Academy	2				2
Primary Maintained	Cypress Primary School	11				11
Primary Maintained	Kensington Avenue Primary School	3				3
Primary Maintained	Selsdon Primary and Nursery School	15				15
Primary Maintained	Winterbourne Nursery and Infant School	3				3
Primary Maintained	Heavers Farm Primary School	10				10
Primary Maintained	St Joseph's RC Junior School	3				3
Primary Maintained	South Norwood Primary School	9				9
Primary Maintained	Davidson Primary School	2				2
Primary Maintained	Rockmount Primary School	2				2
Primary Maintained	Woodside Primary School	10				10
Primary Maintained	Ridgeway Primary School	11				11
Primary Maintained	St Mary's Catholic Infant School	2				2
Primary Maintained	The Crescent Primary School	9				9
Primary Maintained	Beulah Junior School	8				8
Primary Maintained	Courtwood Primary School	10				10
Primary Maintained	Norbury Manor Primary School	24	1			25
Primary Maintained	Keston Primary School	1				1
Primary Maintained	Purley Oaks Primary School	9				9
Primary Maintained	Howard Primary School	1				1
Primary Maintained	Elmwood Junior School	2				2
Primary Maintained	Woodcote Primary School	2				2
Primary Maintained	St John's CofE Primary School	1				1
Primary Maintained	St Peter's Primary School	4				4
Primary Maintained	Atwood Primary Academy	2				2
Primary Maintained	Monks Orchard Primary School and Nursery	1				1
Primary Maintained	Parish Church CofE Junior School A	1				1
Primary Maintained	Parish Church C of E Nursery & Infant School A	1				1

Primary Special school	St Nicholas School	3				3
Secondary academy	Edenham High School	147	2			149
Secondary academy	Riddlesdown Collegiate	27	1			28
Secondary academy	Shirley High School Performing Arts College	52				52
Secondary academy	St Joseph's College	58	3			61
Secondary academy	Oasis Academy Coulsdon	34				34
Secondary academy	Harris City Academy Crystal Palace	65	2			67
Secondary academy	Woodcote High School	12	1			13
Secondary academy	The Quest Academy - Coloma Trust		1			1
Secondary academy	Norbury Manor Bus. & Enterprise College For Girls	35				35
Secondary academy	Addington High School A	13		1		14
Secondary maintained	Archbishop Tenison's CofE High School	69				69
Secondary maintained	St Andrew's CofE Voluntary Aided High School	66				66
Secondary maintained	Thomas More Catholic School	48	2	1	1	52
Secondary maintained	Virgo Fidelis Convent Senior School	100	1			101
Secondary maintained	St Mary's Catholic High School	66	2			68
Secondary maintained	The Archbishop Lanfranc Academy - Coloma Trust	67	6			73
PRU	Coningsby Centre (PRU)	96				96
PRU	Moving On (PRU)	178				178
PRU	Phil Edwards Centre (PRU)	111				111
PRU	Cotelands Centre (PRU)	1				1
Secondary special school	Beckmead School	16				16
Secondary special school	Bensham Manor School	2				2
Secondary special school	Priory School	1				1
Total		1617	24	2	1	1644

Appendix 4: Exclusions from maintained schools and academies for 2014/15 for children with SEN, Children Looked After and by ethnic group.

Exclusions by SEN Source: local data

	2010/11		2011/12		2012/2013		2013/2014		2014/2015	
	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm
Non-SEN	606	35	581	30	659	39	512	3	1307	18
School Action	333	4	309	1	208	4	196	6	71	2
School Action Plus	537	20	687	28	391	16	429	3	150	3
Statemented	400	18	318	5	245	6	117	1	89	1
Total Numbers	1876	77	1895	64	1503	65	1254	13	1617	24

Exclusions by looked after children (LAC) Source: local data

	2010/11		2011/12		2012/2013		2013/2014		2014/2015	
	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm
Not Looked After	1817	75	1850	64	1461	64	1231	13	1596	24
Looked After Children	59		45		42	1	23		21	
Total Numbers	1876	75	1895	64	1503	65	1254	13	1617	24

Exclusions by Ethnicity Source: local data

	2010/11		2011/12		2012/2013		2013/2014		2014/2015	
	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm
ABAN - Bangladeshi	4	1	10	1	5		7		8	
AIND - Indian	6	1	12		12		6		7	1
AOTH - Any other Asian background	53	2	44		23		22		22	
APKN - Pakistani	13		11		25		12		27	1
BAFR - African	261	5	270	7	240	11	190	3	213	6
BCRB - Black Caribbean	440	18	435	11	310	11	294	2	430	4
BOTH - Any other Black background	62	2	70	1	61			2	92	1
CHNE – Chinese			1			2	50			
MOTH - Any other Mixed background	73	4	70	4	82	2	52		77	
MWAS - White/Asian	12		14	1	13		2		11	
MWBA - White/Black African	25	3	40	1	22	2	19		27	1
MWBC - White/Black Caribbean	134	9	170	5	127	5	105		143	1
NOBT - Info not obtained	7		6	1	5	1	48	1	46	3
OOTh - Any other Ethnic Group	11		18		36		8		15	1
REFU – Refused	10		16	1	17		17	1	14	
WBRI – British	702	30	638	27	459	26	348		403	5
WIRI – Irish	4		6	1	6		8	4	35	
WIRT - Traveller - Irish Heritage			6		8	2	5		6	
WOTH - Any other White background	58	2	54	3	49	2	61		39	
WROM - Roma/Roma Gypsy	1		4		3	1			2	
Total Exclusions	1876	77	1895	64	1503	65	1254	13	1617	24

Exclusions by BME (Black African, Black Caribbean and Black Other) Source: local data

	2010/11		2011/12		2012/2013		2013/2014		2014/2015	
	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm
BME Groups	763	25	775	19	611	22	484	7	735	11
Other	1113	52	1120	45	892	43	770	6	882	13
Total exclusions	1876	77	1895	64	1503	65	1254	13	1617	24

Reasons for exclusions Source: local data

	2010/11		2011/12		2012/2013		2013/2014		2014/2015	
	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm
Bullying	32	1	36	2	34		33		35	
Damage	46	2	62	3	58		53		62	1
Drug and alcohol related	49		65	5	54	3	51		66	1
Other	187	2	155	4	115	2	72		131	2
Persistent disruptive behaviour	471	32	455	15	295	26	314	3	399	3
Physical assault against adult	246	6	218	5	160	9	105	2	150	1
Physical assault against pupil	384	10	390	15	354	6	255	3	322	3
Possession of Offensive Weapon	7	8	22	8	15	8	25	3	29	5
Racist abuse	22		36		11		14		15	
Sexual misconduct	21	3	25	1	31	3	29		20	2
Theft	79	5	55		61	1	29		41	
Verb abuse/threat behaviour adult	248	8	264	5	233	3	201	1	258	4
Verb abuse/threat behaviour pupil	84		112	1	82	4	73	1	89	2
Total Exclusions	1876	77	1895	64	1503	65	1254	13	1617	24

Excluded pupils as percentage of school population Source: local data

	2015 Individual pupils*			Pupils on roll Jan 2015 census	Excluded pupils as percentage of school population 2015		
	Fixed	Perm	Total		Fixed	Perm	Total
ABAN - Bangladeshi	2		2	554	0.36	0.00	0.36
AIND - Indian	6	1	7	2709	0.22	0.04	0.26
AOTH - Any other Asian background	16		16	2856	0.56	0.00	0.56
APKN - Pakistani	17		17	2370	0.72	0.00	0.72
BAFR - African	130	4	136	8213	1.58	0.05	1.66
BCRB - Black Caribbean	217	3	221	6045	3.59	0.05	3.66
BOTH - Any other Black background	51		51	1810	2.82	0.00	2.82
CHNE – Chinese				275	0.00	0.00	0.00
MOTH - Any other Mixed background	47		47	2773	1.69	0.00	1.69
MWAS - White/Asian	8		8	974	0.82	0.00	0.82
MWBA - White/Black African	21		21	971	2.16	0.00	2.16
MWBC - White/Black Caribbean	74	1	75	2491	2.97	0.04	3.01
NOBT - Info not obtained	32	2	33	1099	2.91	0.18	3.00
OOTH - Any other Ethnic Group	8	1	9	1007	0.79	0.10	0.89
REFU – Refused	12		12	463	2.59	0.00	2.59
WBRI – British	210	2	212	16309	1.29	0.01	1.30
WIRI – Irish	13		13	237	5.49	0.00	5.49
WIRT - Traveller - Irish Heritage	3		3	41	7.32	0.00	7.32
WOTH - Any other White background	24		24	4262	0.56	0.00	0.56
WROM - Roma/Roma Gypsy	2		2	63	3.17	0.00	3.17
Total Exclusions	892	14	909	55522	1.607	0.03	1.637

Appendix 5: Explanation and identification of Statistical Neighbours

The National Foundation for Educational Research (NFER) was commissioned in 2007 by the Department to identify and group similar LAs in terms of the socio-economic characteristics, each LA was assign 10 such neighbours. The original set of statistical neighbours was calculated from the following factors:

- 2001 Census
- Annual population surveys between 2001 and 2005
- Labour force survey four quarterly averages – June 2004 to May 2005
- Annual survey of hours and earnings 2005
- The ODPM (Office of the Deputy Prime Minister) indices of multiple deprivation
- The DfE local authority data matrix
- DVLA information on vehicle numbers and ages
- CIPFA (Chartered Institute of Public Finance and Accountancy) information on availability of services

Statistical neighbours were reviewed in 2014 using information from the 2011 census. This resulted in changes to Croydon’s neighbours which shows we are increasingly compared with inner London Boroughs and therefore suggests a change in our demographic to becoming increasingly similar to inner London Boroughs.

Long term statistical neighbours	New statistical neighbours	Previous statistical neighbours
Birmingham	Brent (Outer London)	Hillingdon (Outer London)
Ealing (Outer London)	Haringey (Inner London)	Luton
Enfield (Outer London)	Lambeth (Inner London)	Reading
Greenwich (Outer London)	Lewisham (Inner London)	Redbridge (Outer London)
Merton (Outer London)		
Waltham Forest (Outer London)		

Appendix 6: Croydon School Improvement Plan

Croydon Council and its partners agencies working with children, young people and families in Croydon share high aspirations and ambition for their future. To secure our ambition, we need to deliver the very best services. The progress made by Croydon schools in terms of inspection outcomes has been heartening: nevertheless we continue to press for all schools to be good or outstanding and for children to achieve outcomes in line with their peers in London at all key stages.

There are two key strands to our vision:

1. Every school a school of choice: every pupil in Croydon educated in a school providing at least a good standard of education
2. Excellent outcomes for children and young people: every child becoming the best they can be, with high comparative outcomes and vulnerable groups in line with their peers

Our School Improvement Plan sets the framework for this work, presenting a clear direction of travel and explicit priorities for action. The key priorities have been developed as a result of a detailed analysis of our local authority data, they form the basis for some aspirational targets. The key priorities are as follows:

- Promote high standards in all schools, particularly where areas of weakness have been identified i.e. KS2 outcomes
- Ensure that vulnerable schools and schools causing concern improve rapidly by building on the success of the SPRM process and robustly challenging any slow progress, making full use of statutory powers when required
- To enable schools to improve English and mathematics outcomes at a faster rate, in all key stages, by securing differentiated, quality assured training and development
- Support and challenge post-16 collaboration to strengthen post-16 curriculum, viability and standards

The following page sets out our vision, key priorities, targets and improvement partners to ensure we achieve the best outcomes for all our children and young people. The Council's governance mechanism for school improvement, its Learning and Improvement Board, will monitor the delivery and impact of the action plan that sets out how we will deliver these priorities.

Croydon council vision for school quality and standards

1. Every school a school of choice: every pupil in Croydon educated in a school providing at least a good standard of education

2. Excellent outcomes for children and young people: every child becoming the best they can be, with high comparative outcomes and vulnerable groups in line with their peers

School Improvement Plan: Key Priorities

Promote high standards in all schools, particularly where areas of weakness have been identified i.e. KS2 outcomes

Ensure that vulnerable schools and schools causing concern improve rapidly by building on the success of the SPRM process and robustly challenging any slow progress, making full use of statutory powers when required

To enable schools to improve English and mathematics outcomes at a faster rate, in all key stages, by securing differentiated, quality assured training and development

Support and challenge post-16 collaboration to strengthen post-16 curriculum, viability and standards

School Improvement plan: Targets

Improve EYFS outcomes by a further 4% in 2016 so that we are in line with London averages and a further 3% improvement in 2017 and remain on an upward trajectory beyond 2017

Improve KS1 attainment in reading, writing and mathematics by at least 3% in 2016 so that it is in line with or above London attainment and a further 3% in 2017 so that we are above London averages

Decrease the number of schools that fall below government floor standards by at least 50% in 2016 so that less than five schools fall below the floor standards; and no schools below floor by 2017

All schools are judged to be good or better by OFSTED by 2017

Increase the percentage of pupils achieving the expected level of combined attainment at the end of KS2 by at least a further 5% in 2016 to be in line with last year's London average and continue to increase in line with London in 2017

Close the progress gap, in all key stages, between Croydon's schools and the London averages by 2017

Increase the number of pupils achieving 5A* - C GCSE results by 1% in 2016 to be in line with London and a further 1% in 2017 to be in line with outer London

School Improvement plan: Enablers

Local Authority

Octavo Partnership

Teaching Schools

Other quality assured

REPORT TO:	CABINET 18 JANUARY 2016
AGENDA ITEM:	10
SUBJECT:	Ambitious for Croydon Performance Update (April to September 2015)
LEAD OFFICER:	Nathan Elvery – Chief Executive
CABINET MEMBER:	<p>Councillor Tony Newman – Leader of the Council Councillor Simon Hall, Finance & Treasury Councillor Toni Letts, Economy and Jobs Councillor Alisa Flemming, Children, Young People & Learning Councillor Alison Butler, Homes, Regeneration & Planning Councillor Louisa Woodley, Families, Health and Social Care Councillor Mark Watson, Communities, Safety & Justice Councillor Stuart Collins, Clean Green Croydon Councillor Kathy Bee, Transport & Environment Councillor Timothy Godfrey, Culture, Leisure & Sport</p>
WARDS:	all
CORPORATE PRIORITY/POLICY CONTEXT:	
This report details the latest performance for the Corporate Plan 2015-18, Ambitious for Croydon performance framework approved by Cabinet on the 19 th January 2015.	
AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS:	
<p>The Corporate Plan and its Ambitious for Croydon performance framework sets the strategic direction and priorities for the Council based on the priorities of our local residents. In addition it provides a borough wide view of the performance in areas which are delivered by other public sector organisations and statutory partners.</p> <p>The borough wide view provides an open and transparent foundation for our residents to hold the Council and other partners accountable for the delivery of key outcomes.</p>	
FINANCIAL IMPACT There is no financial impact arising directly from this report	
KEY DECISION REFERENCE NO: This is 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

The Cabinet is recommended to:

- 1.1 Note the latest performance for the period April to September 2015 as detailed at Appendix 1.
- 1.2 Note those areas which are underperforming and the identified actions proposed to address these areas of performance.

2. EXECUTIVE SUMMARY

- 2.1 The purpose of this report is to detail the latest performance against our Corporate Plan 2015-18, Ambitious for Croydon performance measures for April to September 2015.
- 2.2 This performance report will enable the Council and our residents to track progress and success in a way that promotes openness, transparency and accountability.
- 2.3 The key outcomes detailed on page three, have shaped the Corporate Plan 2015-18 and the three supporting strategies, Growth, Independence and Liveability.
- 2.4 Appendix 1 details the performance for April to September 2015 (some measures are subject to a reporting time lag and therefore the latest available data has been reported), and how the Council is performing against London and England for those measures where comparable data is available.

3. DETAIL

- 3.1 The outcomes that the Council are seeking for the borough and its residents are summarised in page three of this report. These are firmly rooted in the Corporate Plan and Ambitious for Croydon framework. In order to ensure these key outcomes are achieved for residents and to shape the direction and structure of the Council, three principle strategic priorities have been adopted, creating growth in our economy; helping our residents to be as independent as possible; and creating a welcoming, pleasant place in which local people want to live.

GROWTH	INDEPENDENCE	LIVEABILITY	Enabling Core
To create a place where people and businesses want to be	To help families be resilient and able to maximise their life chances and independence	To create a place that communities are proud of and want to look after as their neighbourhood	To be innovative and enterprising in using available resources to change lives for the better

To enable more local people to access a wider range of jobs	To help people from all communities live longer, healthier lives through positive lifestyle choices	To make parks and open spaces a cultural resource	To drive fairness for all communities, people and places (awaiting OFC report)
To grow a thriving and lively cultural offer which engages communities and supports regeneration	To protect children and vulnerable adults from harm and exploitation	To create a place where people feel safe and are safe	To be digital by design in meeting the needs of local people
To enable people of all ages to reach their potential through access to quality schools and learning	To help families and individuals be more financially resilient and live affordable lives	To build a place that is easy and safe for all to get to and move around in	To be open and transparent and put communities at the heart of decision-making
To provide a decent, safe and affordable home for every local resident who needs one	To prevent domestic and sexual violence where possible, support victims and hold perpetrators to account	To improve wellbeing across all communities through sport and physical activity	To have the right people with the right skills in the right jobs

3.2 Measuring our success

The latest available performance for April to September 2015 is attached in Appendix 1 of this report. The next performance report, detailing the progress of October 2015 to March 2016 will be presented to Cabinet in July 2016.

4. CONSULTATION

4.1 No consultation is required.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 There are no financial considerations arising directly from this report.

(Approved by: Lisa Taylor, Head of Finance and Deputy S151 Officer)

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.

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

7. HUMAN RESOURCES IMPACT

7.1 Each project within the AfC portfolio is, and continues to have, its HR considerations individually advised and appraised. There are no other immediate HR considerations that arise from the outcome of this report.

(Approved by: Heather Daley, Director of Human Resources)

8. EQUALITIES IMPACT

8.1 One of the key Ambitious for Croydon outcomes is to “drive fairness for all local people, communities and places”. To support this, the proposed performance

framework has been designed to measure the disparities in outcomes and opportunities across the borough. .

- 8.2 A suite of fairness and inclusion performance measures will be determined in discussion with the Opportunity and Fairness Commission when the key recommendations are published in January 2016. These performance measures are likely to include measurements of the “gap” in terms of poverty and deprivation, benefits claimant rates, educational attainment, access to employment, housing and homelessness and life expectancy. Once agreed, arrangements will be made to collate information on these measures and report performance.

9. ENVIRONMENTAL IMPACT

- 9.1 There is no environmental impact arising directly from this report, however the Ambitious for Croydon outcomes reflect the Council’s aspirations to create a place that communities are proud of, and in which people and businesses want to be.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 There is no specific crime and disorder impact arising from this report; however the administration makes a commitment to ensure that local people are safe, and feel safe.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 Not applicable

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 Not applicable

CONTACT OFFICER: Sarah Ireland, Director of Strategy, Communities and Commissioning.

Background documents:

Corporate Plan 2015-18: <https://www.croydon.gov.uk/democracy/dande/policies/corpplans/>

Appendix 1

**Performance framework summary report
Latest data for April to September 2015**

Key outcomes – measuring performance

Priority one - Growth	page
• Neighbourhoods, District Centre's, planning	1
• Jobs and the economy	3
• Education and learning	5
• Culture	8
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Priority two - Independence	
• Early interventions	13
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Priority three - Liveability	
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Priority four – Enabling	
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GROWTH – Neighbourhoods, District Centre’s, planning

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To create a place where people & businesses want to be	The number of small and medium business enterprises (SME's)	11,525 (2012/13) (different data scope)	12,960	12,840 (2013/14)		Previous figures are not comparable due to the ONS expanding the scope of the data set
	Occupation rates (businesses) <ul style="list-style-type: none"> Borough overall town centres district centres 	NA	2015/16 data will provide the benchmark	Data due December 2015		NA new measure for 2015/16
	The number of apprenticeship participants within the borough	1280 (November 2013)	NA	1130 (November 2014)	Slightly lower than previous year	Total number of apprenticeship framework achievements (2013/14) London, 20,760 England 253, 500

GROWTH - neighbourhoods, district centres and planning

We want companies and investors to be proud to invest because Croydon is a great place to do business with modern offices in a cosmopolitan centre and strong district centres all served by world class digital networks, our business sector is growing faster than in the UK but not as fast as in London. Over the next five years, a £9 billion investment programme will boost the rate of growth as it transforms Croydon’s communities and the metropolitan centre.

Priorities for growing Croydon’s economy were set out in a report to Cabinet in June 2015, which highlighted how the Council and its partners will work together to respond to the opportunities presented by devolution, working with the private sector, using our powers, activity and resources to support local businesses expand or start up to drive economic growth and secure local jobs.

The council is taking a leading role driving growth through a devolved settlement and financial support to ensure projects supporting growth and jobs come forward, including securing £15m of funding to progress our growth priorities; £7m of which has already been committed by the Treasury. It is also working with regional partners through the Coast to Capital LEP and the South London Partnership (SLP) to access significant Local Growth Deal funding for infrastructure priorities as well working with Small and Medium Enterprises (SME's) to ensure they access the opportunities provided by the Council's supply chain and commissioning activity and promoting cooperatives, mutuals and Social Enterprises (SE's) through Value Croydon.

Over the next five years Croydon is set to deliver a £5.25 billion regeneration programme with potential through Croydon's Growth Zone proposals to accelerate its growth plans to provide upwards of 23,500 new jobs and 8,300 new homes in Croydon's opportunity area by 2031. Within the Growth Zone the £1billion redevelopment of the Whitgift Centre and Centrale will see Croydon become one of London's most visited retail and leisure destinations.

A major milestone for the Whitgift scheme was reached in September 2015 when the Secretary of State for Communities and Local Government confirmed the Compulsory Purchase Order (CPO) following the inquiry in February and March 2015. This gives certainty that all of the land and rights needed for the scheme can be acquired and underpins the next stages of the project and work by the Croydon Partnership to secure all other agreements and consents that are required.

To further support small businesses, additional investment of £2.75m to the Croydon Enterprise Loan Fund was recently approved increasing its value to £4m. The Council has also enabled several businesses to successfully obtain over £350,000 of grant funding to grow their businesses through the Regional Growth Fund. This programme continues in 2015 and more businesses will be supported to apply by matching funds through the Croydon Enterprise Loan Fund (CELF) programme. Plans for a new tech business incubator and start up space in the heart of Croydon were announced also announced in June. The project has £2m backing from the council and the Greater London Authority (GLA). Due to be launched in early 2016 the scheme will provide office space, training, courses and events. It will also house the UK's first digital art and specialist media hub.

The Apprenticeship Levy introduced in the Spending Review / Autumn Statement will require employers, including the Council, to create and deliver more apprenticeship placements. Working with our partners including businesses, schools and college we will respond to this increase by providing suitable placements as well as high quality training provision to address growth industry and skills areas and skills gaps.

GROWTH – Jobs and the economy

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To enable more local people to access a wider range of jobs	The overall JSA Claimant rate	2.9%	Aim to improve on 2014/15	1.9% (September 2015)	Better than previous year	London 1.8%
	Reducing the gap between the highest and lowest wards	NA	2015 data will provide the benchmark	2.7% (September 2015)	NA new measure for 2015/16	
	Long term unemployment (those receiving JSA for 12 months or more)	0.5%	0.5%	0.4% (September 2015)	Better than target, better than previous year	London 0.5%
	% of working age on out of work benefits	9.8%	Aim to improve on 2014/15	9.4% (July 2015)	Better than target, better than previous year	London 9.1%
	% of young people Not in Education, Employment or Training (NEET)	3.7%	3.4%	2.30% (September 2015, validated)	Better than target, better than previous year	England 5.3%
	% of young people aged 18-24 who are claiming Job Seekers Allowance	3.1%	3.2%	3.1% (September 2015)	Better than target, same as previous year	London 2.4%
	The volume M2 of new Grade A commercial space delivered within the borough	NA	2015 data will provide the benchmark where possible	Zero (@June 2015 delivery due year end)	NA new measure for 2015/16	

GROWTH - jobs and the economy

Croydon has a relatively high employment rate compared to London, with residents more likely to be employed in lower-wage, lower-skilled jobs in the business administration, support and retail sectors. However, Croydon also has the fastest growing tech cluster in London, and the number of apprenticeships offered by Croydon businesses and organisations outnumber any other borough. It is anticipated that over the next five years more than 24,000 jobs will be created in Croydon through regeneration activity in the Croydon Opportunity Area through growth mainly in the construction, financial services, health and social care and ICT sectors. The Employability Hub in Croydon College is also set to help 8,000 students meet and

network with local big name employers.

In addition to the employment opportunities created through town centre regeneration, Gatwick Airport is a major economic driver for the South-East region, providing 21,000 on-airport jobs and a further 10,000 jobs through related activities. The Council continues to pledge support to Gatwick's campaign for a second runway and will work with government to convince them that this remains the right choice. Our joint Memorandum of Understanding will enable us to continue to work in partnership to realise employment and growth opportunities through further airport expansion for the Borough.

Supporting our residents, both young and old, into employment to benefit from opportunities means ensuring they are equipped with the necessary skills and qualifications that modern businesses look for. A sustained focus on training and education to develop a modern, skilled workforce is a key part of our economic development strategy, including engaging the full spectrum of education providers from primary schools, colleges and universities and on into adult education. Figures currently show unemployment continuing to fall however compared to the average for London Croydon lags slightly behind in the 18-24 age group. This target group is the one with the most provision available mainly through local colleges. Croydon College has an employability hub and John Ruskin has a students' lounge where students can obtain specific employability information and support. Attracting an International calibre University also remains a priority for Croydon to deliver a skilled workforce. The newly arrived Sussex Innovation Centre model in the town centre has brought with it the positive reputation of Sussex University which is tied with Croydon College to deliver degree courses on their behalf. Working in partnership with Business Education London South (BELS) we are delivering an externally funded project to promote apprenticeships through engaging with employers, identifying vacancies and skills gaps and matching them with potential candidates on the Not in Education, Employment and Training (NEET) register via job centre plus, colleges and training providers.

Our Pathways to Employment approach is designed to remove barriers to employment through a range of partnership activities and projects. This approach enables the council and its partners to maximise the number of local people securing jobs. The programme focuses on improving skills and qualifications and developing a better understanding of the labour requirements of our business sector. Building on the success of the Pathways approach the Council and partners have developed a Job Brokerage Service which aims to match unemployed and under-employed residents into the jobs created by regeneration, investment and growth in the borough; currently in pilot stage the brokerage will ramp up to deliver a tailored service to employers to meet their recruitment needs.

We are committed to the development of the social economy in the borough, pledging our support to cooperatives, mutual and social enterprises as a solution for elements of the local economy. In April, the national campaign body Social Enterprise UK officially awarded Croydon with social enterprise status as one of only 11 towns and cities across the country with this status. There are more than 120 registered social enterprise businesses in Croydon with hundreds more operating in the wider voluntary, community and social enterprise (VCSE) sector providing a range of employment and voluntary opportunities.

GROWTH – Education and Learning

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To enable people of all ages to reach their potential through access to quality schools and learning	Percentage of children at the end of reception year who are judged to be at a good level of development	57% (2013/14 Academic)	Aim to match England average	64.7% (2014/15 Academic provisional)	Below target and better than previously reported year	London 66.5% England 68.1% (provisional)
	% Parents offered one of their top 3 school choices (Primary)	92% (2014/15 entry)	95%	94% (2015/16 September entry)	Slightly below target, better than previously reported year	London 92.5% England 95.7%
	% Parents offered one of their top 3 school choices (Secondary)	88% (2014/15 entry)	93%	89% (2015/16 September entry)	Slightly below target, better than previously reported year	London 90.7% England 95.5%
	Educational attainment by the age of 19 at Level 2	87% (2013 Academic)	86%	88% (2014 Academic)	Better than target and better than previously reported year	London 88% England 86%
	Educational attainment by the age of 19 at Level 3	62% (2013 Academic)	At or above the London average	64% (2014 Academic)	Target achieved, better than previously reported year	London 64% England 57%
	% of all primary schools given overall effectiveness rating of good or outstanding by OfSTED at most recent inspection	87% (March 2015)	94%	90% (September 2015)	Currently below annual target, better than previously reported year	London 88.2% England 84.8%
	% of all secondary schools given overall effectiveness rating of good or outstanding by OfSTED at the most recent inspection.	68% (March 2015)	93%	71.4% (June 2015)	Currently below target, better than previously reported year	London 85.3% England 74.4%

% of PRU's given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	100% (March 2015)	100%	NA (September 2015)	NA - There have been no inspections this year	London 82% England 87%
% of Special schools given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	100% (March 2015)	100%	NA (September 2015)	NA - There have been no inspections this year	London 92% England 90%
KS2 Reading, Writing and Maths % L4+	75% (2013-14 Academic)	79% (2014-15)	77% (unvalidated) (2014-15 Academic)	Below target, better than previous year	England 80%
%+ GCSE A*-C grade including English and Maths	57% (2013-14 Academic)	62% (2014-15)	58.8% (unvalidated) (2014-15 Academic)	Below target, better than previous year	London 59.5% England 52.8%

GROWTH - education and learning

Raising educational standards supports economic growth, personal independence and makes a locality more attractive to potential residents. We are working to ensure local residents have the skills to take up the jobs being created in the borough.

An important starting point for learning is the Early Years Foundation Stage which is crucial to ensuring future success. Success at this stage means that children are ready to enter primary the phase of schooling with the skills and knowledge needed to access the curriculum and achieve the right standards in reading, writing and maths at this age range. Croydon performance in the Early Years Foundation Stage at age 5 improved significantly (by 8%) from 2014 and is now only slightly below statistical neighbours, London and national averages. Our Best Start Programme will help further enhance these improvements, in the future

Key Stage 2 tests at age 11 shows Croydon to have fallen below the national average in reading, writing and mathematics combined scores at Level 4 (the expected level of attainment), although we did have a 2% borough increase and 13 schools made over a 10% increase in their combined attainment. Achievement at the end of Key Stage 4, is very positive with an increased percentage of pupils achieving A* - C in comparison with last year. Croydon remains significantly above the national average. Permanent exclusions remain low.

We have our highest proportion ever of Croydon schools judged by Ofsted at good or better. In November 2015 90% of primary schools were judged to be good or better and 71% of secondary schools, an improvement from 61% and 68% respectively in summer 2012. The higher percentage of schools

now judged good or better indicates a stronger platform for success in the 2015-16 academic year.

In order to raise the aspirations of our residents the Council is working with partner organisations to secure the development of a new facility to accommodate Croydon College on the College Green site. Work is also ongoing to attract a leading university to establish a campus in Croydon to enhance the higher education offer in the borough for the benefit of local people and business.

CALAT secured continuing improvements in outcomes for learners in summer 2015 exams, with success rates now at 87% (+1%) and attendance at 85% (+2%). Retention rates have been maintained at between 92-94%. In the 2014-15 education year there was a 112% increase in the unemployed leavers (422) referred by the Job Centre, who access training to improve employability skills.

GROWTH - Culture

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To grow a thriving and lively cultural offer which engages communities & supports regeneration	The number of cultural events and programmes supported and delivered by the council across the borough representing the community	NA	2015 data will provide the benchmark	180 (September 2015) 851 YTD		NA new measure for 2015/16
	Number of visitors to Croydon	NA	2015 data will provide the benchmark	241,000 (2014)		NA new measure for 2015/16

GROWTH - culture

Our ambition is to grow a thriving and lively cultural offer which engages communities and supports regeneration. Plans agreed in November 2014 set out Croydon's vision for the new Cultural Quarter to help spearhead the town Centre's regeneration. The Cultural Quarter around College Green will incorporate the Croydon Clocktower, Surrey Street, Exchange Square and the Minster and will be the focus for cultural events including a major arts festival. We will invest in refurbishing Fairfield Halls transforming it into a modern concert and events venue to re-establish its reputation as a globally recognized music and theatre venue and the focal point for Croydon's creative and cultural scene by 2018. This will include a full refurbishment of the concert hall, flexible performance and arts spaces and outside areas on the transformed College Green public square. A team of architects were appointed earlier this year.

The Museum of Croydon opened its new exhibition 'Croydon recreated' and launched the new online archives collections catalogue in October. New external banners promoting Croydon Clocktower as a venue for Arts & Culture were also installed in November. Following refurbishment of the Research Room and Exhibition Gallery at Croydon Clocktower visits have increased by 6% on previous year and arrange of object or archive sessions for schools, creative workshops for families and adult events have been run. In addition Club Soda was supported to deliver 120 workshops and 5 major events run by and for people with learning disabilities.

A range of other high profile events have taken place this year bringing many more visitors and changing perceptions of the borough. This summer Croydon took centre stage when it hosted one of the biggest cycling events in Britain for the first time, with Olympic champions racing through North End. The Pearl Izumi Men's Tour Series and Matrix Fitness Women's Grand Prix, two of the country's main professional cycling events and the backbone of the UK pro-cycling scene, came to the town centre on the 2 June. Croydon was one of ten venues hosting a round of the tour series and the only London town centre location.

The Ambition Festival in July proved that Croydon is open for business when it comes to music, dance and comedy - hosting four days of performances, installations and activities and showing potential to reverse the decline in live music in London. New installations at the Platform, Ruskin Square, the Minster, Exchange Square and the Queens Gardens' new bandstand stage supplemented established venues such as Fairfield and proved to be a successful spots for live music of all varieties. Also in July South Norwood hosted the 'The Streets' which aims to reignite the energy and identity of high streets by coupling commercial priorities with cultural activity and staging dynamic, spectacular performances whilst stimulating local participation and discovery. The main event took place in November as part of the EFG London Jazz Festival with empty shops and cafes in the high street taken over by live music and performance.

October saw our Open House London weekend give our residents the opportunity to tour the Town Hall, Bernard Weatherill House and the Clocktower and the craft beer festival held in the Croydon Clocktower's Braithwaite Hall, the festival featured Croydon's own The Cronx Brewery.

GROWTH - Housing

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To provide a decent, safe & affordable home for every local resident who needs one	The number of households accepted as homeless under the Housing Act	TBC	720 annual 360 YTD	63 (September 2015) 369 YTD	Slightly over YTD target	No comparable data available
	Number of homeless households living in bed & breakfast and self-contained temporary accommodation.	592	450	757 (non validated subject to DQ check) (September 2015)	Worse than target, worse than previous year	No comparable data available
	Number of families in Bed and Breakfast (B&B) with shared facilities	TBC	Currently under review	286 (September 2015)	NA target currently under review	No comparable data available
	Number of market homes enabled (for sale or rent)	1872	503	Survey results for Q2 TBC	TBC	No comparable data available
	Affordable Housing – the number of affordable homes completed (gross)	705	286 (YTD) 564 (Annual)	215 (YTD)	Currently below target	4 th out of 32 London Boroughs
	The percentage of private rental housing stock licensed through the selective licensing scheme	NA	100% by 2016/17	NA - Launched in October 2015	NA new measure for 2015/16	
	The number of empty properties returned to use	97	75 (38 YTD)	64 (YTD)	Currently exceeding target	No comparable data

GROWTH - housing

Despite Croydon house prices and rents being below the London average, housing costs are rising and many Croydon residents are finding it increasingly difficult to afford local homes due to falling incomes and benefit changes. We have seen a rapid increase in homelessness over the past

three years resulting in more families being housed in temporary accommodation.

We are committed to using our planning powers to get the best out of the housing market. We have already increased the affordable housing requirement outside the opportunity area in Croydon from 15% to 50% with effect from 1 April 2015. Recent changes to planning rules have allowed offices to be converted to new homes without needing planning permission. The vast majority of these conversions have been of a substandard size, and the Council has taken action to restrict this type of development from September 2015.

The Council agreed in principle in September 2014 to establish a housing company to optimise the supply of new housing and support delivery of the Mayor's London Plan, the London Housing Strategy and Croydon's Local Plan requirements and targets for new homes. The company is a key intervention for the delivery of affordable homes with potential to increase the supply of affordable homes and provide mixed tenure development including social rent, affordable rent, low cost home ownership and market sale. The outline proposal for the Development Company was agreed in March 2015. Alongside the new Development Company, we have established a Revolving Investment Fund to develop new homes for various tenures. The Taberner House site is set to be the first to be developed through the new Development Company. Following a report to Cabinet in July 2015 it was agreed for a new delivery structure for this site to generate a net value return to the Council of at least double that of the previous Consented Scheme. In addition, the proposed scheme includes a greater proportion of affordable housing. A revised planning application will be submitted this year with a view to works starting on site this winter.

The Gateway service targeted at resolving housing, financial and social issues to help people become more independent has enabled the delivery of more specialised and tailored help and support to prevent homelessness. Our preventative work through the Gateway is beginning to have an impact on the demand for temporary accommodation, for example, in autumn 2015 the proportion of families in bed and breakfast over six weeks reduced by 30%. We are working with other London boroughs to restrain the increasing cost of procuring emergency accommodation for homeless households by negotiating a standard rate across the capital. We have also purchased 94 properties on the open market to use as temporary accommodation, committing to invest £30m in the Real Lettings Property Fund to provide 94 nominations and a financial return on investment for which we have been shortlisted for an LGC Award for housing innovation.

In addition we continue to negotiate agreements with the owners of empty homes to use them as accommodation in return for assistance in bringing the property back into use. Croydon, as lead partner within the South West London Housing Partnership obtained grant funding from the GLA's Affordable Homes Programme to refurbish 153 homes across the partnership during 2015/16. Of that allocation, 90 of the homes to be refurbished are in Croydon. These units should be completed by 31st March 2016 and will be rented at an affordable level. The homes are used for various purposes by the Council's Housing Initiatives Team; some are leased directly by the Council (Croylease) and used to rehouse existing Council tenants currently in overcrowded situations, some are leased by Approved Agents and used as temporary accommodation, and many enter into the Croybond letting scheme. We have acquired the lease of 140 units at Windsor House in London Road, which we will use to reduce the number of households in bed and breakfast accommodation above six weeks and to also reduce the overall cost of temporary accommodation in Croydon.

The funding allocated to Croydon for 2015/16 amounts to £1,800,000 from the GLA and £450,000 from the SWLHP's historic funds. This funding

became available in Q2 2015/16 and officers have been entering into contracts with owners during the subsequent months, currently 87 of the 90 have reached acquisition. In addition to this funding, the Council have £500,000 of internal funds to use on similar terms but only for family homes and with a more flexible completion deadline. In Q1 2015/16 3 properties were refurbished using Council funds before the GLA funding became available, the remainder of the Council's own funds will be spent on properties that cannot be refurbished before the GLA deadline and will complete during early 2016/17.

Regenerating our council housing estates and improving standards for our residents, requires maintaining all council homes to the decent homes standard. To achieve this we have committed to regenerate our council estates and a substantial maintenance and improvement programme to keep council homes decent and improve energy efficiency which invests in excess of £30m per year is underway. From 2019 an additional £6m per year will be available to fund an estate regeneration programme which will provide new homes for families in need, and provide new community infrastructure and an improved environment for our existing tenants.

The council commitment to drive up housing standards for tenants living in the private rented sector and as part of the effort to eradicate rogue landlords and improve standards in the private rented sector we launched a Private Rented Property License Scheme in July 2015, between 1 July and 30 September 2015 and a total of 23,347 applications were registered during this period, representing approximately 75 percent of the total private sector rented market of 32,500 properties.

INDEPENDENCE – Early interventions

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To help families be healthy and resilient and able to maximise their life chances and independence	The number of families for whom a Troubled Families Outcome payment is achieved	785 (3 year rolling total)	240 (annual)	61 (September 2015 YTD)	Currently on target	No comparative data available
	Conception rate per 1,000 girls (aged 15-17 years) rolling average	32.13 (Rolling average 2013)	26.6 (2014)	29.9 (rolling average September 2014)	Performing below target, better than previously reported year	London 21.1 England 23.2
	The proportion of carers who reported that they have as much social contact as they would like	41.4% (2012/13)	Pending HSCIC outturn confirmation	31.7% (July 2015)	Worse than previous survey	London (2014/15) 35.5% England (2014/15) 38.5%
	The percentage of service users who use services who find it easy to find information about support	73.1% (March 2014)	Pending HSCIC outturn confirmation	71.6% (March 2015)	Worse than previous year (2013/14)	London (2014/15) 72.5% England (2014/15) 74.5%
	The percentage of carers who use services who find it easy to find information about support	60.6% (March 2013)	Pending HSCIC outturn confirmation	60.3% (March 2015)	Slightly worse than previous year (2012/13)	London (2014/15) 62.1% England (2014/15) 65.5%
	The percentage of people who use services who reported that they have as much social contact as they would like	44.3% (March 2014)	Pending HSCIC outturn confirmation	45.2% (March 2015)	Better than last year	London (2014/15) 41.8% England (2014/15) 44.8%
	Percentage of eligible three and four year olds accessing funded early education	NA new measure	88% (2014/15)	88% (Autumn term 2014/15)	Target met	Local indicator – no comparative data available

	Percentage of eligible two year olds accessing funded early education	NA new measure	55% (2014/15)	55% (Autumn term 2014/15)	Target met	Local indicator – no comparative data available
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INDEPENDENCE - early interventions

The Council wants to enable people and their families to remain, or become as independent as possible. We can do this through the development of strong and supportive communities, and through early intervention and prevention which reduces the escalation of need.

Croydon's population of 0-18 year olds is the largest child population in London, and this is expected to rise by 10% by 2021. The Council wants to support families by giving their children a better start in life. We are working in partnership with local agencies to deliver a wide range of services to improve the outcomes of children. We have implemented the wide ranging requirements of the Children and Families Act which ensures that children and young people with special educational needs and disabilities will be supported to achieve the same ambitions as any other child or young person in Croydon. This includes the publication of a Local Offer to inform families and practitioners about the services available to them.

Through the Troubled Families programme the lives of hundreds of families have been turned around and this will continue into the next phase of the programme. A fully integrated Multi Agency Safeguarding Hub (MASH) has been established with involvement from all key agencies which ensures there is comprehensive information-sharing between agencies and that prompt and appropriate decisions are made about whether families require social work or early help services. We have also established an Early Help Hub where partner agencies can make referrals, submit Early Help Assessments and seek advice on how to assist children and families. Over the past 12 months the number of early help assessments has increased significantly with much greater involvement from other agencies including schools and health.

We are taking forward proposals for a new model of delivery for 0-5 year old children by developing joint services with Health providers. This model will be known as Best Start and is due to be launched in April 2016. This model received approval from Cabinet in December 2014 and is supported through £1.5m transformation funding from the DCLG. As one of the first 20 boroughs in England to be named as an early intervention place, the Council is looking to be a national leader in early years development.

The authority has had some challenges in ensuring that the number of free places for 2 year olds in Early Years settings utilised. We have held a number of successful meetings with local agencies and providers to discuss how to ensure that sufficient places remain available and to encourage parents to take them up.

The council commissions universal sex and relationship education programmes and targeted teenage prevention programmes for young people identified as being at greater risk of teenage pregnancy. This includes support to schools. We also commission a range of young people centred sexual

health services, these include young people's contraceptive and sexual health clinics in CASH and GUM as well as targeted provision for those at greater risk in colleges, the Turnaround Centre and local Children's Centres. There is also a sexual health service offer to young people through local pharmacies. There is also a range of printed educational materials and online information and advice on sex and relationships available to young people in Croydon

Croydon has launched an ambitious project to change the way we support our most vulnerable adult residents called the 'Transformation of Adult Social Care Programme - 'A life not a care plan' (TRASC). Fairness, equity, independence and people exercising choice and control will be at the heart of adult social care in Croydon to make the best use of the resources we have.

We are doing well in enabling vulnerable people to maintain independent living and in delivering items of equipment and adaptations within seven days. Plans are in place to address the services historic poor performance on direct payments enabling people with learning and mental health difficulties into paid employment and providing major aids and adaptations to homes.

INDEPENDENCE – Health

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To help people from all communities live longer healthy lives through positive life choices	The estimated % of smoking tobacco prevalence – adults over 18	17.0% (December 2013)	17%	17.1% (December 2014)	Slightly over target	London 17% England 18%
	Life satisfaction – average score out of 10 in response to the question, overall how satisfied are you with your life nowadays?	7 (2012/13)	Not appropriate to set a target for this measure	7.38 (2013/14)	No change for last year (due to small survey sample)	London 7.3 England 7.5
	Wellbeing – average score out of 10 to the question, overall to what extent do you feel the things you do in life are worthwhile?	7.46 (2012/13)	Not appropriate to set a target for this measure	7.6 (2013/14)	No change for last year (due to small survey sample)	London 7.6 England 7.7
	Happiness – average score out of 10 to the question, overall how happy did you feel yesterday?	7.11 (2012/13)	Not appropriate to set a target for this measure	7.31 (2013/14)	No change for last year (due to small survey sample)	London 7.3 England 7.3
	Anxiety – average score out of 10 to the question, overall how anxious did you feel yesterday?	3.02 (2012/13)	Not appropriate to set a target for this measure	3.4 (2013/14)	No change for last year (due to small survey sample)	London 3.18 England 2.94
	Percentage of children in Reception (aged 4-5) who are classified as overweight or obese	23.7% (2012/13)	23%	23.1% (2013/14)	Slightly over target, better than previously reported year	London 23.1%
	Percentage of children in Year 6 (aged 10-11) classified as overweight or obese	38.2% (academic 2012/13)	37.6%	38.3% (academic 2013/14)	Slightly over target, slightly worse than previously reported year	London 37.6%
	Persons presenting with late diagnosed HIV (infected adults)	58.3% (2010-12)	Not appropriate to set a target for this measure	58.8% (2012-14)	Slightly worse than previously reported period	London 36.57% England 42.23%

Proportion of people who use services who have control over their daily life	74.9% (2013/14)	Pending completion of benchmarking exercise	71.5% (2014/15)	Worse than previously reported year	London 71.6% England 77.3%
% of older people discharged from hospital to their own home achieving independence	85.19% (2013/14)	88%	89.80% (June 2015)	Better than target, better than previous year	London 85.3% England 82.1%
Healthy life expectancy from birth – Men	NA	2013 will be used as benchmark	80 years (March 2013)	NA	London (2011-13) Male 80 England (2011-13) Male 79.4
Healthy life expectancy from birth – Women	NA	2013 will be used as benchmark	83.5 years (March 2013)	NA	London (2011-13) Female 84.1 England (2011-13) Female 83
Vaccination rate (MMR2) for children at 5 years old	NA	90% (2014-15)	76.93% (March 2014)	Performing below target	London: 80.70% England: 88.32%
Alcohol related hospital admissions (rate per 100,000 population (broad))	TBC	520.2	482.03 (June 2015)	Better than target	London – 547.1 (June 2015) England – 528.8 (June 2015)
The proportion of adults classified as overweight or obese	NA	TBC	63% (March 2012 -14)	NA	London 58% England 64%
Under 75 mortality rate from cardiovascular diseases considered preventable (persons)	53.9 (2011-13)	53.9	51.1 (2012-15)	Improving, better than target	England 50.9 London 50.2
The proportion of people who complete psychological therapies (IAPT) who are moving to recovery	43.7% (March 2014)	50% (National target)	47.2% (Q4 2014/15)	Currently slightly below target	England Q2 14/15 45.5%

INDEPENDENCE - health

Smoking, obesity, alcohol and drug abuse can have major impacts on people's health and are closely associated with deprivation. The impacts can be reduced through early identification and intervention. Helping our older residents live long, healthy and independent lives is the key aim of a joint programme by the Croydon Clinical Commissioning Group (CCG) and the Council and will transform the way we buy health and social care services for our over 65's. The new programme, Outcome Based Commissioning (OBC) is a new approach that incentivises health and social care providers to achieve a set of outcomes and experiences that are important to people. The Council, along with the CCG have jointly commissioned a ten year outcomes based commissioning contract from an alliance of health and social care providers. The new service is due to commence in the Spring of 2016.

Croydon has been awarded Flagship Food Borough status to pilot new approaches to reconnect individuals, families and communities with healthy eating, growing and cooking. Central to the Food Flagship offer is the School Food Plan, to improve the quality and uptake of school food and promote cooking skills. We have established a Food Partnership board to engage with the community to improve access to healthy food and awareness of food related issues. The innovative Community Food Learning Centre situated in New Addington, is a community resource for learning to grow and cook, with an extensive teaching garden and kitchen in addition, the master gardener scheme is providing training and skills for individuals to support their community or school with gardening skills. Many schools have received small grants to support growing and cooking projects. Children's weight management services were recently re-commissioned to provide early years and school aged educational component and individual and family interventions delivered by Phunky Foods and Alive n' Kicking

NHS England is developing a local borough immunisation action plan which will contribute towards London achieving the World Health Organisation recommended herd immunity level of 95% for childhood immunisations by 2020 across London. The plan will be overseen by the Croydon health protection forum which advises the director of public health on local health protection issues. In addition, NHS England are visiting practices which have been identified as having a large cohort of children who have not received the 2nd dose MMR, in which an improvement in uptake will make an improvement in Croydon. The Council and NHS England are co-commissioning the school health service in Croydon. The immunisation part of the specification includes supporting GPs in their Year 5 cohort performance. Evidence suggests that a multifaceted, coordinated programme across different settings will increase timely immunisation among groups with low or partial uptake improves uptake.

The Council continues to work with partners to promote good mental health, as those with higher well-being have lower rates of illness, recover more quickly and for longer, and generally have better physical and mental health. The Heart Town programme, is a five-year partnership with the British Heart Foundation, tackling the risks that cause heart disease. In May, the Council's public health team and Croydon Heart Town hosted a free three-day health event which was open to all, offering a range of activities such as a smoothie making bike, dance-ercise, NHS health checks and health advisers on hand offering top tips to help people feel great. Other initiatives is Croydon's role as a Food Flagship Borough, aiming to transform food culture through school food projects, community gardening initiatives and healthier food businesses, encouraging residents and people working in the borough to eat more foods that are low in fat and salt, consume fewer sugary drinks and make use of leisure centres, parks and community spaces to increase their physical activity. In September, the Council was one of only ten places across the country to host the Stoptober Roadshow having been chosen for its quit smoking teams success. Our quitters exceed London and national averages for quit rate, this being achieved with one of the

smallest teams in the capital.

The Sexual Health Transformation work started earlier this year. This entails a shift of emphasis towards prevention of sexually transmitted infections and unwanted pregnancies and a review of targeted work is currently taking place, priority areas such as teenage conceptions and HIV will be improved through these targeted services. As a result, we have already seen an improved uptake of HIV testing over the last 18 months.

INDEPENDENCE – Safeguarding

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To protect children & vulnerable adults from harm and exploitation	Acceptable waiting times for adult social care assessments: For new clients, the percentage from where the time from first contact to completion of assessment is less than 35 days	85.1%	85%	88.1% (August 2015)	Better than target, better than previous year	Local measure – no comparable data available
	Percentage of concluded adult safeguarding investigations where action resulted in risk reduction or removal	New	75%	76.9% (March 2015)	Performing above target	Local measure – no comparable data available
	% of Child in Need assessments carried out within required timescales (45 days)	67%	80%	65% (September 2015)	Currently worse than target	Local measure – no comparable data available
	Average time between a child entering care and moving in with adoptive family (days)	674	650	503 (September 2015)	Currently better than target, better than previous year	NA due to low returns
	The number of Looked After Children (LAC) cases per 10,000 children within the borough	86 (March 2014)	Reduce no. of LAC to 385	87.9 (March 2015)	Slightly worse than previous year	England 60 (2013/14) Stat. neighbours 60.9 (2013/14)
	The number of Child Protection Plan (CPP) cases per 10,000 children within the borough	41.2 (March 2014)	38.3	39.8 (March 2015)	Slightly over target, better than previous year	England 42.1 (2013/14) Stat. neighbours 38.3 (2013/14)
	Stability of % of children looked after (living with a family for two out of the last two and a half years)	TBC	75%	64.57% (September 2015)	Currently below target	England average 67%

	Percentage of audits of children's social care case files where the case is rated as good or better	NA	March 2015 will be used as the baseline	52% (March 2015)	NA	Local measure – no comparable data available
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INDEPENDENCE - safeguarding

Protecting children and vulnerable adults from abuse, harm and exploitation is of paramount importance and remains at the top of the national agenda with changes in legislation and reforms to the inspection framework which place clear responsibilities on Councils to keep people safe. . Working with our partners to ensure the children and vulnerable adults of Croydon are protected remains high on the council's agenda.

The Council is currently working on many aspects of safeguarding adults to address needs and risk including the establishment of a Triage system from January 2016 and joint working with the London Fire Brigade to reduce serious fires. We are currently researching and training on the topics of fraud, scams and financial abuse. Closer working with the CCG ensures a shared intelligence system and joint market management.

Croydon's Adult Safeguarding Teams are working to ensure that Croydon's practice is Care Act compliant including embedding knowledge and practice around the new categories of abuse and that safeguarding follows a "Making Safeguarding Personal" agenda where the client is at the centre of their own case and are involved in their own safeguarding actions.

Children's safeguarding has a much wider remit than the functions provided by Children's Social Care, which carries out particular functions regarding Child Protection services and Children Looked After services.

The timeliness of children's assessments has been low for the past year. The service has been reconfigured in October 2015 and there are already signs of improvement. The timeliness of adult social care assessments has improved since last year.

The number of looked after children as a proportion of the population is high due to the number of Unaccompanied Asylum Seeking Children in Croydon. However, there has been a reduction in local CLA by 9% in 2014/15.

Our placement stability for looked after children (% with 3 or more placements in a year) is currently above the national average at 8% and in the top quartile, which is a consistent improvement from 13% in 2013, and 9% in 2014.

Recruitment of suitable qualified and experienced social workers remains a regional challenge. However, there have been three major recruitment campaigns in the past year and this has led to a greater level of permanent employees.

INDEPENDENCE – Tackling the cost of living

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To help families and individuals to be more financially resilient and live affordable lives	Percentage of Job seekers allowance claimants (as a proportion of the resident population aged 16-64 - working age population)	1.9%	Aim to reduce from 1.9%	1.9%	Slightly below target, performance maintained	London 1.8%
	The percentage of households in Croydon receiving Housing benefit	NA	2015 data will provide the benchmark	23.73%	NA	Local measure - no comparable data available
	The percentage of households in Croydon receiving Council tax support	NA	2015 data will provide the benchmark	21.72%	NA	Local measure - no comparable data available
	Number of households engaged with welfare teams who are being provided with debt / budgetary advice)	NA	3204 (Annual) 1602 (YTD)	486 (September 2015) 2793 (YTD)	Currently exceeding target	Local measure - no comparable data available
	Number of families supported through the discretionary housing payments)	NA	1350 (Annual) 675 (YTD)	120 (September 2015) 825 (YTD)	Currently exceeding target	Local measure - no comparable data available
	Number of families supported through the Croydon discretionary scheme)	NA	1000(Annual) 500 (YTD)	106 (September 2015) 927 (YTD)	Currently exceeding target	Local measure - no comparable data available
	Rate of child poverty (the proportion of children aged under 16 living in low income families)	TBC (August 2012)	23%	21.8% (August 2013)	Better than target	London average 21.8%
	% of people working for the council who are paid the London Living Wage	NA	100%	100%	Target achieved	Local measure - no comparable data available

	Affordability of private rent – median monthly private sector rent as a percentage of the median gross monthly salary)	NA	2014 data will provide the benchmark	45.51% (2014)	NA	Of the London boroughs Lowest 40.39% Highest 78.30%
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INDEPENDENCE - tackling the cost of living

The economic downturn, changes in welfare benefits and tax credits have reduced the disposable income of the poorest. A third of Croydon residents are struggling financially. Helping families and individuals to become more financially resilient and live affordable lives requires a broad range of interventions to promote meaningful and long term employment and reduce the overall cost of living.

To assist residents in redressing the multitude of financial challenges they may face, the council has set up the Gateway & Welfare division in April 2015, this is the country's first combined local authority department designed to tackle housing, welfare, debt management and social care assessment. The results so far are incredibly encouraging. We have helped over 1,100 of Croydon's most severely affected families avoid homelessness, 5,400 people to become more financially independent and supported 587 residents into employment, resulting in contributions of £3.3m to the nation's finances via income tax and National Insurance. Gateway works by first identifying residents most at risk of homelessness - people who have needed our help before, or the unemployed visiting the local JobCentre Plus. We have trained hundreds of internal and JobCentre Plus staff to identify the most vulnerable families to ensure they receive the right support, and allocating a dedicated adviser to look at the household finances, from housing issues and benefit entitlements to debt management and careers advice. The Gateway approach ensures that issues are resolved faster, therefore preventing people from slipping into homelessness, offering them financial breathing space by maximising their income, and boosting their confidence, job prospects and skills to be more financially independent.

To tackle the issue of low pay the Council implemented the London Living Wage (LLW) for its directly employed workforce and has recently received accreditation as a LLW employer. In order to implement the requirements to pay LLW across Croydon we are, where possible, applying this criteria to existing contractual arrangements and future commissioning. The Council's supply chains have been given time frames and targets to encourage LLW and this should be implemented over the next two years. Conversations with business and business leaders are ongoing and many have been encouraged to consider LLW as it makes strong business sense to nurture and develop a sustainable employee place.

INDEPENDENCE – Domestic violence and sexual exploitation

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To prevent domestic and sexual violence where possible support victims and hold perpetrators to accounts	Percentage of domestic violence sanction detections	33%	No target	32% (September 2015, average YTD)	Performing slightly below previous year	No comparable data available
	Number of cases of domestic abuse referred to the Multi Agency Risk Assessment Conference (MARAC)	TBC	354 Annual 177 (YTD)	205 (YTD) (September 2015)	Performing above YTD target	No comparable data available

INDEPENDENCE - domestic violence and sexual exploitation

Domestic Abuse and Sexual Violence (DASV) affects one in four women and one in six men in their lifetime but remains vastly under reported.

Domestic abuse and sexual violence is a major priority for the Council and in December 2014 the Cabinet agreed an ambitious Domestic Abuse and Sexual Violence Strategy 2015-18. The Local Strategic Partnership also gives a high profile to this issue, its Congress meeting in June 2015 focussed on Domestic Abuse and Sexual Violence, which was attended by 170 partners who were asked to pledge their support to changing attitudes and beliefs to Domestic abuse and growing a community based response.

A Domestic Abuse Staff Policy which applies to all Council employees was launched in March 2015. This sets out the support that the council will give to its staff who have been affected by domestic abuse. The Family Justice Centre is an integral part of DASV services in Croydon. The centre provides immediate support to victims of domestic abuse and a range of support services in a single place. Over the past year we have seen increasing numbers of people accessing our services for help and support with Domestic Abuse and Sexual Violence. In 2014/15, the number of people accessing the FJC stood at 2588 which is a 20% increase on the previous year. The FJC is also receiving more referrals from partners, which has seen a 50% increase in GP referrals compared to the previous year. The MARAC supports our 'Team around the Family' approach to safety planning, and victims are able to access emergency housing and other services. This approach also supports the gathering of evidence to enable the police to prosecute the perpetrators of DASV, while Independent Domestic Advocacy Services support the victims through court proceedings. There has been a sustained increase in the number of allegation and sanction detection rates reported by the police, which suggest growing level of awareness of domestic abuse among the general public following the White Ribbon Campaign.

As part of the Council's overall work regarding Domestic Abuse, we established the Caring Dads programme in partnership with Probation, working with fathers who are primarily perpetrators of domestic violence. The evaluation of the project has demonstrated some positive outcomes. A specialist post for Domestic Abuse has been introduced in the Children in Need Service.

Child Sexual Exploitation (CSE)

Over the past year we have significantly upgraded our strategic and operational capacity to address CSE, including more effective multi-agency working in preventing and responding to missing children who can be particularly vulnerable to CSE.

The Council has been part of a number of ground breaking operations with the Metropolitan Police and voluntary organisations on CSE. As a result of this work we now have more robust intelligence gathering process allowing officers to identify local 'hot spots' and specific perpetrators. The Council has been working with the Police and the National Crime Agency to profile the development of this good practice at a national conference. In November 2015, the Leader of the Council used a Local Strategic Partnership Congress meeting in November 2015 to strengthen the profile of child sexual exploitation with the local community.

LIVEABILITY – Cleaner and greener

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To create a place that communities are proud of and want to look after as their neighbourhood	The percentage of household waste arising which have been sent by the Authority for reuse, recycling, composting or treatment by anaerobic digestion.	44%	45%	44.60% (June 2015) 40.2% YTD	Currently slightly below target	London 33.9% England 43.50%
	The percentage of fly-tips removed within the specified time frame (48 hours)	82.57%	80%	70.8% (Q2 2015) 78.5% (YTD)	Currently slightly below target	No comparable data available
	The percentage of fly tip reports made electronically (App and My Croydon)	NA	80%	69.9% (YTD)	Currently below target	No comparable data available
	The number of fixed penalty notices issued by the council for incorrect disposal of rubbish	657	1000	428 (YTD)	Currently slightly below target	No comparable data available

LIVEABILITY - cleaner and greener

The council's enforcement policy was agreed at Cabinet in March 2015 to ensure clean streets and public places are maintained as they play an important part in making people feel proud of and at ease in their neighbourhoods. Our aim is to develop strong and thriving communities by working with residents and partners and through the Council's 'Eyes and Ears' approach which will enable multi-skilled operatives and teams to better respond to environmental issues and Anti-Social Behaviour (ASB). This together with the recent introduction of the 'village' approach for refuse collection and recycling will ensure that the Council continues to make visible improvements within the borough so it is safer and cleaner for residents and visitors. In addition these changes will reduce service costs through better coordination and integration of our enforcement services supported by improved ICT.

The Council's 'Clean & Green' initiative is committed to making Croydon the cleanest and greenest borough in London. The 'Don't mess with Croydon' campaign launched in July 2014 has increased enforcement action through the courts helping to highlight the issues caused by littering and fly tipping and tough penalties have been imposed on offenders from fixed penalty notices to prosecution through the courts – there has been a total of 955 Fixed

Penalty Notices issued and 45 prosecutions since the start of the campaign (to September 2015). Enforcement action has also included the crushing of two offenders vehicles, with a further two having been seized. The Council has also in addition in partnership with Veolia, adopted a 'clear all' policy to ensure that fly-tips are removed as quickly as possible and as a result clearance rates have improved significantly since the start of the campaign. The introduction of the village approach as outlined above led to a short-term drop in performance as crews were diverted to other tasks but this has since returned to near target levels.

The use of new, easy to use, electronic channels such as the Croydon App and 'my account' has seen an increase in the number of fly-tips reported using this method of contact was introduced. The campaign has also supported the development of strong and thriving communities by working with our residents, with some 266 community champions recruited and 49 community clear-up events taken place during April to September this year.

The council continues to promote the 'Don't mess with Croydon' campaign and take action to tackle fly tip hot spots through education, enforcement and making it easier for residents to report incidents and take part in community clean-ups. This includes the improvement of recycling facilities in flats and areas where they were previously limited, getting owners of 'eyesore' front gardens to tidy them up and a range of multi-agency enforcement led operations focussing on tackling fly-tip hot spots and frequent offenders using the full range of interventions including prosecution through the courts and signing up all shops and businesses to ensure that commercial waste is disposed of responsibly. The Council will also be rolling out the village approach for street cleansing to ensure resources are focused on areas with the highest need.

LIVEABILITY – Policing and crime

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
Crime indicators as defined by MOPAC (rolling 12 month performance)						
To create a place where people feel safe and are safe	Burglary	3365 (rolling at September 2014)	3706	2951 (rolling at September 2015)	-34% against base line (March 2012)	London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Criminal damage	2764 (rolling at September 2014)	2924	3141 (rolling at September 2015)	-11% against base line (March 2012)	London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Theft of motor vehicles	728 (rolling at September 2014)	821	920 (rolling at September 2015)	-8% against base line (March 2012)	London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Theft from motor vehicles	2249 (rolling at September 2014)	2369	2053 (rolling at September 2015)	-28% against base line (March 2012)	London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Robbery	1065 (rolling at September 2014)	1513	763 (rolling at September 2015)	-58% against base line (March 2012)	London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Violence with injury	3073 (rolling at September 2014)	2312	3428 (rolling at September 2015)	22% against base line (March 2012)	London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter

Theft from a person	621 (rolling at September 2014)	656	509 (rolling at September 2015)	-36% against base line (March 2012)	London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
Incidence of antisocial behaviour	9441	To reduce the demand	4523 (September 2015 YTD)	-24% on same period last year (12 month rolling average)	No comparable data available
Resident confidence in Policing	TBC	66%	60% (June 2015)	Currently under target	No comparable data available
How safe people feel in Croydon	TBC	TBC	72% (December 2014)	TBC	No comparable data available
How people rate the overall level of crime in Croydon today compared with the overall level one year ago	TBC	TBC	68.5% (December 2014)	TBC	No comparable data available

LIVEABILITY - policing and crime

Feeling safe is an indispensable element of a good quality of life and an essential requirement for our residents and those who want to visit and work in Croydon. Nationally, violent crime, which is committed mainly by adolescents and young adults, is a serious and increasing problem. There are many drivers for violent crime, such as alcohol, drugs and gangs. Overall, Croydon has achieved a 21.4% reduction against the MOPAC 7 targets (20% reduction). Performance figures for November 2015 show a significant reduction in burglary of 36.2%, assisted by sharing intelligence and a problem solving multi-agency approach. Theft from motor vehicles figures also show good progress with a 29.6% reduction. Operation Vallance has assisted in this through targeted patrolling of key areas and various decoy operations. Excellent results are also shown in figures for robbery (59.6% reduction) and theft from a person (38.1 % reduction).

Less positively, figures show an increase in criminal damage (up 10.9%), vehicle thefts (up by 7.3%) and violence with injury (up by 22%). The increase in criminal damage presents a particular challenge as even minor incidents are reported to obtain a crime number for insurance purposes. The increase in vehicle thefts is in part due to a wave of moped thefts on borough. Police have conducted decoy operations to deter and catch those responsible for this type of crime and increase patrols in targeted areas. Violence with Injury is high across all London Boroughs but a good reduction

of offences has been achieved in the Town Centre which historically has been a hotspot for this type of offence.

Improving the safety of children and young people by reducing serious youth violence, robbery and knife crime and gang violence through early intervention and prevention measures remains a priority. Croydon Youth Council has surveyed 831 young people and crime and safety came back as the top issue. As a result they have created a video to tackle stereotypes faced by young people. The youth council are due to meet with Croydon Safeguarding Children Board on 30th November to report on their work and discuss how young peoples' views can influence the work of the board commander

Reported incidents of ASB have continued to reduce with the 12 month rolling average is down by 24% on the previous year. Targeting and support for those calling regularly to report ASB has had an impact on reduction. Safer Croydon will continue to develop their approach to ASB enforcement making full use of legislation and housing management interventions in order to address problems as they arise. Several well publicised flats have been closed due to ASB and drug dealing and work to implement a Public Space Protection Order in the Town Centre is underway as is work to improve the alignment of the police and council ASB assessment and recording systems to better identify and manage risk. Croydon has also recently been established as a Local Alcohol Action Area (LAAA). This one year LAAA programme is an opportunity to work with national colleagues within the Home Office and Public Health England to coordinate Croydon's multi-agency approach to tackling the harmful effects of excessive drinking. The LAAA programme has three aims: reducing alcohol-related health harm, reducing alcohol-related crime and influencing the diversification of the night-time economy.

Increasing awareness of the role and work undertaken by the police and council in tackling crime and ASB is perceived as key to improving public confidence. This is particularly important with respect to Neighbourhood Policing and understanding the role of the local council. The council will continue to improve its presence on the Safer Croydon web pages and include information on how individuals can help protect themselves and their families.

Perception of crime in the borough is important and during 2014/15 we introduced an annual fear of crime survey. Respondents were asked if they feel safe in Croydon, out of 727 replies, 7% felt very safe, 44% fairly safe and 21% felt neither safe or unsafe, 22% fairly unsafe and 6% very unsafe. Respondents were asked if they thought crime levels had changed when compared to the past year, 692 answered the question with 8% saying levels were much greater, 18% slightly greater, 43% about the same and, 13% slightly lower and 4% much lower. Taking 2009/10 as the baseline, the total number of recorded crimes in Croydon at the end of 14/15 saw a 13.54% reduction. As a result 'A Pride in Croydon' action plan has been developed to improve perceptions of the Borough. Activity underway to help people feel safer includes publishing good news, use of social media, reviewing website content and joint community walkabouts. The annual fear of crime survey was launched in December 2015 so we will be able to track trends and use the data to inform future plans in the new financial year.

LIVEABILITY – Roads, transport and streets

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To build a place that is easy and safe for all to get to and move around in	Road Casualties (3 year rolling average)	1,154 (3 year rolling average)	1069	1,115 (June 2015 - 3 year rolling average)	Slightly over target, better than previous year	No comparable data available
	Percentage of the local authority's principal roads (A-road and M-road network) where maintenance should be considered	9% (2012/13)	5%	4% (2014/15)	Performing better than target	London 5%
	Percentage of the local authority's principal roads (B-road and C-road network) where maintenance should be considered	13% (2012/13)	6%	6% (2014/15)	Target achieved	London 9%
	Number of linear metres of cycle lane implemented during the year (including new & upgraded on-carriageway routes and new greenway/quiet ways)	NA	200 metres (Annual)	40 (September 2015 YTD)	Currently on target (YTD)	No comparable data available
	Percentage of borough roads (% of total road length) where 20mph limits have been introduced	NA	2015/16 data will provide the benchmark	Data due March 2016	NA	No comparable data available
	The % of street lights currently in light	99.1%	99%	99.4% (August 2015) 99.07% (YTD)	Currently exceeding target, better than last year	No comparable data available
	New M2 of road resurfaced during the year	NA	124,000m ²	Data due March 2016	NA	No comparable data available
	Proportion of journeys starting in Croydon made by sustainable means (walking or cycling)	NA	TBC	29% walking or cycling (2011- 2014)	NA	London 35%

	Road congestion – crude average vehicle speeds (mph) on Croydon A roads during weekday morning peak	NA	2015/16 data will provide the benchmark	15.2 MPH (June 2015)	NA	No comparable data available
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LIVEABILITY - roads, transport and streets

Good transport connections are important for enabling Croydon to fulfil its potential as South London's economic hub. Croydon is well connected, however parts of its extensive tram and train network are nearing capacity and are in need of expansion. In order to continue improving the transport network across the borough, the council placed a £556,000 bid for Local Implementation Plan funding for 2016-17. If successful, road safety measures across the borough including junction improvements, casualty prevention schemes, speed indicator signs and road safety education will be implemented. The bid also includes measures to improve and promote walking and cycling including new greenways, principle highways and parking, and pedestrian footways and crossing improvements.

Our recently published Transport Vision, agreed by Cabinet in March 2015, sets out the Council's agenda for a new era of movement in, and around the borough, focusing on the needs of Croydon's current and future residents, businesses and visitors. Safe walking and cycling are at its heart and are critical to tackling the transport challenges Croydon faces. In line with this Transport Vision, the council is rolling out a programme introducing area wide 20mph speed limits across the borough in order to improve road safety and encourage cycling. Implementation of the first scheme is underway in North Croydon and resident feedback has showed support for the scheme on roads in South Norwood, Selhurst, Bensham Manor, Thornton Health and Upper Norwood. If approved, the scheme could be implemented over the winter months and operational by April 2016.

The Croydon and Lewisham street lighting replacement programme is currently working across both boroughs; the programme is a 5year plan. The programme has been technically challenging due to the complexity of the underground power cable network. Across the boroughs 74% of lights have been replaced. The programme is expected to be completed in early 2017.

The Connected Croydon programme has already delivered nearly 9,500M2 of footway and carriage way improvements in the first half of the year around east and west Croydon helping transform the public realm at these major entry points to the metropolitan centre improving facilities for both pedestrians and road users. A new cycle hub and Brompton Bike Hire dock was also opened recently in Croydon's town centre, providing free covered cycle parking for 80 bikes, a cycle work station for carrying out small repairs and eight folding bikes for hire.

The Council has set up Play Streets in Croydon to get more people active, have fun and build stronger communities. The scheme is supported by charity London Play, it encourages children to play together and residents can get out and talk to each other. Applications from residents to join the scheme continue to increase.

LIVEABILITY - sport

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To improve wellbeing across all communities through sport and physical activity	Number of people participating in sports and leisure activities at Leisure centres (all groups)	856,161	TBC	135,632 (July & August) YTD	Slightly worse than last year	No comparable data available
	% Adults (aged 16+) participating in sport & active recreation for at least 30 minutes on 12 days out of the last 4 weeks	12% (2012/13)	14% (2013/14)	13% (2013/14) Next update due April 2016	Slightly below target, better than previous year	No comparable data available
	Number of community sports clubs	NA	2015/16 data will provide the benchmark	296	NA	No comparable data available

LIVEABILITY - sport

We want to promote and support participation in sport for both health and recreational purposes. Efforts to increase participation for key groups included the reinstatement of free swimming, funded by the council and available for young people aged 16 and under and for the over 60's for a six weeks period in line with school summer holidays in 2015. Table Tennis England installed 16 ping-pong tables with equipment across the borough to encourage residents, workers and visitors to play impromptu matches as part of the nationwide Ping! festival. The tables will remain installed in parks and estates on a permanent basis or donated to organisations for the benefit of the community.

In April 2015, the newly refurbished Monks Hill sports centre, which is managed by the Council, was opened.. The centre provides a sports hall, gymnasium, artificial pitch, and multi-use games area to local residents and groups during out of school hours. Improvements and new management have brought about an increase in the use of this facility and additional income to the Council. In addition, Purley Leisure Centre is to remain open in the short term in response to residents' concerns and to enable time for redevelopment plans to be proposed.

LIVEABILITY – Parks and open spaces

Outcomes	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To make parks & open spaces a cultural resource	Number of events held in parks (including community, charity & commercial)	88	Improve on 2014/15 outturn	99 (YTD)	Exceeding target	No comparable data available
	Number of Friends and Conservation groups who are involved in their local park	NA	NA	37 (summer 2013)	New measure for 2015/16 further development underway	

LIVEABILITY - parks and open spaces

Croydon is the greenest borough in London with over 300 parks and open spaces and we have used these as cultural hotspots and sites for community sport and physical activity parks and open spaces. The Council continues to identify opportunities to increase community involvement in our parks and for the period April to September 2015, there have been a total of 98 community, charity and commercial events held in parks during the April to September period. We will be reviewing our parks and open spaces in the coming months to make the most of the opportunities for greater community use and potential for improving health and wellbeing.

We are committed to delivering an annual summer festival and this year saw the successful launch of the Ambition Festival held in July 2015, providing four days of music, comedy, theatre, spoken word, dance and art, using around 30 venues and performance spaces. Alongside main shows at the Fairfield Halls, entertainment was staged in smaller venues such as pubs and halls, as well as at Croydon Minster. Outdoor events included stages in North End, Mint Walk, Queens Gardens, Fairfield Gardens and at Platform by East Croydon station. The festival has been nominated for two UK Festival Awards, in the categories of best new festival and best metropolitan festival.

Working with our community to create a Parks and open Spaces programme, the Council has a friends of parks group which is made up of local people with an interest in their park of wildlife and who take practical action to improve the area or investigate and advise on environmental issues. Participants can carry out practical conservation work or be the eyes and ears of park reporting damages. The group are consulted on group and open space management and development issues. Eight of Croydon's open spaces have retained green flag status won last year for high standards of horticulture, cleanliness, sustainability and community involvement.

ENABLING CORE – Finance

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To be innovative and enterprising in using available resources to change lives for the better	Variance from Revenue Budget after recovery plans (£M)	£0.925m	£0.00	£2.519m	Currently below target	No comparable data available
	% Council tax collected	96.48%	96.76% (55.48% YTD)	54.89% (YTD September 2015)	Currently slightly below target	No comparable data available
	% Non-domestic rates collected (NNDR)	98.38%	98.75% (57.22% YTD)	56.15% (YTD September 2015)	Currently slightly below target	No comparable data available
	Percentage of agency workers	11.8%	10%	12.4% (September 2015)	Currently worse than target	No comparable data available
	Progress with Corporate Plan Outcomes 2015/18	This	indicator	is	still	in development
	Net cost per m2 of Council asset base (main corporate offices)	NA	2015/16 data will provide the benchmark	£218 (March 2015)	NA	No comparable data available
	Percentage of frontline staff to enabling staff within the council	This	indicator	is	still	in development
	Cash collection rate for housing rent	TBC	98.2%	97.1% (September 2015)	Currently slightly below target	No comparable data available

ENABLING CORE- finance

Over the past four years the Council has experienced an unprecedented 32% reduction in central government grant funding as part of the national deficit

reduction plan. Over this period we have delivered over £100m in efficiency savings and cuts. Funding and grant reductions on a similar scale are expected from national government over the next four years, and the council faces rising demand for its services.

The delivery of the 2015/16 budget is hugely challenging. The council has seen further cuts to various grants since our budget was set and continues to experience huge demands, in particular are services in the People department. In order to reduce the predicted overspend, a number of actions have been agreed including, a Council wide voluntary severance programme, a review of all our fees and charges, further governance on high cost adult social care placements and a review of the top 50 high cost families.

The Council has well developed contract management arrangements in relation to the agency contract. In the last year, due to major restructure of business support, we have incurred a higher level of agency spend in this area. This has prevented additional redundancy costs as new processes are introduced and overall resource requirements reduce, resulting in significant savings. In addition, we have used the agency contract to deliver the transformation programme, which is significantly cheaper than using consultancy services. In light of the current financial position, we have implemented a Council-wide recruitment freeze including agency staff, as well as all agency staff who have been with the Council over 12 months leaving on 31st December with exceptions granted in relation to the maintenance of statutory services and where they are supporting the delivery of savings in 2015/16.

The amount of council tax collectable in 2015-16 is now up £3.6 million on last year, following proactive work on reviewing discounts and we remain confident that performance will exceed last year. The collectable amount for business rates is also up £3.6 million on last year, collection at the end of September is 0.92% down on the same period last year, which is due to the greater take up of payments across 12 months instead of 10. 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.

ENABLING CORE – Fairness and equality

Outcome	How we will measure success?
To drive fairness for all communities, people and places	<p style="text-align: center;">A suite of fairness measures to be determined in discussion with the Opportunity & Fairness Commission when key findings are published</p>

ENABLING CORE - fairness and equality

The Council has set up an independent Opportunity and Fairness Commission (OFC). The OFC is independent comprising 13 commissioners and set to run until January 2016 when it will deliver a report on how Croydon can become a place of greater opportunity and fairness. The role of the OFC is one of independent scrutiny and challenge to the Council and the Croydon LSP on issues of inequality and exclusion in the borough. The OFC is gathering evidence on inequality and fairness in the borough through robust engagement with residents and local communities and make recommendations for improvement.

The OFC produced a draft report of its findings in September 2015 and the final report and recommendations will be published in January 2016.

ENABLING CORE – Open and accountable

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To be open and transparent and put communities at the heart of decision making	Percentage of FOI requests responded to within 20 days	72.39%	90%	85.09% (September 2015)	Currently slightly below target, better than previous year	No comparative data available
	The percentage of customer complaints escalating to Stage 2 of the council's formal complaints process	10.62%	10%	7.48% (September 2015)	Currently better than target, better than last year	No comparative data available
	The number of complaints received by the Information Commissioners office that are upheld (where regulatory action is taken)	NA	2015/16 data will provide the benchmark	4 (YTD)	NA	No comparative data available

ENABLING CORE - open and accountable

For the period April to September, a total of 777 FOI requests were received. At a time where these requests remain a significant demand pressure and where a number of services are working in a context on increased demand within resources constraints, performance in both complains and FOI's have shown improvement. Complaints are an important measure of where customers are feeling the service provided is not meeting their expectations, or where there are opportunities to make further improvements. The corporate team continue to work with services across the organisation on an ongoing basis to pick up opportunities from customer feedback.

Complaints to the Information Commissioners Office (ICO) is something we are measuring for the first time this year and the figures will provide a future baseline which will be used to measure and manage the service. There have been no significant or issues to date and the Council continues to work with services to ensure we have the appropriate governance and controls in place.

ENABLING CORE – Digital and Enabling

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To be digital by design in meeting the needs of local people	The number of transactions completed through 'My Account'	NA	99,996 (YTD) 200,000 (annual)	102, 233 (September 2015, YTD)	Currently exceeding target	No comparative data available
	The number of customers who have moved to a digital (self-service) channel of communication	NA	19,998 (YTD) 40,000 (annual)	44, 707 (September 2015, YTD)	Annual target exceeded	No comparative data available

ENABLING CORE – digital and enabling

To make the best use of reduced resources and improve service access we are applying digital solutions across a large number of council services. It is important for residents and local businesses to be able to access on-line services for their wider benefit as recent studies outline the financial and social benefits of being on-line. Our approach therefore supports those without digital skills to access appropriate support and this is very much being driven through the GO ON Croydon initiative that was launched in November and is the first of its kind in London. A new digital zone has been launched in Access Croydon as part of this work to provide training and signposting.

Since the launch of My Account in July 2013, the take up has surged and there are now over 100,000 Croydon residents, nearly a third of the borough's population, accessing council services online and this has allowed significant savings which allows scarce resource to be directed where most needed.

RAG Status key

RED	<ul style="list-style-type: none">• Performance has not met target by in excess of 10%• Where performance differs from comparators by 10% or more
AMBER	<ul style="list-style-type: none">• Performance has not met target but is within 10% of target• Where performance matches one or more comparator within 10%
GREEN	<ul style="list-style-type: none">• Performance has met, or exceeds target• Performance has matched one or more comparators
YTD	<ul style="list-style-type: none">• Year to Date – current performance

For General Release

REPORT TO:	CABINET 18 JANUARY 2016
AGENDA ITEM:	11
SUBJECT:	The Transformation of Adult Social Care (TRASC)
LEAD OFFICER:	Paul Greenhalgh, Executive Director - People
CABINET MEMBER:	Cllr Louisa Woodley, Cabinet Member for Families, Health and Social Care
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT:	
The transformation of adult social care programme will support the corporate priorities of Ambitious for Croydon, Independence Strategy and Liveability.	
AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS: This programme supports growth via reshaping the significant contributor to our economy which is the health and adult social care workforce, promotes independence through a prevention and early intervention agenda, supports inclusion and enablement in the way we assess and arrange services for our most vulnerable citizens.	
FINANCIAL IMPACT: This programme will ensure that the investment in adult social provides value for money and is financially sustainable	
KEY DECISION REFERENCE NO.: 04/16/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 approve

- 1.1 The implementation of a Transformation Programme for Adult Social Care (TRASC).
- 1.2 The Council's Commitment Statement for Adult Social Care which describes our offer which will be delivered by the TRASC programme.
- 1.3 That the Executive Director People in consultation with the Cabinet Member for Families, Health and Social Care, be given delegated authority to take any

- steps necessary to implement the transformation programme.
- 1.4 A recommendation to the Leader of the Council that the Executive Director People in consultation with the Cabinet Member for Families , Health and Social Care and Cabinet Member for Finance and Treasury and Assistant Chief Executive (Corporate Resources and Section 151 officer) be authorised to take any key decisions which may be required in implementing the transformation programme.

2. EXECUTIVE SUMMARY

- 2.1 The Transformation of Adult Social Care Programme ('A life not a care plan') is an ambitious project in Croydon to change the way we support our most vulnerable adult residents.

The delivery by all parts of the Council of the five priorities in the Independence Strategy and managing the demands placed on adult social care will underpin the TRASC programme.

- I. Empower individuals and communities to be better able to take more responsibility for themselves and each other.
- II. Enable residents to make informed choices about how to meet their needs, and how to live healthy lives, through the provision of high quality information, advice and guidance.
- III. Provide people with the best opportunity to maximise their life chances and have a good quality of life through the provision of high quality universal services, including an excellent learning offer.
- IV. Empower people to resolve issues early through the provision of joined up assessment and support.
- V. Enable children and adults to maximise their independence and ensure they are safe from harm through the provision of high quality specialist services.

For the TRASC programme this means;

- Fairness, equity, independence and people exercising choice and control will be at the heart of adult social care in Croydon to make the best use of the adult social care resources we have.
- The Council will promote peoples health and wellbeing through the development of universal support that is accessible through the provision of clear information about facilities and activities in their communities. Connecting people to their communities is a key objective in the Council's Independence Strategy and this must be instrumental in lowering the demand on adult social care through early intervention and prevention. The Council's Gateway Service will work with Adult Social Care in these aspects of the transformation plan.
- The Council will also ensure that it transforms its reablement, recovery and enablement services across all client groups it can maximise the

independence of vulnerable service users so that they are less dependent on traditional statutory services.

- The Council will also promote the choice of having a direct payment to enable people who need more help than universal services can provide to exercise as much choice and control as possible over their lives. In its assessments and reviews it will be seeking to build on people's strengths and the contribution they can make and focus on what they 'can' do, and not on what they 'cannot' do.
- The Council will work with its partners to deliver high quality joined up health and social care services for those over 65 using an outcome based commissioning approach. The Council will also work closely with health colleagues on the transformation of services for people with a learning disability, and establish an all age disability service incorporating children's social care, special educational needs and disabilities (SEND) and adult's services.

2.2 The Transformation of Adult Social Care Programme is essential to deliver personalised services, as well as a financially sustainable adult social care system in response to reducing budgets and increasing demand arising from an aging population and an increase in clients with increasingly complex needs. These are resulting in a significant underlying cost pressure.

2.3 In a system based on personalisation and Self Directed Services (SDS) the Council's direct control over where the adult social care budget is spent will reduce. The market will respond to individuals choosing what services they receive. Hence, TRASC will have a significant impact on commissioning and contracting within the Council. Commissioning arrangements will clearly be affected by personalisation, with a potential reduction in the volume of "directly commissioned" services, the need to capacity build and develop the market and the necessity to commission new services not part of the current service "offer".

2.4 In order to successfully deliver 'personalised care', Croydon, like many other local authorities will need to review its community care commissioning, contracting and quality assurance arrangements through the lens of personalisation and the requirements of the Care Act. Such a large scale transformation will take time to evolve and develop, so the Council will need to have a transitional commissioning strategy in place for personalisation. This would include taking stock of existing contracts and the state of our markets, determining and redesigning what it will need to commission in the future, identifying the gaps; developing a commissioning framework for personalisation and revising our existing commissioning strategies. This may involve making changes to existing contracts, de-commissioning, risk sharing and joint commissioning with other boroughs.

The Council will engage our stakeholders and people in Croydon to co-produce the answers and new innovative ways of working that will be required to deliver a high quality, choice and control driven, sustainable and affordable adult social care and health service in Croydon.

Cabinet is asked to approve this high level Transformation Programme for Adult Social Care and delegate decision making for the Programme to the Executive Director, People in consultation with the Cabinet Member for Families, Health and Social Care, and for key decisions arising during the programme to be delegated by the Cabinet to the Leader of the Council.

3. DETAIL

3.1 Background

Local Government Association (LGA) analysis reveals that councils will have to spend as much as 40 per cent of overall budgets on services that care for older and vulnerable people by 2020, rising 13 per cent faster than any other service provided to local residents. The LGA calculates that during the life of the last Parliament, councils had to find £20 billion worth of savings. As a result, nationally, councils have had to reduce adult social care budgets by £2.68 billion over the last three years.

In Croydon, 1 in 8 people (47,500) is over 65 and each year approximately 200 older people are admitted to permanent residential care homes whilst 1 in 10 older people receive social care services. By 2019 we expect a 36% increase in the number of people aged 85+.

Croydon has the second highest population of people with a learning disability per 100,000 in London and like elsewhere increasing life expectancy.

The annual budget for adult social care in Croydon is approximately £61m but increasing demand and levels of need are contributing to a projected year end overspend on adult social care of £6.5m. Based on the proposals put to Scrutiny (subject to formal approval it is expected that Adult Social Care will make £2.7M of savings in 16/17 and continue to make further savings beyond this time.

The Transformation of Adult Social Care Programme is therefore essential to deliver a financially sustainable adult social care system in Croydon. The programme will work to ensure that the 2016/17 budget savings of £2.7m are achieved. It will also reduce the underlying cost pressure by better demand management, effective commissioning and promoting independence at every opportunity as outlined in para 3.2.1. to release further cost efficiencies.

The national policy of transforming social care was first set out in the "Putting People First" concordat in 2007, which followed the successful piloting of Individual Budgets. The Care Act 2014 modernised and consolidated the law on adult care in England into one statute and has been described as the biggest change to the law in 60 years. Key changes include the introduction of national eligibility criteria for adult social care; extension of the same eligibility criteria to include carers, a right to independent advocacy; a 'wellbeing principle'; new duty to provide information and advice; new duty of prevention and wellbeing to prevent or delay the need for care, new duty to provide deferred payments; the introduction of statutory Adult Safeguarding Boards and associated responsibilities for adult protection, and a new duty to shape the local care & support market.

The 'wellbeing principle' places wellbeing at the heart of care and support. It is comprised of nine areas that local authorities must take into account in exercising their care and support functions, including personal dignity and protection from abuse and neglect. This principle has already been embedded in the Council's Independence Strategy, which promises to:

1. Empower individuals and communities to be better able to take more responsibility for themselves and each other
2. Enable residents to make informed choices about how to meet their needs, and how to live healthy lives, through the provision of high quality information, advice and guidance
3. Provide people with the best opportunity to maximise their life chances and have a good quality of life
4. Empower people to resolve issues early through joined up assessment and support
5. Enable people to maximise their independence and ensure they are safe from harm through the provision of high quality specialist services

3.2 Transforming Adult Social Care (TRASC)

3.2.1 Key Principles underpinning TRASC

The delivery by all parts of the Council of the five promises in the Independence Strategy will underpin the TRASC programme.

TRASC will also embrace Article 8 of the Human Right Act, :- Respect for your private and family life':-

The concept of private life also covers your right to develop your personality and to develop friendships and other relationships. This includes the right to participate in essential economic, social, cultural and recreational activities'.

Fairness, equity, independence and people exercising choice and control will also be at the heart of adult social care in Croydon to make the best use of the resources the Council has.

The Council will promote peoples health and wellbeing through the development of universal support that is accessible through the provision of clear information about facilities and activities in their communities. Connecting people to their communities is a key objective in the Council's Independence Strategy and this must be instrumental in lowering the demand on adult social care drawing on the early intervention and prevention support within communities.

The Council will give priority in how we provide adult social care to helping people recover and retain their ability to live as independently as possible and enhance their resilience to life challenges and changes. To support this the Council will ensure that all staff understand and are enabled to work with people in ways that promote their independence, their connection to their family and community and their safety to live a "life not a care plan".

The Council will also promote the choice of having a direct payment to enable people who need more help than universal services can provide to exercise as much choice and control as possible over their lives. The Council will be seeking to build on people's strengths and the contribution they can make and not just focus on what they cannot do.

Our responses will offer the right level of support according to a person's assessed needs. Assessments will be carried out over an appropriate period of time that ensures long term decisions are not taken in haste. The Council will work together considering plan for maximising independence and recovery and identifying the outcomes important to the vulnerable person and offer a choice of a direct payment.

Many people with social care needs will have their assessed needs met mainly through the carer with whom they live. Under the Care Act, carers have a right to have a carer's assessment which they can have either together with their cared for person or separately. The Council will develop a plan with each carer as to how the Council can best share the responsibility for delivering the care the person needs.

The statement of the Councils' Commitment to Adult Social Care describes what residents in Croydon can expect from Adult Social Care which will be delivered by the TRASC programme is attached as Appendix A for approval.

3.2.2 Benefits

The expected benefits of a transformed adult social care for vulnerable people in Croydon will be:

- People will have better access to advice, information and targeted prevention that will help them to live their lives without support from the Council
- People will be supported through re-ablement to be as independent as possible
- People will have more choice and control, leading to higher satisfaction levels
- More people will be supported to live independently

The Care Act, rightly afforded carers, the same recognition, respect and parity of esteem with the people that they support. The Council will seek to improve the ease of access to information and support, and their awareness of their rights to an assessment and eligibility for their own personal budget.

The diagram, Appendix B, shows the 'As Is' current operating model in Croydon which highlights the level of activity that adult social care (ASC) devotes to managing demand at each stage of its pathway/operating model. It estimates that 70% of our activity is devoted to long term support services, using traditional models of services, with low levels of self-directed support and personal budgets promoting a culture of dependency on ASC.

In contrast, Appendix C shows how TRASC will seek to turn the triangle in appendix B on its head by focusing on managing demand and devote more

resources to better information and advice, early intervention and prevention and the use of re-ablement to maximise a person's independence.

To underpin the new operating model the Council is developing an asset based approach to assessment. This approach will seek to increase the persons own resilience and capacity to cope with life's challenges and engage in their communities. So while the Council seeks to increase the capacity of the individual, their carer and family to cope, colleagues in the Croydon Challenge Community Resources project will be developing the resilience and capacity of our local communities.

3.2.3 Key Workstreams and Governance

The TRASC programme will be delivered across four work streams that group together a range of related actions or themes as follows:

Work stream (1) **'A life not a care plan'** – Changing our culture, communicating the ASC offer, engaging all our stakeholders and enabling our workforce.

Work stream (2) **A new model of adult social care** - Getting the basics right, designing and implementing an operating model to deliver personalisation in context of the Outcome Based Commissioning Accountable Provider Alliance (APA) for over 65's, the All Age Disability (AAD) service for 0-64, interfacing the new model with Gateway, as well as other enabling workstreams such as data and information sharing and ICT infrastructure.

Work stream (3) **A financially sustainable model of adult social care** - demand management, financial control, value for money and efficiency savings projects.

Work stream (4) **Commissioning for personalisation** – Achieving outcomes and a sustainable model of ASC, market facilitation for direct payments, commissioning of effective payroll and support planning and brokerage services, domiciliary care and care home market management, supported living accommodation, accreditation of personal assistants, etc..

The programme will be governed by a Divisional Transformation Board which will coordinate the four work streams and their activities and monitor their progress. Due to the size and impact of TRASC it will be a key programme in Croydon Challenge.

3.2.4 Timescales

Finalise the work streams programme of work	January 2016
Identify and co-ordinate the co-production approach in designing the new adult social care model	January – February 2016
Consider the structure of Co-production in Croydon (see 4.1)	March 2016
Finalise the Implementation plan and timescales	March 2016
Begin implementation of programme of	March 2016 onwards

4. CONSULTATION

- 4.1 Co-production – involving people who use services as equal partners in service design will be fundamental to our approach to transformation. A presentation was made on the transformation of adult social care and direct payments to the Croydon Adult Social Services User Panel (CASSUP) in November. Further discussions with CASSUP, Health Watch and other interested groups will be held to explore the case for a board comprising people who use services to help design and oversee the work to personalise and improve prevention, community development and care and support services.

The project plans in each work stream will identify co-production opportunities with people who use services, families and organisations with an interest in social care and the wider general public. Where consultation is required prior to a decision this will also be undertaken by the Council.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 To implement a transformation programme of this nature requires financial investment. The programme is to be funded from existing grant monies that have been awarded to the Council and will be used to fund and implement this transformation programme using a dedicated programme team.

Revenue and Capital consequences of report recommendations

1 The effect of the decision

The investment of £586k over a 12 month period will enable the first phase of the service transformation as detailed in this report. This programme will be subject to review to ensure delivery of ongoing budget and service efficiencies.

2 Risks

The opportunities and risks associated with the introduction of new approaches to achieve personalisation will be identified and assessed within each of the four work streams. A risk log for each work stream will then put in place arrangements to manage the risks and maximise the opportunities that have been identified.

The TRASC programme management for will ensure that change is introduced as an opportunity to improve the lives of local people while minimising risks such as inadequate control of resources.

3 Future savings/efficiencies

Based on the proposals put to Scrutiny (subject to formal approval it is expected that Adult Social Care will make £2.7M of savings in 16/17 and continue to make further savings, for example by addressing future demand

cost pressures and identifying further cost efficiencies.

4 (Approved by Lisa Taylor, Head of Finance and Deputy S151 Officer)

6. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER

6.1 The Solicitor to the Council comments that there are no additional legal issues arising from the content of this report.

Subject to the Leader's agreement of the recommendation sought in 1.4, it will still be necessary to ensure that the access to information requirements is complied with in relation to any key decisions.

(Approved by: J Harris Baker, head of social care and education law on behalf of the Borough Solicitor & Director of Legal & Democratic Services)

7. HUMAN RESOURCES IMPACT

7.1 An important part of this programme is to actively engage and consult with key stakeholders to shape the options and solutions. As such any HR implications will be identified as the programme is developed further and will be managed in accordance to Council policy and employment legislation.

(Approved by: Deborah Calliste, HR Business Partner, on behalf of the Director of Human Resources)

8. EQUALITIES IMPACT

8.1 An initial equality analyses has been completed for the TRASC programme. The key findings are that:

A full equality analysis will be completed as a part of the planning and implementation of the TRASC programme. This will cover the 4 key work streams and their implementation plan. Initial work on the full equality analysis will be completed by March 2016 and updates will be made as a result of findings from the implementation of the programme.

8.2 The proposals for TRASC will place the individual at the centre of services and enable wider access to services that the person can direct according to their preferences. This will have a significant impact on promoting fairness and equality by ensuring that residents or customers specific service access needs related to factors such as age, disability, ethnicity and other considerations relating to equality and diversity are met according to their personal choice.

8.3 The TRASC programme will help the Council deliver the following priorities that are set out in the Council's Equality and Inclusion Policy (2014-16)

- Encourage local people to be independent and resilience by providing responsive and accessible services offering excellent customer care

- Lead on promoting dignity and respect for older people and those with a disability and ensure that standards are set for our partners and contractors to adhere to.
- Foster good community relations and cohesion by getting to know our diverse communities and understand their needs

9. ENVIRONMENTAL IMPACT

- 9.1 The proposals within this report and the attached document do not have any direct environmental implications but may lead to some increased use of transport as individuals exercise choices requiring services in different locations. However, the overall impact on the environment is likely to be minor.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 None.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 The Transformation of Adult Social Care Programme is essential to deliver a financially sustainable adult social care system in Croydon. The programme will work to ensure that the 2016/17 budget savings of £2.7m and are achieved. It will also reduce the underlying cost pressure by better demand management, effective commissioning and promoting independence at every opportunity.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 An option to do nothing is unsustainable. The changes within Adult Social Care are not just desirable, they are essential in response to reducing budgets and increasing demand which are resulting in an underlying cost pressure and year end overspend of approximately £6.5m in the 2015-16 financial year.

Equally, TRASC will also deliver a truly modernized, safe and sustainable social care and support service that our residents deserve, with improved outcomes for the each individual arising from this new approach. This will enable people needing care to become active and participating citizens in the life of their communities.

The Council will deliver an ambitious programme of change over the next 2-3 years that will transform the service in a way that will break down social inequalities, open doors of new opportunities, and turn current aspirations into reality for many of our local residents.

By working together, the Council will develop a new shared vision and strategic direction for Adult Social Care in Croydon, based on trust, honesty, and mutual collaboration. It will be an approach that will underpin all future service delivery and that will meet the changing needs and aspirations of the people of Croydon.

CONTACT OFFICER: Graham Terry, Head of Adult Social Care Transformation Programme. Tel: ext. 62000

BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972

None

Appendices attached:

A - A statement of the Council's commitment to Adult Social Care

B - Diagram showing the 'As is' current operating model

C - Diagram showing the 'To be TRASC operating model

A life not a care plan

Croydon Council: Our commitment to Adult Social Care.

Croydon Council already has an Independence Strategy in place which enshrines the following principle:-

“Our approach to promoting independence is based on the premise that the sooner support is available the more likely it is that residents can maintain their independence for longer. This in turn means that people can avoid the need for more intensive specialist help and are able to continue to participate in their local communities. It is this principle that has informed the development of this Independence Strategy”

Croydon Council wants to ensure as many residents as possible are supported to stay healthy and active in their communities for as long as possible.

This statement of the Council's Commitment to Adult Social Care describes what residents in Croydon can expect from Adult Social Care.

1. Universal support – ‘something for everyone’:-

We will promote peoples health and wellbeing through the development of universal support that is accessible through the provision of clear information about facilities and activities in their communities. Connecting people to their communities is a key objective in the Council's Independence Strategy and this must be instrumental in lowering the demand on adult social care due to the early intervention and prevention support within communities.

2. Enabling people to make their own decisions safely

A critical element of our work will be to ensure we respect the right for people to make their own decisions about their health and wellbeing as long as they have capacity to do so, and regardless of whether we agree with them. We will not take responsibility away from someone unless we have a clear and formal indication that the person does not have capacity to manage their own affairs. We will ensure that people have a suitable level of service, preferably through a direct payment, that will meet their assessed needs and support their goals towards independence

3. Support for those ‘who need a little bit more’

Our interventions will offer the right level of support to a person's assessed needs. We recognise that sometimes the support many require can be found within their own families, communities and within themselves. We will work with each person and their network to find creative ways of meeting personal goals that they wish to

achieve. Where people have lost their support networks we will work in partnership to rebuild those networks. Doing this means people get back on their feet more quickly, regain independence and no longer need unnecessary support.

We will give priority in how we provide adult social care to helping people recover and retain their ability to live as independently as possible and enhance their resilience to life challenges and changes. To support this we will ensure that all staff understand and are enabled to work with people in ways that promote their independence, their connection to their family and community and their safety to live a “life not a care plan”.

Our response will offer the right level of support according to a person’s assessed needs. Assessments will be carried out over an appropriate period of time that ensures long term decisions are not taken in haste. We will work together developing a plan for maximising independence and recovery and identifying the outcomes important to the vulnerable person and offer a choice of a direct payment.

We will also promote the choice of having a direct payment to enable people, who need more help than universal services can provide, to exercise as much choice and control as possible over their lives. We will seek to build on people’s strengths and the contribution they can make and not just focus on what they cannot do.

4. **Valuing carers**

Many people with social care needs will have these met mainly through the carers with whom they live or are supported by. We will ensure that carers are informed of their right to have a carers assessment which they can have either together with the person they care for or separately. We will develop a plan with each carer as to how we can best share the responsibility for delivering the care the person needs.

5. **A knowledgeable and informed workforce**

We will ensure staff understand how to work with service users in ways that promote their independence and support their recovery. It will support staff to work within multi-disciplinary teams and to develop their professional practice in ways which will assist them to empower our service users to make the best use of their personal budget. The focus will be on promoting independence rather than creating dependency.

6. **Working in partnership with health professionals and providers**

We will work with our care and support providers to build a philosophy of care that focuses on outcomes. It will continue to monitor services that are provided or commissioned by Hackney Council and ensure performance is centred on the desired outcomes and interest of our service users and provide value for money.

We will continue to develop an integrated and outcome-focused approach to our work with our health partners. To this end, in 2016, it is establishing an alliance of accountable providers to commission and deliver all, age 65 plus social care, community and acute health and Age UK services in Croydon. This ground breaking new way of joining up these organisations in to a single alliance organisation will

enable services for the age group to be better co-ordinated, seamless and focused on outcomes of the individual in a more cost efficient way.

In response to the Council's Independence Strategy we are establishing an all-age disability service to integrate our service for children and adults with disability in to one team during 2016. This is expected to provide a seamless transition for young people between our children and adult services and stimulate a better local offer for young people to enjoy education, employment and a quality of life in Croydon.

We will achieve the above through our transformation of Adult Social Care Programme (TRASC).

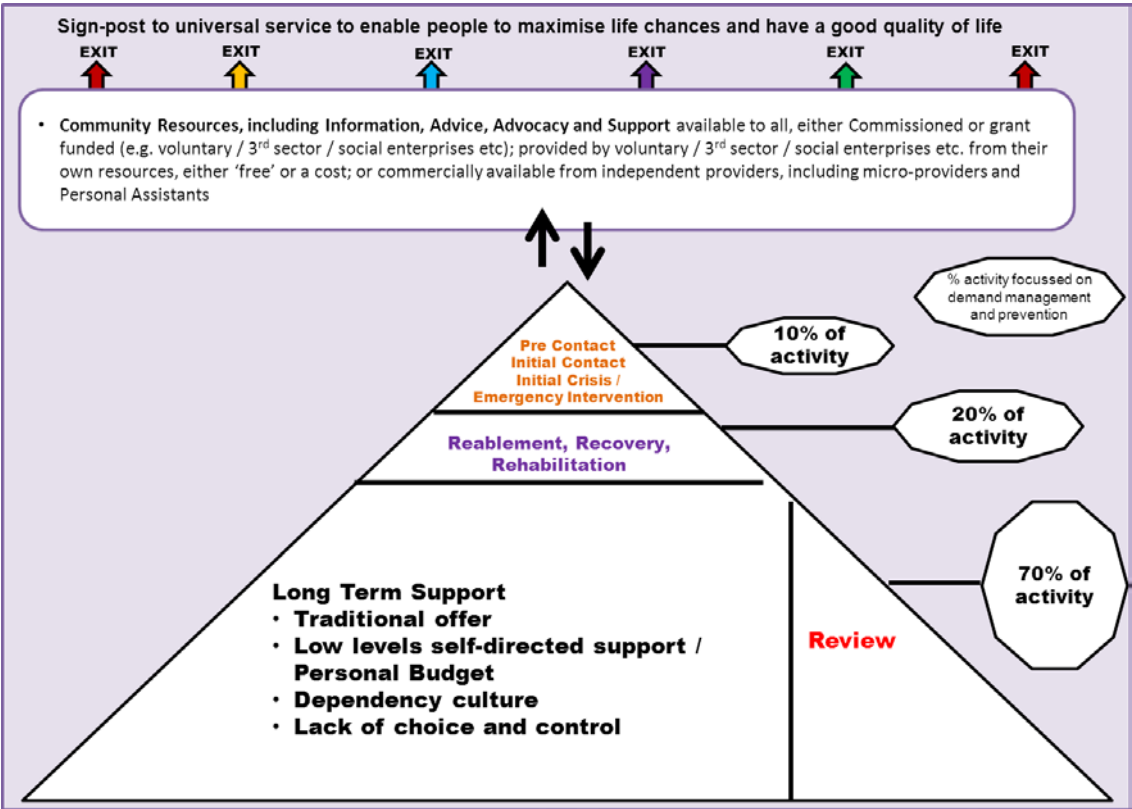
The transformation of adult social care will be delivered at a pace. The experience of some current service users is variable and the challenge to deliver a consistent quality of care in some sectors needs addressing in partnership between commissioners and providers of services. We will seek to engage all our stakeholders and people in Croydon, to co-produce the answers and new innovative ways of working that will be required to deliver a high quality, choice and control driven, sustainable and affordable adult social care and health service in Croydon.

7. **The Outcomes we are seeking**

- More people living healthy, happy and more fulfilling lives in their own home.
- A reduction in the number of people who will have to be admitted to residential care and more people using personal budgets to meet their needs in the community.
- An increase in the number of people successfully completing recovery and recuperation programmes, having access to Telecare and good housing options to meet their longer term needs.
- A reduction in the number of people we are directly helping and an increase in the number of people being helped within their communities with safeguarding arrangements as appropriate.
- Fulfil our commitment to promote equality of opportunity and working towards embedding equality, diversity and human rights principles as part of strategic decision-making.

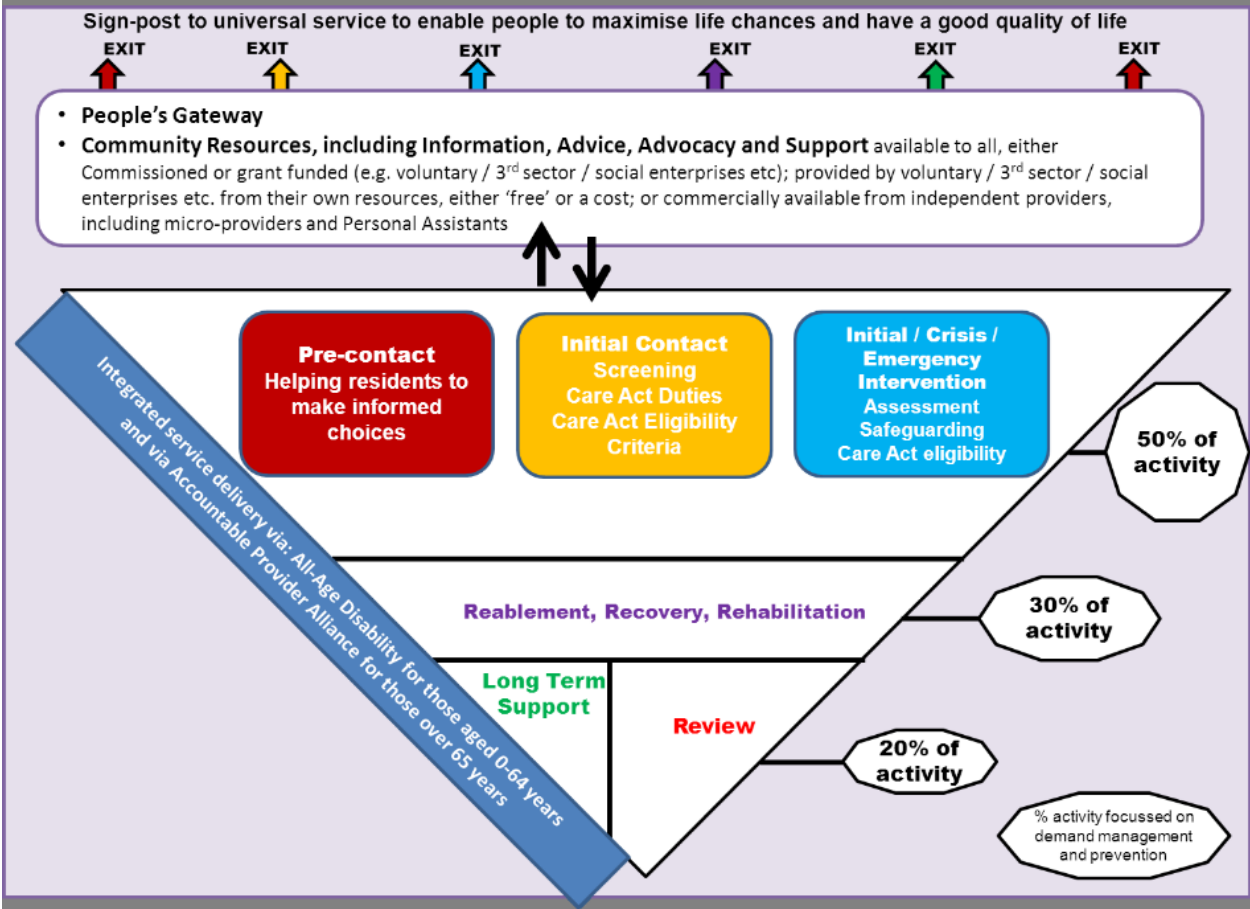
Appendix B

“As is” Current Operating Model in Croydon



Appendix C

“To be” Target Operating Model(TOM) in Croydon



REPORT TO:	Cabinet 18 January 2016
AGENDA ITEM:	12
SUBJECT:	Equality and Inclusion Annual Report 2015
LEAD OFFICER:	Sarah Ireland Director of Strategy, Communities and Commissioning
CABINET MEMBER:	Councillor Mark Watson Cabinet Member for Communities, Safety and Justice
WARDS:	All

CORPORATE PRIORITY/POLICY CONTEXT:

The Council's Equality and Inclusion Annual Report 2015 provides an update on the progress made in implementing the statutory equality objectives that are set out in the Interim Equality and Inclusion Policy 2014-16 to reduce inequality and promote opportunity and fairness for all communities in the borough. It is aligned with the Community Strategy and the Corporate Plan. The Equality and Inclusion Annual Report sets out the progress made in line with the statutory duty to publish information each year.

AMBITIOUS FOR CROYDON AND WHY ARE WE DOING THIS:

This Equality and Inclusion Annual Report 2015 supports the Council's ambition to reduce inequality and promote opportunity and fairness for all of our communities by working with partners in the public, business and voluntary sectors in order to secure better outcomes for all.

FINANCIAL IMPACT:

The financial implications of the Council's plans and annual report for achieving its corporate equality objectives are contained within the Council's budget and Financial Strategy. Beyond the reports production costs, there are no direct financial implications arising from this report.

KEY DECISION REFERENCE NO:

This is not a key executive decision.

1. RECOMMENDATIONS

Cabinet is asked to:

- 1 Approve the Equality and Inclusion Annual Report 2015.
- 2 Agree that the Chief Executive be given delegated authority, in consultation with the Cabinet Member for Communities, Safety and Justice to make minor amendments or add additional information to the draft Equality and Inclusion Annual Report and to agree the report for publication by the 31 January 2016.
- 3 To note the information required to be published in accordance with the Equality Act 2010.

2. EXECUTIVE SUMMARY

- 2.1 The Equality and Inclusion Annual Report 2015 (the report) provides an update on the progress made in implementing the statutory equality and inclusion priorities as set out in the Interim Equality and Inclusion Policy agreed by Cabinet in March 2015. (Cabinet Minutes section 41/15).
- 2.2 The Equality and Inclusion Annual Report 2015 supports the Council to demonstrate compliance with the Public Sector Equality Duty (PSED) set out in the Equality Act 2010. The PSED is made up of a **general equality duty** which is supported by **specific duties**. The general equality duty requires the Council, in the exercise of functions, to have “due regard” to the need to:
 - Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it
 - Foster good relations between people who share a relevant protected characteristic and those who do not share it
 - Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.

The **specific duty** requires the council to:

- Annually publish information to demonstrate how it is complying with the Public Sector Equality Duty. This information must relate to people who are affected by the Council's policies and practices such as service users and employees
 - Prepare and publish equality objectives at least every four years
- 2.3 The information included in this report is drawn from a range of sources from across the Council, including work delivered through the:
 - The themed partnerships and the Council's contractors.
 - Review of updates on the corporate plan
 - Departmental service plans

2.4 It has also involved identifying activities that demonstrate good practice on equality and working with activity leads to gather more detailed information on how these initiatives have delivered positive outcomes for local people, particularly those that are most vulnerable and may experience exclusion. This information has been used to produce some good practice stories that describe the positive impact of some of the equality and inclusion initiatives that the Council implemented during the previous year.

2.5 The Equality and Inclusion Annual Report 2015 is structured around six strategic priorities:

- Make Croydon a place of opportunity and fairness by tackling inequality, disadvantage and exclusion.
- Foster good community relations and cohesion by getting to know our diverse communities and understand their needs.
- Encourage local people to be independent and resilient by providing responsive and accessible services offering excellent customer care.
- Improve empowerment and participation by strengthening partnership work with community, faith and voluntary sectors.
- Provide strong leadership, partnership and organisational commitment by enabling staff and communities to find solutions to the things that matter most to them.
- Become an employer of choice by recruiting, developing and retaining an efficient, talented and motivated workforce that broadly reflects the communities that we serve at all levels.

Each section of the report sets out the current equality and inclusion policy priorities (listed above) and a summary of the key activities and projects that the Council has focused on over the last year to deliver them.

It also contains good practice stories that aim to provide an overview of how the Council has worked in partnership with our statutory, voluntary and community partners and engaged with our customers to deliver equality initiatives that support work on improving service outcomes for diverse communities in the borough.

2.6 The Council's current equality and inclusion policy priorities 2014 -16, follow from the enactment of the Equality Act 2010 (Act), which includes the public sector equality duty (PSED), further details are set out in section 3 of this report.

2.7 The priorities set out in the Interim Equality and Inclusion Policy provide a framework for taking forward the Council's agenda and cover all the Council's functions as a community leader, a provider and commissioner of services and an employer.

2.8 The Council aims to ensure that equality performance and analysis is explicitly integrated into existing sources of published information. In June 2014 Cabinet agreed the corporate plan setting out its ambitions supported by a set of outcomes and performance measures which is reported to cabinet separately. The good practice examples found in the annual Equality and Inclusion Report 2015 describes the initiatives that support progress towards delivering corporate outcomes.

3. BACKGROUND

- 3.1 The Equality Act 2010 (the Act), contains the Public Sector Equality Duty (PSED) in section 149 of the Act that came into force on 5 April 2011. The duty applies to public bodies and others carrying out public functions. Nine characteristics are protected in law and these include age, gender, disability, race, religion and/or belief, sexual orientation, pregnancy and maternity, marriage and civil partnership, and gender reassignment
- 3.2 The Act and PSED support good decision-making by ensuring public bodies consider how different people will be affected by their activities, helping them to deliver policies and services which are efficient and effective; accessible to all; and which meet different people's needs.
- 3.3 The PSED is made up of a general equality duty which is supported by specific duties. The 'public sector equality duty' is the formal title of the duty, the 'general equality duty' is the overarching requirement or substance of the duty, and the 'specific duties' are intended to enable better performance of the general equality duty.
- 3.4 The general equality duty requires the Council, in the exercise of functions, to have due regard to the need to:
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
 - Foster good relations between people who share a relevant protected characteristic and those who do not share it.
 - Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.
- 3.5 The Council is also required to publish information to demonstrate their compliance with the general equality duty. In addition:
- All listed bodies (except schools and pupil referral units) must do this at least annually by 31 January;
 - Schools and pupil referral units must do this, at least annually by 6 April
- 3.6 This information must relate to people who are:
- The Council's employees
 - Affected by its policies and practices (for example, service users).
- 3.7 The Council, like most public sector organisations, publishes an annual report setting out the progress it makes implementing the equality objectives and its arrangements for publishing information. At **appendix one** is the Council's Equality and Inclusion Annual Report 2015 (minor updates to the draft report will be completed by the date of final publication 31 January 2016).

4. REASON FOR DELEGATED AUTHORITY TO AMEND THE REPORT

- 4.1 There may a need to add in additional information in the form of case studies or make minor amendments to the draft Equality and Inclusion Annual Report before it is published on 31 January 2016.

This is necessary because the case studies in the report are recent and some of the information may need to be updated.

5. ARRANGEMENTS FOR PUBLISHING INFORMATION

- 4.1 The Council is required to publish information which demonstrates compliance with the three aims of the Public Sector Equality Duty (paragraph 3.4 above) annually by 31 January. The annual Equality and Inclusion Report 2015 is the document that contains information on the Council's good practice and demonstrates compliance with the Public Sector Equality Duty. Schools are also required to publish information by 6 April annually.

- 4.2 The Council uses existing routes for publication rather than establishing new ones. This will involve making information available on its website (internal and external). Also Equality Analysis information is included in reports for decision at cabinet and other Council committees as well as in the Croydon Observatory.

- 4.3 To demonstrate and comply with the Equality Duty, the Council publishes information including needs assessments, workforce profiles, access to and the take-up of services, performance, satisfaction surveys, complaints and engagement. All information where available and appropriate to do so is disaggregated or broken down by protected characteristics as well as making explicit reference to the aims of the public sector equality duty. This information is free and accessible to the public.

- 4.4 The types of information includes Joint Strategic Needs Assessment (JSNA); Crime Assessments, Children's Needs Analysis, Local Account of Social Care, an Economic bulletin, a Public Health Annual Report as well as data about the boroughs demographic and deprivation profiles found on the Croydon's Observatory. The workforce profile and staff survey results are also published using existing communication channels.

5. NEXT STEPS

- 5.1 Croydon Council aims to be an excellent authority for all of its communities, working with partners in the public, business, voluntary and community sectors to deliver the highest standard of equalities practice in securing better outcomes for local people.

- 5.2 The Council will use the Opportunity and Fairness Commission's (OFC) research and findings on the key areas of inequality in the borough, the recommendations that will be set out in the OFC final report and the information on issues of deprivation and disadvantage that are highlighted in the Indices of Multiple Deprivation (2015) to set its statutory equality and objectives for 2016-20. A report will be presented at

cabinet in March 2016 setting out the council's new equality objectives that will define the borough's longer term vision for fairness and will set out the outcomes and performance measures that the Council will focus on to address inequality.

5.3 The Council's ambition is to be recognised for its excellent equality and inclusion policy and practice. The Council's equality and inclusion objectives for 2016 onwards will be closely aligned to the strategic themes of the Equality Framework for Local Government (EFLG). The EFLG is a national benchmark that many local authorities and other public bodies use to measure their organisational performance on equality and inclusion and put in place improvement plans. The EFLG consists of five cross-cutting and performance driven principles which are aligned with the PSED. These are:

- Knowing your communities
- Leadership, partnership and organisational commitment
- Community engagement and satisfaction
- Responsive services and customer care
- A skilled and committed workforce

It has three levels of achievement; 'developing', 'achieving' and 'excellent'.

5.4 The EFLG principles will be adopted and translated into our equality and inclusion objectives for 2016 onwards and will provide a framework to manage performance and service improvement across the council and the Local Strategic Partnership. They will also enable Croydon Council to continue its journey to be an excellent authority for all of its communities.

6. CONSULTATION

6.1 Consultation was carried out when drafting the Interim Equality and Inclusion Policy. Please see Cabinet Reports, 16 March 2015, Item 14 (section7)) for further details.

<https://secure.croydon.gov.uk/akscroydon/users/public/admin/kabatt.pl?cmte=CAB&meet=34&href=/akscroydon/images/att5186.doc>

6.2 The Council's programme of equality analysis for 2015-16 is also used to consult with residents and other stakeholders on equality and inclusion issues. This is set out in the **Equality and Inclusion Report** at **appendix 1**. The Council's governance framework for equality analysis places a responsibility on Directors, Head of Service and Officers to ensure that robust consultation takes place to support the equality analysis programme for 2015-16.

7. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

7.1 The Council's Equality and Inclusion Annual Report 2015 incorporates the council's public sector equality duties as well as the national equality service improvement framework. It demonstrates the Council's compliance with the current legal framework.

- 7.2 Failure to implement and annually report on the Council's Equality and Inclusion priorities and actions will expose the Council to risk of claims for breach of statutory duty. Failing to implement actions identified in the equality analysis conducted to support decision-making or compliance with the public sector equality duties will also expose the Council to risk.
- 7.3 The Equality and Inclusion Annual Report is published in an electronic format and does not incur a publication cost to the Council. The number of hard copies produced will be the minimum required to reduce cost.
- 7.4 Publication of the Equality and inclusion Annual Report will incur production costs. The Annual report must be accessible and therefore made available in different formats, in summary and electronically - on the Council's website and intranet. Provision for this is available from existing budgets available to the Resources Department.

1 Revenue and Capital consequences of report recommendations

The cost of producing the Equality and Inclusion Annual Report 2015 is found from existing budgets.

2 The effect of the decision

The approval of the Equality and Inclusion Annual Report will have no effect on the current financial situation. Action has been delivered in accordance with the risk management process. Equality analysis (impact assessments) that relate to Council activity including that delivered by themed partnerships has been incorporated into the risk management register for the Local Strategic Partnership.

3 Risks

The approval of the Equality and Inclusion Annual Report will have no effect on the current financial situation.

4 Options

Delivery of activity found in the action plan is subject to financial resources. Decisions to change or stop a function or activity will be subject to equality analysis of its impact. A cut in funding could risk the delivery of the strategy and its objectives.

5 Future savings/efficiencies

There are no savings or efficiencies associated with the approval of this report.

(Approved by: Lisa Taylor, Head of Finance and Deputy Section 151 Officer on behalf of Director of Finance and Section 151 Officer)

8. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 8.1 The Council Solicitor and Monitoring Officer comments that this Equality and Inclusion Annual Report will contribute to the fulfilment of the Council's statutory duties to advance equalities, eliminate discrimination and foster good relations within the functions it provides in the borough and to its workforce. The requirement to demonstrate compliance and publish information is contained in the Equality Act 2010 and Equality Act 2010 (Specific Duties Regulations) 2011. There are no additional legal considerations beyond those detailed in the body of the report.

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

9. HUMAN RESOURCES IMPACT

- 9.1 An equality objective and related measures in this strategy align with the Council's Human Resources Delivery Action Plan. Equality is integral to everything the council does as an organisation and in partnership with others including becoming an employer of choice.

(Approved by: Heather Daley, Director of Human Resources)

10. EQUALITIES IMPACT

- 10.1 Consultation was carried out when drafting the Interim Equality and Inclusion Policy. Please see Cabinet Reports, 16 March 2015, Item 14 (section7) for further details.

<https://secure.croydon.gov.uk/akscroydon/users/public/admin/kabatt.pl?cmte=CAB&meet=34&href=/akscroydon/images/att5186.doc>

- 10.2 The detailed equality analysis that was completed for the development of the Equality Strategy 2012-16 and feedback from the consultation that was carried out for the Interim Equality and Inclusion Policy 2014- 16 (please see link in section 6) supports the current equality and inclusion policy priorities that were published in March 2015. A link to the equality analysis is below:

<https://www.croydon.gov.uk/sites/default/files/articles/downloads/EqIAEqStrategy.pdf>

- 10.3 Equality analysis of geographic inequality and that related to people who share a protected characteristic and those who do not is embedded in the borough profile that can be accessed through <http://www.croydonobservatory.org/>
- 10.4 Further information about thematic inequalities will be found in borough-wide documents such as the annual health report, crime analysis or workforce profile. In addition the council's programme of equality analysis will provide evidence of need relating to specific policies and published with the relevant reports, where appropriate to do so.
- 10.5 A detailed equality analysis to set the new statutory objectives for 1 April 2016 will be provided through the work of the Croydon Opportunity and Fairness Commission.

The work of the Opportunity and Fairness Commission is essentially an extensive analysis of equality and inclusion issues in the borough.

- 10.6 Any agreed recommendations from the Opportunity and Fairness Commission report will support and inform future budget decisions, the development of statutory equality objectives required by 1 April 2016, as well as a new corporate Equality and Inclusion Strategy and borough-wide Community Strategy.

11. ENVIRONMENTAL IMPACT

None specifically identified.

12. CRIME AND DISORDER REDUCTION IMPACT

- 12.1 Equality objectives, measures and actions related to community safety are identified in the Interim Equality and Inclusion Policy and are aligned with the Crime Reduction Strategy.

13. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 13.1 To support the Council to demonstrate its 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.

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020 8604 7034

BACKGROUND PAPERS

None

APPENDIX attached

Appendix to item 12
Cabinet 18 January 2016

CROYDON COUNCIL

Equality and Inclusion Annual Report 2015

Draft v.13

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Foreword - Cabinet Member

As the portfolio holder for the communities, safety and justice agenda, I am pleased to introduce the Council's Equality and Inclusion Annual report for 2015-16.

Equality and inclusion is integral to everything we do as a Council, whether it is the services we provide, the money we spend or the people we employ. A fundamental tenet of our pledge to be ambitious for Croydon is to achieve the highest standards of excellence in equality and inclusion practice, working closely with our partners in the public, business and voluntary sectors.

This administration wants Croydon to be a **stronger, fairer borough where no community is held back**. We want the council to reflect the diversity of the borough and focus on embedding equality and inclusion in all that we do and provide community leadership to encourage and support our partners in Croydon to share this ambition.

This annual report sets out some significant steps the Council has taken over the past year to embed equality and inclusion throughout the organisation. It sets out examples through a series of case studies that describe the different ways the council is seeking to ensure that our services are fair, inclusive and accessible to our residents. A lot of good work is being delivered and some examples include:

- Gaining accreditation as a London Living Wage employer
- Establishing an independent Opportunity and Fairness Commission
- Holding a high profile campaign and activities to address domestic abuse and sexual violence
- Establishing a flexible working policy
- Launching the Go ON Croydon project to address digital exclusion
- Developing the Jobs Brokerage Service
- Introducing a new approach to service delivery through the "People's Gateway",
- Launching "Steps to Success" programme to support young people into education, training and employment
- Using "Value Croydon" initiative to integrate equality and inclusion into the council's procurement framework

The good practice stories provide evidence that we have made significant progress in our journey towards achieving excellence for our equality and inclusion practices. This progress has also been recognised through the Council being shortlisted for the *Employers Network for Equality and Inclusion* (enei) "Community Impact" Award in 2015. However, we are not complacent and recognise that there are still many inequality and fairness challenges in the borough that we need to focus on by working in collaboration with our partners.

Over the next year, we will build on these foundations by setting out new equality outcomes and measures that will be influenced by the work of the Opportunity and Fairness Commission, the borough profile and index of multiple deprivation so that we achieve the excellence that we aspire to.

I look forward to sharing the improvements that we make in 2016 with you in our next Equality and Inclusion Report.

Councillor Mark Watson
Cabinet Member for Communities, Safety and Justice
Introduction

The Equality and Inclusion Annual Report 2015, provides an update on the progress that we have made in delivering the statutory equality and inclusion priorities and improving outcomes of services that we provide to our customers.

The information included in this report is drawn from a range of sources from across the Council, including:

- Review of progress on delivering the priorities that are set out in the interim Equality and Inclusion Policy
- Review of updates on the Corporate Plan
- Update on projects delivered through departmental service plans
- Work undertaken by the themed partnerships
- Work undertaken with the Council's contractors

To produce this report we have identified activities that demonstrate good practice on equality and inclusion and worked with activity leads to produce detailed case studies on how these activities have delivered positive outcomes for local residents, particularly those that are most vulnerable and experience exclusion.

The Equality and Inclusion Annual Report 2015 is structured around the following six strategic priorities:

- Make Croydon a place of opportunity and fairness by tackling inequality, disadvantage and exclusion.
- Foster good community relations and cohesion by getting to know our diverse communities and understand their needs.
- Encourage local people to be independent and resilient by providing responsive and accessible services offering excellent customer care.
- Improve empowerment and participation by strengthening partnership work with community, faith and voluntary sectors.
- Provide strong leadership, partnership and organisational commitment by enabling staff and communities to find solutions to the things that matter most to them.
- Become an employer of choice by recruiting, developing and retaining an efficient, talented and motivated workforce that broadly reflects the communities that we serve at all levels.

Each section of the report sets out the current equality and inclusion policy priorities (listed above) and a summary of the key activities and projects that the Council has focused on over the last year to deliver them.

It also contains good practice stories that provide an overview of how the Council has worked in partnership with our statutory, voluntary and community partners and engaged with our customers to deliver equality initiatives that support work on improving service outcomes for diverse communities in the borough. There are links throughout this document

to relevant publications and initiatives as well as at the appendices where you can find information.

Next Steps

The Council aims to ensure that equality performance and analysis is explicitly integrated into existing sources of published information. In 2015 Council published its Corporate Plan setting out a new set of outcomes and performance measures. One of the key outcomes is to “drive fairness for all local people, communities and places”. To support this, new equality objectives and measures will be designed to measure the disparities in outcomes and the progress towards tackling inequality especially in relation to access and take-up of services, the “gap” in terms of poverty and deprivation, benefits claimant rates, educational attainment, access to employment, housing and homelessness and life expectancy.

In March 2016 the Council will publish its new equality objectives and measures for 2016 – 20 and arrangements will be made to collate information on these measures and report performance for 2016-17. This performance report will enable the Council and our residents to track progress and success in a way that promotes openness, transparency and accountability.

Priority 1	Make Croydon a place of opportunity and fairness by tackling inequality, disadvantage and exclusion.
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The key actions that the Council has taken in 2015 to deliver this outcome are:

- **Established an independent Opportunity and Fairness commission to examine inequality and fairness challenges in the borough and listen to the views of local people about what solutions are needed to make a meaningful difference to their lives.**

Good Practice 1

Croydon Opportunity and Fairness Commission

Set up an independent [Opportunity and Fairness Commission](#) to examine inequality, fairness and inclusion challenges that the borough faces and suggest recommendations on key actions that can create fairer opportunities for residents and improve well-being.

The Commission is chaired by Jonathan Clark, the Bishop of Croydon and has thirteen volunteer commissioners. The Commission has built strong relationships with external partners across the borough. These include local statutory organisations, voluntary organisations, the business community, prospective and current developers, residents associations, community groups that represent residents that share specific equality characteristics such as disability, race, faith, age, sexual orientation etc. Individuals and organisations from all of these areas have engaged with and informed the work of the Commission.

The Commission published an interim report in October 2015. The report suggests some ideas related to the following six broad thematic areas where a partnership approach can be used to address inequality and opportunity challenges in the borough:

- Vibrant, Responsible and Connected Communities
- A town centre that lifts the whole borough
- Leaving no child behind
- Creating a connected borough where no one is isolated
- Finding homes for all
- Supporting residents towards better times

The Croydon Opportunities and Fairness Commission have reached out to over 3000 local people – more than any other commission across the country. Engagement and conversations have taken place in person, through surveys, informal conversations, walkabouts; via video; online – surveys; social media and the use of the DIY engagement toolkit. The Commission has also held public events to stimulate discussion and provide a collaborative space for discussion on solutions to social problems. Speakers included John Hills, Professor of Social Policy at the London School of Economics and Political Science

and Lord Maurice Glasman, a peer in the House of Lords.

The Commission has used an asset-based approach to understand the economic and social challenges that residents in the borough face and define practical solutions. It has successfully brought together individuals and organisations across the borough and has provided a platform for local people's voices to be heard. In particular, the Commission has proactively engaged with those residents that are most vulnerable and generally disengaged. These include over 100 young people, majority of whom have Special Educational Needs, who took part in workshops to share their views on the specific inequality issues and suggest solutions. The Commission also carried out in-depth interviews with food banks users, users of temporary accommodation, homeless people, people suffering from social isolation and loneliness, and young people in need of support to understand the challenges they face and define solutions that may work for them. The focus has been to define activities that support the improvement of the skills and capabilities of local people to enable them to access opportunities to improve life chances and overall well-being.

The Commission is now working with key partners in the borough to discuss the key suggestions included in the interim report to address inequality and create opportunities for those residents that face disadvantage. These will be used produce the final report that will set out a number of policy recommendations that the Council and the Local Strategic Partnership can take forward to plan targeted interventions to address economic and social disadvantage in the borough.

Good Practice 2

Young Opportunity and Fairness Commission

The Young Opportunity and Fairness Commission (YOFC) was set up as part of the Croydon Opportunity and Fairness Commission to young people are effectively engaged and involved in the commission's work.

The role of the YOFC was to ensure that young people were given the opportunity to have their voices heard and express their views. The YOFC project was planned and managed in three stages:

Set-up

The aim of this stage was to initiate and agree activity with young people through:

- Public advert – social media, word-of-mouth, online – to call for young people to join a meeting to hear more about the Opportunity and Fairness Commission, and the YOFC.
- Introductory meeting to introduce interested young people to the project, and ask them to express interest to take part.
- Initial meeting of interested young people to set out YOFC priorities and brainstorm delivery ideas.
- A group of young people agreed to be part of the project, and meet fortnightly, to steer and deliver YOFC activity.

Delivery

The aim of this stage was to collect evidence from young people and experts on the priority inequality and fairness issues that were identified in stage 1. The tools used include:

- 'What's unfair' social media photo competition – this aimed to get young people to share their views on Facebook, Twitter and Instagram.
- Workshops with youth groups, including groups providing for children with Special Educational Needs, to gain insight into the issues young people face – this included a drawing competition. These were set up via Play Place, Croydon Council and schools in Croydon.
- Online survey of young people in Croydon asking for their views on the priority issues and what the solutions are.
- Expert questioning sessions with stakeholders from Croydon College and Mind in Croydon.

Reporting

The aim of this stage was to analyse the evidence collected, identify the key problems young people face and making recommendations for solutions to be shared with the Opportunity and Fairness Commission.

Young Commissioners analysed the evidence collected. From the evidence, the YOFC agreed recommendations for what needed to change and presented these to the main commission for consideration and inclusion into the OFC final report.

Through the YOFC:

- Young Commissioners involved 15 young people aged 11-18 in campaign design, survey design and delivery, workshop delivery, interviewing, analysis and public presentation.
- 200 young people were given opportunity to share their views on issues and solutions for young people in Croydon via the online survey
- Approx. 100 young people, majority of which have Special Educational Needs (SEN), have taken part in workshops to share their views on issues and solutions, taken part in drawing activities and collaborative discussion sessions.
- 300 young people were given the opportunity to take part and contribute in public policy making, of these 80+ young people with SEN given opportunity to take part in collaborative discussion and creative exercise.

Young Commissioners have provided very positive feedback from group meetings (averaging 8-9 out of 10) for meeting ratings and have valued the opportunity to learn about and understand issues from other young people's perspectives.

- **Worked in partnership to lift people out of poverty by increasing employment opportunities across the borough and ensuring that local people have a pathway into employment, education and training.**

Good Practice 3

Pathways to Employment - Jobs Brokerage Programme

The London Borough of Croydon faces a number of challenges in relation to employment. These include raising the skills levels within the borough's communities, creating sustainable employment opportunities and increasing the overall borough employment rate

The 'Pathways to employment' project is a partnership approach designed to remove barriers to employment through a range of activities and projects aimed at both employers and local residents, particularly those who find it hard to secure a job. This approach enables the Council and its partners to work together to increase the number of local people securing jobs created as a result of the regeneration and economic development activities that are being delivered and are in the pipeline.

'Pathways to employment' addresses a range of barriers to employment experienced by both employers and local residents. The barriers include Jobseekers lacking soft skills required for employability, recruitment of young people due to poor career advice offered and the lack of vulnerable and disadvantaged groups accessing employment.

In order to remove the barriers to employment mentioned above, the Council and its partners have developed a "**Job Brokerage Service**". The aim of the Job Brokerage is to co-ordinate activities to deliver :

- A single point of contact for employers and developers looking to recruit to jobs created by the regeneration, growth and investment in the borough
- A single point of contact for people who are looking for employment
- An easy to use job screening service to match job-seekers with suitable vacancies

This new way of working will enable more Croydon residents, particularly those with multiple and complex barriers to work move closer to the labour market and into sustained work.

In 2015, the Pathways to Employment approach has delivered the following:

- **Creating employment in local business**

The Council launched Croydon Business Month 2015 at the We Mean Business Expo. It also teamed up with the key business partners to deliver an events programme comprising of surgeries, workshops, seminars and conferences that aimed to help individuals start or grow their business. More than 40 events took place at different venues across the borough during October and November 2015.

- **Creating Apprenticeships with local employers**

The Council partnered with Business Education London South (BELS) to deliver an externally funded project. The target of the project is to place a minimum of 80 apprentices with employers that have never hired an apprentice before, or an employer that has not hired an apprentice within the last 12 months.

- **Social Enterprise place**

Croydon was awarded Social Enterprise Place status by Social Enterprise UK and launched the initiative in May 2015 with a Social Enterprise summit. This was attended by more than 100 representatives from national, regional and local organisations working in the social economy sector. It is the only London borough with such status.

- **Apprenticeship graduation ceremony**

The Croydon ceremony celebrated and honoured apprenticeship graduates that had recently completed an intermediate or apprenticeship placement. Three strands of complimentary activities were delivered ahead of the ceremony:

- The Best Apprenticeship – an online competition for apprentices
- Awareness raising briefings – six targeted briefing sessions were delivered to raise the profile of apprenticeships with young people in secondary education
- The Croydon Apprenticeship Mark Scheme – a logo/brand unique to Croydon. This is a badge of honour that recognises local businesses that employ apprentices.

- **Section 106 skills and employment benefits**

The Council is working in partnership with developers submitting planning applications for large regeneration schemes to ensure Croydon residents and businesses get the best deal in terms of local socio-economic benefits.

Good practice 4

Working towards improving employability through free E- learning training

The Council is supporting residents to develop skills that help them and gain employment by providing free e-Learning courses to residents and young people. Residents are being encouraged to register for the e-learning courses to improve their knowledge and skills and improve employment prospects. The courses are available to anyone who lives or works in Croydon. The training is being targeted at parents in particular through schools and children's centres.

The e-learning is promoted by all organisations within the children and families partnership and particularly through schools and the voluntary sector as well as at

community events. The courses that are provided include safeguarding, information sharing and data protection, effective communication, e-safety, bullying and equalities and diversity. Following registration, individuals are able to access all the courses from any computer with web access at any time.

E-Learning enables the Council to provide cost effective training to a large number of users. Learners can learn at their own pace and a time convenient to them. This is of particular benefit to those who do not have the time or the finances to cover the cost of face-to-face training, particularly the unemployed and those working in the voluntary sector.

There are currently 4000 active users of E-Learning:

- Over 1500 people have completed 'Safeguarding level 1' training
- 781 have completed 'Safeguarding Disabled Children' contributing to the safety of children in Croydon
- 340 people have completed the 'Inclusion and Diversity' course
- 163 have passed 'Prejudice and Discrimination'

The feedback from course attendees is positive:

'I really enjoyed my courses - it gave me the push to enrol on a child psychology level 4 (and diploma) course. This will help my job prospects when my funding finishes for my current role. Many thanks. :-)'

'Employers have been impressed with these certificates and in an interview situation they have proven a great asset.'

- **Promoted financial and digital inclusion by supporting local people, families and Communities to be resilient and independent.**

We worked in partnership with Go ON UK and launched the Go ON Croydon project to help improve digital skills across the borough.

Good practice 4

Go ON Croydon Project- Improving the levels of basic digital skills across the borough

Over 12.6 million across the UK do not have basic digital skills to reap the benefits of the web such as saving money, searching and applying for a job, looking for information online, finding family members or the simple enjoyment of keeping in touch. Croydon is one such an area that has significant numbers of residents (over 85,000 people) with low levels of basic digital skills and over 20% of adults who do not have basic digital skills.

To address this gap, the Council has worked in partnership with the UK digital skills charity **Go ON UK** to launch the **Go ON Croydon** project on 9 November 2015. The Go ON

Croydon project is the first of its kind in London and will deliver digital skills support throughout Croydon, including targeting those most in need such as the homeless, families in poverty, the elderly, NEETs (Not in Education or Training) and small and micro businesses.

Research by the BBC has shown that those aged over 65 and those households in lower social and economic groups are significantly more likely to lack these skills. The London data store and 2011 census has shown Croydon's demographics to be:

- Over 46,000 lower social and economic groups, the second highest in London
- Over 47,000 over 65s, the third highest in London

Through the Go ON Croydon initiative, the Council will help residents, businesses, and voluntary and community groups to get online and stay online and will work with local partners to help improve digital skills across all communities in Croydon.

Go ON Croydon will pilot a series of innovative and creative projects that will encourage local residents and organisations across the borough to get online and improve their confidence and digital skills

The project brings together national and local organisations including Age UK, Argos, Lloyds banking group and community groups, charities and volunteers, including Croydon Tech City, CVA (Croydon Voluntary Action) and St Philip's Church, Norbury, who will support projects in the community.

These organisations will work with their client groups to introduce them to the benefits of digital inclusion and will provide signposting and support for their clients to gain basic digital skills from digital champions recruited within the partner organisations.

In addition, Go ON UK national partners will be supporting the Go ON Croydon project. The Go ON UK national partners include Age UK, Argos, the Big Lottery, EE, E.ON, Lloyds Bank, the Post Office, Sage and Talk Talk.

The project will be working with a number of disadvantaged groups such people living in an area with high levels of deprivation, Older people, Young People not in Education, Employment or Training (NEET), small businesses, families in poverty, homeless people, people with mental health issues and people with sensory impairments to improve their digital skills and access to opportunities to improve independence, life chances and well-being.

The first Digital Zone in the borough is currently providing support to those who wish to improve their digital skills and benefit from the opportunities of being online. Further Go ON Croydon Digital Zones are planned for a variety of places across the borough and will be hosted by partners. They will provide help and support to people taking their first steps online and build their confidence in using a smartphone, tablet or laptop. Volunteer digital champions will use their digital know how to provide support.

"The Go ON Croydon initiative is great news for Croydon's council tenants and leaseholders who are missing out on the benefits of being on-line either because they currently don't have the skills to use the internet or don't have access to affordable equipment or broadband."

- **Worked in partnership with other statutory and voluntary agencies to address inequality, disadvantage and social exclusion to close gaps and improve outcomes across the borough.**

Good Practice 5

People's Gateway - a new approach to service delivery

The government changes to the provision of welfare benefits have affected over 16,000 Croydon residents. In order to provide effective support to customers, the Council set up a Peoples Gateway - a new approach to service delivery which has been developed to enable the Council to better support the people who need our help most. It focuses on helping customers achieve financial stability by balancing their income, budget and housing costs. New People's Gateway working practices have been developed to help customers to get a clear and complete picture of their circumstances, and what they can realistically do to improve their position.

In the past, different services and partners had worked independently providing support, often at the same time, and to the same residents focussing only on their own area of responsibility. By changing the way services were delivered, customers, the Council and our partners have all benefitted from the new approach.

The People's Gateway services are delivered through the Enablement and Welfare service which consists of the following teams:

- Discretionary support team
- Intervention team; a specialist revenues and benefits team concentrating on homeless customers placed in emergency accommodation, customers in supported housing and customers who have multiple debts or broken arrangements
- Bed and Breakfast income collection team
- Welfare rights team
- Welfare reform team
- Travel services who assist disabled customers access appropriate travel schemes
- Colleagues from Job Centre Plus as well as partnership working with Citizens' Advice Bureau, Croydon Law Centre, and MIND amongst others.

The Housing Needs and Options service is also a part of the directorate and provides the perfect platform to effectively engage with our most vulnerable homeless households and join up the homeless journey from start to finish.

As a service we now work together to provide a wraparound service for customers needing our assistance. We have put the customer at the heart of what we do, and focused on how to help them achieve a sustainable long term solution rather than focusing on a range of procedures and assessments. Our whole family holistic approach has enabled us to deliver maximum benefit from limited resources.

Our partnership working with social care and third sector partners particularly has allowed us to identify significant additional need and in many cases has either enabled us to support some of the most vulnerable customers into work or removed a risk of homelessness or financial exclusion. Their additional knowledge, combined with our unique engagement style, has also helped us to understand our residents better, and what solution is sustainable for them, for instance, where it is known that a resident isn't quite ready for the employment market it has enabled us to offer the right pre-employment training support.

Changing the way that we deliver our housing need service has enabled the Council to segment and support households at risk of homelessness, preventing homelessness where possible and empowering residents to find alternative accommodation themselves. We are engaging with customers in emergency accommodation offering assistance with money management, debt, maximisation of income and finding appropriate housing.

Our intervention team support customers with high or multiple debts to the Council and are at risk of financial exclusion. This team also supports customers affected by the roll out of Universal Credit. Using the enabling approach whole households are not only supported to a point where they are financially stable but more importantly the holistic approach ensures that once past the point of crisis or need the household is given the tools to be resilient enough to face the future independently, with other issues being picked up and dealt with by one Case manager.

All outcomes are measured on a service specific database and tracked weekly. Good practice is developed and shared between the service areas. The People's Gateway programme has delivered positive outcomes for customers:

- 5,692 customers have received assistance since April 2015
- 72 have been assisted into work with 256 currently being supported
- 16 people moved out of Bed and Breakfast accommodation with 9 customers actively engaged in looking for alternative accommodation
- £800k has been collected from current Bed and Breakfast tenants.
- Of £922,789 broken Council Tax arrangements, £94,796 of cash has been collected and £480,393 rearranged to an affordable amount
- £338k has been identified and posted in housing benefit for Bed and breakfast customers
- 31 households have been prevented from requiring the assistance of the statutory homeless service
- 166 households have moved to suitable and sustainable homes

Our customers have provided positive feedback on the service they have received:

"It has been absolutely amazing. It has been so lovely having someone you can easily call or email just to say 'I'm not sure, can you help?'"

"For me I can look forward to things like being out of debt and not having the fear constantly of wondering if there is enough money to pay the rent. It is being in control of your own finances and destiny.

"It just knows that you can put the phone down and not have to think about it because you

know you're not going to be evicted tomorrow. It is peace of mind."

The People's Gateway programme is now being expanded and will be exploring opportunities for partnership working with our Adult's and Children's services in areas such as Supported accommodation, Adult social care, Looked after children, Vulnerable adults suffering from financial abuse, Homeless residents with no recourse to public funds and a single homelessness hub.

Good practice 6

Central and Eastern European Engagement (CEE) Programme

Croydon Council has provided low level funding for a pilot project that engages with the Central and Eastern European (CEE) Community. The project aims to offer this community the support they need to escape destitution and disadvantage.

Some of the individuals in the client group are challenging to engage with and are part of a community that lives and survives outside the norms of society. They also have varying levels of complex needs. For some it is a life-style choice driven by a need. Others find themselves destitute and unable to help themselves out of their situation often becoming stuck because they lack the knowledge or skill set to help themselves.

Outreach work takes place weekly and the clients are offered direct and indirect support that focuses primarily on accommodation, employment and reconnections. The project also deals with or manages some of the main barriers to achieving its primary aims such as tackling alcohol dependency.

An Information Advice and Guidance clinic has also been set up that offers support for all clients. Support includes job searches, applications for access to benefits, attendance to appointments, referrals to other agencies and property searches. The project has used Job Seekers Allowance as a tool to encourage clients to seek work within the real economy rather than remaining stuck in the illegal job economy. Through Job Centre Plus clients are attending ESOL classes and looking for legitimate work.

A peer support group that is based on the principle of SMART Recovery has also been set up. This teaches and gives people the tools to help manage their alcohol misuse. The group aims to become an accredited SMART Recovery group.

During the course of the project two breakfast advice sessions have also been held on a Saturday morning to provide information and advice to CEE nationals regarding accessing employment, reconnection and exercising European Union Treaty Rights.

As a result of this project, the Home Office, Immigration Service, voluntary sector and charitable organisations are now working much closer together. As a direct result of this improved partnership work, support is provided to individuals who wish to voluntarily depart from the UK. This is in an attempt to prevent some individuals pursuing the voluntary reconnection path to visit home and return to a life on the streets of Croydon. The activities that have been delivered by the programme include:

- Set up a weekly training session to help clients to prepare for (Construction Skills

Certification Scheme (CSCS) card tests. Gaining a CSCS card is a key element in lifting people out of the black economy and helping them gain employment in the real economy. It is also a space where people can fulfil their Job Seekers Allowance commitments.

- Supported clients to obtain national insurance numbers so that they can work legally. For example, the project helped a client to become legitimate in his work by registering him as self-employed, obtaining a Unique Tax Reference and then showing him how to issue invoices to his employer. The project is working with others to do the same.
- Made numerous referrals to the Rainbow Centre Homeless Health Team and to the NHS Walk in Centre. It has seen a number of its clients admitted to wards at Croydon University Hospital.
- The service has directly supported 18 people off the streets and out of squats into some form of accommodation and advocated for 4 clients saving them from eviction. The project has 3 on-going cases of tenancy sustainment, and has worked with 3 other clients to support their tenancy.
- During the winter months the project worked closely with Croydon Reach on referrals into Croydon Churches Floating Shelters (CCFS). CCFS had placed 5 of the services clients into their shelters. The Project also had 5 clients placed in Wimbledon floating shelters.
- The project has now completed well in excess of over 50 applications for Job Seekers Allowance, 4 applications for Employment and Support allowance, 1 for Disability Living Allowance and 2 applications for a Personal Independence Payment.
- Continues to work closely with the No Recourse to Public Funds team at Croydon Council. Together they have worked with 6 clients; 3 have been accommodated by the NRPF team, 1 has been re-connected to Ealing Council, 1 was reconnected to Romania and 1 is an on-going case. The service has also supported one client out of domestic servitude.
- Supported 14 clients back into work, has arranged National Insurance Numbers for 6 clients so that they can work legally. The project has paid for three replacement cards, 2 CSCS cards and 1 Demolition card for its clients, enabling them to access work.
- The project has supported a large number of clients with CV writing and travel to interviews.

The programme has received positive publicity at the national level. It was interviewed by BBC Radio 4 for a File on Four broadcast entitled "Street Slaves" and has also appeared on Channel Four News. It has recently been approached to take part in a BBC programme on Labour Exploitation due for broadcast in 2016.

The feedback on support provided to services users through the programme is positive.

"When I arrived in England I was homeless. After some months walking alone and without work and papers I found David Ford. He helped me to get my National Insurance Number

my bank account and showed me the right way. Now after six months I am working in McDonalds, I have my own accommodation and I hope that one day I will be able to volunteer to help others.....” Vitor Otvás

“Working in partnership and collaboratively is always a good thing as it offers holistic support to our guests. Having someone who is intentionally working with and supporting a specific group of people is good as it make signposting more helpful Having the experience and expertise of David is great, but also working someone who embraces our core values is also helpful and effective for offering relevant, specific and sustainable aims and objectives”

The Well

- **Worked with local businesses and community groups to close gaps in educational attainment and enabled people of all ages to reach their full potential through access to quality learning.**

Good practice 7

Steps to Success - Supporting young people into education, training and employment

Croydon Council is focusing on reducing the numbers of young people not in education, employment or training (NEET) and preventing young people from becoming NEET as it is key to developing and maintaining a socially and economically vibrant youth population in Croydon.

Just over 3% of young Croydon residents aged 16-18 are NEET which equates to approximately 420 young people. NEET young people are more likely to feel disengaged from wider society, suffer mental health issues and be longer term economically inactive than their peers, which leads to both individual and community challenges.

The Council is working on a number of intervention and prevention initiatives to ensure that the many factors that lead young people to become NEET are identified and addressed to support them into sustainable education, employment and training so that all young people can fulfill their potential.

The ‘Steps to Success’ event was held on 7 September 2015. The main aims of the event was to match young people not participating in education, employment or training with current ‘live’ opportunities in education, training and apprenticeships or provide careers advice.

It was a partnership event organised by the Council’s 14-19 Team, with support from a broad range of local colleges, employers, apprenticeship/training providers and the voluntary sector.

Those young people known to be not participating in education, employment or training (NEET) were specifically targeted and invited to the event to meet a range of colleges, training providers, employers and support services. Invitations were also sent to young people known to be without an offer of a place in education for the start of the academic

year.

Council partners who work with particular 'vulnerable' to NEET groups such as looked after children, care leavers, youth offenders, young people with special educational needs and, learners with learning difficulties or disabilities also promoted the event and brought clients along. This was supplemented by social media marketing (Twitter and Facebook) as well as through local partnerships, newsletters and at events such as the Thornton Heath Festival.

Specialist agencies attending included Jobcentre Plus, CVA, National Careers Service and Croydon Drop In. Employers who attended and assisted with mock interviews and CV feedback included Fairfield Halls, AXIS, St Georges University Hospital and Chequers Cleaning Services. Colleges and training providers attending included Crystal Palace FC Foundation, Chelsea FC Foundation, Croydon College, John Ruskin College, Chapel Manor College, Fashion Retail Academy, Croydon Military Preparation College, BELS, Construction Youth Trust, Princes Trust, All Inclusive Training, Hawk Training, JACE Training, Sutton District Training, and the London Learning Consortium.

Specialist support was also available for those young people with learning and/or physical disabilities or difficulties. Translation support was provided for those young people whose first language was not English.

42 young people registered and completed an evaluation on the day, many of whom signed up for more information on specific opportunities and/or completed initial applications.

The event was a success as it provided attendees with the opportunity to talk to a wide range of employers, education and training providers, obtain careers advice and find out about 'live' opportunities with imminent start dates. It also provided a targeted group of young residents with a 'one stop shop' to help them find appropriate education, employment and/or training, with the majority achieving positive outcomes.

Local employers, training providers, colleges, support agencies and voluntary sector organisations were given the opportunity to network and increase their awareness and understanding of the resources and opportunities that exist within the borough.

As a follow up to the event, the Council's 14-19 Team is tracking the progress made by these attendees, including phoning them to sign-post to further opportunities and support.

The Steps to Success event delivered a number of positive outcomes for young people:

- 67% of attendees are known to be now participating in education or training
- 4 attendees have now started apprenticeships or jobs with training. One of whom has successfully applied for an engineering apprenticeship at St Georges University Hospital as a result of a direct contact made at the event
- 22 attendees have enrolled at college or sixth form
- 2 attendees are on employability training courses
- 9 young people known to still be NEET are being provided with further information (phone calls and the 16-19 Opportunities Bulletin) to support their transition into education, employment or training
- In response to feedback and follow-up with attendees, the Council's 14-19 Team has

developed a monthly 16-19 Opportunities Bulletin. This details current local opportunities and events in education, employment, training and volunteering, as well as sign-posting to available support and advice. This was launched in November 2015 and will be shared regularly with partners as well as directly with NEET young people

The feedback from young service users was also positive

"I liked that I got the information I needed and can take my next steps to an apprenticeship /college" (Jaden age 16)

"It was helpful from everyone. I found my course" (Peter age 17)

"I liked that I was helped out and found out the things I need to know" (Aaron age 16)

- **Worked with statutory and community partners to address health inequalities within the borough through targeted interventions that helped people to be resilient and able to maximise their life chances**

Good Practice 8

Re-designing sexual health services through service user engagement

Young people, the Black African community, men who have sex with men, sex workers and people who use drugs continue to experience poorer sexual health outcomes than others. This distribution of poor sexual health outcomes is a common pattern across the UK. However, Croydon more notably has particularly worse sexual health outcomes among the Black African population.

A redesign of Croydon sexual health services has been undertaken by the Integrated Commissioning Unit (ICU) with support from Public Health. The service aims to increase the amount of targeted prevention work undertaken by a new integrated sexual health service to reduce these inequalities.

A detailed programme of public and service user engagement has informed the decisions on how and where sexual health services should be delivered and, in particular, how these redesigned services could best meet the needs of those groups at highest risk.

The engagement with residents and service users has taken place through the following:

- **Survey**

A survey was developed by the ICU in conjunction with the public health team, sexual health service providers and the Council. The link to the online survey was shared by email and paper copies were made available on request to a wide range of organisations including current service providers and voluntary sector and community groups working with communities at higher risk of poorer sexual health outcomes.

Some surveys were facilitated face-to-face by the public health team in Access Croydon, Croydon Library and the Healthy Living Hub.

The survey was also publicised via plasma screens in Bernard Weatherill House, service provider waiting rooms, flyers distributed to GP practices, pharmacies and service users via sexual health service providers, the Council's website, facebook page and twitter feed.

- **Focus groups**

Delivery of the focus groups was contracted out to London South Bank University.

Specific Black African communities in Croydon were identified for the focus groups by public health; these communities were chosen based on high sexual health need combined with cultural attitudes.

- **Semi structured interviews**

Public Health worked in partnership with Turning Point, a local service for people who use drugs. A set of questions were developed to assess needs and perceptions relating to sexual health and sexual health services.

Find some survey findings below in which Individuals highlight the benefits of services being targeted for specific groups of people and having dedicated clinics that particular groups of individuals can attend.

"Maybe having different types of clinics for different groups of people - older people may not wish to attend a clinic that is full of younger people and vice versa, or having a female only clinic and male only clinics."

"A gay-specific service would be ideal. The gay community has unique needs when it comes to sexual health, and often local council clinics can seem quite out of tune with these needs. I visit Dean Street in Soho as they offer a judgement-free yet supportive and positive experience for gay men and women. I'd be happy with even one night a week where our particular needs are addressed and understood."

Extending opening hours to evenings or early mornings was seen as beneficial to improve access to services.

"As more and more people are getting into work, it would be helpful to have plenty of options for out-of-hours appointments - I know that I struggle to make it for walk-in clinics whilst working full time!"

"Just three things: opening hours, opening hours and opening hours - could be extended perhaps....."

A number of suggestions about additional type or locations of services were made.

"Review opening hours regularly and maybe even look at going Mobile with a bus/similar to the breast screening trucks - non branded"

"Provide a home service option."

The findings from the engagement work are being used to inform the redesign of the sexual health services in Croydon.

Good Practice 9

Horizon Care and Welfare project

The Horizon project is designed for carers aged 18 years and over and cared for people including the elderly, physical disabled, people with mental health and substance abuse problems. The target group for this project is BME carers but support is offered to carers from other communities as well.

The project was developed through detailed consulted with carers to better understand their views and support needs. A committee, made up of carers was set up to plan and monitor the delivery of the activities ensure that outcomes were achieved.

The project is supporting carers through activities that focus on delivering the following outcomes:

- Overcoming isolation and loneliness
- Managing stress
- Building self-esteem and confidence
- Gaining news skills through training, volunteer work and paid work
- Improving health and well being

The services that are delivered through the project include short breaks, respite services, support group meetings, support, leisure activities, befriending, escorting to hospital appointments and emergency support if needed. These are delivered through a group of both paid and volunteer workers.

The services are delivered at the Carers Support Centre, in carers' homes and other appropriate rented premises.

Horizon invites speakers from various organisations to support groups and also organises training on relevant issues. The service monitors the impact of the support it offers through the use of feedback tools such as feedback forms, suggestion boxes and surveys. The results from a survey conducted in June 2015 show positive outcomes:

- 17.7% of the carers who have filled the questionnaire felt that they receive community support which improved their health and well- being and reduced isolation
- 13.3% of carers felt they have received training and gain skills as a result of this support
- 42% of the carers felt they have received respite and breaks which isolation and frustration
- 11% of the carers received emergency support
- 16% of the carers felt that they had somewhere to turn for help and support

A few comments from service users are:

*"I gained useful knowledge and skills". "I gained more friends and exchange of information".
"Stress free time - Enjoyed meeting with other carers".*

Good Practice 10

Business Support and Community Link project

This project is managed by the Croydon Neighbourhood Care Association (CNCA), a local charity that was set up 20 years ago to support neighbourhood care groups and other groups who provide services to older people right across the borough.

The Business Support and Community Link project is funded by Croydon Council and aims to assist CNCA member groups through offering a wide range of advice and support services. The project supports them in monitoring contracts they hold and works in partnership with them to provide a training programme for their staff and volunteers to enable them to carry out their work in the community. In addition to this, the project supports them with all aspects of their day to day work, this includes disclosure and barring checks for staff and volunteers, developing and printing partners' leaflets and posters, advertising their events, support with fundraising strategies, and facilitating bid writing workshops.

The project has a member's forum that provides support to all groups and gives them the opportunity to share good practice. The project measures outcomes through attendance at events. The current number of CNCA group members is 38 and 25 members regularly attend events.

One good example of impact of CNCA's business support and community link project is their support to Neighbourhood Care, a group that was experiencing significant financial difficulties. Neighbourhood Care's service and demand had grown year on year but they received very little financial support. They largely provided their services to the community for free, using their large bank of over 60 volunteers. The organisation had one part time member of staff, was open 5 days per week, and had over 350 clients all over 70 years of age on their books.

CNCA worked closely with the neighbourhood care organisation and introduced them to key individuals within the Council who provided one to one support with funding bids. This training enabled them to write their own funding bids which were successful. CNCA also supported them in costing for introducing a small charging policy for some of their services and in researching various options such as offering hospital transport services. As a result Neighbourhood Care were able to implement a reasonable charging policy and re-coup some of the expenses they incurred during the year. This helped in preventing the loss of a vital service to the older population within their operational area that would have been catastrophic as it would have resulted in a significant increase in referrals to social services and more admissions to accident and emergency. The hospital transport service is now expanding and is providing a much needed service to the most vulnerable people in the local community.

The clients' feedback was that they were very happy to pay towards the service as without it, they would not see anyone all week, be unable to afford a taxi or to take public transport

so would not be able to get to the hospital appointment. Getting out to the lunch club every week, meeting friends and having a lovely hot meal was the highlight of their week and an important activity that was preventing them from becoming socially isolated.

- **Worked in partnership to provide a diverse supply of decent homes and a range of housing services that meet the lifetime needs of individuals and families and make for sustainable and thriving communities.**

Good Practice 11

Involving residents in the re-procurement of responsive repairs services

In order to strengthen resident's involvement in local decision making, the Council's Responsive Repairs service nominated five residents to get involved in the re-procurement of the provision of responsive repairs. The purpose was to ensure that residents were actively involved in the planning and re-procurement of the service and had the opportunity to fully contribute in the selection and decision making process to determine the shape of their future service.

The Council engaged with partnering advisers EC Harris, echelon and Pricewater House Coopers (PWC). An initial workshop was held with the wider steering group to explain all the stages in the re-procurement process, the commitment this would involve and the decisions that residents would need to be involved in. As a result of this workshop 5 residents were able to promise full commitment to the process. Once this decision had been made a series of further workshops were held with all stakeholders to discuss the other key objectives of the project.

Milestones such as the selection at first stage from 10 contractors to 5 were communicated to residents at various forums and panels to ensure full engagement and understanding of the process and journey. This included the Tenant and Leaseholder panel, Sheltered Housing Panel and Disability Awareness Panel.

In addition to the core group of five residents all tenants and leaseholders were extensively consulted on the proposals and were involved in the process. The core group of residents participated in visions and values workshops and established a top ten list of resident priorities that were presented to providers at the initial market briefing day. They consistently provided a customer insight and shared their views on how they felt the service needed to be delivered. Other core group activities included:

- Attendance at initial market briefing day and shortlisted bidder's event
- Selection of short-listed providers
- Actively participating in the formulation of the tender documents and the service specification
- Reviewing and scoring quality of submissions
- Undertaking site visits with the shortlisted bidders as part of the validation process
- Full participation in competitive dialogue interviews with providers and contribution to the feedback given as a result of these.
- Evaluation of the final submissions

The core group of residents received substantial training and support through every stage of the process. For example, by letting the group read the Pre-Qualification Questionnaire submissions alongside officers so that they could ask any questions or raise issues as they came across them.

The competitive dialogue sessions were themed, with 'service' and 'commercial' sessions and held on alternate weeks. Involvement and attendance at these discussions allowed the group to have a completely clear understanding of the expectations of the service and more readily interpret the submissions at this stage.

Having the residents involved throughout all stages of the re-procurement process gave the Council valuable insight into the way residents would like services provided to them. As residents are ultimately the customer receiving this service, they were able to give honest feedback directly to potential providers on how the service should be tailored.

The potential providers benefitted from the discussions with residents as their final submissions very clearly incorporated resident's views in the service offerings and were much more focused on the needs that customers had identified.

Find below some feedback from residents:

"I really enjoy getting involved in monitoring the contractor and discussions and workshops on improving the service we receive as tenants".

"It has been good to actually meet the bidding teams in person and to hear a lot of new ideas and plans that they hope to implement for the benefit of us as tenants and to the Council as a client".

Good practice 12

Working towards improving employability through free E- learning training

The Council is supporting residents to develop skills that help them and gain employment by providing free e-Learning courses to residents and young people. Residents are being encouraged to register for the e-learning courses to improve their knowledge and skills and improve employment prospects. The courses are available to anyone who lives or works in Croydon. The training is being targeted at parents in particular through schools and children's centres.

The e-learning is promoted by all organisations within the children and families partnership and particularly through schools and the voluntary sector as well as at community events. The courses that are provided include safeguarding, information sharing and data protection, effective communication, e-safety, bullying and equalities and diversity. Following registration, individuals are able to access all the courses from any computer with web access at any time.

E-Learning enables the Council to provide cost effective training to a large number of

users. Learners can learn at their own pace and a time convenient to them. This is of particular benefit to those who do not have the time or the finances to cover the cost of face-to-face training, particularly the unemployed and those working in the voluntary sector.

There are currently 4000 active users of E-Learning:

- Over 1500 people have completed 'Safeguarding level 1' training
- 781 have completed 'Safeguarding Disabled Children' contributing to the safety of children in Croydon
- 340 people have completed the 'Inclusion and Diversity' course
- 163 have passed 'Prejudice and Discrimination'

The feedback from course attendees is positive:

'I really enjoyed my courses - it gave me the push to enrol on a child psychology level 4 (and diploma) course. This will help my job prospects when my funding finishes for my current role. Many thanks. :-)'

'Employers have been impressed with these certificates and in an interview situation they have proven a great asset.'

Priority 2	Foster good relations and cohesion by getting to know our diverse communities and understanding their needs
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The key actions that the Council has taken in 2015 to deliver this outcome are:

- **Promoted civic pride and a sense of belonging across Croydon by providing opportunities for people to come together and share meaningful interaction.**

Good Practice 13

Play Streets - Getting to know your neighbours through play

Play is an important part of children's development and contributes to an active lifestyle. Holding a play street brings neighbours, children and adults, out into their street talking to each other thus developing a more cohesive and safer street community

Play Streets are community led but are supported by the Council. Residents who want to organise a Play Street are given advice and guidance on how to go about it as well as information about accessing funding for play equipment.

The council has supported residents who want to close their road for a few hours once a month for children to play. There are currently two active play streets in the borough and more are planned. The residents and communities that have benefitted from the Play Streets initiative reflect the community in the road where the play street is held.

Love Lane has lots of young families so the play street is an opportunity for younger children to get out and play and socialise with their neighbours and for their parents to come out and chat and make contact.

Limes Road has a more diverse mix of residents; as well as small children playing, teenage boys have joined in playing football with younger children; it also attracted a group of older residents who stopped for a chat and used the opportunity to get to know their neighbours.

Neighbours and visitors passing through the street that did not have time to participate were all very positive about the initiative and the benefits of letting children play out.

Find below feedback from residents that participated in the initiative:

'I'm a Love Lane resident, I've helped to organist street play today – it was really easy and worthwhile process to get involved with. The children absolutely love having the freedom to run in the road, they are free to run and explore and do whatever they want for two hours. It was a really simply process to apply. A member of the council was just really helpful, local residents were really supportive and the more the merrier! We've got lots of people not just from Love Lane but the surrounding area has come out today to join us!'

Good Practice 14

Black History Month programme

Croydon Celebrates Black History Month is part of the national celebration that takes place in October each year.

Croydon's theme in 2015 was "Women in leadership". In celebrating Black History Month the Borough focused on:

- Remembering the people, places and events from the African Diaspora
- Celebrating BME women that have made an historical impact
- Profiling BME women who are making history today
- Profiling traditions and communities through stories, festivals, crafts, dance and costumes
- Enhancing cultural understanding and appreciation
- Documenting or preserving this heritage to pass on to future generations, with a reference to local history.

This was reflected in the full programme of events and activities that took place across the borough. The council held a launch event in partnership with the Croydon BME forum and Croydon Council's BAME staff network. A Black History month steering group chaired by the chief Executive of Croydon BME Forum and representatives from Women's Empowering Ministry, Croydon Commitment and the council's Council BAME staff network led on the design and delivery of the launch event.

The event was opened by the leader of the Council, Councillor Tony Newman who affirmed the council's commitment to promoting and celebrating the diversity of the borough. The key note speaker for this year's event was Bianca Miller, the BBC Apprentice Finalist in 2014. There were speeches from the Mayor of Croydon, Councillor Patricia Hay-Justice as well as closing speech from Councillor Hamida Ali, Deputy Cabinet Member for Finance and Treasury.

Performances on the day included the Empowering Community choir who inspired attendees with two very uplifting songs. There was also screening of the powerful Dr. Maya Angelou - Poem (And Still I Rise).

Around 130 people including staff and residents attended the launch event and stayed on to network with others at the end of the event.

The steering group also prepared a 'Croydon Celebrates Black History Month' programme booklet. Key contributors to the booklet included residents, voluntary and community sector organisations, faith groups, local business, libraries, local writers, artists and performers.

The launch event and programme booklet was disseminated widely via the Council's

website (and intranet) and the Your Croydon newsletter. Some of the highlights for this year were:

- Black History Lecture “ Black Women in the Origin and Evolution of Music”
- Lorna Liverpool author talk workshop
- Celebrating Black Business & Culture in Croydon
- Black History, Personal Empowerment & African Cultural studies
- “Where do you think we are” Black statues walking tour
- Michael D’Souza aka Rastamouse
- From Shame to Strength. Music saved me by Magdalene Adenaïke

Find below some feedback from some of the events:

“BHM launch was a well-attended event. Croydon did well to celebrate the achievements of black female leaders”. Croydon BME Forum CDW

“Wow - what a launch event for BHM with an inspirational story from Croydon’s own Bianca Miller”. Councillor Hamida Ali

“It sure was a brilliant evening all round. Well done Croydon”

- **Improved engagement and empowerment opportunities for local people in particular, new communities and those that currently do not have a voice.**

Good practice 15

Resident Opportunities Day - Supporting ‘hard to reach’ groups into employment

Croydon Council has over 14,000 tenants that it provides support and help to in finding paid work, training, volunteering and apprenticeship opportunities. Some of the tenants belong to groups that face additional barriers in joining the workforce such as those with mental or physical health issues, older residents and ex-offenders as they may have been out of the work place for many years.

A Residents’ Opportunities Day was organised in August 2015 in the Community Space at Bernard Weatherill House. The aim of the event was to provide advice, support and information on employment and training for some of the boroughs hardest to reach tenant and residents and provide practical help in overcoming some of the additional challenges they face when looking for work.

It was a partnership event organised jointly by the Council, Launch for Jobs, housing association and voluntary sector partners.

Specialist agencies included MIND, Mencap, CVA, CALAT, 3d Change and Jobcentre Plus. A number of the council’s contract partners also attended, these included Axis, Interserve

and Mullaley. Other local employers included JobsatHome, Family Lives, M-ploy Business Services, Westminster Home Care, Elenorcare, Chequers and the Army Careers Centre. Training providers included Learn direct, Strive Training, London Learning Consortium, JACE Training, Serious About Youth and Crystal Palace Football Foundation. The providers attending included those willing to work with the hardest to reach groups through job placements and voluntary opportunities. Employers from various sectors attended including: care, construction and cleaning services were in attendance.

Mind in Croydon and Employment Support produced a Vocational Passport for attendees to use on the day. This was designed to help people get the most out of the event and help them plan their journey towards the world of work. A colour coded map set out the location of all the services and employers attending. The Passport also included a section to set out individual objectives, useful contacts, next steps and 5 ways to wellbeing.

Council tenants and residents registered with housing providers such as Amicus Horizon, Wandle, Viridian and Croydon Churches were invited to attend the event and take up the offer for help in seeking work and training. Over 60 residents attended the event including Council tenants, housing association tenants and private sector residents.

The event provided attendees with the opportunity to get support and advice on job searches, improving CVs, applying for jobs, interview preparation and career help. Live opportunities for employment and information about a wide range of training courses including basic I.T., ESOL and customer services were made available.

The event raised the profile of the advice and support that is available across the borough for residents who want to access work and training, including those with additional barriers such as a disability or age.

The event also provided the opportunity for local employers, training providers, housing associations and voluntary sector organisations to network and increase their awareness and understanding of the resources and opportunities that exist within the borough.

The Residents Opportunities day delivered a number of positive outcomes to residents:

- 2 possible work placements were offered with both Interserve and Elenorcare
- Axis and Chequers both interviewed candidates from the day
- 3 attendees registered for apprenticeships with JACE Training
- 10 attendees registered with training providers to start courses in September in customer service and I.T.
- 3 residents registered for information advice guidance with CALAT
- 6 attendees started employment
- 4 attendees commenced work placements
- 2 attendees began voluntary work

The feedback from service providers was also positive:

“Thank you to the team for organising the day. It was really valuable and what a brilliant positive buzz...” JACE Training

“It was a pleasure to attend the Croydon Residents Opportunities Event yesterday. Just

getting the Army noticed and being able to engage with the general public on a one to one basis is a key part of our aim...” Army Careers Centre

- **Led partnership work with agencies and communities to change attitudes and behaviours towards domestic abuse, sexual violence and female genital mutilation.**

Good practice 16

Family Justice Centre – Supporting victims of domestic abuse and sexual violence

The Council recognises that domestic abuse and sexual violence is rooted in gender inequality and that a partnership approach is needed to address these issues inclusively to meet the needs of victims of domestic abuse and sexual violence, and their children.

Through the Family Justice Centre (FJC), victims receive wrap around support and services to avoid the frustrating process of victims/survivors having to go from agency to agency, retelling their story, in order to get the help they need. This also enables them to access support from services they would otherwise be reluctant to approach or find challenging to engage with.

The Family Justice Centre delivers a number of support services through the use of professionals such as:

- Independent Domestic Violence and Sexual Violence Advocates
- Probation officer
- Drugs and Alcohol worker
- Housing officer
- Legal Advisors
- Specialist Domestic Abuse Social Worker
- Health professionals
- Police

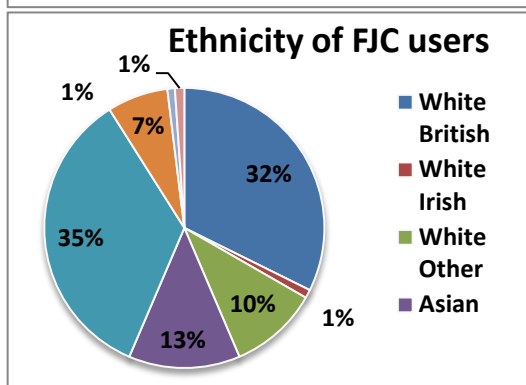
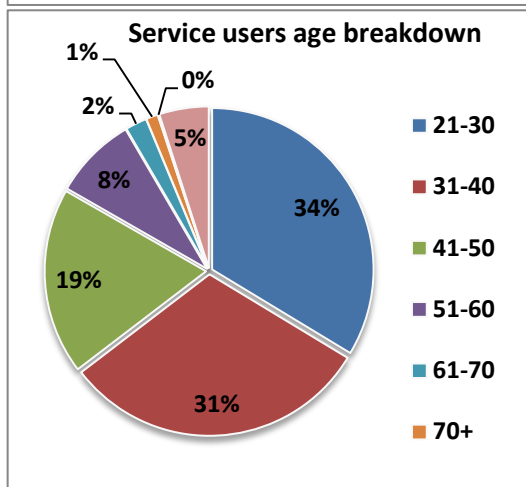
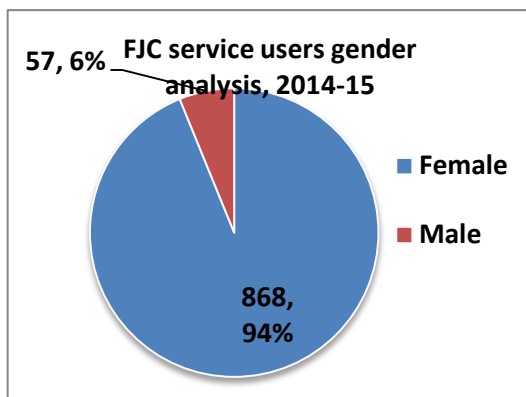
This multi-disciplinary approach ensures victims and survivors receive rapid and holistic advice and support. This also enables agencies to share information and develop a joined up approach to provide appropriate and tailored services to victims of abuse and violence.

Although the Family Justice Centre is not a women only service, it has seen an increase in the number of women accessing support. The drugs and alcohol worker at FJC offers services to vulnerable women for whom accessing support from a mixed environment would expose them to additional risk. This has resulted in a significant increase in the number of women with substance misuse issues accessing support for domestic abuse.

With an Independent Domestic Violence Advocate (IDVA) located in the emergency department and maternity ward at Croydon University Hospital, risk assessments are completed immediately when pregnant women or those in A&E disclose domestic abuse. This is vital as it has been found that domestic abuse starts or escalates during pregnancy and many victims tend to lose the impetus to report once they leave the hospital. On

average, a woman is assaulted 35 times before she seeks help and by being able to reach them at the point of crisis when calls are made, the chances of accessing advice and support to minimise or eliminate the risk of harm are higher. By working closely with the police, an IDVA is now able to provide immediate support on domestic abuse call-outs.

Coordinated actions between statutory agencies and primary care providers ensure that victims of domestic abuse that are socially isolated can be reached. Support has also been offered at GP surgeries and schools where a perpetrator is most likely to allow their victim to go. Through the helpline and forums that support professionals, the Family Justice Centre has been called on to support victims of domestic abuse when they have disclosed abuse in these environments.



The feedback from users of the service highlights the valued role it plays in improving the life chances of victims :

With sincere thanks and appreciation for all your support and advice which enabled me to have the strength and courage to not give up and have faith in the justice system. I know that without FJC's help and support, I would have found it difficult as I didn't think anyone would believe me, but you guys really did help, just knowing you were there. Thank you so much.

31 year old female

The hospital based IDVA has become a valued member of our team in safeguarding. She is a regular presence on our wards and all the staff are aware of her role and how to contact her. It has made the midwives more knowledgeable with regard to Domestic abuse and what to look out for in women attending the hospital.

Named Midwife for Safeguarding

Good Practice 17

Turning Point – supporting residents with substance misuse issues who are victims of domestic violence

Providing timely support services to victims of domestic violence and sexual violence is a key priority for the Council. In 2014-15, Croydon saw the highest volume of domestic violence offences than any other London borough, with a total of 3,613 offences (Metropolitan Police data). When analysing the rates of domestic violence by resident population, Croydon has the fifth highest rate of domestic abuse out of the 32 London boroughs. Between 2013/14 and 2014/15 domestic abuse offences in Croydon increased by 28.2% and whilst all London boroughs saw an increase over this time period, Croydon's increase was above the London average (21.3%). There have been three victims of domestic abuse murdered in the borough since 2012.

The above these figures, highlight the need to focus on tackling domestic abuse as a key priority and the work done at the Family Justice Centre is pivotal to achieving the Council's ambition to make Croydon a beacon local authority for tackling domestic abuse.

A recent re-commissioning review of the drug and alcohol service identified women experiencing domestic violence as a vulnerable group at higher risk of alcohol harm in the borough. Other priority groups identified included pregnant women, perpetrators and victims of domestic violence and sex workers.

Turning Point is working in collaboration with the Family Justice Centre to deliver targeted services that address the specific needs of the above mentioned group of clients. The lead worker for this partnership project supports victims of domestic abuse who also have substance misuse issues. Their primary purpose is to address substance misuse issues, whilst also ensuring their safety and that of their children. Vulnerable women including those at risk of domestic violence, those using substances and sex working are able to

benefit from this support. This project also ensures women are not under-represented within treatment services, and are not subject to stigma.

Clients are supported from their point of crisis, when their level of risk around the substance misuse is assessed as well as examining suitable options to ensure their safety. These could include referrals to a Multi-Agency Risk Assessment Conference (MARAC), support with sanctions and remedies available through the criminal and civil courts as well as offering on-going practical and emotional support.

The Family Justice Centre provides a viable alternative site for meetings with vulnerable women and their families. Many of these women and their children prefer this site due to fear of any further violence and abuse and due to the fact that perpetrators are often in treatment with Turning Point and thereby are regularly attending the main hub.

Turning Point also delivers a weekly Women's group support session that acts as a support mechanism for service users. They are now piloting a peer led approach to the meeting and have a nominated service user chair on alternate weeks. This has been an enormously empowering experience for service users and has helped raise their confidence and self-esteem.

Plugette's – a women's only peer support group for those with substance misuses issues, have reported a significant increase in referrals from the Family Justice Centre. The client feedback through this network on the partnership between Turning Point and the Family Justice Centre that now provides access to joint support under one roof has been extremely positive.

Find below some feedback from users of the service

"The women support each other, interact well with each other, listen and empathise with each other. I find the group very healthy and important for the women."

Comment from 70 year old female

"I spoke with client this morning and she wanted to express her thanks for all that we have done for her, 'from the bottom of her heart'. She said that in all the people in different services that she has spoken to over this difficult period of time in her life, she has always felt that every single person that she has spoken to at FJC has had time for her and have always been really kind and considerate, as she said that she knows she takes up a lot of time as she likes to talk"

Comment from 31 year old female

- **Worked in partnership with agencies and communities to change attitudes and behaviours, dispel myths and address hate crime in particular disability, race, faith / religion and LGBT (Lesbian, Gay, Bisexual, and Transgender).**

Good practice 18

LGBT History Month

Croydon Council worked in partnership with the LGBT community, the Metropolitan Police, the NHS, local schools, colleges, the wider community and local LGBT groups such as

Croydon Area Gay Society (CAGS), Silver Rainbow and Trans Pals to plan and deliver an extensive programme of events throughout February to mark and celebrate LGBT History month.

The opening reception was organised by the Croydon LGBT Steering Group and was attended by over 80 people. Speakers included a representative from the LGBT Croydon website who spoke about the Campaign for Homosexual Equality (CHE). There were also performances from Rainbows across Borders (who support LGBT asylum seekers who are fleeing persecution of oppressive homophobic / trans-phobic regimes), Croydon College, Jules Phoenix and Remi F and poet Anny Knight. The performances consisted of singing, dance and drama and highlighted issues affecting the community. After the event there was an opportunity for participants to network and share experiences.

Other highlights included:

- A display in the Central Library that consisted of exhibitions by the Bridge Sexual and Gender Identity Youth Group and an exhibition by LGBT community groups in Croydon,
- 'Tales of Love, Lost and Found' an evening of storytelling by The Not So Lovelies, a lesbian drama group focusing on stories around the LGBT community
- Jarman in Pieces - a performance collage based on gay rights activist Derek Jarman
- Award winning show Nineties woman by comedian Rosie Wilby
- Screenings of Pride and Hockney and at the David Lean cinema and an LGBT conference hosted by the Brit school.

- **Encouraged greater community participation in the promotion of community led social and cultural activity.**

Good Practice 19

Celebrating Age and Silver Sunday week

The Council organised a week long programme of events between 1– 8 October 2015 to celebrate age and mark Silver Sunday. The aim was to celebrate the contribution older people have made to our society, raise awareness of the challenges we face in an aging society and organise community led events to reach out to older people, their families and friends.

The Council worked with a number of partners such as Public Health Croydon, Age UK National, Age UK Croydon, libraries, Croydon BME Forum, Asian Resource Centre, Cycle for All, Parchmore and Shirley Community Centre and the Museum of Croydon to plan and deliver 120 key events and activities during the week. These included:

- Social events for older people such as tea and luncheon parties, games afternoons, reading groups, talks and seminars.
- Information technology such as IT taster sessions, computer classes, Techy tea parties

and ancestry family history online sessions.

- Physical activities to promote healthy living such as yoga, pilates, aqua aerobics, 50+ zumba, cycling sessions and swimming.
- Intergenerational activities for older and younger people such as book buddies, wiggle and jiggle, crafts, rhyme and story time.
- Information and advice around health, hobbies and activities.

Some of the highlights included:

- **Tea with Music at Fairfield Halls with performances from Oasis Academy Coulsdon** - This event was aimed at the more vulnerable and isolated older residents in the Borough. Around 120 residents from care homes and sheltered attended the event
- **Age UK and Croydon Council Techy Tea Party** - This tablet and computer taster session was aimed at encouraging Croydon residents to gain confidence in going online to use services
- **Age UK and Croydon Council – Celebrating Older People’s Day Event**
- **Croydon BME Forum – “I have things to do and places to be”** - Discussion on overcoming isolation and loneliness
- **Croydon Commitment and Barclays Digital Eagles Techy Tea Party**

Some feedback from events that went on throughout the week:

“Tea with Music event on a regular basis”

More opportunities for the elderly to have more “get together and have fun events” in the Shirley Community

“Good fun but would be great to have a similar event in the winter when you feel a bit more lonely”

“A lot of care and attention involved in organising this and it’s really appreciated.”

Developed Croydon's Performance Framework to develop consistency in :

- **Collecting and analysing a range of information to identify specific individual or community needs and target resources to tackle persistent inequalities**
- **Monitor the take-up of services and complaints by “protected characteristics” and identify any potential inequality or disadvantage that should be addressed.**

Good Practice 20

Croydon Performance Framework 2015-18

Croydon's Corporate Plan 2015 -18 sets out the strategic outcomes and direction for the organisation and is supported by a robust performance framework based on the priorities of our local residents.

The purpose of this framework is to provide a borough wide view of the performance in areas which are delivered by the Council and other public sector statutory partners. The borough wide view provides an open and transparent foundation for our residents to hold the Council and other partners accountable for the delivery of key outcomes.

One of the key outcomes is to “drive fairness for all local people, communities and places”. To support this, the proposed performance framework has been designed to measure the disparities in outcomes and opportunities across the borough.

We will use the recommendations of the Opportunity and Fairness Commission (due in January 2016) and the statutory equality and inclusion objectives for 2016 onwards to determine a suite of fairness and inclusion performance measures. These performance measures are likely to include measurements of the “gap” in terms of poverty and deprivation, benefits claimant rates, educational attainment, access to employment, housing and homelessness and life expectancy.

Once agreed, arrangements will be made to collate information on these measures and report performance for 2016-17. This performance report will enable the Council and our residents to track progress and success in a way that promotes openness, transparency and accountability.

Priority 3	Encourage local people to be independent and resilient by providing responsive and accessible services offering excellent customer care
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The key actions that the Council has taken in 2015 to deliver this outcome are:

- **Led work on promoting dignity and respect for older people and those with a disability and ensure that standards are set for our partners and contractors to adhere to.**

Good Practice 21

Croydon Adult Social Services User Panel (CASSUP)

The Council is committed to providing community leadership to enable staff and residents to take action to find solutions to the things that matter most to them. Croydon Adult Social Services User Panel (CASSUP) are a constituted group of Adult Social Services service users and carers who consult with the wider community about what key issues in adult social services are of concern to them.

CASSUP members represent a range of different communities, both through their diverse cultural backgrounds and through the adult social services they access. These include services for older people, learning difficulties, sensory impairments, physical disabilities and mental health issues. Many are involved in local community networks or special interest forums and use feedback from these wider communities to inform the panel meetings with service managers and providers.

The quality and management of domiciliary care services was raised as an issue by CASSUP on a number of occasions. CASSUP invited service managers to their meeting to raise these concerns and find out more about how the service is monitored and managed. CASSUP were asked for more detailed information about the precise nature of these concerns and the number of people it affected.

On finding this information is not collected in any form, CASSUP commissioned their own survey. CASSUP worked with the Council's Resident involvement and scrutiny team to design a survey based on what service users find most important to them regarding the care they receive in their home. This survey was sent by post to all 1664 people receiving domiciliary care through the Council's brokerage service. A postage paid reply envelope was included, and a telephone or visiting service was offered for service users who needed assistance with completing a written form. By the end of January 2015, 481 surveys had been returned, representing a 29% return, which is very high for a postal survey, indicating the high level of interest in this issue.

Following the survey, CASSUP wrote a report on their findings. The report included 35 recommendations that service users believed would improve service standards. This was

presented to senior managers in the Council. An action plan based on the panel's recommendations has also been developed. The action planning is bringing together service users, service providers and contract managers.

This will benefit elderly, disabled and vulnerable people who rely on agency carers for their everyday needs and wellbeing, and their family members who are often left with stress, distress and responsibility of following up and concerns or complaints if things do not go according to agreed plans.

The high quality of the work has raised the profile of the valuable contribution service users can make to the development and delivery of their services. More service users have signed up to the CASSUP network to receive information about opportunities to be involved and have their say on the adult social services they receive.

Find below feedback some feedback from CASSUP member:

"The response rate and the sheer volume of information we got back was astonishing; it justified the whole exercise and I was excited that we could use the data to make recommendations that could really make a difference to people's lives."

CASSUP member

"To engage with service users by listening to their concerns and genuine want to see services improved for the whole community has to be acknowledged. Too often services users feel that they have to take what is given. Everyone is entitled to receive services of a high standard, undertaken by carers who have had appropriate training and who have empathy. All too often purchasers do not fully appreciate that service users can in fact help to improve the service by their feedback."

CASSUP member

- **Explored opportunities for integrated community-based health and social care services that are preventative and support people to live independently.**

Good Practice 22

Raising awareness of HIV and providing support - HIV Testing Week

In Croydon, sexual health is a public health topic associated with high levels of stigma in some community groups that also experience worse sexual health outcomes. In particular, the Black African population in the borough have higher rates of termination of pregnancy, Sexually Transmitted Infections and HIV as well as higher rate of late HIV diagnosis. In order to support and address the specific health needs of the customer groups that are at a higher risk of poor sexual health outcomes, the Council has provided funding for a "Sexual Health Promotion Lead" who works with the community to deliver appropriate support and advice.

One such partnership intervention is HIV testing week, which was delivered from 21 November – 2 December 2015. HIV testing week draws on the national campaign materials developed by the Terrence Higgins Trust (THT), but also used local insight gathered by the Sexual Health Promotion Lead throughout the year to make sure the intervention had appropriate and adequate local targeting. HIV testing week aimed to engage communities with high HIV prevalence in HIV testing; particularly identifying individuals who have not tested for HIV before from these groups to increase the accessibility of testing.

The 2015 campaign in Croydon was developed and delivered through the following activities:

- HIV testing week campaign materials were developed and some examples were shared with community organisations and community leads from the main target group (Black African and men who have sex with men) in Croydon to gather their feedback on the content and methods of engagement for HIV testing week.
- The HIV campaign week materials were adapted based on the feedback from community groups. A local information bus and an external mobile clinic provider were used to ensure testing was available at two sites for HIV testing week. The campaign materials were displayed in target areas such as near the tram line as a large proportion of the target community live along tram line.
- Volunteers were recruited from Croydon College, Croydon Council, and local voluntary agencies including Africans Getting Involved and Rainbows Across Borders, who were briefed on what myths are common in the target group and what materials they could hand out to encourage people to consider testing.
- A service specification was developed for a point of care testing provider and Spectra, Turning Point and Croydon Health Services were selected to engage in testing. Two of these agencies are local providers of drug and alcohol and sexual health services and engaging these organisations in community based testing was designed to encourage target communities to become familiar with staff and build trust with the community.
- HIV Testing Week campaign and the mobile testing clinic were widely promoted throughout Croydon. This included a press release to media, articles and adverts in the Croydon Guardian, messages on social media, information in the Council's weekly e-newsletter and posters on plasma screens in Access Croydon.
- During testing week, staff from the selected service providers offered testing at mobile clinics and volunteers from these providers spoke to members of the public about HIV and encouraged target communities in particular to take a HIV test.

346 people used the HIV testing service and further advice and support was offered as appropriate. Initial feedback suggests that the majority of people who used the service were from the Black African community – the main target group for the campaign. The partnership approach used in this campaign approach has delivered positive outcomes through successfully encouraging HIV testing amongst communities where HIV and HIV testing carries a high degree of stigma

Good Practice 23

Addressing Social isolation

Addressing loneliness and social isolation and improving the physical health of people with mental health problems are important areas for public health interventions.

Public Health Croydon Commissioned two services in the voluntary sector that were aimed at the inclusion of individuals either experiencing mental ill-health or those at risk of or experiencing social isolation and/or loneliness.

- **Active Minds**

This service is delivered by Mind in Croydon. The service aims to support local residents that may be experiencing mental ill-health into sport and physical activities and other recreational activities of interest.

The key aims of the service is to help:

- Reduce social isolation
- Improve social networks of individuals
- Improve confidence and self-esteem
- Improve self-reliance

- **Home Befriending**

This service is delivered by IMAGINE Mental Health in Croydon. The service aims to forge friendships with individuals experiencing social isolation, loneliness and/or mental ill-health. It is anticipated that participation in either of these services will have an overall impact of improving individuals' health and well-being.

The key aims of the service is to:

- Reduce social isolation
- Improve mental and physical health through participating in sport and active lifestyle activities
- Improve self-reliance and independence of individuals.

Both services benefit individuals who may be classed as experiencing a long-term mental – health condition.

Each year the service will enable over 150 individuals suffering from mental ill-health to:

- Set and achieve personal goals to maximize their independence and wellbeing
- Attend either one to one or group activities (including lifestyle intervention programmes) as appropriate and in locations most suited to their needs and abilities

- Increase their social networks, develop and maintain meaningful interpersonal relationships that can reduce feelings of loneliness, improve their self-esteem, confidence and self-reliance

Over 70% of service users in the last year have sustained improvement in their wellbeing scores over 3-9 months. Although small numbers, this may be considered a significant outcome for the individual involved.

The case studies below of some service users highlight the positive impact of these projects:

- *AA suffers with depression but has been a regular attendee at football sessions. This built his confidence to play in tournaments. He was accepted onto a coaching course with a local football foundation and secured employment. AA fed back on how the project played a very important role in recovery and found the support helped more than traditional interventions. This positive change is reflected in a 10 point increase in AA's wellbeing score since induction.*
- *BB has a long history of depression and has a diagnosis of bipolar disorder. On induction he was extremely isolated, inactive, and rarely left the house. He has now joined the football group which he attends on a weekly basis; he plays in matches and supports new members to take part. He has also applied for voluntary roles. This positive change is reflected in BB's 19 point increase in wellbeing score since induction.*

:(Note: clients' initials have been change to hide identity)

Good Practice 24

Promoting Independent Travel

Croydon's population of children with Special Educational Needs (SEN) and young people has increased by 23% over the last five years and is estimated to increase by 5% every year. The number of adult social care service users has also been increasing year on year and is likely to continue. This has led to a continual increase in the demand for travel services.

In order to address, this particular service need, the Council has developed an Independent Travel project. The aim of the project is to look at safe, secure and suitable transport of vulnerable clients and ensure client needs and circumstances are looked at sensitively in every case

The Council will be working in partnership with a range of external providers and stakeholders to promote and deliver independent travel services.

The Council has worked with 29 different providers, to develop and deliver a transport framework for children, young people and vulnerable adults. The framework was implemented from August 2015 for adults and in September 2015, at the start of the new school year for children and young people.

This framework gives the Council flexibility to provide transport tailored to the service user's need. This includes the use of sole traders and SMEs and the procurement process was

used to make sure that all providers paid the London Living Wage.

The in house SEN passenger transport service started in September 2015 and is delivering home to school transport for 101 students at the Priory School. Following its success, it has been expanded to work on midday nursery routes across the borough. Regular engagement is taking place with service users and parents to gain feedback on the new service.

The Council also procured a new travel training service for SEN children, young people and vulnerable adults in April 2015. Independent Travel Training aims to support service users to travel without the need for assistance. This has significant social benefits to the participant and their families.

The scheme is run by the Local Authority Trading Company (Croydon Care Solutions). The scheme has begun training 115 children and young people since August 2015 and 7 adults since April 2015.

Personal Transport Budgets (PTB) are also being used as a flexible way for SEN children, young people and vulnerable adults to access transport options. It allows the service user or carer to take control of the transport payment and deliver it in a way that best suits their service need. Currently 23 children and young people have taken a transport budget and now have more autonomy over their lives.

The service will also look into collaboration opportunities with different communities and partners across the borough. All staff will be paid either at London Living Wage or higher dependent on the role.

As part of the re-procurement of the passenger transport framework, the Council chose to include external evaluators to evaluate and moderate the tender responses. These panel members were selected from the Mobility Forum and Parents Forum, ensuring customer insight and feedback was part of the procurement process.

The programme has resulted in a number of benefits for the Council, its partners and communities, some of which are listed below:

- 33 Children and Young People have transitioned into independence due to the success of the training, giving them lifelong skills and greater opportunities
- 977 children and 57 adults are currently using the transport framework
- personal training budgets have given autonomy to 23 families since August 2015, allowing parents, carers, children and young people to decide how they travel to and from school

Since August 2015:

- 115 Children and Young People have been trained through the Independent Travel Training programme
- 33 Children and Young People have transitioned to independence because of the travel training programme (and been taken off transport)
- 23 Children and Young People are receiving a PTB (and have been taking off traditional transport)

The Council is also looking at other travel options including Motability and walking escorts. The project is also exploring ways to integrate travel services for children and adults to

deliver a cohesive travel offer for customers.

- **Led work on strengthening the Council's safeguarding processes for adults and children and worked in partnership to make every effort to change attitudes and behaviours and prevent incidents taking place in our community**

Good Practice 25

Local Mental Health Transformation Plan – providing emotional wellbeing support for children and young people in the Borough

Croydon's Children and Families Partnership strongly recognises that children's emotional development is critical to their overall development and significantly affects their life chances. Prevention and early intervention can help to prevent problems occurring or escalating.

The Local Mental Health Transformation Plan is the boroughs multi-agency strategy to transform the system of emotional wellbeing support for children and young people in the borough. The plan brings together children, young people, parents, carers, the voluntary sector and statutory services to think about the range of services that are needed to support children and young people.

Detailed engagement has taken place with residents and service users to develop the plan. Commissioners organised a range of consultation events, from open drop-ins, issue specific one to one's, group discussions, semi structured interviews and questionnaires. Events were held all over the Borough, including evenings and weekends to ensure that they talked to as many young people as possible.

All comments were then grouped by a key issue such as Autism Spectrum Disorder (ASD) depression, self-harm, then by age, gender and ethnicity which ensured that all comments were distilled into the plan. This approach allowed commissioners to think about access to specific services within Child and Adolescent Mental Health Services (CAMHS) and how we could make it easier for young people to access support such as by providing information in community languages. Further engagement is planned for the Autumn term 2015, when commissioners are attending all school network meetings in the borough

Croydon's approach to improving the mental health of children and young people is underpinned by four strategic principles; Co-production, Prevention, Evidence and Integration. The aim of this programme will be to co-design the schools offer, developing whole school approaches to promoting mental health and wellbeing, including building on the Department for Education's current work on character and resilience, PSHE and counselling services in schools.

- **Integrated equality and inclusion considerations into the council’s procurement framework and ensured that all contractors have an understanding of Croydon’s diverse communities and how specific service needs should be addressed.**
- **Used the “Value Croydon” initiative to strengthen the use of social value to provide local jobs and apprenticeships for people.**

Good practice 26



Value Croydon
Inspiring social partnership

Value Croydon - Promoting social value and equality and inclusion in the borough

The Council is committed to developing social partnerships with businesses, the community and other public sector agencies in order to promote social value in the Borough. In working towards this aim it has implemented the “Value Croydon” programme.

The Value Croydon programme is about a different way of doing business for the Council and the borough as a whole. It consists of:

- Supporting the creation of jobs for local people
- Providing more training and skill development opportunities
- Investing more in local business growth
- Opening up more commissioning opportunities to local small and medium-sized enterprises (SMEs) and voluntary and community sector enterprises (VCSEs)
- Working in partnership with our business partners to deliver added social benefits that enhance the quality of life of Croydon’s communities

The Council has worked in partnership with its top 20 key suppliers, contractors and voluntary and community sector enterprises such as the Federation of Small Businesses and Croydon Chamber of Commerce to plan and deliver this programme. Specialist business support agencies such as Croydon Business Venture, GLE Croydon, Social Enterprise Assist and Charities Aid Foundation have also supported the initiative.

A “Value Croydon” launch event was organised by the Council in January 2015. 29 key suppliers attended the event and showcased their social value offer. Over 140 local organisations and 44 members of local infrastructure and other public sector partners attended the event. There were a total of over 200 organisations networking and creating business leads and work or sub- contract opportunities. In the ethos of supporting local business the Surrey Streatery of 6 local traders provided lunch and refreshments for launch event.

A Meet the Buyer event was held later in the year under the “Value Croydon” initiative. The event focused on construction and environmental works, with 14 Key Suppliers and Partners showcasing their opportunities and initiatives. 46 organisations including local SMEs and VCSEs attended the event.

Other supported and hosted events include:

- We Mean Business Expo
- Croydon Construction Opportunities
- Seminar to Explore Pathways to Employment for People with Disabilities
- Voluntary and Community Sector fair event
- Social Enterprise Summit Day
- Launch of Commissioners conference event

The feedback from some of the on events is positive:

“Meet the Buyer is a fantastic idea and can help small enterprises and start-ups build up their confidence in approaching more mainstream companies”.

“The contracts we secured since meant that we helped long term unemployed people get employment. The strategy to approach construction companies came out of the Value Croydon event and this has meant that a further six people have been employed”

“I did find the event very useful and I made a connection with Croydon Commitment. As a company, we need to make headway with our social value commitments and work towards assisting and giving something to the communities we work in. ”

- **In 2015, we developed an Accessible Information Statement and delivered our commitment to providing accessible information by working on identifying the specific access needs of our residents and using these to provide information in alternate formats such as Easy Read, Braille, large print, audio tape etc. and offer a translation and interpretation service if requested.**
- **The Accessible Information Statement enables the Council to ensure that the communications the Council produces meets the needs and preferences of individuals and can be accessed by our diverse communities.**

Good Practice 27

Croydon Council’s Accessible Information Statement

Croydon Council believes that effective information and communication are vital for the provision of high-quality services and good customer care. Through our equality and inclusion policy, we have made a commitment to ensure that our customers can access our

services with ease, irrespective of their disability, literacy skills and nationality.

The Council recognises that many of the residents who access our services may have difficulty understanding the information we provide. This might be because they are visually impaired, hearing impaired, have a learning difficulty, have dyslexia or because English is not their first language. It may also be because they need support in terms of reading (due to literacy needs) or they have a health condition which limits their ability to communicate.

The Council will ensure that information produced for residents is presented in an accessible way, in a range of formats and in specific community languages that are used and understood by our diverse community.

The Council will aim to provide information that is accessible using new digital technology, in printed and electronic formats, and through face-to-face and telephone communication using the EAST (easy, accessible, simple and timely) principle. The tools that we will use to provide accessible information include:

Easy Read Documents	<p>The Council will produce documents in plain English.</p> <p>All important documents such as the community strategy, the Council's corporate plan and other partnership policies will be produced in an easy, accessible, simple and timely (EAST).</p>
Information in alternative formats	<p>The Council will provide information in alternative formats including new digital technology. This will include a summary of documents in large print version, Braille, audiotape and CD.</p> <p>The Council will also use induction loops and text-phones for communication with residents.</p>
Interpretation	<p>The Council will offer British Sign Language (BSL) interpreters, BSL videos /DVDs, web technology for residents with specific needs including use of Language Line as appropriate.</p>
Translation	<p>The Council will provide key service information in another language or format when requested by a resident including making use of new digital technology.</p> <p>This may include a written summary of the main text but not a full translation or transcription.</p>
Website accessibility	<p>The Council will make sure that our website is accessible and easy to use for everyone.</p> <p>This will include the use of browse aloud, the option to translate pages and adjust the font size and colour.</p>

- **Revised the Council’s Equality Analysis framework and carried out an equality analysis of all new or revised policies, procedures and practices and used this insight to deliver accessible and differentiated services.**
- **Ensured that councillors and officers take account of equality and inclusion considerations in any key decision that is made by the Council.**

Good Practice 28

Equality Analysis Framework

The Council's governance arrangements for equality includes the obligation to formally carry out an **“equality analysis”** of all key decisions that the Council makes, consider the likely impact of these on the services that we deliver or procure for our customers and staff and define actions to mitigate any potential adverse impact.

The Council’s equality analysis framework was reviewed in 2015 and an updated Equality Analysis Guide for staff was developed and rolled out.

A number of support activities were also delivered in order to help staff improve their skills and knowledge in using the Equality Analysis framework as a key tool to embed equality and inclusion considerations into the planning and delivery of key strategies, transformation projects and procurement and commissioning of services to ensure that they are responsive to the needs of needs of the boroughs diverse communities. The key support activities included:

- One to one support to officers leading working on equality analysis
- Monthly 1-2-1 advice sessions on good practice in producing an equality analysis
- Team briefing sessions on the use of the Equality Anal framework

In order to ensure that skills and knowledge on good practice on equality analysis is developed and cascaded across the organisation we have to set up a group of equality analysis “champions”. The “champions” are officers who are keen to support work on embedding good practice in promoting equality, fairness and inclusion in the services that the Council and specifically their department provides.

The equality analysis champions have been provided training on the use of the equality analysis. They have taken on the role of a “critical friend” and act as the first point of contact within their department to offer advice and feedback on equality analysis policy, strategy, service review, procurement or commissioning activity.

The Council's governance framework for equality places a responsibility on managers to share information on key risks that an equality analysis may identify and the mitigating actions that are being put in place to address them in the formal "report" that is presented to Cabinet and other governance boards before seeking sign off of key decisions.

The equality section in Cabinet and Board reports provides decision makers with key facts and evidence that will enable to make fair and evidence based decisions and ensure that "protected groups" are not at risk of facing potential disadvantage and discrimination.

In order to demonstrate that proper consideration has been given to the equality duty decision makers have a responsibility to ensure that the report and accompanying equality analysis provides sufficient information and evidence that they have given due regard to the PSED and to review all the facts about potential equality impacts such as potential risk of disadvantage to a specific equality / community group before making decisions and ensure that mitigating action has been taken.

Priority 4	Improve empowerment and participation by strengthening partnership work with community, faith and voluntary sectors
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The key actions that the Council has taken in 2015 to deliver this outcome are:

- **Strengthened the Local Strategic Partnership ensuring that the community, faith, and voluntary sector can influence and make a difference to the outcomes for local people.**

Good Practice 29

Stronger Communities Partnership Board

The Stronger Communities Partnership Board was established to enable partners from the community, faith and the voluntary sector to effectively contribute to planning and delivering initiatives that can improve outcomes for local people.

The Stronger Communities Partnership Board oversees and co-ordinates the development of borough's communities agenda. It aims to ensure the people of Croydon have a sense of ambition, pride and belonging by promoting fairness, social cohesion and integration, as well supporting the borough's cultural offer, tackling inequality and providing an environment for a thriving voluntary, community and faith sector. It also seeks to promote a community response to the challenges facing the borough.

The chair of the Board is the Council's Cabinet Member for Communities, Safety and Justice and membership is drawn from across the public, private, faith and community sectors. One of the first tasks that the Board completed was to identify the key issues for Croydon's communities that needed to be addressed. The Board has agreed following six draft priorities for its work programme:–

- Make Croydon a place of opportunity and fairness by tackling inequality, disadvantage and exclusion
- Foster community relations and integration by providing opportunities for people from different backgrounds to come together in meaningful interaction
- Promote a thriving and joined-up community, faith and voluntary sector that works in partnership with the public and private sector to improve outcomes for local people
- Promote active communities so that local people can do things that matter most to them and their neighbourhoods
- Encourage community empowerment and engagement across all our communities so

that can participate and influence local priorities

- Encourage a greater community response to tough issues so that together we can change attitudes and behaviours

The Board was established just over a year ago and in that time much has contributed to and delivered a number of activities including:

- The Council and its partners have organised and hosted a whole range of events designed to foster community relations and integration such as the Interfaith Diwali celebration, Black History Month Launch, the first Croydon Craft Beer Festival, interfaith Eid celebration and London Rd Carnival
- Worked with the Council and CVA and the Big Local to kick start the Big Local – Broad Green initiative and the community-based governance is now in place
- Empowering communities and ward members in establishing and using ‘ward budgets’ comprising £6k for each ward in the borough.
- In response to the recent tragic terrorist attacks in Paris, Ankara and Beirut, as well as other locations, the Board has recognised the need for an increasing focus on community cohesion. A ‘Community Cohesion and Preventing Extremism Sub-Group’ of the Board has been established to take forward actions in relation to this part of the agenda.

- **Encouraged community cohesion and partnership by facilitating a greater community response to tough issues as a way of changing attitudes and behaviours in the workplace and wider community.**

Good Practice 30

Croydon Congress – Addressing Domestic Abuse and Sexual Violence

Croydon Congress is the twice-yearly gathering of the Local Strategic Partnership. It is designed to bring together the key stakeholders and service users in the borough. The Congress meeting in June 2015 focused on domestic abuse and sexual violence. Domestic abuse and sexual violence is mostly committed by men against women. It is both a cause and a consequence of gender inequality. The perpetrators are predominately men and the victims mainly women.

The aim of the Congress meeting was to raise awareness of impact of domestic abuse and sexual violence, change attitudes and behaviours towards domestic abuse and sexual violence in Croydon and better equip the community to take an active role in reducing domestic violence in the borough, supporting victims and bringing perpetrators to account.

The event was attended by over 170 leaders and stakeholders from the business, public, voluntary, faith and community sectors. Delegates included representatives of Crystal Palace Football Club and the White Ribbon Campaign, which works to involve men in opposing violence against women.

The theme of the meeting was 'changing attitudes and behaviours towards domestic abuse and sexual violence'. The keynote speaker was Seema Malhotra MP, Shadow Minister for Preventing Violence against Women and Girls. The meeting was also addressed by Councillor Tony Newman as Chair of Croydon's Local Strategic Partnership and Leader of Croydon Council, Vera Baird QC, Police and Crime Commissioner for Northumbria (via a recorded message), and by Fiona Bowman, who gave a personal account of her experience as a survivor of domestic abuse and sexual violence. It was chaired by Councillor Hamida Ali, Deputy Cabinet Member for Finance and Treasury.

During the course of the Congress event, delegates were encouraged to make a specific pledge, either a personal pledge or one on behalf of their organisation, to change attitudes and behaviours towards domestic abuse and sexual violence in Croydon. In total 89 pledges were made including:

- Agreeing to implement a domestic abuse and sexual violence policy for staff or introduce staff training
- Council to introduce measures to keep the issue on the agenda and allocate resources
- Statutory partners to introduce measures such as displaying posters and helpline information
- Work to challenge attitudes
- Work to raise awareness
- Looking out for signs and symptoms
- Community responses - sharing the message with local groups and putting on awareness-raising exhibitions
- Faith responses - discussing the issue and putting on events
- Young people and school based pledges - schools leading discussions with staff and pupils on the issue.

Specific pledges ranged from a mosque committing to organise sessions on domestic abuse and sexual violence and a housing association offering to develop training courses for younger residents, to innovative activity involving working with local artists and victims of domestic abuse. An example of a larger pledge was Croydon Health Services committing to develop a domestic abuse and sexual violence policy to cover their 4,000 employees.

Find below feedback from a young person that attended the event:

"It was very insightful and it made it clear to me that we all play a role in looking out for each other even if we have a fear of becoming involved in the situation. It was a privilege to be able to have a say about the situation as a young person."

- **Led work on creating inclusive ways for people, including staff, to participate in council, community and civic by working in partnership local people to remove the barriers that prevent them from participating in community and civic life.**

Good Practice 31

Croydon People First

The Croydon People First is a service commissioned by the Croydon Learning Disability Commissioning Team. The service is run by people who have a learning disability. Its role is to ensure that:

- The voices of people who have a learning disability are heard and they are encouraged and enabled to take part in consultations and other activities run by the council and health services
- Awareness is raised about the access and inclusion needs of people who have a learning disability at meetings
- The views of people who have a learning disability make a positive difference to the development of services for people with learning disabilities in Croydon.

Below are details of activities projects the service has delivered:

- **Supporting accessible information**

This is provided 6 times per year for the partnership boards, 3 booklets have been produced so far.

- **Making A Difference Group**

This is a group of 15 adults who all have a learning disability and is facilitated by the Council's Learning Disability Commissioning Team. The group meet fortnightly and provide feedback to the commissioning team on a range of topics and initiatives that affect people who have a learning disability in Croydon.

Members of the group have become valued members of Croydon's recruitment and procurement processes. Individuals have worked in partnership with the team in presenting and facilitating 'Big Talk Events' whereby a large number of people who have a Learning Disability and their supporters spend a day together with the commissioning team and explore issues relevant to them. Topics for these events have included Leisure Opportunities in Croydon, Independent Travel and Employment Opportunities in Croydon.

The members of the group provide consistent feedback on their enjoyment in their role and their appreciation that Croydon are involving members of the group and consulting the

group on important decisions such as recruitment and procurement and review of services

- **Making It Happen Project**

The aim of this project is:

- To enable people with learning disabilities to be more active in their local community and support each other to learn new skills and try new things
- To build confidence in people through providing opportunities to meet up with, and get to know other people with similar interests.

The project consists of a series of learning and leisure activities which are run by Peer Supporters from Croydon People First.

- **Future-4-Us Community Hub**

The purpose of the Future-4-Us Community Hub project is to have a meeting place run by members of Croydon People First's Peer Group. This project provides a place where people can find out about support for people with learning disabilities in Croydon. The Future-4-Us Community Hub also provides information around areas such as learning, employment and meeting new people.

Good Practice 32

Promoting Flexible Working across the borough

Croydon Council had been endorsed as a **Flexible Working borough** and has made a commitment to promote flexible working practices by working with key employers in the public, business and voluntary sectors.

There is strong national evidence that suggests that flexible working practices benefit employers, employees and the local community. In December 2014 a national government survey found that despite positive attitudes towards flexible working, there had not been a significant increase in flexible working opportunities or take-up nationally.

Recent research suggests that increased opportunities for flexible working can make employment more accessible to parents and those with other caring responsibilities and contribute to reducing child poverty. Both employers and employees can gain from flexible working opportunities as both parties have the flexibility to organise their working arrangements in a way that suits them.

In early 2015, Croydon Council in partnership with Jobcentre Plus and children's centres carried local research on flexible working through a survey of lone parents in Croydon. The parents, all of whom used children's centre services, reported that barriers to finding sustainable work were high costs of childcare and a lack of part-time and flexible jobs which allow parents to combine caring responsibilities with work.

Around half of responders recognised that beyond the additional income, being in work

would increase their independence and provide a positive role model to their children. In addition a sense of purpose (by one in four) and social contact (by one in five) were identified as factors to promote flexible working.

However, some disadvantages of being in work were identified by lone parents such as less time to care and support their children, cost of childcare and availability of flexible childcare, and therefore potentially having overall less money once childcare costs were taken into account.

The majority on lone parents who took part in the survey were seeking work which would enable them to work term time only, school hours or flexible hours but were concerns about zero hours contracts were raised and the ability to earn enough.

In addition to lack of flexible jobs and affordable childcare, lack of skills, lack of confidence with applying for jobs, worrying about interviews and inability to afford appropriate clothes for interviews and work were also reported as obstacles to working.

One in ten responders identified that their physical and mental health had suffered as a result of not being in work.

This local research highlights the need for the Council to take on a leadership role in encouraging other local employers to enable more people to work flexibly as it will improve their lives by providing a better balance between work and home. It will also reduce the number of people dependent on benefits, reduce the number of children of working parents who live in poverty, enable older workers to stay in the labour market, and enable carers to balance their caring responsibilities with paid work and help employees in general to have a better work-home balance. For others, it can free up their time to volunteer for charities or local community services.

The Council is currently leading the way in strengthening flexible working in Croydon. The Council's has refreshed and re-launched its flexible working policy, as it recognises that when effectively managed, working flexibly to improve work-life balance can lead to improved service delivery and/or productivity, as well as improving retention. The Council has also introduced a 'New Ways of Working' approach that aims to encourage existing employees to work flexibly with the aid of new technology, new processes and new workspaces.

The Council will be working towards **Timewise accreditation**. This is an accreditation scheme that helps councils stimulate flexibility in the local jobs market by sharing learning from their own workforce practice, using this experience to influence suppliers and local employers.

By endorsing Croydon as a Flexible Working Borough and promoting flexible working practices with community, partners, contractors' and public and private sector employers in Croydon, the Council aims to increase the number of accessible working opportunities to the most disadvantaged residents and communities in the borough.

Priority 5	Provide strong leadership, partnership and organisational commitment by enabling staff and communities to find solutions to the things that matter most to them
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The key actions that the Council has taken in 2015 to deliver this outcome are:

- **Provided ambitious community leadership to enable staff and residents to take action to find solutions to the things that matter most to them.**

Good Practice 33

Active Communities Fund

The Council aims to help communities to become more resilient, develop their own ideas and do more for themselves. The Active Communities Fund has been developed to support the Council to work towards this aim. The fund supports activities run by community groups in three priority areas:

- Developing active and inclusive communities
- Helping people care for one another's health and wellbeing, and
- Tackling poverty and social exclusion.

There are two types of grants in the Active Communities Fund. A micro grant of up to £1000 and a small grant from £1001 to £5000. The funds have been used to fund approximately 40 different projects in the borough. These include::

- **Bite Buddies**

The Bite Buddies project aimed to bring together young people between the ages of 8 to 25 years old with older people aged 50 years and over in Croydon to share their knowledge of food and video using digital technology. The project had 3 main priorities:

- Developing active communities by creating innovative ways of promoting a sense of belonging and cultural activities
- Giving young people the opportunity to reach their full potential and the confidence to express themselves
- Improve community cohesion between generations, encouraging older and younger groups to come together, to improve their skill levels in a collaborative and fun environment

The project brought together a group of young and older people in Croydon to help swap skills and to share knowledge by working on physical innovative projects utilising hands on

and digital elements. A total of 8 young people (aged 8-25) and 8 older people (aged 50+) participated in the project.

At the start of the project, the younger participants had limited cooking, health and safety and preparation knowledge. Post-project all participants, especially the younger participants grasped an understanding of the importance of preparation such as the planning of ingredients, the equipment required, through to executing their recipes according to required timings. Participants from both age groups picked up cooking tips and techniques, and health and safety advice from the cooking tutor as part of the cooking sessions.

In terms of digital skills, all project participants gained practical experience in video editing, using new software and tools, and webpage creation. Participants had to learn a variety of editing techniques and apply them to their own videos. Skills learnt included learning how to apply different effects, adding supplementary text to aid the visuals, adding appropriate music and most importantly how to cut down and streamline video to essential content.

When participants created their own webpages all participants learnt about webpage layout and how to write for the web. They had to work collaboratively with their partners to design and develop the webpage.

Communication and teamwork skills were challenged throughout, as all participants had to work closely with their partner, despite the age group, negotiating and discussing their tasks during each workshop. This started from the choosing of recipes; where pairs of participants had to take into account each other's likes and dislikes. When developing the recipe webpages partners had to agree on recipes and imagery, whilst also providing descriptions about themselves so that the page represented the views equally from each participant in the pair.

When the Bite Buddies project finished, all participants were encouraged to share their work with family and friends to continue promoting the awareness of the learning of new food and tech skills, across different age groups, in an alternative, collaborative and challenging way. Some younger participants even showcased their cooking videos and recipe webpages to their schools, which demonstrated an increase in confidence and initiative to learn and share new skills. This encouraged other potential participants in the community to sign up to the project

- **Crystal Palace Transition Town**

The “Plant to Plate” gardening and cooking workshops were a series of gardening and cookery workshops to encourage healthy eating and growing your own food on a budget. They gave participants the opportunity to gain confidence in growing their own food, throughout the growing season, and experience of planning, planting and harvesting in a supportive environment. The project’s target group was people from low-income backgrounds who find it difficult feed their families on a budget and people from ethnic minorities.

From the very first workshop it became clear that the new participants were enjoying themselves and getting more involved in growing food. Some participants with gardening experience were able to get more ideas to keep them going, and indicated they appreciated the fact the workshops were for free.

As well as having fun, there is lots of feedback to indicate that the participants will continue to garden and took away lots of skills and ideas that they can use both on their own growing spaces and gardens.

This continuity was helped by the fact that participants were encouraged to taking away plants and bring them back once they had grown, to show progress and to solve problems. Some participants brought in photographs instead.

We also experienced a strong family atmosphere at a lot of the workshops, with participants bringing along their children to get involved in the learning:

Find below some feedback from participants:

"I found it all very interesting- how to water properly, compacting compost in pots before sowing seeds, making nettle tea as FREE fertiliser! So much to learn about! Also good to meet other lovely people"

"Fab! Learnt lots and a very friendly group!"

Good Practice 34

Croydon Live

The Council is keen to ensure communities are given the opportunity to take the lead in improving their environment and drive the transformation of public spaces. In working towards this aim, the Council worked with Spacehive to establish Croydon LIVE, the borough's very own local Spacehive crowd funding platform.

Spacehive is an online crowd funding platform that gives individuals and companies the opportunity to pledge funds to support civil projects such as new parks or playgrounds or projects that provide benefits to the community such as setting up a food bank.

The initiative encourages residents to come up with ideas to improve where they live, gather support locally and get financial help with getting their project started and support the delivery of the following outcomes:

- Empower individuals or groups to support and take responsibility for each other
- Provide access to high learning such as free crowd funding workshops
- Enable individuals and families to be personally and financially resilient
- Enable individuals and families to improve their lives at less cost to the public purse

The Spacehive project was promoted through a variety of communication tools to residents, local colleges and community, voluntary and faith organisations. Social media has also been used extensively to help projects along and to promote the activities.

One of the key characteristics of Spacehive is that it is accessible to everyone. Anyone can put forward project ideas and anyone can fund them. It provides a tool and a new way to

organise and deliver grassroots projects that might not otherwise happen. In Croydon, the project has helped to bring diverse communities together to volunteer for common causes and to revive unloved places, advance the arts scene and fundraise for new playground equipment.

The two Spacehive projects that captured local people's imagination are

- **Croydon Saffron Central** - This inspirational pop up saffron farm was no small undertaking and was farmed by the people for the people. Following harvest, its seeds have now been spread throughout all of the 23 wards of the borough.
- **Turf Projects** - An empty workout shop in Croydon was transformed into an artist-run space including gallery and affordable workspace, providing a year-long programme of exhibitions and events.

The projects relied on many residents and the local business community who donated their time and money. This allowed these projects to become fully funded ahead of schedule.

Given the success of these projects, the council has continued to work with Spacehive to put on a series of community and staff based workshops, to help turn residents and community group's ideas in to reality.

A series of community and staff based workshops have been delivered to over 150 local people;

- 90 residents attended a series of community crowd funding workshops and taught how to crowd fund
- 30 young residents from Croydon college attended briefings on civic crowd funding
- 30 council staff attended a dedicated workshop

So far, Spacehive has raised 27K towards Croydon based civic projects. In addition, earlier this year, Matthews Yard in Croydon also crowd funded £8K to create a theatre space.

- **Led work on the implementation of the London Living Wage within the Council and across the borough.**

Good Practice 35

London Living Wage borough

The Council took the actions below to tackle wage inequalities in the borough:

- Become an accredited London Living Wage employer;
- Implemented the London Living Wage for the Council's directly employed workforce and through working in partnership with Croydon schools

- Working on implementing the London Living Wage requirement through the procurement and commissioning processes by wherever possible including a contractual requirement to that effect.

In October 2015, the Council submitted an application to the Living Wage Foundation (LWF) to become accredited as a Living Wage Employer. The application was successful and the Council was confirmed as an accredited Living Wage Employer on 28 October 2015.

The council implemented the LLW for its direct employees 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 are also paid the LLW.
- Started work on seeking the LLW for other contracted and /sub-contracted staff.

Becoming an accredited LLW employer is the start of a journey towards fairer more equitable wages for employees. As part of this process, the Council will be working towards::

- Implementing the milestone plan developed as part of the accreditation process with the aim of securing LLW for contracted employees engaged in delivering council services, including those working in the voluntary and community sector;
- Continue embedding the LLW into the council's contractual arrangements;
- Encouraging businesses operating in the borough to adopt the LLW.

- **Made sure that the diverse views of local people are taken into account when decisions are made by the Council.**

Good practice 36

“Get involved” - getting residents involved in shaping their decisions for their communities

The Council is keen to ensure people in Croydon are given the opportunity to share their views and influence decision making in their local area. In working towards this aim, it has developed the website www.getinvolved.croydon.gov.uk that gives residents the opportunity to get involved in what's happening in their community.

The platform was created in partnership with the People Matters Network. It aims to increase and improve the way the council engages with customers online. Get involved is a user-friendly website that can be easily accessed through a computer, tablet and smartphone. It acts as a digital consultation and engagement platform. The site allows

residents to search for consultations, surveys and events taking place in their area. Interactive features such as polls and online discussion forums were introduced in Autumn 2015.

The site has been customised in two ways:

- Integration with My Account - Residents can log in using their My Account details and create a personalised profile based on their interests and where they live. Following this, their activities can be displayed in line with their preferences on their profile pages.
- Integration with the main council website – this enables information on how customers can get involved to be displayed in the right hand side of the webpage when customers are looking for information

In keeping with the Council's commitment to openness and transparency, a registered user's profile page also displays feedback from any engagement activities they have taken part in.

Prior to launching the site, residents were invited to undertake some user testing and feedback from the testing was incorporated into the final design of the site.

In the first three months since its launch, the number of registered users of the Get Involved website is 373 and it has been accessed 4151 times by residents.

- **Created awareness of and celebrated the diversity of cultures, lifestyles and faiths within the workforce and wider community.**

Good Practice 37

Community Engagement Events programme

One of the top priorities of the Council is to promote fairness and inclusion by hosting and supporting a number of community engagement activities. For some activities, the Council is the lead partner and in other instances it supports the work of other partners in the borough. The main community engagement events that took place in 2015 are:

- **Holocaust Memorial Day**

The Council works in partnership with Faiths Together in Croydon to plan and deliver an annual event in the Council Chamber which brings the community together to mark Holocaust Memorial Day.

- **Borough Commander and Cabinet Member Walkabouts**

The Cabinet Member for Communities, Safety and Justice has made a firm commitment to meeting communities in the community through walkabouts. During 2015, walkabouts have taken place in Broad Green, Old Town, Central Croydon, New Addington, Thornton Heath

and the Latham's Way Gypsy and Traveller site. These walkabouts have enabled residents who are unable to attend a formal community engagement meeting to meet the Cabinet and share issues that are of concern.

The walkabouts were also attended by the Borough Commander of Croydon and involve visiting an area to meet with residents, faith groups, businesses, and voluntary organisations. Any issues raised are noted and fed back for action through four routes that include service matters for the Police, service matters for the Council, strategic issues for the Safer Croydon Partnership and strategic issues for the Stronger Communities Partnership.

- **London Road Carnival**

The Council was a part of the team that delivered the successful event in 2015 and are also helping the organisers to set up the structure for delivery of London Road Carnival for 2016.

- **Stop and Search Meeting**

The Council has worked closely with the Croydon BME Forum to plan and deliver a public meeting on the issue of Stop and Search.

- **Faith celebrations**

The Council worked in partnership with Faiths Together in Croydon and members of the community to hold a number of faith events namely Vaisakhi, Eid-ul-Fitr, Diwali and Christmas. The aim of the events is to help generate a greater understanding and tolerance of the beliefs and traditions of faith groups in Croydon.

- **Pearl Izumi Tour Series Cycle Races**

The Council's Community Relations Team contributed to the delivery of this event which saw roads in central Croydon closed for the first time to make way for professional bike races for men and women.

- **Big Lunch**

Each summer, the Council launches the national Big Lunch initiative that brings neighbours together to share a meal and enjoy each other's company. In 2015, more than 80 individual lunches were organised across the borough and provided a great opportunity to bring neighbours together to tackle issues of social isolation.

- **Community use of the Braithwaite Hall**

One of the Council's priorities is to encourage greater use of its buildings by the community. In October 2015, the Council organised Croydon's first Craft Beer Festival. It was a success with numbers in attendance far higher than expected. It also attracted a more diverse audience than might be expected from a beer festival. Events such as this are important in encouraging more residents to come into central Croydon in the evening and can help diversify the night-time economy.

- **Interfaith Bike Ride and Picnic in the Park**

The Council and Faiths Together in Croydon secured funding for, planned and delivered the UK's first interfaith bike ride. The day started with a ride to the Croydon Faith Education Resource Centre to hear about the Jewish and Hindu faiths, before visiting a Sikh temple, a mosque and a church. The ride, which was led by Addiscombe Cycling Club, concluded by heading to Park Hill Recreation Ground to coincide with the annual Picnic in the Park.

- **Mainstreamed equality into the scrutiny of funding decisions and service reviews through the development of a robust framework for leadership, governance and accountability.**

Good Practice 38

Governance and Accountability Framework

The Council has a well-established governance framework to meet the Public Sector Equality Duty (PSED) to support good decision-making. . This includes:

- Strategic leadership and accountability for equality and communities agenda through a lead **Cabinet Member** and delegated authority to the **Corporate Leadership Team (CLT)**
- **Equality and inclusion objectives** for the Council that are set out in the Equality and Inclusion Policy 2014-16.
- **Annual Equality and Inclusion activity** is embedded and monitored through departmental service plans. These are closely aligned to the delivery of the Community Strategy and the Corporate Plan.
- An **Equality Analysis Framework** is in place. It is a tool that helps us to assess the possible impact of changes to services on different groups of people, mitigate risk and help develop services that are accessible and meet the needs of our residents,
- **Equalities Monitoring Guidance** in place that recommends a proportionate approach for the collection, analysis and usage of monitoring information with a focus of gathering business intelligence to support service improvements.
- **Publication of an Annual Equality Report** to meet the statutory duty to publish information on the Council's achievements and future challenges for equality and inclusion
- **Communities Board** that has an internal focus on Council business and is responsible for defining the Council's direction of travel for delivering accessible services and scrutinizing performance.

- A Stronger **Communities Partnership Board** was established by the Local Strategic Partnership. This Board oversees and co-ordinates the development of Croydon's communities agenda and ensure that equality and inclusion are identified and addressed. The role of this Board is to ensure the people of Croydon have a sense of belonging and opportunity by fostering good relations, promoting community cohesion and integration, supporting Croydon's cultural offer, tackling inequality, and providing an environment for a thriving voluntary, community and faith sector.
- An **Equality Forum** is in place. It has representatives from all departments who act as equality leads and support the delivery of the equality work programme.
- Use of the **Local Government Equality Framework** to benchmark our processes and performance with our peers.

The Council's governance framework for equality and inclusion aims to ensure that as a public body we consider how different people will be affected by our activities. The focus is on delivering policies and services which are efficient and effective; accessible to all and meet the individual needs of our customers.

Priority 6	Become an employer of choice by recruiting, developing and retaining an efficient, talented and motivated workforce that broadly reflects the communities that we serve at all levels
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The key actions that the Council has taken in 2015 to deliver this outcome are:

- **Developed forums to engage with staff with a particular, focus on understanding perceived barriers to progression for women, BME and disabled staff.**

Good Practice 39

Staff Diversity Network Groups

The Staff Diversity Network groups were established following a Pulse survey where 75% of staff agreed or strongly agreed that staff networks could benefit Croydon. Following the survey, an invitation was sent out to the workforce to attend a 'network group launch event'. Around 55 staff attended this event. From July to December 2014 a series of focus sessions were held to bring staff together who had indicated interest in a specific group.

During 2015 six staff network groups were launched. These are the BAME (Black, Asian and Minority Ethnic), Mental Health and Well-being, Visible and Non-Visible Disability, Carers, Women and LGBT + (Lesbian, Gay, Bi-Sexual, Transgender, Intersex or Non-binary) networks.

Each staff network is sponsored by a member of the councils' leadership team to ensure they are supported at the most level. Staff networks have been designed to support cultural change within the organisation and promote a more cohesive and inclusive working environment for all. The networks are overseen by the Culture Board. The Board's primary task is the development of an action plan that improves workforce diversity within the Council and reflects the community of Croydon.

The network groups have been involved in various activities within the Council:

BAME (Black, Asian and Minority Ethnic)

- Organised a BAME staff conference
- Contributed to the Leadership Conference
- Learning event - Creating the new WE – facilitated by Fred Miller and Judith Katz
- Black History Month Internal and External Launch Event
- Black History Month – Heroines – plasma screens Bernard Weatherill House
- Black History Month – joint display with Women's Network – black heroines
- Speaker at Network Meeting (August): Nero Ughwujabo, Chair of Croydon BAME Forum
- Speaker at Network Meeting (October): Magdalene Adenaike, CEO and Founder of

Music Relief and Dynamic Women's Movement

- Diwali display and Rangoli - Indian creative arts competition

Find below some comments from the BAME conference :

"Extremely inspiring. I really now feel part of the 'We' I have a different mind-set. I want to be committed to be part of the change to make more difference. Today's conference has provoked my thoughts about how can I make a difference"

"Very encouraging, enlightening, educational. Thoroughly enjoyed the speakers and interactive sessions"

Carers

- World Day of Carers- Information session
- Contributed to the Leadership Conference

Disability

- Contributed to the Leadership Conference
- Disability Awareness Week - organised information session

LGBT+

- Contributed to the Leadership Conference
- Network event – Picnic in the Park
- Celebrated Bi-Visibility Day
- Celebration National Coming Out Day

Mental Health and Well-Being

- Contributed to the Leadership Conference
- World Mental Health Day event in café - BWH
- National Stress Awareness Day event in café – BWH

Women's Network

- Contributed to the Leadership Conference
- Black History Month – Joint black heroines display with BAME Network
- Speaker at Network Meeting (September): Magdalene Adenaike, CEO and Founder of Music Relief and Dynamic Women's Movement
- Speaker at Network Meeting (October): Councillor Alicia Flemming, Cabinet Member, Children, Young People and Learning and Amanda Tuke: Head of Children's Integrated Commissioning and Children and Families Partnership/LBC Flexible Working Champion

All of these activities were co-ordinated by diversity group participants, many of whom work in full-time posts and have given their own time and efforts to organise events.

Good Practice 40

Promoting Flexible Working

Croydon Council recognises that Flexible Working is integral element of the 'Valuing Diversity' agenda. In July 2015, the Council's Flexible Working Policy was revised and re-launched through the following statement:

"Croydon is committed to facilitating flexible working arrangements for its staff, wherever possible. We recognise working flexibly can help our staff achieve a balance between work and life outside work. It also means we can attract and retain skilled staff, reduce recruitment costs, raise staff morale and increase loyalty and commitment. "

As a part of the roll out of the new policy a series of 'Bite size' learning sessions were organised for line managers to share the changes to the policy and discuss how flexible working can be properly managed and supported.

As part of 'New Ways of Working' approach, employees are encourage to work flexibly with the aid of new technology, new processes and new workspaces

In September 2015 the Council signed up to becoming a 'Flexible Working' borough and promoting the benefits of flexible working to public, private and voluntary sector organisations that are key employers in the borough.

The Council is in the process of seeking Timewise accreditation 'to integrate flexible working principles within the workforce and support the changes this will bring culturally. The Timewise Council accreditation programme supports local authorities to drive transformational change in flexible working practice, and recognises their achievements.

In November 2015, discussions were initiated with the staff diversity network groups on the current status of flexible working within the council, barriers that staff encounter and what needs to be done to promote and integrate different forms of working within the Council. The findings will be used to refine current policies and procedures on requesting flexible working.

Case Study One

"Mary and Mark's flexible working pattern has been put in place since Mary's return to work after maternity leave. The 36 hours they work each week are compressed into four days, starting at 8.00am and finishing at 6.00pm.

Mary works Mondays, Tuesdays, Wednesdays and Fridays and Mark works Monday to Thursday. This flexible working pattern enables Mary and Mark to continue working full time while caring for their young child.

The arrangement is flexible so non-working days can be swapped if necessary, for example, to attend important team meetings.

“Our arrangement works really well,” Mary told us. “The council’s flexible working policy has enabled us to have a better work/life balance. We’re trusted to get the work done, and we, in return, give 100% commitment in our roles.”

Case Study Two

“David works in the audit and fraud team, who have proactively opted for a flexible working pattern. Every member of the team, including the head of service, has a flexible working arrangement.

Investigators spend two days of the week offsite and some staff have lengthy commutes. Flexible working provides a better work life balance for the team. They spend less time and energy commuting and are more able to devote time to their work.

David says that since flexible working has been put in place, productivity has increased significantly. "It's also forced people to think about time management and look across the team for capacity. Everyone updates the team diary weekly, and mutually takes responsibility for making sure there's office cover. It works really well for us."

Good Practice 41

Promoting Well-being at work

The purpose of the project was to provide a programme of well-being activities for Croydon Council staff in order to reduce absenteeism and presenteeism, boost resilience and productivity and promote good mental and physical health and wellbeing

The project covers a wide range of initiatives linked to national campaigns such as No Smoking Day, Dry January, Know your numbers week and the themes of the London Healthy Workplace Charter.

The Council has worked in partnership with a range of external partners to promote health and well-being at work. These include London Healthy Workplace Charter, Time to Change, Local complementary therapists, Local physiotherapy/chiropractic services, Weight Watchers, Solutions4Health (Stop Smoking services), To Health (NHS Health Checks), Workplace Options (Employee Assistance Programme provider), British Heart Foundation and a resilience trainer.

The Well-being at work programme is planned and delivered by the Healthy Workplace Group and a Health and Wellbeing Co-ordinator. Events and activities are available to all members of staff. Evaluations are carried out for all interventions.

Services provided by the Healthy Workplace programme have allowed staff to benefit from a range of initiatives such weight loss services, Increased physical activity with staff exercise classes, table tennis and staff gym, stop smoking services, NHS Health checks, Mental Health First Aid , counselling, posture checks, mini-massages, health and wellbeing days, dedicated intranet pages with links to wellbeing and support resources and a private room with blinds to accommodate any staff in distress

Below are a few comments from staff on activities:

"I think it is important these events are provided as it helps encourage staff to take time out of the office and highlights the importance of looking after yourself"

"The more we can promote health issues, the more we can promote the Council as a happy place to work"

- **Launched a Leadership Development programme and initiated work on exploring opportunities to develop a new targeted leadership offer for women, BME and disabled staff.**

Good Practice 42

Leadership Development Programme

'Leading The Croydon Way' is a leadership development programme, designed to develop the behaviours associated with Croydon's leadership framework. The programme aims to enable our leaders to generate greater trust, establish clear vision and embody the 'Croydon Values', namely : One Team, Proud to Serve, Honest and Open, Taking Responsibility and Valuing Diversity.

Directors and Managers were asked to put forward nominations for the programme that was launched in March 2015. Staff were also able to directly register their interest in completing the programme and places were awarded by the Corporate Leadership Team.

The programme is supporting the Council to grow its talent and has ensured that employee groups such as female and BAME talent is fairly represented in the leadership development programme.

The programme has been designed and delivered by subject matter experts. The content is mapped to support the Council's leadership framework and includes the following modules:

- Unconscious bias
- Emotional resilience
- Choices and responsibility
- How to manage crucial and challenging conversations
- Authentic and inclusive leadership
- Leading and managing complex change
- Leading in a political environment
- Leading and working in a matrix environment
- Delivering quality and value through innovation
- Power and systems
- Facilitating community development

Participants who attended the Unconscious Bias Module provided positive feedback:

“Improved awareness of how my actions/language may be perceived by others, for example importance of getting someone’s name right, helps me to be more conscious of prejudice and bias.”

“I will think more about how unconscious bias might play out in some of our processes”.
“Decisions relating to recruitment and sharing knowledge around this”.

- **Provided training to all staff to increase their knowledge of equality and develop skills to plan and deliver fair and accessible services.**

Good Practice 43

Equality and Diversity Training

The Council developed and launched an equality and diversity training package that is designed to help staff to improve their knowledge, understanding and confidence around equality and diversity issues. The objective was to encourage greater awareness of equality and diversity internally and equip staff with the skills and knowledge to serve the community more effectively.

The training was delivered through an e-learning package consisting of two modules. An Equality and Diversity Essentials module and a ‘Managing Diversity’ module. Each module includes an assessment test at the end of the learning. Learners are required to gain at least an 80% score to pass the learning and obtain a certificate confirming their success in completing the module. Over the last year, 99% of the workforce has completed the e-learning.

In July 2015, a survey asked staff to comment on the Equality and Diversity e-learning. Approximately 515 people responded and the feedback was:

- 36% of responders felt their knowledge of Equality and Diversity was now ‘excellent’ (after the training) compared to 12% rating as excellent before the training.
- 50% of respondents felt the training was ‘very relevant’ to their job role.
- 70% had rated the training overall as ‘good’ with 20% rating as ‘excellent’.

Several comments in the survey confirmed that staff felt the learning had made them more aware of equality and diversity issues and 82% of respondents had discussed the training with a work colleague.

The e-learning programme has had an impact on increasing membership of the 6 staff network groups within the Council and contributed towards attendance at staff diversity events. Currently, over 400 staff are members of a network group, which is about 12% of the workforce.

Below are some comments from the e-learning survey :

“The e-learning helped with refreshing my knowledge and increasing everyday awareness and appreciation of diversity while working with colleagues. It also increased my understanding of importance and purpose of equality analysis and monitoring and mitigating impacts that provision of services, any new proposals or decisions may have on different resident / customer groups. I now make sure equality and diversity is a standard item when delivering work and is considered and raised for discussions.”

“The e-learning course definitely made me think about dealing with colleagues and customers alike and their experience of dealing with the council, I have an important role in that on a daily basis”

Good Practice 44

Unconscious Bias Training

The Council has introduced unconscious bias training to the corporate leadership team. Staff network chairs and sponsors have also taken the training. Prior to training staff completed implicit association tests including implicit association tests for disability. The results of the tests have provided the Council with a clearer picture of the extent to which unconscious bias towards people with disability exists, which has helped shape future staff development and organisational policy and process in this area.

As a consequence of reviewing the aggregated results of implicit association tests, the Council’s Culture Board, chaired by the chief executive has developed an improvement plan which includes the following actions:

- Diversity objectives to be included in the appraisal process. These are currently being trialled with senior staff.
- Unconscious bias training is to be introduced to all staff and become part of our on-boarding process for new starters.

In addition, members of the Senior Leadership Team have engaged with the Disability Network for staff in resolving on-going facilities and information technology issues related to reasonable adjustments for staff, and having a fully accessible building which is accessible for people with disabilities. This piece of work has been the priority that Disability Network group.

- **Become a disability confident organisation, by working with employers to remove barriers to work that disabled people face, increase understanding of disability and ensure disabled people have opportunities to fulfil their potential.**

Good practice 45

Exploring Pathways to employment for residents with a disability

The Council is committed to improving the life chances of residents with a disability by working in partnership to remove barriers that people with a disability face in accessing and sustaining pathways to employment. The Council recognises that there is a need for in-depth engagement with people with disabilities in the borough to gain a better understanding of the challenges that face in seeking and sustaining opportunities for employment. Local employers also need to work more closely to address the challenges that people with a disability face in seeking employment and create a forum share individual good practice stories of enabling people with a disability to display their skills and potential within the workplace.

In order to start the engagement and discussion on this important issue that the Council local partner organisations are keen to collectively address, a seminar was organised in May 2015 to discuss how best to create and promote pathways for employment amongst people with disabilities.

A partnership working group consisting of representatives from Croydon Council, Department for Work and Pensions (DWP), Shaw Trust and Croydon Care Solutions was formed to co-ordinate a Seminar to Examine and Address Pathways to Employment for people with Disabilities in Croydon.

The seminar aimed to examine the barriers and challenges people with disabilities face in accessing employment and the actions businesses and the borough could take to address these. It was attended by 124 delegates and 40 employers. Speakers included Steve Reed MP, Councillor Mark Watson, Cabinet Member Safety, Justice and Communities and Councillor Toni Letts Cabinet Member Economy and Jobs. Partner organisations and Sainsbury's shared their best practice, whilst the Department for Work and Pensions spoke about the Access to Work Programme and the Disability Confident campaign. A Croydon resident and an Interserve employee also shared their personal experiences.

A pledge session gave organisations the opportunity to commit to taking action to creating pathways to employment for people with a disability. The key pledges that were made on the day highlighted the need for organisations to:

- Sustain employability through in work support
- Increase knowledge and awareness to new employers
- Share useful information with colleagues, multi-disciplinary agencies and partners.

- Review recruitment process – ‘show me’ interviews, fair and equal opportunities, representative panels, positive promotion that focuses on ‘how can we help you be more successful’ rather than “what is your disability”
- Ensure that our employment policies, procedures, and working environments are as inclusive and accessible as possible.
- Work with our Croydon Partners (Croydon Care Solutions, Shaw Trust and the Council) to develop employment and training opportunities for disabled people, and to support applicants to take up these opportunities within our supply chain.
- Set annual employment and training targets for disabled people, and drive continuous improvement to ensure our workforce reflects the diversity of Croydon.
- Ask our supply chain partners to also commit to this pledge and provide them with on-going support and training to make these placements a success
- Set up a disability confident awareness group/forum
- Encourage disability health champions - including hidden impairments and mental health
- Have up-to date statistics on employees with a disability
- Offer work experience to people living with a disability

Following the seminar, a report has been produced and shared with participants and partner organisations.

A Disability Confident Action Group consisting of representatives from the Council, DWP and third sector partners has been formed in the borough. This group has developed a partnership to take the recommendations from the seminar forward.

Following the success of the seminar in Croydon, the Department for Work and Pensions (DWP) has asked other London boroughs have been asked to hold similar events an annual basis with the Croydon event being viewed as a model of best practice.

Other actions that have been taken forward include:

- JCP is offering support to local employers to take forward their Pledge Commitments
- 2 Shaw Trust clients have started work,
- Interserve have started to offer two week work placements to residents with a disability
- Croydon Employment Solution Services have pledged to have the Disability Confident logo on their email signatures, develop easy read application forms and work in partnership with JCP on job clubs
- DWP and Job Centre Plus Croydon is offering work experience to residents with a disability

- **Benchmark performance using Stonewall Workplace Equality Index and other external accreditation and take action to deliver improvements.**

Good Practice 46

Stonewall Workplace Equality Index

The Council has participated in the Stonewall Equality Index for the third year running. A number of actions for improvement that were identified through the performance report provided by Stonewall in 2014 have been delivered. As a result of these improvements, this year the Council was able to provide evidence of good practice against 68 standards of good practice that are set out in the survey compared to 48 the year.

The key improvements that have been delivered include:

- LGBT employee network group engaged in strategic activities such as consulted on improving internal policies and practices and offering advice to the organisation on business development or service delivery
- Information on LGBT staff network is included during staff induction
- Senior management team have engaged and met periodically with LGBT staff network group
- 90% or more of staff with recruitment responsibilities have completed training on business benefits and organisational strategy on equality and inclusion, discrimination during the recruitment process and Unconscious Bias
- A formal straight allies initiative is used to engage heterosexual colleagues in sexual orientation equality
- The working environment for LGBT staff has improved through the LGBT+ website, lunch and learn session, informal networking events
- Promoted sexual orientation equality in the wider community through work on hate crimes and domestic violence initiative.

Appendix 1 Equality Analysis Programme 2015 - 2016

The council is in its ninth year of producing an annual equality analysis programme that is integrated into its policy, performance and decision-making frameworks. The current annual equality analysis programme had 68 planned assessments. The equality analysis that have been completed so far in 2015 – 16 are listed below:

Strategy, Policy or Function	Department
Digital By Design	Resources
Contract management review	Resources
London Living Wage	Resources
Community Ward Budgets	Resources
Community Asset Transfer of Stanley Halls on a 35 year lease	Resources
Independent Travel Programme	Resources
Healthy Lives Healthy Weight Strategy	Resources
Annual Public Health Report	Resources
Children with Disabilities – short breaks	People
Family based early intervention–EIFSS Commissioned services	People
Learning disability day services	People
Redesign of Ashburton Road and Mental Health supported housing services	People
Care Home Market Management	People
All Age Disability Service	People
Commissioning Arrangements for School Aged Nursing and Immunisations Services 2016 - 2018	People
Commissioning arrangements for health visiting and family nurse partnership services	People
Welfare reforms & future roll out of universal credit	People
Croydon Safeguarding Children's Board Annual Report 14-15	People
Integrated Sexual Health Service Commissioning Arrangements	People
Flexible Working Borough	People
Croydon Best Start	People
Phase 2 Works Arena Academy	People
Housing Strategy	Place
Croydon Local Plan - Detailed Policies	Place
Selective Licensing	Place
Eyes and Ears	Place
Growth Plan	Place
Fiveways Proposals	Place
Local Flood Risk Management Strategy	Place
Youth Crime Plan	Place
Windsor House	Place
District Centre Prosperity - Purley BID	Place
Transport and highways Local Implementation Plan	Place
Canterbury Mills West Thornton Academy Annexe - Demolition and Enabling Package	Place

Taberner House Redevelopment	Place
Conservation Area Appraisals and Management Plans (CAAMPs)	Place

Appendix 2

Additional sources for information on equality and inclusion in Croydon

- Croydon Opportunity and Fairness Commission

<http://opportunitycroydon.org/>

- Croydon Observatory

<http://www.croydonobservatory.org/>

- 2015 Borough Profile

<http://www.croydonobservatory.org/news/item?itemId=4>

- Public Health Annual Report

<https://www.croydon.gov.uk/sites/default/files/articles/downloads/Annual%20Public%20Health%20Report%20for%202015.pdf>

- Joint Strategic Needs Assessment (JSNA)

<http://www.croydonobservatory.org/jsna>

- The Equality and Inclusion Policy 2014-16

<https://www.croydon.gov.uk/community/equality/ei-policy>

- Equality Analysis documents published on the Council's external internet page

<https://www.croydon.gov.uk/community/equality/eqias>

For General Release	
REPORT TO:	Cabinet 18 January 2016
AGENDA ITEM:	13
SUBJECT:	LONDON COUNCILS GRANTS SCHEME 2016/17
LEAD OFFICERS:	Sarah Ireland Director of Strategy, Communities and Commissioning
CABINET MEMBER:	Councillor Mark Watson Cabinet Member for Communities, Safety and Justice
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT:	
Approval of the 2016/17 budget for the London Councils Grants Scheme and Croydon Council's contribution to the Scheme	
AMBITIOUS FOR CROYDON & WHY WE ARE DOING THIS:	
<p>The Grants to Voluntary Organisations (Specified Date) Order 1992 which came into effect on 2nd November, 1992 and remains in force, as read with Section 48(3) of the Local Government Act 1985, provides that two-thirds of constituent Councils must agree the London Councils Grants Committee's budget by 1st February each year. If it is not agreed, the overall level of expenditure is deemed to be set at the same level as was approved or deemed to be approved for the preceding financial year, in this instance the sum approved for the 2015/16 year, a larger sum than is proposed for 2016/17.</p>	
FINANCIAL SUMMARY:	
<p>Approval of the Council's contribution of £396,354 to the London Councils Grants Scheme for 2016/17. This amounts to a decrease of £2,267 compared with the Council's contribution to the Scheme in 2015/16.</p> <p>London Councils is also proposing a one off return of payment to boroughs in 2016/17. For Croydon this would amount to a return to the borough of £21,403. The net contribution taking account of the one off return to the borough would be £374,951</p>	
<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>1.1 In order to meet the deadline of 1 February 2016 for setting the London Councils Grants Scheme budget by two-thirds of constituent Council's, Cabinet is recommended to agree the recommendation of the London Councils Leaders Committee to:</p> <p>(a) Approve the London Councils Grants Scheme budget for 2016/17 of £10.486m; and</p> <p>(b) Agree this Council's 2016/17 contribution to the London Councils Grants Scheme budget amounting to £396,354 (£374,951 net of the proposed rebate to boroughs from the LCGS reserves).</p>	

2. EXECUTIVE SUMMARY

- 2.1 This report seeks approval for the London Councils Grants Scheme (LCGS) budget in 2016/17 set at £10m and Croydon Council's contribution to that budget of £396,354 being the level recommended by the London Councils Leaders Committee at their meeting on 8 December 2015.

3. DETAIL

3.1 Budget

- 3.1.1 The London Councils Grants Scheme (the Scheme) was established in accordance with the Local Government Act 1985, following the abolition of the Greater London Council in 1986. The Scheme is now governed by the London Councils Grants Committee and membership comprises all the London Boroughs and the City of London.
- 3.1.2 Notification has been received from the Chief Executive of London Councils that, following a recommendation as to proposals for expenditure under the Scheme for 2016/17, the London Councils Leaders' Committee agreed on 8 December 2015 to make the following recommendation to constituent councils:

Overall level of expenditure of £10.486m 2016/17 comprising:

	£m
Grants	9.385
Administrative Expenditure	0.555
London Funders Membership	0.060
One-off repayment to boroughs from reserves	<u>0.486</u>
	10.486

Income would comprise:	
European Social Fund grant	1.000
Borough contributions	9.000
Transfer from uncommitted Grants Committee reserves	<u>0.486</u>
	10.486

- 3.1.3 The recommendation to constituent councils from the London Councils Leaders Committee proposes an overall budget in 2016/17 of £10.486 million. This budget will require constituent council contributions of £9 million, the same as the gross contribution for the current year. For 2016/17 the Leaders Committee proposed a one off repayment to boroughs amounting to £486,000, reducing the net contribution from Boroughs to £8.514m. This one off repayment may not be available for 2017/18. The actual cost to individual boroughs in 2017/18 may therefore be higher than in 2016/17 even if the gross borough contribution remains the same for both years. Population changes also affect the levels of contribution due from each constituent council and percentage reduction.

3.1.4 For 2016/17 the apportionment is based on the Office for National Statistics mid-year estimates for 2014 as revised to take account of boundary changes which took place on 1 April 1995. For Croydon the net subscription position can be summarised as follows:-

2015/16	Impact of repayment to boroughs	Impact of population changes	Actual 2016/17
£398,622	-£21,403	-£2,267	£374,951

3.2 Commissioning 2013-2017

3.2.1 The London Councils Leaders' Committee agreed a new set of priorities at its meeting on 12 June 2012 for services commencing on 1 April 2013. The four priority areas were,

- Homelessness
- Sexual and Domestic Violence
- Poverty
- Support to London's Voluntary and Community Organisations

3.2.2 The priorities of the scheme are closely aligned with some of the Ambitious for Croydon priorities.

3.2.3 A full list of the commissioned services is available on the London Councils website at <http://www.grants.londoncouncils.gov.uk/>.

3.2.4 As the most populous borough and therefore the highest contributor to the LCGS, it has been difficult in the past to demonstrate Croydon receives a proportionate benefit from the scheme. However, in 2013 the size of the scheme reduced to $\frac{2}{3}$ of its original size and the programme became more focussed on priority areas which have an impact on both inner and outer London and are genuinely cross borough.

3.2.5 The LCGS provides monitoring data to demonstrate the benefits to individual boroughs from commissioned services. LCGS data shows that the proportion of new service users of commissioned services from Croydon were broadly proportionate to the borough's 4.4% of the total population of London in the priorities Homelessness (4.9%), Sexual and Domestic Violence (4.2%) and Support for London's VCOs (3.6%). Poverty was slightly lower at less than 3%.

3.2.6 Croydon has had a very positive relationship with some of the LCGS funded homelessness services. Officers work closely with Homeless Link and value their support and guidance. Thames Reach has played a significant role in joint working around destitute CEE nationals in Croydon. Connections at St Martins have played a key role in Croydon recently in influencing local voluntary sector services (Nightwatch and the Salvation Army) to think about

how they work with people sleeping rough and how they can provide a “hand up” to help people out of challenging situations, rather than a “hand out” that sometimes can help keep them where they are. The Council will continue to work with London Council’s to ensure the programme impact is maximised in Croydon.

4. CONSULTATION

4.1 The council is required by statute to contribute to the London Councils Grants Scheme as set out in paragraph 6 below.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 As set out in paragraph 6 below, the Council is required under statute to contribute to the London Councils Grants Scheme in proportion to the population of the borough. The level of expenditure for the Scheme varies from year to year as does the estimated population of Croydon as a proportion of the total estimated population of Greater London. It is therefore not possible to accurately predict the precise level of the Council’s contribution from year to year.

The costs are updated annually and the Council's contribution for 2016/17, based on a population of 376,040 (4.40% of the population of Greater London), results in a reduction of £2,267 in the contribution required from Croydon. However, as set out in 3.1.4 above, taking account of the effect of the repayment made from London Councils’ reserves in 2016/17, the overall effect is a reduction of £23,670 from last year.

5.2 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	399	375	0	0
Income	0	0	0	0
Effect of decision from report				
Expenditure	399	375	0	0
Income	0	0	0	0
Remaining budget	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Capital Budget available				

Expenditure	0	0	0	0
Effect of decision from report				
Expenditure	0	0	0	0
Remaining budget	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

5.3 Risks

5.3.1 If the Council fails to make a decision by the statutory deadline of 1 February 2016 there is a risk that the Secretary of State will order the 2016/17 budget should be set at the rate agreed for 2015/16. This could result in the scheme having insufficient resources to meet its obligations to current grantees. However, agreement of only 66% of the constituent councils is required for London Councils to set a budget for the scheme. The Secretary of State would only have the power to intervene if eleven councils failed to approve the recommended budget by 1 February 2016.

5.4 Options

5.4.1 The Council is required to contribute to the London Councils Grants Scheme under the provisions of the 1985 Local Government Act if the proposals recommended by the Leaders Committee are agreed by $\frac{2}{3}$ of the constituent councils by 1 February 2016.

5.5 Savings/ future efficiencies

5.5.1 The Council's contribution to the scheme is updated annually dependent upon the agreed level of expenditure, the population of the borough as a proportion of the total population of Greater London and minor variables such as the use of reserves and balances by the Scheme. The Council may influence the total level of expenditure through its membership of the scheme but is bound by the $\frac{2}{3}$ majority decision of the Grants Committee.

(Approved by Lisa Taylor, Head of Finance and Deputy Section 151 Officer)

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

6.1 The Council Solicitor comments that under Section 48(3) of the Local Government Act 1985 and Regulation 6(8) of the Levying Bodies (General) Regulations 1992, member authorities are required to contribute financially to the Scheme in proportion to their respective populations.

6.2 The Grants to Voluntary Organisations (Specified Date) Order 1992 which came into effect on 2nd November 1992 and remains in force, as read with Section 48(3) of the 1985 Act, provides that two-thirds of constituent Councils must agree the London Councils Grants Committee's budget by no later than 1st February annually. If it is not so agreed, the overall level of expenditure is deemed to be set at the same level as was approved or deemed to be approved for the preceding financial year, in this instance the sum approved for the 2015/16 year.

- 6.3 While the Council is not directly responsible for administration of the Scheme, as a participant Council in the Scheme it must still be mindful of its general equalities duty under the Equalities Act 2010 and take such appropriate as are appropriate to consider this duty, as indicated by the equalities impact assessment.

(Approved by Jessica Stockton, Corporate Solicitor, for and on behalf of the Council Solicitor and Monitoring Officer)

7. HUMAN RESOURCES IMPACT

- 7.1 There are no staffing considerations arising from this report.

(Approved by: Michael Pichamuthu for Heather Daley, Director of Human Resources)

8. EQUALITIES IMPACT ASSESSMENT

- 8.1 London Councils is responsible for assessing the impact of individual funding decisions but constituent councils must consider the overall impact of changes to the budget available to the London Councils Grants Committee.

- 8.2 An initial EqIA has been carried out on the likely impact of the proposals in the report. This indicates that the Council's decision on this matter will have no significant impact on people with protected equalities characteristics.

9. ENVIRONMENTAL AND CRIME AND DISORDER REDUCTION IMPACTS

- 9.1 There are no additional impacts in these areas arising from the report.

10. REASONS FOR RECOMMENDATIONS

- 10.1 The main reason for the recommendation set out in paragraph 1 above is that, if the Council failed to agree the recommendations of the London Councils Leaders' Committee, there is a risk that the requisite majority of boroughs could fail to agree the proposals by the statutory deadline and the budget will be deemed to be set at the 2015/16 level which, as is set out within the body of the report, is a greater sum than that which is proposed for the 2016/17 level. This could result in the scheme having insufficient resources to meet its obligations to current grantees.

11. OPTIONS CONSIDERED AND REJECTED

- 11.1 The options available to the Council are to agree or reject the recommendations of the London Councils Leaders Committee. If rejection is considered, unless the Council was reasonably sure it could secure the support of at least $\frac{2}{3}$ of the constituent councils, it would be futile to seek agreement for an alternative budget. As the Leaders Committee which put forward the proposals is made up of the Leaders of all the constituent

councils, it is extremely unlikely a sufficient number would be minded to support an alternative budget to that which they had already agreed.

11.2 For reasons set out in 11 and 12.1 above, rejecting the recommendation made by the London Councils Leaders' Committee is not the proposed option.

Report Author: David Freeman

Background Documents: Initial Equalities Impact Assessment
London Councils Chief Executive's Circular 03/15 and
appendices

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REPORT TO:	CABINET 18 January 2016
AGENDA ITEM NO:	14
SUBJECT:	STAGE 2: RECOMMENDATIONS ARISING FROM: STREETS AND ENVIRONMENT SCRUTINY SUB-COMMITTEE MEETING ON 29 SEPTEMBER 2015
LEAD OFFICERS:	Nathan Elvery, Chief Executive and Executive Director Resources 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:	ALL
<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 16 November 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 Appendix 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 on 29 September 2015 resolved (Minute number A35/ 15) to:						
NETWORK RAIL – BRIGHTON MAINLINE UPGRADE						
1) Recommend to Cabinet that it continues to support the Brighton Mainline upgrade including by lobbying government at the highest levels to ensure that funding is allocated to the project	Place Cllr Bee	ACCEPT	Ian Plowright, Head of Transport	None	The Department for Transport will decide during 2016 whether or not to fund the upgrade works for the Brighton Mainline.	Streets and Environment Scrutiny Sub-Committee 2 February 2016
2) Recommend to Cabinet that it continues to work with Network Rail, London Overground and Transport for London to ensure that opportunities for improvements to suburban services in the south London area and which would benefit Croydon residents are delivered as a result of the BML Upgrade	Place Cllr Bee	ACCEPT	Ian Plowright, Head of Transport	See response to Recommendation 4	This will be an ongoing activity undertaken as the Brighton Mainline upgrade proposals are themselves progressed through 2016 (and beyond).	Streets and Environment Scrutiny Sub-Committee 2 February 2016
3) Recommend to Cabinet that the opportunity offered by current proposed revisions to the Croydon Local Plan is taken to ensure that BML upgrade proposals are protected as part of the planning process	Place Cllr Butler	ACCEPT	Steve Dennington, Interim Head of Spatial Planning	None – will be undertaken within existing resources allocated to revising the Croydon Local Plan.	Network Rail will be making representation to the council as part of the current consultation to the Local Plan process.	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
4) That accessibility at Norwood Junction was a top priority and that the Committee recommends to Cabinet that it lobbies London Overground (which manages the station) and the Department of Transport (to allocate funding from its 'access for all' programme) in order to break the 'log jam' which has prevented action being taken on this in the past	Place Cllr Bee	ACCEPT	Ian Plowright, Head of Transport	None	Representation will be made to London Overground and DfT in the next month.	Streets and Environment Scrutiny Sub-Committee 2 February 2016
5) Recommend to Cabinet that it supports the building of a new world class station at East Croydon including two new platforms and new accessible pedestrian entrances to the station together with the associated additional tracks between East Croydon and Selhurst. ¹	Place Cllr Bee	ACCEPT	Colm Lacey, Director of Development	None	This will be an ongoing activity undertaken as the Brighton Mainline upgrade proposals are themselves progressed through 2016 (and beyond).	Streets and Environment Scrutiny Sub-Committee 2 February 2016

¹ Recommendation amended at Streets and Environment Scrutiny Sub-Committee meeting on 24 November 2015

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 on 29 September 2015 resolved to make recommendations to Cabinet (Minute number A38/15) to:						
RESPONSE TO RECOMMENDATIONS TO CABINET						
1) Asks the Cross Party Constitutional Working to review the process for Cabinet responses to scrutiny recommendations with a view to speeding up the process and;	Resources Cllr Hall	ACCEPT	Solomon Agutu Head of Democratic Services and Scrutiny	NONE		Streets and Environment Scrutiny Sub-Committee 2 February 2016
2) Provides scrutiny with more detailed information and implementation plans when responding to scrutiny recommendations	Resources Cllr Hall	ACCEPT – Statutory Scrutiny officer will remind report authors of this requirement when requesting reports	Solomon Agutu Head of Democratic Services and Scrutiny	NONE		Streets and Environment Scrutiny Sub-Committee 2 February 2016

Croydon Council

REPORT TO:	CABINET 18th January 2016
AGENDA ITEM:	15
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 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 list of delegated award decisions made by the Director of Strategy Communities and Commissioning, between 03/12/2015 and 22/12/2015

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.
As at the date of this report there are none
- Delegated contract award decisions made by the Director of Strategy Communities and Commissioning between 03/12/2015 and 22/12/2015.
- 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 the delegated award decisions made by the Director of Strategy, Communities and Commissioning, between 03/12/2015 and 22/12/2015
- 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 Delegated award decisions made by the Director of Strategy Communities and Commissioning

4.1.1 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
South London SEN Commissioning Programme - Integrated DPS Commissioning Solution	Total contract award value £499k		People
Insurance London Consortium (ILC): Liability & Property Insurance Professional Support	Total contract award value £153k for the ILC Membership as a whole. A maximum value of £17k for Croydon		Resources
Final 1 year extension to the Transforming Highways Maintenance Contract as per the terms of the contract. Contract end date October 2018	Estimated value of extension £667k	Estimated value of extension £7m	Place
Demand Management & Financial Sustainability Phase 1 Professional Advice Services.	The total contract term estimated £142k		Resources

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:	Genine Whitehorne
Post title:	Head of SCC Resources
Telephone no:	60584

BACKGROUND DOCUMENTS:

The following public background reports are not printed with this agenda, but are available as background documents on the Croydon Council website agenda which can be found via this link [Cabinet agendas](#)

There are none

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