

**To Croydon Cabinet Members:**

Councillor Tony Newman, Leader of the Council  
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 Mark Watson, Cabinet Member for Economy and Jobs  
Councillor Alisa Flemming, Cabinet Member for Children, Young People & Learning  
Councillor Hamida Ali, Cabinet Member for Communities, Safety and Justice  
Councillor Stuart King, Cabinet Member for Transport and Environment  
Councillor Simon Hall, Cabinet Member for Finance and Treasury  
Councillor Timothy Godfrey, Cabinet Member for Culture, Leisure and Sport  
Councillor Louisa Woodley, Cabinet Member for Families, Health and Social Care

Invited participants: All other Members of the Council

A meeting of the **CABINET** which you are hereby summoned to attend, will be held on **20 JUNE 2016 at 6.30PM in THE COUNCIL CHAMBER**, The Town Hall, Katharine Street, Croydon, CR0 1NX.

GABRIEL MacGREGOR  
Acting Council Solicitor and Acting  
Monitoring Officer  
Bernard Weatherill House, 8 Mint Walk,  
Croydon CR0 1EA

JIM SIMPSON  
Democratic services manager  
Tel.020 8726 6000 Ext.62326  
10 June 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](http://www.croydon.gov.uk)

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Group Meetings at 5.45 p.m. as follows:

Cabinet – Room F9, Town Hall

Shadow Cabinet – Room 2.20, Town Hall

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## **AGENDA - PART A**

- 1. Part A Minutes of the Cabinet meeting held on 25 April 2016 (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 TONY NEWMAN**

- 6. Working with the New Mayor of London (page 9)**  
Officer: Jo Negrini, Sharon Godman  
Key decision: no

## **CABINET MEMBER: COUNCILLOR MARK WATSON**

- 7. Digital Inclusion (page 27)**  
(This item includes a video presentation)  
Officer: Graham Cadle  
Key decision: no

**CABINET MEMBERS: COUNCILLORS ALISON BUTLER AND SIMON HALL**

- 8. Brick by Brick Croydon Limited – Property and Financing (page 69)**  
Officers: Richard Simpson  
Key decision: yes

**CABINET MEMBERS: COUNCILLORS TONY NEWMAN AND HAMIDA ALI**

- 9. Croydon's Community Strategy 2016-21 (page 81)**  
Officers: Jo Negrini, Sarah Ireland, Sharon Godman  
Key decision: no, reserved to Council

**CABINET MEMBER: COUNCILLOR TIMOTHY GODFREY**

- 10. Towards a Cultural Programme for Croydon (page 153)**  
Officers: Jo Negrini, Paula Murray  
Key decision: no

**CABINET MEMBERS: COUNCILLORS LOUISA WOODLEY AND TIMOTHY GODFREY**

- 11. Live Well Croydon Programme (page 163)**  
Officers: Jo Negrini, Rachel Flowers, Matt Phelan  
Key decision: yes

**CABINET MEMBER: COUNCILLOR ALISA FLEMMING**

- 12. The Future Delivery of CALAT (page 171)**  
Officers: Jane Doyle, Heather Storey  
Key decision: no

**CABINET MEMBERS: COUNCILLORS ALISON BUTLER AND ALISA FLEMMING**

- 13. Stage 2: Response to Scrutiny Recommendations arising from: Children and Young People's Scrutiny Sub-Committee Meeting on 14 July 2015; Streets and Environment Scrutiny Sub-Committee meeting on 2 February and 1 March 2016; Scrutiny and Overview Committee meeting on 16 February 2016 (page 181)**  
Officers: Jo Negrini, Paul Greenhalgh, Solomon Agutu  
Key decision: no

**LEAD MEMBER: COUNCILLOR SEAN FITZSIMONS**

- 14. Stage 1: Scrutiny Recommendations arising from Scrutiny and Overview Committee meeting on 12 April 2016 (page 197)**  
Officers: Richard Simpson, Solomon Agutu  
Key decision: no

**15. Investing in our Borough**

**CABINET MEMBER: COUNCILLOR SIMON HALL**

**15.1 Investing in our Borough (page 201)**

Officers: Sarah Ireland, Genine Whitehorne

Key decision: no

**CABINET MEMBERS: COUNCILLORS ALISA FLEMMING AND SIMON HALL**

**15.2: 2015/16 Primary School Expansion Programme Main Construction Works for:**

**Heathfield Academy at Aberdeen Road New 2FE School**

**West Thornton Academy at Canterbury Mills New 2FE School (page 209)**

Officers: Jo Negrini, Paul Greenhalgh, Stephen Tate, Saheed Ullah

Key decision: yes

**CABINET MEMBER: COUNCILLOR ALISA FLEMMING**

**15.3 Award of Independent Fostering Agencies Framework (page 219)**

Officers: Paul Greenhalgh, Sarah Warman, Mirela Lopez

Key decision: yes

**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**

**CABINET MEMBERS: COUNCILLORS ALISON BUTLER AND SIMON HALL**

**B1. Brick by Brick Croydon Limited – Property and Financing (report exempt under paragraph 3)**

Officers: Richard Simpson

Key decision: yes

**CABINET MEMBER: COUNCILLOR ALISA FLEMMING**

**B2. Award of Independent Fostering Agencies Framework (report exempt under paragraph 3)**

Officers: Paul Greenhalgh, Sarah Warman, Mirela Lopez

Key decision: yes

## **CABINET**

**Meeting held on Monday 25 April 2016 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);  
Councillors Kathy Bee, Timothy Godfrey, Simon Hall, Toni Letts,  
Mark Watson and Louisa Woodley.  
Councillor Stuart King deputised for Councillor Stuart Collins in a  
non-voting capacity.  
Councillor Shafi Khan deputised for Councillor Alisa Flemming in a  
non-voting capacity.

Other Majority Group Members in attendance:

Councillors: Ali, Bonner, Fitzsimons, Kabir, B. Khan, Lewis, Mann,  
Scott, and Shahul-Hameed.

Shadow Cabinet Members in attendance:

Councillors Cummings, Gatland and Perry,

Other Minority Group Members in attendance:

Councillor Bashford.

Absent: Cabinet: Councillors Stuart Collins and Alisa Flemming.

Apologies: Apologies for absence were received from Councillors Canning,  
Collins, Flemming, Hale, Hopley, D. Mead, M. Mead, O'Connell,  
T Pollard and Thomas.  
(Note: Councillor Sara Bashford explained that the absent Shadow  
Cabinet Members' were at a funeral).

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

**A38/16 Part A Minutes of the Cabinet Meeting held on 21 March 2016**

The Part A minutes of the Cabinet meeting held on 21 March 2016  
were received. The Leader of the Council signed the minutes as a  
correct record.

**A39/16 Disclosures of Interest**

There were no disclosures of interest.

**A40/16 Urgent Business**

The Leader of the Council. Councillor Tony Newman, announced that he had passed on the Council's congratulations to the Chief Executive of Crystal Place Football Club for their success in the FA cup semi-final on 24 April, and in reaching the FA Cup final. All Council Members present congratulated the club on this achievement. Full details of Councillor Tony Newman's announcement can be viewed on the meeting webcast [here](#)

Councillor Sara Bashford explained that the absent Shadow Cabinet Members were at a funeral. The Leader of the Council, Councillor Tony Newman, sent condolences to the family of the deceased.

**A41/16 Exempt Items**

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

**A42/16 New Addington – Proposed Combined Leisure and Community Centre**

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

**RESOLVED** to note progress with the development of a new leisure and community centre for New Addington.

**A43/16 Equality Policy 2016-2020; and Opportunity and Fairness Plan 2016-20 (Statutory Equality Objectives)**

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

**RESOLVED:** to recommend to Full Council that it agrees the Equality Policy 2016-2020 at appendix one to the associated report and the supporting Equality Objectives in the Opportunity and Fairness Plan 2016 – 2020 at appendix two to the associated report.

**A44/16 Stage1: Recommendations arising from Streets and Environment Scrutiny Sub-Committee on 1 March 2016**

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

**RESOLVED** to receive the recommendations arising from the meeting of the Streets and Environment Scrutiny Sub-Committee (1 March 2016) and to provide a substantive response within two months (ie. at the next available Cabinet meeting on 20 June 2016).

**A45/16 Investing in our Borough**

**Agenda item 9.1: Investing in our Borough**

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

**RESOLVED to note:**

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

2. The list of delegated award decisions made by the Director of Strategy Communities and Commissioning between 18/02/2016 – 23/03/2016.

3. Contract awards recommended to the Cabinet for approval which are the subject of a separate agenda item and referenced in section 4.3 of the report.

**Agenda Item 9.2: Award of Contract - Main Works Construction Contract for ARK Oval Primary Academy 1 FE expansion**

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

**RESOLVED to:** approve the award of a construction Main Works contract for the proposed 1FE expansion of Ark Oval Primary School to Willmott Dixon Construction Ltd to a contract award of £5,873,459 plus a 10% contingency of £587,346 to give a maximum contract value of £6,460,805 from the revised Capital budget.

### **Agenda Item 9.3: 2016 School Expansion Programme – Construction Works**

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

#### **RESOLVED to:**

1.1 to note that in order to effectively deliver the 2016 Schools Expansion Programme the Leader of the Council has agreed the following delegations associated with the award of contracts to Willmott Dixon Construction Ltd as part of the 2016 Programme (Ref: 27/16/LR):

1.1.1 In respect of subsequent associated contracts valued above £500,000 up to the value of £5m authority to award is delegated to the Executive Director Place, in consultation with the Cabinet Member for Children, Young People and Learning and the Cabinet Member for Finance and Treasury;

1.1.2 In respect of subsequent associated contracts valued above £5m authority to award is delegated to the Assistant Chief Executive Corporate Resources and Section 151 Officer, in consultation with the Cabinet Member for Children, Young People and Learning and the Cabinet Member for Finance and Treasury;

1.1.3 That the above delegations include any subsequent contract approvals and decisions relating to:

- the Main Build NEC3 Contract;
- associated Enabling Works Contracts;
- associated provision of Temporary Classroom facilities;
- and any early orders which may be necessary to secure factory slots

Subject to the decision maker being satisfied that the council has received satisfactory proposals from Willmott Dixon Construction Ltd of Time, Cost and Quality.

That any awards made under these delegations will be reported within the Investing in Our Borough report at the Cabinet meeting following any award.

1.2 To note that contract awards anticipated under these delegations and associated with the 2016 Schools Expansion Programme are expected not to exceed a maximum value of £35.015m. This total potential commitment of £35.015m represents the construction budgets allocated from the overall 2016 Schools Expansion Budget of £41.475m.

### **Agenda Item 9.4: 2017 School Expansion Programme – Construction Works**



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

**RESOLVED to:**

1.1 To note that the Director of Strategy, Communities and Commissioning (SCC) has approved the award of Pre-Construction Services Agreements (PCSA) including associated surveys for the Primary Schools Expansion Projects at:

- Oasis Academy Byron Primary School at a contract sum of £309,842
  - Smitham Primary School at a contract sum of £310,092
  - St Nicholas SEN Primary School at a contract sum of £331,371
- to the Contractor detailed in the associated Part B report for the total contract sum of £951,305.

1.2 To note that in order to effectively deliver the 2017 Schools Expansion Programme the Leader of the Council has agreed the following delegations associated with the award of contracts as part of the 2017 Programme (Ref: 28/16/LR):

1.2.1 In respect of subsequent associated contracts valued above £500,000 up to the value of £5m authority to award is delegated to the Executive Director Place, in consultation with the Cabinet Member for Children, Young People and Learning and the Cabinet Member for Finance and Treasury;

1.2.2 In respect of subsequent associated contracts valued above £5m authority to award is delegated to the Assistant Chief Executive Corporate Resources and Section 151 Officer, in consultation with the Cabinet Member for Children, Young People and Learning and the Cabinet Member for Finance and Treasury;

1.2.3 That the above delegations include any subsequent contract approvals and decisions relating to:

- the Main Build NEC3 Contract;
- associated Enabling Works Contracts;
- associated provision of Temporary Classroom facilities;
- and any early orders which may be necessary to secure factory slots

Subject to the decision maker being satisfied that the Council has received satisfactory proposals of Time, Cost and Quality.

That any awards made under these delegations will be reported within the Investing in Our Borough report at the Cabinet meeting following any award.

1.3 To note that contract awards anticipated under these delegations and associated with the 2017 Schools Expansion

Programme are expected not to exceed a maximum value of £18.469m. This total potential commitment of £19.420m represents the construction budgets allocated from the overall 2017 Schools Expansion Budget of £22.068m.

**Agenda Item 9.5: Variation to extend the contract for a managed service provider for temporary agency resources**

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

**RESOLVED:**

1.1 to approve the variation of the Council's current managed service provider for agency staff contract with Comensura by way of extension of the contract for an initial period of 3 months with the option to extend up to a further 2 months from 9th July 2016.

1.2 to note that the value of the variation will be approximately £9 million.

**A50/16 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.

**A51/16 2017 School Expansion Programme – Construction Works  
(in camera - report exempt under paragraph 3)**

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

**RESOLVED to:**

1.1 Approve the award of a contract to delivery Facilities Management Security Services to Council land and buildings for an initial period of 3 years with the options to extend for a further 1 + 1 years up to a maximum of 5 years at an annual contract value of up to £850k to the Bidder A (Profile Security Services Ltd) and upon the terms detailed in the associated Part A report.

1.2 Note that the name of the successful contractor and price will be released once the contract award is agreed and implemented.

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**PART B MINUTES – none**

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**The meeting ended at 7.20 pm.**



<b>REPORT TO:</b>	<b>CABINET 20th JUNE 2016</b>
<b>AGENDA ITEM:</b>	<b>6</b>
<b>SUBJECT:</b>	<b>Working with the New Mayor of London</b>
<b>LEAD OFFICER:</b>	<b>Jo Negrini, Acting Chief Executive</b>
<b>CABINET MEMBER:</b>	<b>Councillor Tony Newman, Leader of the Council</b>
<b>WARDS:</b>	<b>All</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</b>	
This report contributes to all Corporate Plan priority areas. It considers the new Mayor of London's manifesto commitments and priorities and the opportunities for working with him and the GLA in order to assist the Council in achieving the commitments set out in <i>Ambitious for Croydon</i> 'to achieve a stronger, fairer borough where no community is held back'.	
<b>FINANCIAL IMPACT</b>	
There are no immediate direct financial implications from the recommendations.	
<b>KEY DECISION REFERENCE NO: Not a key decision</b>	

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 note:-

- 1) The new Mayor's manifesto priorities, their alignment with the Council's current work, and opportunities for working with the Mayor and the GLA to achieve Council priorities.

## 2. EXECUTIVE SUMMARY

- 2.1 The new Mayor of London, Sadiq Khan, was elected on 5 May 2016. This report considers his manifesto priorities and identifies current work of the Council that is aligned with them and opportunities for collaboration with the new Mayor and the Greater London Authority (GLA) to achieve Council priorities.
- 2.2 The new Mayor has stated that he will seek a strong devolution package from the Government along the lines of the devolution deal offered to Greater Manchester. He states that devolution must be primarily to the boroughs, with the Mayor playing a strategic and co-ordinating role and passing the extra powers he obtains to local authorities. To oversee the governance of London

he will set up a Joint Executive between London Councils and the Mayor. The Mayor is strongly committed both at political and officer level to establishing long term working relationships with individual boroughs. There are therefore major benefits to be had in identifying areas where the Council can work closely with the Mayor and GLA.

2.3 The Mayor's manifesto commitments were set out in nine areas:

1. Business, prosperity and opportunity
2. Homes for Londoners
3. A modern and affordable transport network
4. A safer and more secure London
5. Skills for Londoners
6. A fairer and more equal city
7. A greener, cleaner London
8. Improving London's health
9. Making the most of arts, culture and creativity.

### **3. OPPORTUNITIES FOR WORKING WITH THE MAYOR**

The key opportunities for working with the Mayor are listed below under each of his manifesto priorities:

#### **3.1 Business, prosperity and opportunity**

In support of the Mayor's priority for business, prosperity and opportunity, the Council:

- Will work with the Mayor to enable it to secure further funding for strategic infrastructure projects
- Will work with the Mayor to ensure local people benefit from Skills for Londoners to equip them with the skills required to enable them to access the job opportunities created by Croydon's growth plans
- Welcomes the Mayor's support for a second runway at Gatwick and has signed a memorandum of understanding with Gatwick to enable local people and businesses to benefit from the opportunity
- Will work in partnership with the Mayor to stop the conversion of commercial space into low quality housing
- Will work with the Mayor and providers to reduce Croydon's significant 'not spots' to ensure all residents and small and medium sized enterprises (SMEs) have access to broadband and WiFi.

#### **3.2. Homes for Londoners**

In support of the Mayor's priority to tackle the housing crisis the Council:

- Welcomes the Mayor's intention to ensure that resources are invested in homes of various tenures in London.
- Welcomes the Mayor's intention to seek the Government's agreement to retain sufficient receipts from high-value asset sales to ensure the 2-for-1 replacement of affordable homes within the borough. His intention to

ensure that housing associations' receipts are reinvested in the provision of new affordable homes in London is also welcomed.

- Welcomes the Mayor's intention to seek government agreement on the full retention of council Right to Buy receipts and the removal of restrictions on how these can be reinvested in affordable housing.
- Would welcome additional resources to redouble its building of social rent and affordable rent homes.

### **3.3 A modern and affordable transport network**

- In the event that Crossrail 3 becomes a reality the Council will work with the Mayor to ensure Croydon is connected to the network.

### **3.4 Skills for Londoners**

In support of the Mayor's skills agenda for London, the Council will:

- Seek the authority to support and challenge all local schools where underperformance is an issue. It therefore welcomes the Mayor's determination to ensure free schools and academy chains engage with councils, to raise standards and equip their pupils with the right skills to access employment opportunities created by local growth.
- Seek opportunities to work with the Mayor to ensure that parents can make informed choices about their child's education and that all children have access to a place in a 'good' or 'outstanding' school near their home.
- Work with the Mayor to ensure Croydon residents access apprenticeships commissioned by the Mayor and the Skills for Londoners programmes to provide workers for the growth sectors.
- Seek the freedom and funding to develop further education and join it up with employment and skills services.

### **3.5 A fairer and more equal city**

In support of the Mayor's priority to achieve a fairer and more equal city, the Council will:

- Seek opportunities to work with the Mayor to ensure all residents gain key digital skills and online connectivity and to increase awareness of digital training and the ways available to go online
- Seek opportunities to work with the Mayor to ensure all residents have access to appropriate financial services and support
- Work with the Mayor in developing a wide range of financial options to provide residents with greater choice, such as local credit unions.
- Work with the Mayor to ensure all residents are educated in money management and pay day lenders are dramatically reduced
- Work with the Mayor to ensure all residents are able to secure employment and training to work.

### **3.6 A greener, cleaner London**

In support of the Mayor's priority to achieve a cleaner and greener London, the Council will work with the Mayor, TfL and neighbouring boroughs to develop plans for the introduction of Ultra Low Emission Zones along main arterial routes.

### **3.7 Improving London's health**

In support of the Mayor's priority to improve London's health, the Council will:

- Make the case of Croydon's unique characteristics and needs profile as the most populous borough in London and seek greater devolution to borough level to achieve the seamless provision of health and social care services through joined up commissioning at a local level.
- Work with the Mayor on the Healthy Weight Debate and the role that Croydon Council has around reducing childhood obesity
- Work with the Mayor to improve air quality within London, developing existing work on improving air quality and on healthy active transport
- Work with the Mayor on his statutory requirement to develop a Reducing Health Inequalities Strategy for London Borough of Croydon
- Work with the Mayor to provide a Croydon perspective on social infrastructure and the health and wellbeing agenda in the development of the new London Plan.
- Work closely with the Mayor's Health Advisor Professor Yvonne Doyle

### **3.8 Making the most of arts, culture and creativity**

In support of the Mayor's priority to make the most of arts, culture and creativity, the Council will:

- Support the development of his Cultural Infrastructure Plan for 2030 by contributing to the cultural audit and forward plan to ensure that the Plan is London-wide and reflects the needs of Croydon, given the population growth expected and scale of regeneration planned for in the Borough
- Play its role to ensure that the cultural offer promoted is London-wide and attracts visitors to Croydon from the rest of London and beyond
- Maintain an interest in the Borough of Culture initiative as it develops and consider how to engage with it.

### **3.9 Current council work that supports the Mayor's priorities**

The Council will support the Mayor's priorities in continuing its work in a number of areas. These include measures to encourage safer cycling, tackle gang crime, hate crime and domestic and sexual violence and support victims, and programmes to build stronger community relations. Work to promote the London Living Wage and gender pay equality throughout Croydon and, increasing digital and financial inclusion, also support the Mayor's priorities.



## **4 MANIFESTO PRIORITIES AND WHAT CROYDON IS DOING**

### **4.1 Business, prosperity and opportunity**

#### **4.1.1 The Mayor's manifesto priorities**

The Mayor will work in partnership with industry to deliver on skills, industry and growth. To do this he will:

- Establish 'Skills for Londoners' in partnership with business, with a tech talent pipeline, with more young people enabled to gain digital skills and more apprenticeships
- Support small business and protect business space by working in partnership with councils to stop the excessive conversion of commercial space under permitted development rights; and promoting the provision of small business premises in housing and commercial premises through the London Plan
- Support a second runway at Gatwick
- Seek additional fundraising powers from government for major infrastructure projects
- Tackle London's 'notspots' to ensure better access to public sector property for digital infrastructure and broker a deal between providers and local authorities to provide better access to public property and land for the installation of broadband infrastructure.

#### **4.1.2 What Croydon is doing**

- Croydon has ambitious plans for growth. More than £5bn investment is planned over 5 years with the potential to create 23,500 new jobs in a range of growing sectors, 9,500 new homes and a cultural quarter.
- Croydon is identified as an opportunity area and strategic centre in the Mayor's London Plan, its streamlined planning system facilitates swift decisions on strategic developments, and a compulsory purchase order will enable the Croydon Partnership to begin transforming the Whitgift Centre into one of Europe's largest shopping and leisure malls with 5,000 new jobs. Croydon's Growth Zone, currently under development, will devolve to Croydon powers to use locally generated taxes to accelerate the transformation of its metropolitan centre. Major developments are underway, with Saffron Square entering its final stages, Ruskin Square with 1m ft<sup>2</sup> of office space and 1,000 new jobs, and Box Park with 200 new jobs.
- Croydon's SME base is healthy and growing. In June 2016 an internationally renowned operator opened 'tomorrow' a new tech business incubator and start-up space in Croydon, which has London's fastest growing tech cluster. Croydon's Enterprise Loan Fund has supported over 230 local businesses and has been increased to £4m. Article 4 powers have been adopted to protect commercial space from conversion into poor quality flats under permitted development rights.
- The Council is taking a leading role in driving growth through obtaining financial support for infrastructure priorities. It has begun to close the investment gap, with the GLA committing business rates income and the Treasury allocating a further £7 million to our Growth Zone Plans. It is working with regional partners through the Coast to Capital Local Enterprise Partnership and the South London Partnership to secure Single

Local Growth Deal funding.

- The Council has a comprehensive digital inclusion strategy and a holistic programme of workstreams to improve digital skills across the Borough with Go On UK, the national digital strategy charity. Working in partnership with both local and national organisations and the local Tech City it is engaging with individuals, SMEs and third sector and community organisations to facilitate the improvement of skills and ensure no one is left behind. Six deep dive digital projects are underway, alongside 14 digital zones across the Borough and support for many community projects.

## **4.2. Homes for Londoners**

### **4.2.1 The Mayor's manifesto priorities**

Tackling the housing crisis by building more homes and improving the deal for tenants is the Mayor's single biggest priority. To assist him he will set up a 'Homes for Londoners' Board and an alliance of stakeholders, including councils, housing associations, developers, investors and businesses. He will:

#### PLANNING

- Work with boroughs to design a Supplementary Planning Document setting out a clearer viability standard for all developments in London, aiming for affordable housing contributions to be determined by a fixed rate (50%) in most cases. He will set high targets for development, supporting councils in the implementation of their strategies to fulfil them.
- Exercise 'use it or lose it' powers to ensure developers who have planning permission build homes and do not landbank.
- Work with government to develop a London Starter Homes model.

#### POWERS OVER LAND

- Work with the government through the London Land Commission to ensure surplus non-council public land (such as surplus NHS and Transport for London land) is brought forward for development
- Seek greater powers for London government to assemble and bring forward land.

#### INVESTMENT AND COLLABORATION

- Allocate unspent sums in the affordable housing fund on homes that councils, housing associations and the Mayor can build.
- Through 'Homes for Londoners', build homes for social rent, London Living Rent (based on one-third of average local wages), low cost home ownership and market sale
- Push for more investment in housing in London, including reform of the Housing Revenue Account (HRA), housing associations surpluses, and attracting institutional investors, pension and other investment funds to finance homes for long-term secure rent.
- Set up a London-wide not-for-profit lettings agency and seek more regulatory powers over the private rented sector
- Coordinate strategic, collaborative commissioning across London of temporary accommodation to control costs and improve quality.

#### **4.2.2 What Croydon is doing**

Housing is a top priority for Croydon people and for the Council.

- Croydon's Local Plan will enable delivery of some 20,000 new homes by 2031, 50% of them affordable. Croydon's Growth Zone could contribute 8,000 homes to this total.
- 9,500 homes will be started over the next five years, providing a choice of housing for people at all stages of life. 2,680 homes were started in 2014/15. The Council has increased the affordable housing requirement to 50% of all new homes on all development sites.
- The Council has set up a Revolving Investment Fund and a development company, Brick by Brick, to deliver up to 4,000 homes across a range of tenures.
- It is working with other London boroughs to restrain the rising cost of procuring emergency accommodation for homeless people by negotiating a standard rate across London.
- The Gateway Service delivers tailored and specialised multi-agency preventative work, with 1,100 families most severely affected by welfare reform helped to avoid homelessness, 5,400 people enabled to become more financially independent and 637 supported into employment
- 25,000 landlords have signed up to Croydon's new borough-wide selective licensing scheme which will drive up housing standards in the private rented sector and protect tenants from poor landlord practice.

#### **4.3 A modern and affordable transport network**

##### **4.3.1 The Mayor's manifesto priorities**

The Mayor's ambition is to create a transport network which offers commuters a world class and affordable experience. He plans to achieve this through:

- Establishing a more robust system for borough and sub-regional oversight, joint-planning and scrutiny of Transport for London (TfL).
- Keeping fares down, funded by TfL through reforms and efficiencies.
- Working with London Councils to campaign vigorously and strategically for the transport infrastructure London needs, from train lines to river crossings.
- Pushing for TfL to take control of all commuter services which service London commuters.
- Making cycling and walking safer
- Rolling out 20mph zones
- Planning for extensions to the transport network infrastructure, including Crossrail 3, Tramlink, Overground, and orbital links for outer London, while exploring additional sources of funding for major projects.
- Continuing allocation of resources through Local Implementation Plans (LIPs)

##### **4.3.2 What Croydon is doing**

Croydon's excellent transport links with central London, Gatwick Airport, the

home counties and Brighton give it a competitive edge in attracting inward investment. The major transformation of Croydon metropolitan centre (CMC) currently under way will significantly increase the number of visitors, workers and residents in the area. The Council is working with partners and stakeholders to achieve the necessary improvements through delivery of a range of projects including:

- Investing in major public realm improvements in the metropolitan and district centres through the 'Connected Croydon' programme
- Delivering the Mayor for London transport strategy through Local Implementation Plan (LIP) schemes
- Working with TfL and neighbouring boroughs to secure expansion in the capacity and reach of the Tramlink network and extension of the Underground network to Croydon
- Lobbying for re-zoning of East Croydon and West Croydon stations from zone 5 to zone 4 to deliver a fairer deal for local people
- Supporting the expansion of car clubs across Croydon to reduce the need for car ownership
- Providing publicly accessible electronic vehicle charging points.
- Reducing the number of goods vehicle journeys
- Implementing area-wide 20mph maximum speed limit across the borough on an area by area basis, subject to public consultation
- Encouraging and supporting residents to set up play streets in local areas
- Encouraging cycling in Croydon through a bike hire scheme, more cycle parking facilities at interchanges and key locations, and implementation of Quietways - cycle routes connecting key locations in Croydon and neighbouring boroughs.

#### **4.4 A safer and more secure London**

##### **4.4.1 The Mayor's manifesto priorities**

To make London a safer more secure place the Mayor plans to:

- Work with the boroughs to put neighbourhood policing back at the heart of the Met's policing strategy for London
- Push for devolution of reoffending and rehabilitation services as part of any London City Deal and oversee their integration with social services in the boroughs
- Lead a renewed London-wide gangs strategy that is rooted in prevention and early intervention
- Tackle violence against women and girls, domestic and sexual violence and hate crime
- Rebuild trust between all London's communities and the Met by ensuring it represents London's diversity and puts community relations first.

##### **4.4.2 What Croydon is doing**

Despite significant falls in levels of recorded crime and anti-social behaviour (MOPAC 7 indicators) over the past 10 years, crime remains high on the list of concerns for local people, many of whom perceive the crime level in Croydon

to be higher than it is in reality. The Council's actions to reduce crime include:

- Working with police to bring domestic abuse offenders to justice, support victims and promote a change in attitudes to this crime. Croydon has joined the White Ribbon campaign to engage the community (especially men and boys) in condemning violence against women and girls
- Working through the Local Strategic Partnership (LSP) to raise awareness of child sexual exploitation (CSE) in the community and develop a joint approach to identify and stop it
- Working with Police, schools and other councils to respond effectively to missing children, particularly looked after children and children placed by other local authorities.
- Work to reduce serious youth violence, robbery, knife crime and gang violence through early intervention and prevention measures. The Safer London Foundation will deliver workshops and engage with young people working alongside multi-agency partners and will work with police in CSE and gang related operations to ensure victims receive help.
- Measures to reduce anti-social behaviour and environmental crime by combating drug and alcohol related anti-social behaviour and crime, rowdy and inconsiderate behaviour and environmental crimes such as noise nuisance and fly-tipping.
- Measures to improve public confidence and community engagement including maintaining local neighbourhood police services and targeted action to reduce crime and fear of crime at crime hotspots.
- Encouragement and support for local self-organised groups such as Neighbourhood Watch and Pathfinders.
- Renewal of the borough's street lighting infrastructure and environmental improvements to reduce the fear of crime.
- Work with local communities to change attitudes and behaviours and help prevent extremism by helping to build more integrated and cohesive communities through social, cultural and inter-faith activities.

## **4.5 Skills for Londoners**

### **4.5.1 The Mayor's manifesto priorities**

The Mayor will adopt a strategic, city-wide planning role on education by:

- Facilitating cross-borough, long term school-place planning
- Ensuring free schools and academy chains engage with the local authorities where they are situated
- Providing a focal point for sharing best practice in school leadership
- Linking schools with science jobs and careers through a London science, technology, engineering and maths (STEM) Commission
- Calling for the devolution of further education funding for 16-19 year olds to create colleges and using the local area review process to ensure further education provision meets the needs of London's economy and helps to reduce unemployment.

A new Skills for Londoners taskforce consisting of business leaders, London councils, and education representatives will:

- Develop a city-wide strategic approach to skills, ensuring that currently disparate programmes and funding streams across the public, private and voluntary sectors work in concert
- Commission programmes to create a pipeline of skilled workers to take up opportunities in London's growth sectors.
- Improve careers advice in schools and promote opportunities for children to develop skills such as coding and engineering
- Commission thousands of apprentice places using the business levy
- Establish a construction academy with the house building industry.

#### **4.5.2 What Croydon is doing**

- Croydon has one of the largest school development programmes in England in proportion to the size of population
- The Council has established Octavo, a mutual, to deliver school support services and improve standards
- The number of apprenticeships offered by Croydon businesses outnumbers any other borough.
- The Council has entered a partnership with the University of Sussex to expand higher education in the borough and raise the number of residents with degree-level qualifications
- Through subcontracting Adult Learning the Council plans to create a financially sustainable model which provides a clear pathway for learners in line with local priorities
- An employability hub in Croydon College helps 8,000 students network with major employers. A job brokerage service developed with JobcentrePlus will prepare and place residents into available jobs; employers will be encouraged to use it to fill their vacancies.
- The Council, with various partners, delivers a range of routes into work for young people to maximise the number of local people securing jobs by improving their skills and qualifications to meet the needs of local employers and supporting the transition from school to work.
- The 'Value Croydon' programme is working with local SMEs to ensure they access opportunities provided by the Council's supply chain and commission activity, and encouraging other public and voluntary sector partners to offer similar opportunities.

### **4.6 A fairer and more equal city**

#### **4.6.1 The Mayor's manifesto priorities**

- Challenge inequality and promote tolerance by prioritising the closing of the gender pay gap; making the tackling of all types of hate crime a priority for the police; and working with the LGBT+ community, schools, police and others to challenge transphobia.
- Open up opportunity by implementing a digital inclusion strategy; promoting financial inclusion; and making gender equality a focus of Skills for Londoners
- Make London accessible for all with a focus on people with disabilities and

older people, including by supporting schemes which expand opportunities for people with disabilities to work and gain skills and tackling disability hate crime.

- Implement strategies to make London a Living Wage city, offering business-rate relief for small firms who pay the London Living Wage (LLW) and using GLA and TfL procurement to support delivery.

#### **4.6.2 What Croydon is doing**

- A key priority outlined in the Fairness and Opportunity Plan 2016-20 (the Council's statutory Equality Objectives) is ensuring fairness for all Croydon's communities. The Council is committed to working in partnership to reduce inequality in housing, community safety, attainment, employment and health and wellbeing. Croydon's draft Community Strategy 2016-21 gives effect to this priority, with its focus on tackling inequality and supporting residents to achieve their full potential.
- The Council, Jobcentre Plus, the CAB and others are working jointly through a new people-focussed service to provide a holistic advice and support service to help resolve the issues that families in crisis can face, enabling them to access education, adult skills and employment, health, housing, adult social care, welfare benefits and money advice. It is also implementing practical solutions focusing on early help and prevention, including its Best Start and Early Help Pathways programmes.
- Alongside its digital inclusion policy the Council has a financial inclusion policy and action plan. It has invested financially in and worked in partnership to provide a local credit union as a people's bank and a financial co-operative open to all. The policy is helping to support people to come off benefits and adapt to welfare reforms, and to address pressures from housing demand and rent increases.
- Recognising that young people aged 18-24, people aged over 50 and people with disabilities and caring responsibilities struggle to gain employment, the Council is working with partners to revise its employment and skills strategy and implement a range of programmes including skills training, apprenticeship and job brokerage schemes to help people suffering disadvantage to gain employment.
- The Council is working with partners to prevent crimes such as domestic abuse and sexual violence and hate crime.
- The Council became an accredited Living Wage Employer in 2015 and is actively encouraging its contractors, local businesses and the voluntary and community sector in Croydon to adopt the LLW.
- The Council is transforming adult social care services to ensure personalised services that aim to reduce inequality and promote independence.

#### **4.7 A greener, cleaner London**

##### **4.7.1 The Mayor's manifesto priorities**

The Mayor's priorities are to improve air quality in London, improve the public realm and protect and enhance London's natural environment.

### Cleaning our air

- Consult on an Ultra-Low Emission Zone and expand it along major arterial routes
- Introduce Clean Bus Corridors, prioritizing clean buses for services which run on the most polluted roads
- Deliver the electric charging infrastructure for electric vehicles
- Introduce cleaner walking routes to school, working with local councils to reduce congestion around school to protect children

### World class public spaces

- Prioritise improvement of high streets and public spaces

### Protect and enhance London's natural environment

- Make London the first 'National Park City' setting a long term target to make more than 50% of London green
- Open up more walking routes and work with TfL and the boroughs to improve the London Loop and Capital Ring Walks
- Oppose building on Green Belt land and strengthen protection for Metropolitan Open Land, playing fields and nature reserves
- Increase recycling to achieve the 65% target by 2030
- Support local and community energy enterprises including district heating systems using rooftops to generate solar energy
- Ensure all new developments to meet low carbon, energy efficiency and sustainability standards
- Use planning powers to prevent fracking in London
- Set a target for London to become a zero carbon city by 2050

## **4.7.2 What Croydon is doing**

### Cleaning our air

The Council is tackling air pollution through working in partnership with neighbouring councils and TfL on a range of measures outlined in [Croydon's Air Quality Action Plan 2012-2017](#). Key interventions to lower emissions and minimize exposure to excessive levels of pollution include :

- Implementing Low Emission Zones, and working in partnership with TfL and neighbouring boroughs in planning to introduce Ultra Low Emission Zones along main arterial routes, which will result in the introduction of clean electric-powered buses along the most heavily polluted routes.
- Reducing the impact of freight journeys in South London working through the sub-region's Freight Quality Partnership
- Measures to reduce pollution from idling vehicles
- Encouraging Smarter Travel Behaviour and working with local communities and schools to achieve behaviour change resulting in more families choosing to walk or cycle to school.
- Effective management of non-road transport emissions
- Tackling air quality issues at construction sites and ensuring new developments are built to comply with the "air quality neutral" or better standard.



### World class public spaces

Redevelopment of the Whitgift Centre, new offices and housing developments in Croydon metropolitan centre will enhance the quality of the public realm. A regeneration programme is improving local high streets, with new paving, street lighting, tree planting and improvements to shop fronts.

### Protect and enhance London's natural environment

- With over 300 parks and open spaces Croydon is one of the greenest boroughs in London. The Council has worked closely with volunteers from local communities and conservation groups to deliver high standards of maintenance and conservation. This is evidenced by the many Green Flag Awards achieved for various sites.
- Major improvements have been made to a number of the borough's parks. The Council recently launched a Parks Transformation Programme, engaging with local people and stakeholders including the GLA to identify priorities. Facilities within parks and open spaces will be reviewed with a view to effecting improvements to meet local need. The Council will also seek to develop the commercial potential of park buildings and facilities for the benefit of residents.

## **4.8 Improving London's health**

### **4.8.1 The Mayor's manifesto priorities**

- Campaign for extra powers to coordinate health services across London, and champion the need for additional funding to plug the social care gap and the joining up of services to reduce unnecessary hospital admissions
- Improve public health and tackle health inequalities through a public health strategy focussed on the promotion of active lifestyles to harder-to-reach groups and communities, support for those wishing to stop substance abuse and smoking, and tackling childhood obesity through challenging fast food shops near schools.
- Tackle air pollution
- Work with boroughs on collective commissioning of prevention services of HIV and targeted information
- Support mental health: lead a campaign to tackle the stigma of mental illness and improve information and support especially among at risk groups, promoting Mental Health Awareness Week. Coordinate cross-borough and multi-agency efforts to reduce the number of suicides.

### **4.8.2 What Croydon is doing**

- Croydon is one of the two Food Flagship Boroughs, part-funded by the GLA, promoting healthy eating in schools, and people receive information and advice through Children Centres, Healthy Schools and colleges to promote healthy lifestyles. Croydon is the most improved food borough 2015 – Good Food for London report
- Croydon continues to work with the GLA Health Team to develop a broader planning and health agenda with the Health Impact Assessment of

Croydon's local plan being included as an example of best practice in GLA documents

- Croydon is working closely with GLA around the Healthy Schools initiative and has 83 schools registered (one of the highest number in London) with 55 bronze, 15 silver and 3 gold awards
- Croydon is further integrating its health and social care through commissioning an outcomes-based contract for 10 years jointly with Croydon CCG with an alliance of providers for its over-65s population to improve health and social care outcomes and deliver a sustainable whole system
- The LSP and CCG are developing a five year Sustainability and Transformation Plan for South West London with partners across five boroughs for adoption in June 2016 in order to close gaps on quality, health and finance by 2021. Priorities include prevention and early intervention; acute configuration and clinical networking; right care in the best setting and productivity.
- The Council is undertaking partnership work with the CCG to deliver integrated and transformed Adult Community Services that avoid unnecessary hospital admissions through shared community services in or near the patient's home with a focus on prevention and reduction of social isolation.
- The Council has implemented practical solutions focusing on early help and intervention including our Best Start programme for pre-school children and Early Help Pathways programmes.
- The Council is developing its Live Well programme, a new holistic lifestyle service. The first two phases are: a digital behaviour change platform, 'Just Be...', and a face to face healthy lifestyles service, currently known as 'MI Change', based on the current best practice around behaviour change.
- 'Just Be...' , to be launched in July, is an interactive website designed to make it even easier for residents to look after their health and wellbeing by providing by "one digital click" a wide range of carefully selected interventions based on personal preference, choice and need including motivational videos, mobile apps and podcasts. These will help individuals to make positive changes, and direct users to further information, advice and support from local health services if needed.
- The Council is developing its work in increasing dementia diagnosis rates and becoming a dementia friendly borough.

## **4.9 Making the most of arts, culture and creativity**

### **4.9.1 The Mayor's manifesto priorities**

The Mayor will:

- Produce a cultural infrastructure plan for 2030 to identify what is needed to sustain London's future as a cultural capital
- Promote London's cultural richness
- Support London's theatres, galleries and museums to open up access for all Londoners
- Establish creative enterprise zones, providing small live-in workspaces for

- artists from a range of disciplines
- Establish a London Borough of Culture, similar to the European City of Culture
- Support major cultural festivals to celebrate London's diversity
- Work with football and other major sports clubs to build capacity to make positive impact in the community, particularly with young people
- Build on the Olympic legacy, promoting and supporting sport for more people of all ages

#### **4.9.2 What Croydon is doing**

The Council's vision for Croydon is a thriving culture and arts scene which attracts, engages and inspires residents, visitors and businesses by providing something of quality and interest for everyone.

- The Council is leading the development of an annual cultural and events programme for the Borough, attracting inward investment and improving Croydon's public realm and connectivity.
- Plans for the regeneration of Fairfield Halls and College Green will deliver a fully refurbished world class cultural venue in the middle of a new high quality public space
- Boxpark will provide a performance space opening in summer 2016 and the redeveloped Whitgift Centre will open an IMAX and cinema complex in 2020. The Council plans to develop regular performance spaces in Croydon's parks and public spaces
- The Council's Ambition Festival, launched in July 2015 was nominated for 'best new festival' and 'best metropolitan festival' at the UK Festival Awards and will be run this year by Boxpark in their new venue
- A consortium of Croydon organisations has been awarded funding from A New Direction, the Arts Council England Bridge Organisation, to form a local Cultural Education Partnership.
- The Council has launched an engagement with residents to develop the best possible 21st century library service within current funding constraints.

### **5. CONSULTATION**

- 5.1 When the opportunities for working with the new Mayor of London are developed into proposals, consultation will be conducted on the proposals as appropriate.

### **6 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

- 6.1 There are no direct financial implications arising from the content of this report.

(Approved by: Lisa Taylor – Assistant Director of Finance and Deputy S151 Officer

## **7. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER**

- 7.1 The Acting Solicitor to the Council comments that there are no legal implications arising from the recommendations contained within this report.

(Approved for and on behalf of Gabriel MacGregor, Acting Council Solicitor & Acting Monitoring Officer)

## **8. HUMAN RESOURCES IMPACT**

- 8.1 There are no immediate HR considerations that arise from the recommendations of this report for LBC staff or workers.

(Approved by: Michael Pichamuthu on behalf of Heather Daley, Director of Human Resources)

## **9. EQUALITIES IMPACT**

- 9.1 The Council has assessed the equalities implications for the borough arising from the analysis of the issues identified by the Index of Multiple Deprivation 2015 and the final report of Croydon's Opportunity and Fairness Commission. These have informed the development of the Council's Equality Policy 2016-20 and Equality Objectives. Croydon's Community Strategy 2016-21 has been developed to address these issues. The purpose of this report is to identify areas where the Council could work with the new Mayor of London to further its priorities including its Equality Objectives. As the opportunities for working with the Mayor of London arise and a work programme is developed, an equality impact assessment will be conducted at the appropriate time.

## **10. ENVIRONMENTAL IMPACT**

- 10.1 The New Mayor's manifesto measures to improve air quality would improve the environment for Croydon residents. Proposals include expanding the Ultra-Low Emission zone along major arterial routes, prioritising clean buses for the most polluted roads, delivering the electric charging infrastructure for electric vehicles and working with councils to reduce congestion around schools. Measures to enhance the natural environment include opposing building on the Green Belt and protecting open spaces. The manifesto commits London to becoming a zero-carbon city by 2050, through promoting renewable energy and ensuring all new developments meet low carbon, energy efficiency and sustainability standards. It also aims to increase resource efficiency to achieve a 65% recycling target by 2030 and increasing opportunities in reuse, repair, remanufacturing and materials innovation.

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

- 11.1 Commitments to tackle crime outlined in the New Mayor's manifesto such as reintroduction of neighbourhood policing, prevention and early intervention measures to tackle gangs and tackling violence against women and girls, domestic and sexual violence and hate crime resonate with Croydon's

strategic priorities. The Mayor's agenda on crime presents a variety of opportunities for Croydon to work in partnership with the Mayor on developing practical measures to reduce crime against some of the most vulnerable groups in the community.

**12. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

- 12.1 To identify opportunities for working with the new Mayor of London that support achievement of the Council's priorities.

**13. OPTIONS CONSIDERED AND REJECTED**

- 13.1 None

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**BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972 - None**



**For General Release**

<b>REPORT TO:</b>	<b>CABINET – 20<sup>th</sup> JUNE 2016</b>
<b>AGENDA ITEM:</b>	<b>7</b>
<b>SUBJECT:</b>	<b>Digital inclusion</b>
<b>LEAD OFFICER:</b>	<b>Graham Cadle, Assistant chief executive – customer and transformation</b>
<b>CABINET MEMBER:</b>	<b>Councillor Mark Watson, Cabinet Member for Economy &amp; Jobs</b>
<b>WARDS:</b>	<b>All</b>

**CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:**

In the current financial climate it is critical for the council to maximise the use of its resources towards the highest need and highest impact. Ambitious for Croydon outlined the overall need to protect front-line services whilst providing value for money. A key approach to reducing costs in areas where less support is required has been through digital services. Over £6.3m has been saved by the council to date by assisting residents to self-serve and to raise requests for services, bookings and make payments automatically.

However even more importantly digital services provide enormous opportunity for residents and businesses to maintain and increase their independence, to reduce their costs and to ensure they can communicate and be part of the community. We have committed to ensuring Croydon becomes a fairer place for all who live and work here and therefore having access to digital services is key for all. Access to digital services reduces a family’s costs, is really important in helping someone find employment and provides huge benefits to assist communicating and feeling part of the community. These are enablers for every person to reach her or his full potential.

As the digital agenda continues to speed up the gap for those unable to access digital services will become larger and in many cases those most in need will be unable to access key support. Therefore working with partners, the community and shaping our own services to support as many people to be able to access wider digital services, whilst supporting those unable to, is a significant priority.

**FINANCIAL IMPACT**

Over £6.3m has been saved to date and further savings of £3.7m and £1.8m are included in the 2016/17 and 2017/18 budget respectively to be delivered through the Digital and Enabling project. There are also a number of improvement and efficiency workstreams across the council where digital services support the solution and future approach.

This report focuses on the element of support provided to ensure services (not just those provided by the council) are accessible to as many residents as possible and that appropriate alternative arrangements are in place where that is not possible.

<b>KEY DECISION REFERENCE NO.: Not a key decision</b>

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

**1. RECOMMENDATIONS**

The Cabinet is asked to endorse the approach and proposed next steps as detailed in this report.

**2. EXECUTIVE SUMMARY**

- 2.1 The Cabinet paper of 15<sup>th</sup> December 2014 outlined the approach to providing digital services and the principles the council would be taking to maximise digital inclusion and to ensure those unable to access digital services were not left behind.
- 2.2 The paper explained the number of services and number of customers already signed up and using council on-line services (at that time over 120,000 sign-ups) and how we had aligned training and support for those who needed it (for instance our links to training for those visiting Access Croydon).
- 2.3 It committed to continuing to develop those arrangements in line with new services that we being developed and explained support would be focused around 3 areas;
- Digital skills – being able to use computers and the internet
  - Connectivity – access to the internet
  - Accessibility – services will be designed to meet all users’ needs, including those dependent on assistive technology to access digital services.
- 2.4 A further report was brought to Cabinet on 16<sup>th</sup> November 2015 detailing the Go On Croydon digital inclusion program. The program, which is the first such program in London, brings the UK digital skills charity and a number of their partners from across private, public and voluntary sectors to Croydon to promote and develop basic digital skills.
- 2.5 This report now updates on progress and further details next steps;

**3. DETAIL**

- 3.1 The Governments digital inclusion strategy (2014) outlined a number of key statistics with regard to digital inclusion;
- 21% of the British population lack basic digital skills
  - 3<sup>rd</sup> of SME’s do not have a website (rising to 50% when include voluntary, community and social enterprises)



- Households offline are missing out on savings of £560 per year from shopping and paying bills online, or being able to keep in touch with family members and friends
  - 81% of people over 55 say being online makes them feel part of modern society and less lonely.
  - The internet also provides improved job prospects as being digitally capable is critical in finding and securing a job
- 3.2 Since then further surveys and analysis have suggested that given the loss to a family of not being on-line could in fact be nearer £1,000, but it also shows speed with which digital services are progressing and the potential gap could increase further.
- 3.3 The government digital inclusion strategy included a checklist against which to check approaches and actions to improve digital inclusion;
- Start with user needs – not our own
  - Improve access – stop making things difficult
  - Motivate people – find something they care about
  - Keep it safe – build with trust
  - Work with others – don't do it alone
  - Focus on wider outcomes – measure performance

### **GO ON Croydon**

- 3.4 The UK digital skills charity GO ON UK, founded in 2012 by its chair, Martha Lane Fox actively seek out and work with partners across the public, private and voluntary sectors to identify opportunities and develop programs that improve digital skills among people and organization across the UK.
- 3.5 GO ON UK have determined a minimum level of skills someone should expect to have to be seen as digitally literate;

Go ON UK – Basic Digital Skills framework					
	Managing information	Communicating	Transacting	Problem-solving	Creating
<b>Description</b>	Find, manage and store digital information and content	Communicate, interact, collaborate, share and connect with others	Purchase and sell goods and services, organise your finances and use digital government services	Increase independence and confidence by solving problems and finding solutions using digital tools	Create basic digital content in order to engage with digital communities and organisations
<b>Safety</b>	Assess the accuracy of sources of information; use security tools when browsing; regularly update and run virus-checking software; manage parental controls	Understand how to manage your identities; protect yourself from scams; use the right security settings (including parental controls); protect your customer data	Use secure websites for financial transactions; protect your personal data; respect the privacy of others	Use accurate sources of support; avoid malicious websites, scams and pop-up windows	Be aware of copyright law; protect your personal data; respect the privacy of others
<b>Actions for individuals</b>	<ul style="list-style-type: none"> <li>Use a search engine to find the information you need</li> <li>Search for deals on comparison websites</li> <li>Bookmark useful websites and services</li> <li>Store data on a device or in the cloud</li> </ul>	<ul style="list-style-type: none"> <li>Keep in touch using email, instant messaging, video calls and social media</li> <li>Post on forums to connect with communities</li> <li>Communicate with organisations about their products and services</li> </ul>	<ul style="list-style-type: none"> <li>Understand and use marketplaces to buy and sell</li> <li>Order your shopping</li> <li>Book your travel</li> <li>Manage your bank account</li> <li>Set up and manage a Universal Credit account</li> </ul>	<ul style="list-style-type: none"> <li>Teach yourself simple tasks using tutorials</li> <li>Use feedback from other internet users to solve common problems</li> <li>Access support services</li> </ul>	<ul style="list-style-type: none"> <li>Create a social media post</li> <li>Create a text document such as a CV</li> <li>Create and share a photo album</li> <li>Create and share feedback about products and services</li> </ul>
<b>Actions for organisations</b>	<ul style="list-style-type: none"> <li>Store digital information on suppliers and customers</li> <li>Search for new suppliers to find the best deals</li> <li>Understand who uses your website</li> <li>Discover potential growth opportunities for your business</li> </ul>	<ul style="list-style-type: none"> <li>Maintain customer and client relationships</li> <li>Use social media to promote your business and connect with new customers</li> <li>Improve your customer service by providing accessible product information and answers to frequently asked questions</li> </ul>	<ul style="list-style-type: none"> <li>Maximise your selling potential through a website</li> <li>Save time by applying for government business permits and licences</li> <li>Manage invoices and accounts</li> <li>Receive payments or donations</li> <li>Protect yourself from fraud or scams</li> </ul>	<ul style="list-style-type: none"> <li>Save on business travel and be more efficient by using video conferencing</li> <li>Quickly understand which products and services work based on online feedback</li> <li>Interpret simple analytics to improve website performance</li> <li>Get solutions to problems from safe, accurate sources</li> </ul>	<ul style="list-style-type: none"> <li>Create an informational or e-commerce website</li> <li>Create content (pictures, logos, text) to promote your organisation and reach customers</li> <li>Use social media and create communities to engage with customers</li> <li>Create resources to improve employee skill levels</li> </ul>

3.6 Prior to working with Croydon Go On UK had undertaken work mainly in the north of the country. Working with a number of their National partners including Lloyds Bank, Age UK, Argos, Post Office, BBC, Sage and Talktalk alongside local organisations such as Amicus Housing, CVA, various faith groups, and Croydon Tech city a number of opportunities will be provided to the local community.

3.7 The year long program was launched on 9<sup>th</sup> November and includes a number of initiatives;

- Baseline statistics to better understand exclusion and to monitor progress through the program
- Provision of a number of digital zones across Borough
- Development of network of digital champions
- Delivery of a number of deep dives, testing specific approaches to digital services – providing analysis and evaluation for each in order to understand how they can be utilized going forward
- Facilitate a sustainable network of resources and organisations to further develop basic digital skills for all

3.8 The project is overseen by a local partnership board chaired by Croydon council and Go On UK. A number of local and national organisations are represented on the board, which check progress against key targets and identified further working opportunities.

3.9 In April 2016 Go On UK joined Doteveryone, the new organisation established by Martha Lane Fox to “build a brilliant digital Britain – for everyone, by everyone”. The new organisation builds on what Go ON UK had started in terms of digital skills but looks to take that further and wider with a focus as below;

- Digital Skills** - Taking Go ON UK’s expertise even further, to bring digital skills to a host of different people from all walks of life across the UK, from MPs and stay-at-home parents to the over 65s
- Prototyping** - Making tangible solutions is the most effective way of making things happen. Initially focusing on end of life care
- 5050tech** - Working to correct the gender imbalance in Britain’s tech sector within the next ten years, to benefit both our society and economy

3.10 Go On UK have committed that the current Croydon program of work will continue and not be affected by this organizational change. However we are in initial conversations to see how we can align with the new wider scope of support and services offered by Doteveryone and therefore broaden the local support across Croydon. As Doteveryone is still very much in it’s infancy and is currently focused on setting up and bringing in appropriate resources we expect to firm up any opportunities in the next few weeks and months.

## Understanding the Croydon Context

- 3.11 Prior to the current analysis there has been little detailed understanding of the size or nature of the gap in digital inclusion. However in the past few months two pieces of work have given further insight into where focus is required for Croydon. This is being used in alignment with the specific service knowledge and resident support provided directly by the council and its partners;

### Go On UK – Digital Exclusion Heatmap

*Developed with support from BBC, LGA, The London School of Economics and Political Science in association with Lloyds Bank.*

[www.go-on.co.uk/resources/heatmap](http://www.go-on.co.uk/resources/heatmap)

Likelihood of overall exclusion – **LOW**

Infrastructure – 5.4% of households in Croydon do not receive broadband speed of at least 2 megabits per second (Mbps).

Access – 10.3% of adults in Croydon have all five Basic Digital skills

Basic Digital skills used – 34% of adults in Croydon have used all five basic digital skills in the last three months.

### Go On Croydon baseline (Lloyds bank survey)

**85,000** adults in Croydon do not have basic digital skills

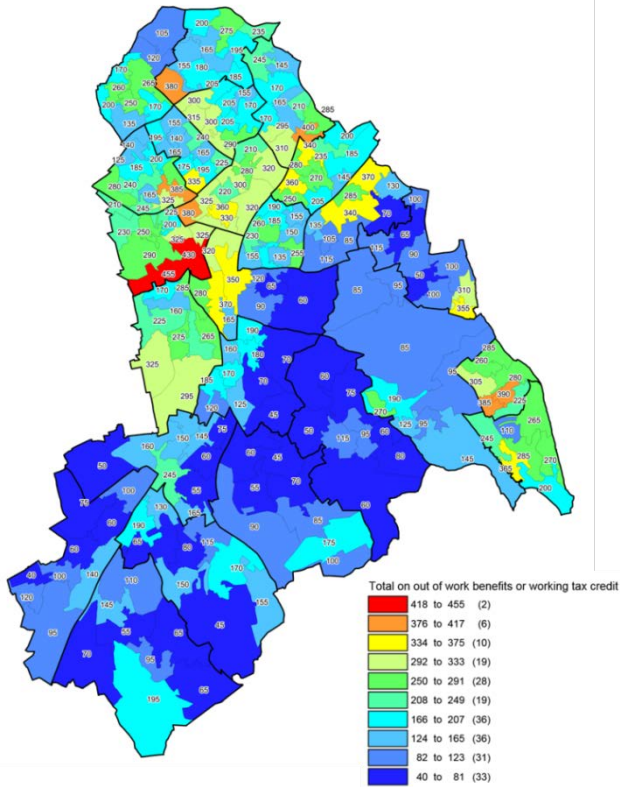
**35%** of C2DE (*skilled working class*; skilled manual workers, *working class*; semi-skilled and unskilled manual workers and *non working*; casual or lowest grade workers pensioners and other who depend on the welfare state for their income.) lack basic digital skills

**40%** of low income households lack basic digital skills (compared to just 8% of high income households)

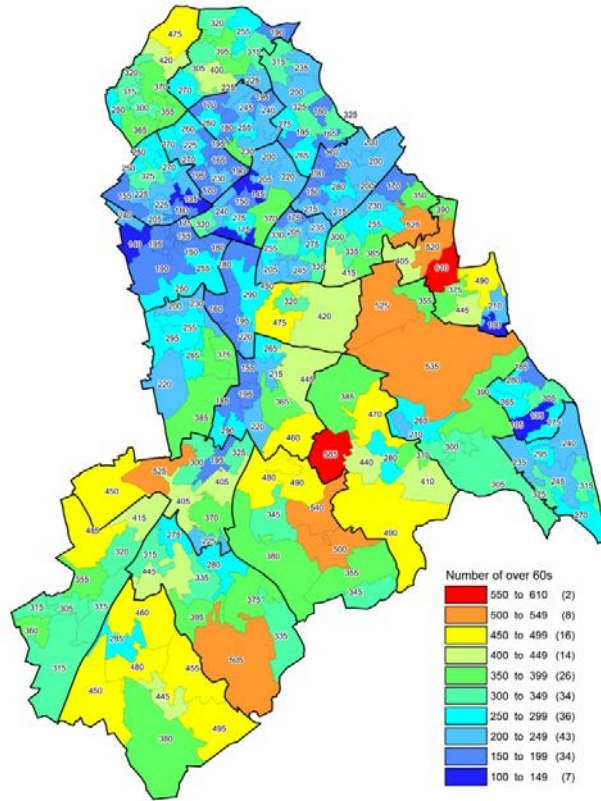
**64%** of over 65's lack basic digital skills.

- 3.12 Whilst this information is still fairly high level we have used it both internally and with our Go On partners to check back with our plans and tailor where appropriate. It has been agreed this will add further focus for older people and low income families. Mapping those customer groups geographically shows as below;

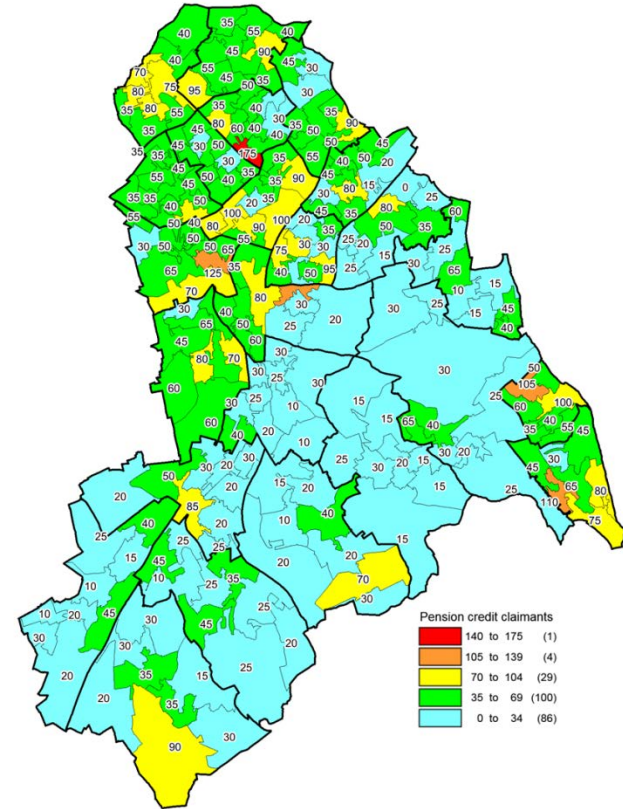
**Low income working age adults**



**Over 60's**



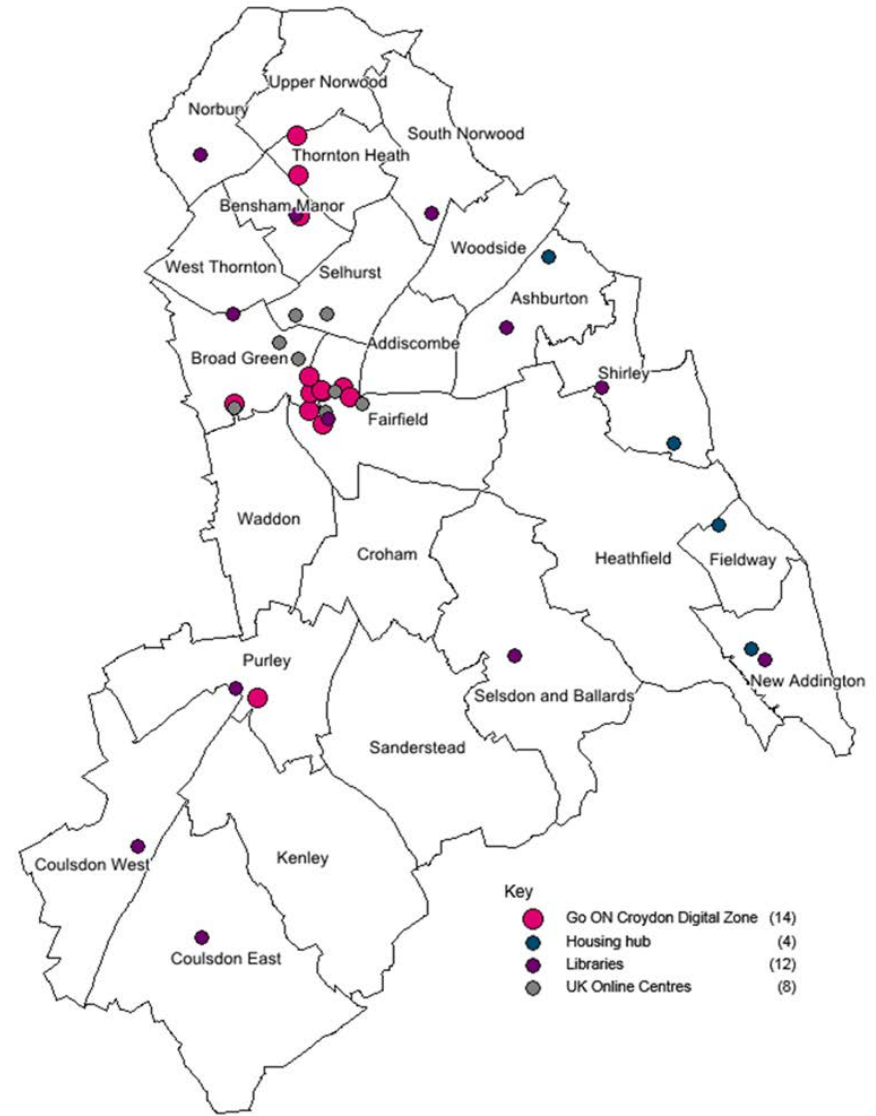
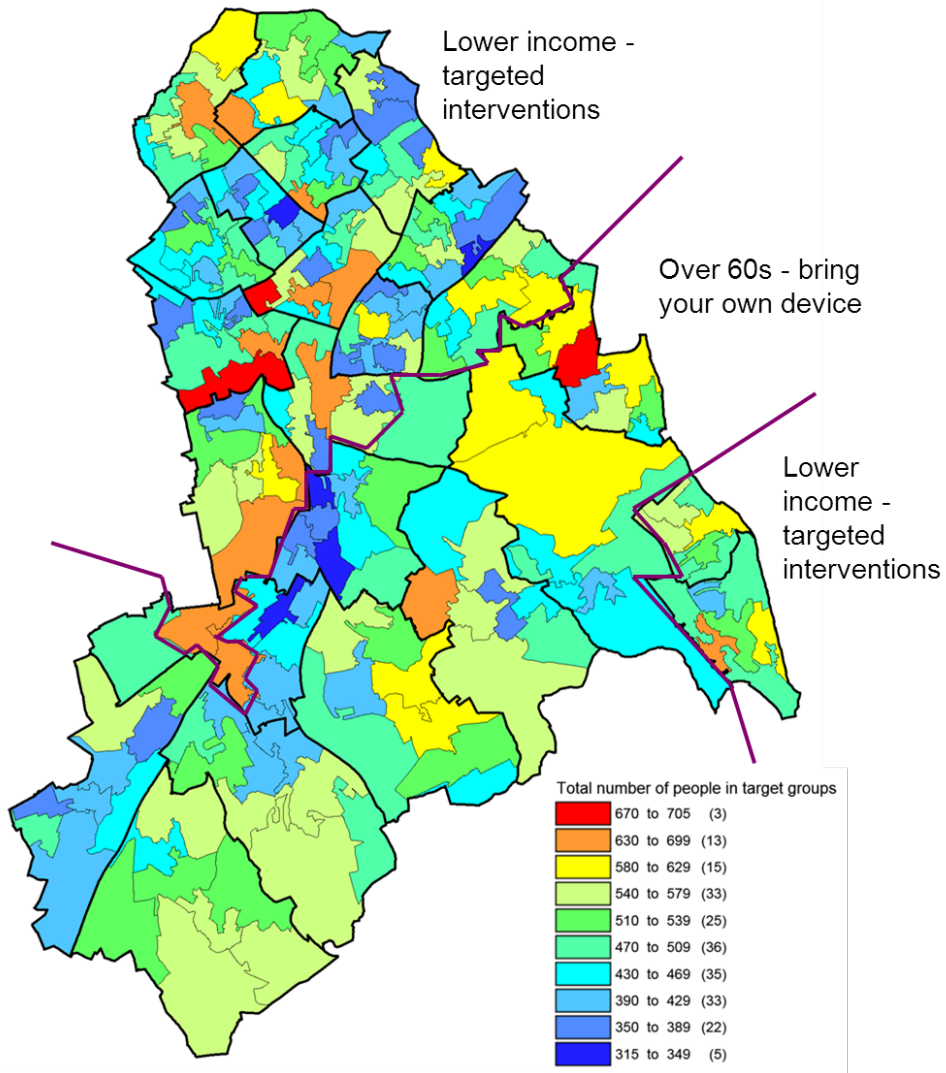
**Pension Credit Claimants**



**All customer groups**

**Digital Service support – Go On Croydon Digital zones**



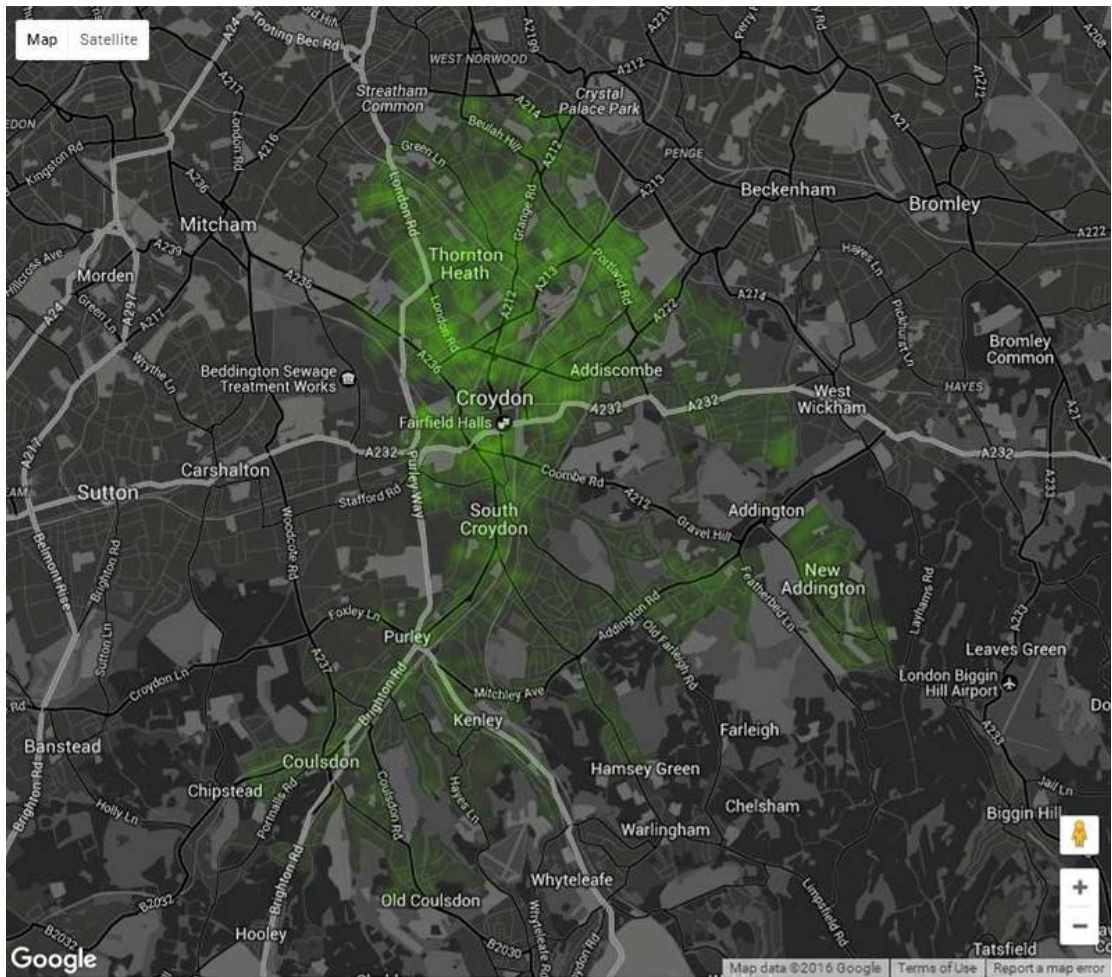


- 3.13 The digital zones shown in the above map and further detailed in Appendix 2 are being delivered as part of the Go On Croydon program through a number of partners. Initially they have been focused where those partners have facilities, but we are now actively seeking further partners in areas where we know there is a specific demand. The Digital Zone in Access Croydon was the first ever such facility and it has been a key way of providing support and assistance to residents generally, but also those accessing council services.
- 3.14 In the coming months a particular pressure will come as a significant number of lower income residents move to Universal Credit. This nationally administered scheme brings together a number of separate financial benefits into a single assessment with claims needing to be made on-line and payments made 4 weekly. The digital zones in Access Croydon and in Job Centre Plus buildings , alongside the council's financial inclusion program and improvements to the Local Credit union provide a level of support through this change. Critically they also have links in to further training, advice and the council's People Gateway service where individuals needs are greater or wider.

### **Council digital service development and take-up**

- 3.15 The council has continued to develop its own on-line services and to deliver significant efficiencies and improved options for engaging and working with residents and local businesses. Some details of take-up and a summary of performance figures to date are given below;

**Heat map of customer sign-ups** (below); shows take-up across the Borough geographically to be generally in line with population



### Age Profile of MyAccount sign-ups

	0 to 17	18 to 24	25 to 39	40 to 64	65 +	TOTAL
Age Profile of MyAccount sign-ups	435	5,497	37,409	47,110	8,708	99,159
Population for Croydon for 2016	94,768	28,450	89,885	121,888	49,886	384,877
% of sign up as proportion of pop.	0.5%	19.3%	41.6%	38.7%	17.5%	25.8%

Source: GLA Population projections, 2014 round, based on 2014 BPO data, capped household size variant (standard model), 31st March 2015  
 Not all customers provide their age as part of MyAccount sign-up

### Number of New Users

Time frame	Number
July 2013 - March 2014	26,743
April 2014 – March 2015	49,221
April 2015 – March 2016	76,506



**On-line service usage (My Account opened July 2013 but different services have varying start dates from them)**

<b>Service</b>	<b>Total (mid Mar)</b>	<b>Total (mid May)</b>
Registrations for MyAccount	148,738	160,064
Rents - value of payments taken	£10,364,570	£11,657,294
Overall value of payments taken	£20,560,837	£22,412,067
Planning appointments booked	1,194	1,325
Repairs reported	9,791	10,692
Ordering waste bins	29,129	33,557
Missed collections reported	23,277	28,414
Building Control applications	1,523	1,675
Housing Register - customer registered	4,424	4,573
Bulky waste collections booked and paid	24,688	27,412
white goods collection booked and paid	4,119	4,653
Online env reports received	30,361	34,107
Housing appointments made	6,484	6,989
Council Tax sign-ups	20,857	23,147
Benefit sign-ups	2,314	3,177
Business Rates sign-ups	1,459	1,535
Private Rented Property Licences	22,591	23,029
Garden Waste sign-ups	10,033	14,379
Housing Application and self-help tool		6,448
Mobile App Downloads	16,009	17,154
Mobile App Reports	15,900	17,626

3.16 The above table only includes functions provided directly through the councils MyAccount and mobile app services. So does not include figures for the new online parking services, which now include functionality for permits, visitors permits and includes our housing estates as well as for general residents. We are working to include those statistics into our future monitoring.

## **WIDER ACTION PLAN**

3.17 Appendix 1 shows the detailed actions and plan in place to further develop the support arrangements.

3.18 Alongside this there are specific Deep Dives being progressed as part of the Go On Croydon program. Each of the Deep Dives is supported by one or more sponsor and will include a full evaluation at the end of the project. Where appropriate the council is supporting and ensuring specific customers we are working with are part of the work so we can specifically understand the fit with our services and how further focus or investment might support local need.

3.19 Each of the Deep dives is summarised below;

## **Go ON Croydon Deep Dive Project Updates**

### **1. Specific Place (Targeting 30-35 residents in Waddon)**

#### **Expect Delivery to start May 2016**

**Partners** - E.ON, Argos and TalkTalk will work with residents in a particular housing development in Croydon (Waddon) and provide the technology and training they need to get and stay, online.

**Background** -Argos have trialled the delivery approach as part of their Macmillan project. TalkTalk have offered to support this Deep Dive with connectivity.

An evaluation report containing results from pre and post-session surveys will be produced. Individual cases studies will also be produced.

**Measurement** -The outcomes of this work will focus around social, health and wellbeing improvements as well as an increase in financial inclusion, achieved through the gaining of Basic Digital Skills. We will therefore measure against the following:

- The number of users that gained Basic Digital Skills as a result of the programme
- Users that reported an increase in general confidence

- Users that reported saving money as a result of online shopping and bill management
- Number of users that found information online that improved their health
- The proportion reporting that they feel less socially isolated 'in real life' as a result of the project.

## **2. Older People (Targeting total of 25 tenants split in 2 groups – approx. 18 in Cedar Place low rise estate and Southlands Close in Coulsdon**

### **Expect Delivery to start June 2016**

**Partners** - DukaPC, will provide older people without BDS with hardware, and specialised call centre based support. The project will evaluate the change in participants' lives such as increased health benefits and a reduction in loneliness, and demonstrate the value of BDS, access and support to them. Police Cadets will offer on the ground Digital Champion support and Lloyds Bank will provide additional Digital Champion support via its 2 Croydon town centre branches.

Croydon Council and Go ON UK have been working to identify appropriate learners for this Deep Dive. An engagement event took place on 15th March for Cedar Place residents in partnership with Croydon Housing (who carried out door to door research to initially engage residents). A further engagement event is planned for the end of May at Southlands, following the door to door research there.

DukaPC have agreed to run a training session in community spaces on the days of installation, this will be attended by Met Police cadets and Lloyds staff as they will provide on the ground support in addition to the DukaPC call centre.

**Measurement** - The outcomes of this work will focus around social, health and wellbeing improvements as well as an increase in financial inclusion, achieved through the gaining of Basic Digital Skills. We will therefore measure against the following:

- The number of users that gained Basic Digital Skills as a result of the programme
- Users that reported an increase in general confidence
- Users that reported saving money as a result of online shopping and bill management
- Number of users that found information online that improved their health
- The proportion reporting that they feel less socially isolated 'in real life' as a result of the project.

## **3. Digital Connect Pilot**

### **Project started April 2016 (Targeting 80+ SME's and 40 NEET's)**

**Partners** - Lloyds Banking Group, Accenture and Seetec, will provide (SME's) small businesses that lack BDS free training opportunities. They will also provide young people who are not in Employment Education or Training (NEETs) that are willing to volunteer with for work experience places with the businesses.

The young people will assist the small business with BDS and in return there may be an opportunity for the young people to gain valuable work experience as well as an opportunity to apply for appropriate vacancies which become available.

Four 1 day courses will be run for the SME's to show them ways of growing their businesses online. The training will cover many opportunity areas including social media, marketing, advertising, and analytics. The project will evaluate the BDS gained by the SME's. Confidence and employment outcomes will be key measures for the NEET's involved.

Measurement -The outcomes of this work are split into two areas, the SMEs, Charities and Social Enterprises that are recipients of support, and the NEETs that provide the training. The former will have outcomes focused on gaining of Basic Digital Skills, financial savings and efficiency benefits. The latter will focus around confidence, employment and wellbeing.

- The number of SMEs, Charities and Social Enterprises that gained Basic Digital Skills as a result of the programme.
  - The number of SMEs, Charities and Social Enterprises that had seen a financial benefit from increasing their digital skills.
- NEETs that reported an increase in general confidence
- The proportion reporting that they feel less socially isolated 'in real life' as a result of the project.
  - Proportion reporting that improved IT Skills helped them to get a job

#### **4. People in Poverty, Homelessness, and Mental Illness (Target approx. 120 residents)**

**Started Dec 2015**

**Partners** -The Tinder Foundation are delivering a BIG Lottery funded deep dive which aims to find the best methods of supporting people in poverty and homeless people to improve their health and wellbeing through digital.

This project is now in the delivery phase. Training began in December 2015. Measurement- Increased basic digital skills to achieve personal outcomes around health and wellbeing.

Now in delivery phase after connections made across the borough. Croydon now a key focus of the overall project and Tinder are working with the Mental Illness organisations in the borough., Figures in so far have confirmed 198 residents helped with BDS.

#### **5. People with Sensory Impairments**

**Started September/November 2015 (Demand lead)**

RNIB, Action for the Blind. The Royal National Institute for the Blind (RNIB) will deliver an 'Online Today' BIG Lottery funded deep dive project focusing on helping people with visual impairment or hearing loss to gain BDS. This will be delivered in partnership with the Action for Blind People, Croydon. The lessons learned for this target audience will be actively shared locally and nationally by the RNIB and via Go ON Local online.

A small trial took place in September in Croydon. The approach is being refined and sessions for this target group will be delivered according to local demand.

Measurement- The number of individuals that have gained Basic Digital Skills based on the Basic Digital Skills framework question set. Awareness of Basic Digital Skills at what they can offer for the 2 million broader reach.

Confidence-Proportion who agree that the internet makes life easier.

Proportion that report a general improvement in their levels of overall confidence.

Health & Quality of Life-Proportion that report 'life is better' as a result of being able to access the internet. Proportion who report that they have found information to improve their health.

In delivery phase now but dependent on referrals to allow group training sessions.

Residents are constantly being sourced to take part in this project, referrals can be made to Action for the Blind Croydon or RNIB

## **6. Proposed Homeless People project (not yet confirmed as a deep dive)**

### **If partners confirmed delivery post June 2016**

Crisis are the delivery partner for this project which aims to understand and work to remove the barriers to digital inclusion for the homeless and provide them with the opportunity to themselves become digital champions. Wider social benefits such as improved health and increased financial and social inclusion will also be tracked.

Some funding has been agreed via Twitter and EE has now supplied 90 smartphones to support this Homeless project.

Measurement-The outcomes of this work will focus around social, health and wellbeing improvements as well as an increase in financial inclusion, achieved through the gaining of Basic Digital Skills. Specific measurements are still being worked up but are likely to include:

The number of users that gained Basic Digital Skills as a result of the programme.

Users that reported an increase in general confidence

Proportion that report 'life is better' as a result of being able to access the internet

Number of users that found information online that improved their health.

Proportion seeking information about jobs/work online.

The proportion reporting that they feel less socially isolated 'in real life' as a result of the project.

- 3.20 As the projects have different delivery dates the individual findings and next steps will develop as the program progresses. Appendix 2 lists the current digital zones open across the borough and the total visitors for each to date. Further opportunities are being developed mapped to the exclusion maps above.
- 3.21 Outside of the specific projects as part of the Go On program the council are also trialling a number of other digital opportunities within our overall service and transformation agenda. In the main these have been in partnership with the London Ventures program, which has provided some funding and support to assist. The trials will provide evaluations in order that decisions can be made as to how and whether we can take these options forward.

### **Supporting independence through videocalling**

- 3.22 Many older people alone in Croydon feel socially isolated which has a real impact on their ability to retain independence. To understand digital opportunities to overcome this, we have partnered with Visbuzz and Sentab to pilot up to 200 video calling devices with such residents by giving them a simple touch screen tablet or a link through digital TV to allow users to stay in contact with family, friends and support workers online. We have worked with local community groups to identify and support socially isolated residents, and the initial feedback from users is that they feel better connected and happier. One resident, Dorothy is an 86 year old widow whose husband died after a marriage of 52 years in 2013 and lives alone. She has a large family but they live between the UK, Jamaica and USA. Visbuzz has given her back her social connections and she can see more than two or three of her family and friends in one day for a quick chat, urgent support or just wants to share a joke about something she's watched on TV.
- 3.23 Sentab works through TVs and the remote control to provides video calling, alongside options for local communities network and to send information and advice or reminders to users. We have particularly supported elderly residents in New Addington, Fieldway and Longheath to grow the community aspects and offer residents the ability to connect with each other in a digital way, and have done this by working with local community groups such as Fieldway Community Centre, Longheath Community Care & Church Centre and the Pop In Samaritans in New Addington.
- 3.24 Visbuzz are simple tablets for socially isolated people with no digital skills to enable them 'see' families, friends and support workers via video calling. It gives them reassurance that it is safe and secure and introduces them to digital technology giving them new skills. So far we have over 25 users of Visbuzz who are a mix of elderly carers, early stage dementia patients and re-ablement, who have community champions to set up and support them with the tablet. We have worked with local community groups such as Alzheimers, British Red Cross, Careline, Mind, Age UK, Crossroads, and SLAM.

## **Crowdfunding in Croydon**

- 3.25 Croydon is trialling options for grassroots community projects to secure money or resources through digital crowd-funding. Over the last year we have partnered with Spacehive who offer a digital platform and have seen over £100k raised by the public for civic projects. Successful projects include refreshing playground equipment in South Norwood; a pop-up saffron farm on the site of Earnest Taberner House; transforming an empty shop in Croydon into an artist-run space; regenerating Croydon College Square into a vibrant, green oasis and venue for performances and an Interfaith bike ride. There are a further 12 Croydon projects on our Croydon Hive. These projects may not have been able to progress with current council funding pressures, and by crowdfunding there is a greater sense of ownership and pride by the community.
- 3.26 Crowdfunding tests and can prove community interest in an idea or an initiative and galvanise support for local outcomes for local residents complementing our regeneration initiatives and Community Fund. It also has additional benefits of encouraging digital channels to be the cornerstone of community projects. Officers have worked with community leaders and volunteers to show them how to use the Spacehive to increase their digital skills and confidence to use the platform, as well as helping to raise awareness and promote their projects via websites or social media. An example of this is StreetPin which is a project aiming to bring the local community 'pin board' into the digital age, empowering high streets to create a network of independent web sites, resulting in a viable alternative to online shopping.

## **Community support**

- 3.27 Alongside the more formal deep dives there are a host of other workstreams progressing within the community, sometimes supported by partners. These continue to be developed and as organizations are identified they are matched to appropriate support and advice. An early example of this is the Norbury Church inclusion work where the Council were able to provide a small number of laptops and that church have now been running a very successful training facility where the community can support each other. This is cited on the national Go On UK website as good practice.
- 3.28 Other current examples of projects developing are given below. The council is currently in the process of replacing its ICT equipment which is becoming incompatible with many of the key corporate and service systems. We are working with a number of charity organisations, who can refresh the current equipment and provide basic software so it can be re-used into the community. We expect to be able to start to distribute during Summer and Autumn;

**Bridge Place residents group:**

16 residents keen to gain digital skills. Currently finalising between Age UK and Tech City student volunteers or Barclays Digital Eagles to deliver through outreach in their residents room.

**Children's Centre at Selhurst:**

This centre serves lots of parents for whom English is a second language. One of the parents is keen to set up a literacy/digital session for other parents who want to develop skills in order to get a job. Currently finalising community funding to purchase laptops and connectivity for the group and digital champions from the childrens centre will support

**Oval Tavern Community Pub, Oval Road**

This locality has no community centre and the pub is willing to run digital skills sessions on a weekday and a Saturday morning and follow up with a budget lunch for attendees if required. This meets the social needs of isolated residents in the area, build community cohesion and will use the digital skills of some residents to support others.

**Residents Groups**

Chertsey High Rise, Westcott Close and Matthews Garden Resident Association in New Addington are interested to know more about how they can develop the digital skills of residents. Bell Court Residents group have been given some Ward Councillor's funding to purchase the equipment for a digital zone

**Croydon Carers**

Want to create a digital zone and to establish a laptop loan scheme using the council's recycled computers, for those carers who cannot get out to attend training



### **Purley Cross Centre**

Want to create a digital zone to support their clients with digital skills once refurbished laptops become available

### **Look Ahead Care, Purley**

This supported housing centre is setting up a digital zone for its residents and for the clients it provides outreach support for.

### **Waddon Community Forum**

A fixed and outreach service will be run by St George's Church using equipment funded through Ward Councillors' budgets

### **Digital Champion Training**

A Digital Champion training session for representative of community groups in Croydon have been held in April and there will be places on the training session offered in Lewisham later in the year.

## **PARTNER COMMITMENTS**

- 3.29 There are a number of organisations who have made a commitment to support the current program. These items of support are currently being worked into a program and are being lined up with appropriate support requests which best maximises their impact. The list is shown in Appendix 3.
- 3.30 We are expecting further commitments as we develop the future plan and awareness. This will be further enhanced if we are able to form a link with Doteveryone and develop a 6month project celebration and awareness event which is currently in planning.
- 3.31 To raise awareness and access to the support that is being progressed we have already developed a dedicated page on the Council website which list activities, training and support that is available. We are also developing our communications, through all the local partnership board members, but also including improving our links with Croydon Tech City

## **4. CONSULTATION**

- 4.1 There is no further consultation required

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

## **REVENUE AND CAPITAL CONSEQUENCES**

- 5.1 There are minimal council costs outside of staff time which is being met from existing resources. Specific additional costs are being picked up as part of digital and enabling projects.
- 5.2 Where specific projects and innovations show there is a wider opportunity, that will be built up into specific business cases for approval through normal channels.

## **RISKS**

- 5.3 There is a risk that if the right support is not provided the council will be unable to meet projected budget savings as we will be unable to support customers across to cheaper and more effective online services.

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

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

- 6.1 The Council Solicitor comments that there are no direct legal considerations 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 There are no direct or immediate Human Resources considerations arising from this report for Croydon Council staff or workers.

(Approved by: Michael Pichamuthu, HR Business Partner, on behalf of Heather Daley, the Director of Human Resources)

## **8 EQUALITIES IMPACT**

- 8.1 Equality assessments are being carried out for each individual workstream where appropriate. There is also a full assessment progressing for the overall program

## **9. ENVIRONMENTAL IMPACT**

- 9.1 Not applicable for this report.

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

10.1 Not applicable for this report.

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

11.1 To advise members on the approach and expected benefits of the work and findings to date

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

12.1 Not providing appropriate support to our community would see many residents fall further behind in the digital agenda and lose out on various financial and social opportunities. This would also have a negative impact on the council in terms of cost and also support for those then unable to live as independently.

12.2 Funding such work and providing it directly would have a very significant cost and be far less successful as the council would not be able to reach all areas of the community, and would not have the skills and kit equipment required.

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**CONTACT OFFICER:** Graham Cadle, Assistant Chief Executive – customer and transformation

**BACKGROUND PAPERS:** none



## **Appendix 1**

### **Digital inclusion action plan**

**June 2016**

Croydon's Digital Action Plan supports the corporate priorities of Ambitious for Croydon by enabling Growth, Independence and Liveability

#### **Ambitions**

The council made a commitment through cabinet in December 2014. Since then work has progressed towards this aim and the Go ON Croydon project will play a significant part in Croydon becoming a digital included borough. Through this plan and a number of other workstreams, Croydon's people, communities and businesses will be supported to reach and achieve their digital potential

Support will be provided in respect of:

Digital skills - being able to get online and use technology

Connectivity - increased availability to technology and wifi

Accessibility - services will be designed around the needs of the end users, including those dependent on assistive technology to access digital services

#### **Go ON Croydon has three key objectives**

1. To test financial messaging as a means of increasing both digital and financial inclusion.
2. To work with key target groups via 'Deep Dive' projects to identify and share approaches that work for them.
3. To improve the lives of residents by increasing the number of individuals and organisations who have Basic Digital Skills across the borough.

This document pulls together the work through Go ON Croydon and other council initiatives to fulfill the ambition for Croydon to become a digitally included Borough. There is a clear link between the groups affected by financial exclusion, the groups affected by digital exclusion and the customers who regularly access Croydon Council's services, eg. older people, marginalised groups, isolated communities, the disabled, and the unemployed

GO ON CROYDON CHARTER COMMITMENT TO	REQUIRED OUTCOME	WHAT SUCCESS WILL LOOK LIKE	ACTIONS TO ACHIEVE OUR OUTCOMES	LATEST POSITION
COLLEAGUES PRIORITY 1	All council staff and members will have a basic standard of digital skills. Staff working directly with residents will have additional level of additional skills to ensure their role embeds the digital approach for their key outcomes	<ul style="list-style-type: none"> <li>• 100 % of staff trained to basic digital skills level per GO ON UK assessment by April 2016</li> <li>• 100% of elected members trained in to basic standard of digital skills per GO ON UK assessment by April 2016</li> <li>• Numbers of digital champions recruited 250 by April 2016</li> </ul>	<ul style="list-style-type: none"> <li>• All staff and members to undertake initial assessment and develop appropriate training scheme – Nov 15 and Feb 16 respectively</li> <li>• Define Digital champion role and get agreement across organization – aligning to service needs wherever possible.</li> <li>• Recruit for, deliver and cascade digital skills and champion training – from November 2015</li> <li>• Annual review to monitor and support digital skills and champions</li> </ul>	<p>Initial staff assessment complete. Training incorporated into ICT refresh approach.</p> <p>Members support and approach being developed with cross party members ICT steering group</p> <p>Currently circa 80 digital champions trained with 20 more scheduled further training arranged. Over 300 pledgees being encouraged to become champions.</p>
COLLEAGUES PRIORITY 2	All council staff and members will have the opportunity to actively support the Go ON Croydon initiative	<ul style="list-style-type: none"> <li>• Numbers of staff pledges to support digitally excluded friends, family, businesses and charities in Croydon. 400 across year of project</li> <li>• Number of staff digital champions involved in GO ON projects</li> </ul>	<ul style="list-style-type: none"> <li>• Internal marketing of Go ON Croydon to staff</li> <li>• Designated Staff Pledge Week</li> <li>• Call to action on screens, Your Croydon, newsletter</li> <li>• Pop ups in foyer, café</li> <li>• Digital championing aligned to Volunteering Policy</li> </ul>	<p>325 staff pledges made</p> <p>25 staff digital champions involved in projects</p>

COLLEAGUES PRIORITY 3	All council contracts include for staff to be digitally skilled and for services to support digital inclusion	<ul style="list-style-type: none"> <li>Digital inclusion embedded in contract let, renewal and review procedures</li> </ul>	<ul style="list-style-type: none"> <li>Agree forward plan and approach to embedding into new contracts</li> <li>Initial priorities; <ol style="list-style-type: none"> <li>Veolia and Interserve contract renewal to incorporate basic digital skills achievement</li> <li>Adult social care commissioning to incorporate residents' basic digital skills development outcomes (pilot in Jan 16)</li> </ol> </li> </ul>	<p>Currently working in association with SCC to embed approach and consider initial priorities.</p> <p>Being Integrated into procurement approach and Value Croydon</p>
COLLEAGUES PRIORITY 4	Council refreshed ICT equipment to be recycled for community usage	<ul style="list-style-type: none"> <li>Maximise equipment recycled into community use (PC, laptop, tablets)</li> <li>100 Croydon residents, 25 charities and SMEs who have developed skills on recycled equipment</li> </ul>	<ul style="list-style-type: none"> <li>Understand approach bearing in mind costs and data issues (Dec 15)</li> <li>Establish community Laptop/tablet loan/dispatch service – April 2016</li> <li>Creation of community digital recycling allocation scheme – April 2016</li> </ul>	<p>Plans <b>will bring 1500 laptops into Croydon reaching minimum of 3000 individuals, 75 community organisations/social enterprises</b> . Final commercials being progressed.</p> <p>Exploring bins in key locations to enable residents to donate kit for recycling.</p>
COLLEAGUES PRIORITY 5	Explore external funding opportunities to improve and develop digital support and facilities in the borough	<ul style="list-style-type: none"> <li>Bids reviewed for integration of digital. Initial opportunity identification by end Jan 2016</li> <li>10% increase in external funding secured for digital support and facilities during Go ON Croydon 12 months</li> </ul>	<ul style="list-style-type: none"> <li>Identify business case for dedicated and time-barred resource – potential for business case to perm approach.</li> <li>Vizbuzz pilot providing simple online video calling to key service providers, family and friends</li> </ul>	<p>Initial opportunities being sought – plan end May</p> <p>Vizbuzz pilot underway</p> <p>No further opportunities at present</p>
COLLEAGUES PRIORITY 6	Borough intelligence and data on residents' digital skills to be consolidated into one place, accessible to and	<ul style="list-style-type: none"> <li>Staff working directly with residents, charities and businesses will capture and update digital inclusion data through central</li> </ul>	<ul style="list-style-type: none"> <li>Measures to be included into council performance management approach.</li> </ul>	<p>Initial analysis developed and being utilized by Go On partnership board</p>

	updateable by all services	<p>database</p> <ul style="list-style-type: none"> <li>• Go On project to provide baseline and progress position.</li> <li>• Legacy of Go On to be ongoing approach and measure.</li> </ul>		<p>Further analysis as part of project and at end of project Lloyds survey – and maps now developed</p> <p>Housing surveys identifying local and key client data.</p>
COLLEAGUES PRIORITY 7	Service re-design to include standard digital approach and measures for inclusion	<ul style="list-style-type: none"> <li>• Number and % of transactions completed on-line</li> </ul>	<ul style="list-style-type: none"> <li>• Agree principle and approach for future service review and design (Feb 16)</li> <li>• Facilitated through corporate transformation team to embed approach in service reviews and change implementation</li> </ul>	<p>Initial individual opportunities being progressed as part of Digital and Enabling program. Landlord licensing and green waste service introduced through digital only approach with support where needed</p>



GO ON CROYDON CHARTER COMMITMENT TO	REQUIRED OUTCOME	WHAT SUCCESS WILL LOOK LIKE	ACTIONS TO ACHIEVE OUR OUTCOMES	LATEST POSITION
COMMUNITY PRIORITY 1	Digital Zones established throughout the borough	<ul style="list-style-type: none"> <li>• Numbers of permanent designated Digital Zones – target 2</li> <li>• Numbers of pop up Digital Zones</li> <li>• % and numbers of Digital Zones in target areas – target 40 during project</li> <li>• Footfall in Digital Zones during 12 months of Go ON Croydon – 10,000</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Set up Digital Zone in Access Croydon – Nov 2015</li> <li>• Community partners to set up Digital Zones covering all priority areas of Borough (digital inclusion blackspots)</li> <li>• Provide info to orgs and residents on facilities provided across Borough to promote footfall</li> </ul>	Access Croydon zone in place. Total of 13 currently in place. 5 housing hubs now in planning for delivery Further zones have been identified from work across pilots and resident analysis Further work on collating footfall from partners
COMMUNITY PRIORITY 2	Croydon Digital Champion Network established	<ul style="list-style-type: none"> <li>• Number of digital champions trained throughout Croydon. Aim to have 500 borough champions in Croydon by end Nov 2016</li> <li>• Number of Digital Champions recruited</li> <li>• Number of individuals, charities and SME's supported by digital champions</li> <li>• Digital champion offers and needs data shared throughout borough</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and set-up community organisation to manage the Croydon Digital Champion network – June 2016</li> <li>• Engage and recruit corporate CSR support eg digital champion volunteers in community – 2,000</li> <li>• Publicise Croydon's digital championing opportunities on Team London, Go ON UK and community sites - Dec 2016</li> </ul>	Training for 40 community took place Twitter digital champions delivered training to third sector and SME organizations in May. April 2016 Working with CVA regarding offer across borough Barclays are developing a training programme for digital champions on transactional security
COMMUNITY PRIORITY 3	Support digital security awareness raising and training across borough	<ul style="list-style-type: none"> <li>• Numbers of pop ups around borough focusing upon digital security to also include those who already have some basic online skills</li> <li>• Numbers and % of schools offering</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate with Lloyds Bank, Fire Service, Police initiatives</li> <li>• Incorporate digital security into Digital Zone activities</li> </ul>	Work underway with Met Police and their cadets to support older people and to provide pop-ups and further support Barclays planning training to

		digital security awareness session to parents		digital champions and on their premises to the public whoever they bank with  Also progressing Barclays digital passports and some specific training sessions
COMMUNITY PRIORITY 4	Incorporate digital and financial inclusion support into council services	<ul style="list-style-type: none"> <li>• Develop real-time digital resource for all Council consultation processes</li> <li>• Develop common council financial inclusion resources for staff in working in Access Croydon and Gateway</li> <li>• Integrate digital skills training into Gateway approach</li> </ul>	<ul style="list-style-type: none"> <li>• Consultations to integrate digital communication methods</li> <li>• Full service offer detailed and in place April 2016</li> </ul>	On-line consultation and communication services in place and continuing to develop. Single assessment and financial and digital inclusion offer being developed with Gateway, housing etc
COMMUNITY PRIORITY 5	Align Croydon Council's community funding towards digital skills initiatives during Go ON Croydon year and beyond	<ul style="list-style-type: none"> <li>• Applicant guidelines to incorporate digital skills content</li> <li>• % increase in successful funding applications which integrate digital skills into projects</li> <li>• Digital skills delivery and reach incorporated into grant assessment criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Active Communities and Time Banking focusing support on digital inclusion work</li> <li>• Provide on line tool kit for community and third sector to facilitate and resource digital training facilities</li> </ul>	Golden Thread of digital woven into Prospectus recently launched.  Also alignment made with ward members budget and spend in 2015/16 budget.
COMMUNITY PRIORITY 6	Work with partners to expand broadband and wifi coverage across Croydon.	<ul style="list-style-type: none"> <li>• Number and 20% increase in households with access to online services August 2016</li> <li>• Map of wifi hotspots across borough to identify next areas of focus</li> </ul>	<ul style="list-style-type: none"> <li>• Exploit investment opportunities to support Croydon's digital ambitions – clear plans, options and investment requirements – May 2016</li> <li>• Duka PC, E.ON and other deep dive projects with Go ON UK partners – ensuring evaluation detail is fed back to inform future service provision in council and outside.</li> </ul>	Deep dive projects progressing to varying timescales. Full evaluation at end of projects. Growth zone includes development of further provision of wifi and broadband offer

COMMUNITY PRIORITY 7	Grow Croydon's future digital skills through supporting children, young people and their families digital journeys	<ul style="list-style-type: none"> <li>• Pop up digital zones in schools in target areas to provide support for parents (3 – April 2016)</li> <li>• Integration of digital skills into CALAT's family learning provision</li> <li>• Established progression routes into locally available higher level digital training</li> <li>• Support and link orgs such as Croydon Tech City to raise awareness and take-up of schools training schemes</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and support code clubs in primary schools in borough</li> <li>• Commissioning requirement for foster parents to provide online facilities in their home</li> <li>• Tech City supporting digital skills development in schools</li> </ul>	Initial links with Tech City in place. Further work required. Pilot scheme in New Addington with school admissions. Results to be evaluated through collaboration school heads Further further discussions taking place with Tech City
COMMUNITY PRIORITY 8	The most vulnerable digitally excluded people and communities within the borough will be supported through skills development, access and signposting	<ul style="list-style-type: none"> <li>• % reduction Access Croydon service usage by targeted users</li> <li>• % increase in Gateway users with Basic Digital Skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Interrogate existing Croydon council and partner data to identify the most vulnerable digitally excluded within Croydon – Jan 16</li> <li>• Collaborate with 3<sup>rd</sup> sector organisations supporting the most vulnerable (homeless, disabled) to share intelligence and reach target audience – all areas identified and with clear plans April 2016</li> <li>• Pop up Digital Zones in target neighbourhoods – April 2016</li> <li>• Public broadband availability mapped throughout borough – and approach to filling gaps agreed – July 2016</li> <li>•</li> </ul>	Significant progress through digital zones, alignment to training resources, community groups. See examples in body of report.  Mapping has identified target areas. Working with Crisis on project to digitally upskill 90 homeless people.
COMMUNITY PRIORITY 9	Increased levels of basic digital skills levels in borough	<ul style="list-style-type: none"> <li>• 10% reduction in residents, charities and businesses without basic digital skills during Go ON Croydon year</li> </ul>	<ul style="list-style-type: none"> <li>• Base line digital inclusion levels established within borough</li> <li>• RSHP digital inclusion group established to maximize access to</li> </ul>	Full assessment to come from partners and Croydon monitoring. Further resource required to ensure in place.

		<ul style="list-style-type: none"> <li>• 10% reduction and number of residents without basic digital skills areas across Borough</li> <li>• Achieve 160,000 My Account sign-ups (cumulative)</li> <li>• % and number of residents, charities and businesses accessing Go ON Croydon services (webpage count, event attendance and digital zone footfall – 100,000)</li> </ul>	<ul style="list-style-type: none"> <li>• tenants and share good practice</li> <li>• Develop a tool kit for local orgs to provide digital skills training and support</li> </ul>	<p>Over 160,000 MyAccount sign-ups now received.</p> <p>Working with CVA on training for local third sector running community projects</p>
COMMUNITY PRIORITY 9	A sustainable community digital skills network will be established in Croydon	<ul style="list-style-type: none"> <li>• Maintain exit level number of digital zones after Go ON Croydon year – April 2017</li> <li>• maintain numbers of footfall in existing access points</li> <li>• increase by 20% numbers of Digital Champions recruited during Go ON Croydon year</li> </ul>	<ul style="list-style-type: none"> <li>• Community Digital Champion training programme delivered by community partners</li> <li>• Digital Champion Network established</li> <li>• Cross sector partnership board to sustain momentum beyond Go ON Croydon initiative</li> </ul>	<p>Initial training underway. Further focus on pulling together across borough and ensuring sustainable model going forward</p> <p>Council webpage developed with links to resources.–</p>

GO ON CROYDON CHARTER COMMITMENT TO	REQUIRED OUTCOME	WHAT SUCCESS WILL LOOK LIKE	ACTIONS TO ACHIEVE OUR OUTCOMES	LATEST POSITION
CUSTOMERS PRIORITY 1	Support customers through the development of a consistent Croydon Council approach to identifying, signposting and supporting their basic digital and financial skills needs	<ul style="list-style-type: none"> <li>• Informal initial assessment of digital skills for customers accessing Croydon Council services</li> <li>• Review existing practices to identify and implement model of good practice</li> </ul>	<ul style="list-style-type: none"> <li>• Develop online tool (or utilize something already available) to measure digital skills and point residents to appropriate support – Feb 2016</li> <li>• Develop coordinated approach between Benefits, Housing, Adult and Children’s Social Services, Public Health, Access Croydon – Feb 2016</li> <li>• Targets in place for housing officers</li> <li>• Website to provide single place for advice, information and support re digital skills and access</li> </ul>	Initial pilot underway in Housing service. Some housing officers trained as digital champions Are a number of products including Barclays driving licence tool that we are considering further Website in place with plans for ongoing development
CUSTOMERS PRIORITY 3	Croydon Council to adopt a Digital by Design approach leading to Digital by Default providing customers with access to all council services online	<ul style="list-style-type: none"> <li>• 160,000 MyAccount sign-ups by August 2016</li> <li>• Identify, map, signpost and support those needing Assisted Digital support to a range of resources available (Advocacy Services, Alzheimer’s Society)</li> </ul>	<ul style="list-style-type: none"> <li>• Review Assisted Digital offers – Access Croydon, Housing Officers</li> <li>• Delivery of Digital and Enabling project and further channel shift approach</li> <li>• Extensive listing of appropriate support and training across Borough and customer groups – Feb 2016 – integrated into web and customer services</li> </ul>	Number of support arrangements now in place predominantly across access Croydon and Housing. Further service development and take-up progressing. Webpage developed Government assisted digital offer being rolled out through libraries
CUSTOMERS PRIORITY 3	To support SME’s to develop and utilize basic digital skills	<ul style="list-style-type: none"> <li>• 100 SME’s attending SME training and advice sessions as part of GO ON UK.</li> </ul>	<ul style="list-style-type: none"> <li>• Development with partners of online SME assessment and advice tool</li> </ul>	Twitter workshop delivered targeting SME Continue to discuss sponsorship for

		<ul style="list-style-type: none"> <li>• Number of SME's completing on-line toolkit and then utilizing support identified. 300 target</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of 15 SME specific workshops and training sessions in conjunction with partners as part of GO ON Croydon</li> </ul>	advice tool Linking into Croydon Tech CitySME workshops delivered to deep dive organisations
CUSTOMERS PRIORITY 4	Promote progression opportunities for adults wishing to increase their digital and financial skill levels within the borough	<ul style="list-style-type: none"> <li>• % Increase in number of enrolments onto ICT training courses in borough</li> <li>• % Increase in JCP clients with ICT qualifications</li> <li>• Progression pipelines mapped and published leading from Digital Zones to existing and new digital support partners</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage post 16 and IAG providers to collaborate to map and share progression routes beyond basic digital and financial skills</li> </ul>	Further work being progressed to better capture number of training and support sessions. Mapping of progression opportunities throughout borough

**Appendix 2**  
**Digital Zones now open**

**Access Centre Croydon (Visitors – up to Jan 121, Feb 43, Mar 38, Apr 64)**  
Bernard Weatherill House, 8 Mint Walk CR0 1EA. Open: Every Friday, 9am - 4pm

**Lloyds Banking Group (Visitors – up to Jan 28, Feb 22, Mar 22, Apr 24)**  
95 George Street, Croydon CR9 1TN & 137 North End Road, Croydon, CR0 1TN  
Open: Every Thursday, 9.30am - 4.30pm

**Job Centre Plus (Visitors – Jan 22, Feb 18, Mar 53)**  
17-21 Dingwall Road, CR9 2TN - monthly: 3rd Tuesday of month, 10am - 2pm  
72 High Street, Thornton Heath CR7 8AA - monthly: 1st Tuesday of month, 10am - 2pm  
24 Whytecliffe Road South, Purley CR8 2YU - monthly: 4th Wed of month, 10am - 2pm

**EE (Visitors – numbers not yet provided)**  
143 West Arcade, Whitgift Centre CR0 1UT  
Croydon North End, 85 North End CR0 1TJ  
Unit 150 Whitgift Centre CR0 1LP  
Croydon Centrale, Unit A, 21 North End, Croydon CR0 1TY  
Open: Every Tuesday, 9.30am - 11.30am

**Croydon African Caribbean Family Organisation UK**  
40 Northwood Road, Thornton Heath CR7 8HQ  
Open: Wednesdays and Fridays, 1.30pm - 2.30pm

**Age UK (Visitors – Jan 61, Feb 37)**  
**U3A March – April Using Access Croydon Digital Zone 12)**  
**CACFO (Opened Mar – no visitor figures to date)**  
**Argos Croydon (zone opened April – no figures received to date)**

**Potential new digital zones**

**Post Offices – commitment made**

Addiscombe Exchange  
Caterham  
Coulston  
High Street  
Purley  
Selsdon  
The Pond  
Thornton Heath

**Community venues supported by**

**Sustainable Communities – discussions ongoing**  
Longheath CCCC, Ashburton  
New Addington Pathfinders, Octagon  
Fieldway CC  
Shirley CC, Shrublands  
Fieldway Family Centre  
Wandle Community Forum  
Look Ahead Care, Purley

## Appendix 3

### Case studies

#### Case studies from Access Croydon Digital Zone

**Arthur**, self-employed, had an accident which prevented him from working. He subsequently lost his business, his family, his home, his physical and mental health and now in his early 60's has a room in a homeless hostel.

Arthur didn't have any digital skills and was referred to the Digital Zone to learn how to access his emails. Our digital champions hooked him into the digital world through his interest in Crystal Palace. He learned to search for footage of past matches and went on to search and watch footage of Motown music. From there he progressed to searching relevant sites to improve his health and to make doctor's appointments.

Arthur was referred to a local UK Online Centre where he attends 2 sessions each week and also uses the computers in Central Library. Already he's gained basic digital skills and is learning more advanced skills. His dependence on medication has reduced and his focus on developing digital skills has enabled him to cope better with his life in a homeless hostel and his mental health issues.

**Mary** attended the zone for the first time. She is around 50 and has already achieved 2 Learn My Way modules and is keen to get work. She's been assessed for and will begin to attend numeracy and literacy classes next week. However, she wanted to develop her CV and today learned how to fill in an online application form and how to save and progress through each stage. She's been referred to a UK Online Centre to further develop the skills she need for work.

**Jenny** came into the Digital Zone to make the online payment for the Green Waste service during the discounted payment period. Her family had been encouraging her to get online for a while but she could not see how she could benefit from doing so. She was nervous about paying for a service online and said that she didn't feel that she would do anything else online, but in discussions the digital champions discovered that she had an interest in marmalade making and helped her to search for unusual recipes. Jenny was hooked by the results and has returned to the Digital Zone to master sending and receiving emails and further develop her internet searching skills. As an ex-touch typist, Jenny now intends to purchase a laptop and install broadband at home in the next few weeks.

**Anand** had been into Lloyds Bank digital zone previously where they had helped her to compare prices and then switch her energy supplier. She was paying £137 per month and having changed her supplier she's now paying just over £84 per month. She visited the Access Croydon Digital zone subsequently because she wanted to compare prices for her car insurance too because she wanted to make similar savings on that too, and was keen to learn more about insurance price comparison sites

**Neville** is 60, unemployed, and was referred to the Access Croydon Digital Zone by Jobcentre Plus, in order to gain some digital job seeking skills. Initially he showed little enthusiasm and seemed disengaged and resentful that he'd been referred. However, after attending for a couple of weeks he brought a laptop from home and created shortcuts to job searches, worked through an online learning module on health and because he's diabetic, researched diets for his condition. He's now been referred to and attended a UK Online session and will continue to develop his skills there and at home.

**Pi** came into the digital zone. She owned an Iphone and wanted to download a step counter app



so that she could monitor her steps in a competition with her daughter. Pi learned look at reviews of free apps to decide which were better than others and then went onto access the App Store and look at the interfaces of the the apps she'd reviewed to decide which one would suit her needs best. She downloaded one free app and tried it but didn't like so she then learned how to remove an app and she then installed another free app which she felt was more suitable. She's coming back next week with her Ipad.

**Mr Kauser** came into the zone for the second time. The first time, he wanted to know how to use open a website in a different browser because the site wasn't supported by his default browser. This time he wanted to learn how to scan and attach photographs to emails. With guidance, he searched the internet for his scanner model and learned how to locate user manuals so that he could follow the instructions for his own scanner at home. He then learned how to select and attach files to emails and how to open them when he received them at home.

**Gill** – wanted to watch a video of herself at the recent the Overview and Scrutiny Committee, and share it with family and friends. She learned to recognise a hyperlink in an email and open the video, resize to full screen, stop the video and fast forward to the place at which she spoke, and then to send the link to her family and friends.

## **Lloyds Case Studies**

### Customer A

Came to Lloyds bank as she had seen the Digizone poster. She is an existing personal and business customer. She had broken the screen on her computer and has been having trouble using online banking since. She was amazing to see new ipad in the branch. I was able to give her a demonstration and show the features of the device and what she can do on it. She absolutely loved the touch screen feature. She told me that she has been wanting to trace her family ancestry but didn't know where to start. I directed her to go onto Google search – she expressed that she didn't want to pay any charges - I told her to search what she wanted and look for the site that would be best for her needs. Once she got the basics she started to search for cheap air tickets and other price comparison sites. Towards the end she told me she wanted to try Skype as she had seen her friends and family use the site. I told her how she can download and register site on her computer and smart phone.

### Customer B

She had recently downloaded our mobile banking app and needed help on how to transfer funds out of her account to her own savings as well as to other external accounts. I was able to help her log on and demonstrated where she needed to go to transfer between her own accounts and how to send funds to her friends and family etc.

She also asked if I could help with her Barclays account - I showed her how to download their app from the app store on her phone and where she needs to go to register her accounts there. Customer was amazed that her phone supported contactless payments and wanted to know how she could register for that. I gave her step by step instructions on how to arrange contactless payments with her phone. She was amazed with the technology and what she can do with such a small device now.

#### Customer C

A regular customer of ours who comes every week has been seeing our colleague Mario and has since bought a Windows 10 HP laptop to practice at home and get better with online services. She bought her laptop with her today as a message had come up saying there was an update to install and she was unsure what she had to do. I showed her that it was an official update and that she had nothing to worry about. The laptop was already connected to our branch wifi and we began the installation on her laptop which took just over 30 mins to complete. Once the update was finished I showed her how she can use Cortana the voice assistant on her laptop and what it can do to save her time opening and closing apps, setting reminders and other features of the assistant. Once she had mastered Cortana she wanted to know how to open video links that had been sent to her by her friend via Skype. I explained that this is very easy and showed her how to open the link and watch the videos straight away. She will be returning to the branch next week to continue her tutorials and will be practicing with her laptop at home.

**Appendix 4  
Go On Uk Commitments**

<b>Go ON Croydon partner commitments</b>					
<b>Partner Name</b>	<i>Commitment 1</i>	<i>Commitment 2</i>	<i>Commitment 3</i>	<i>Commitment 4</i>	<i>Commitment 5</i>
<b>CCS Libraries</b>	<i>Facilitate basic digital skills sessions in our libraries</i>	<i>Support 50 residents to gain basic digital skills across several libraries</i>	<i>Recruit digital champions to support the delivery of basic digital skills in our libraries</i>	<i>Promote and signpost to Go ON Croydon</i>	
<b>Croydon College</b>	<i>Recruit students as digital champions to support Go ON Croydon activities</i>	<i>Provide support to college students and staff without all 5 Basic Digital Skills</i>	<i>Use Croydon College facilities for Basic Digital Skills support sessions for older people during holiday periods</i>	<i>Access the training and support for Digital Champions to work within the community to develop digital confidence and Basic Digital Skills which is provided by Go ON Croydon</i>	
<b>Happus</b>	<i>Develop a low cost equipment bundle for community groups and organisations creating digital zones and suites</i>	<i>Develop an equipment pipeline for Croydon organisations going through refresh</i>	<i>Exclusive low cost broadband deals for qualifying individuals</i>		

<b>JCP</b>	<i>Assessment and skills development for staff</i>	<i>Support with digital skills for claimants</i>	<i>Digital Zones in Purley, Croydon and Thornton Heath Job Centre Plus</i>		
<b>Croydon Council Housing Services</b>	<i>We will provide free access to our meeting rooms for Go ON Croydon activities</i>	<i>We will identify, target, promote and signpost tenants to digital skills development opportunities through Go ON Croydon</i>	<i>We will host Techy tea parties and support the Older Person's Deep Dive project</i>	<i>We will work with Silver Training to deliver Basic Digital Skills training for tenants and leaseholders</i>	<i>We will enable and develop staff to become digital champions and deploy them in digital hubs to advise customers</i>
<b>Croydon Council Gateway and Welfare Services</b>	<i>Enable all customers to gain the Basic Digital Skills to transact online</i>	<i>Recruit and train staff to become digital champions</i>	<i>Establish digital skills suite within Croydon Central Library and in branch libraries</i>		
<b>CACFO</b>	<i>Develop Basic Digital Skills sessions at CACFO UK for the elderly</i>	<i>Raise awareness of and promote the Go ON Croydon programme</i>	<i>Provide community parking space for Digital Zone bus</i>	<i>Establish digital zone by February 2016</i>	
<b>Citizens Advice Croydon</b>	<i>Deliver support and advice to clients for online searches for advice</i>	<i>Refer clients to Digital Zones and Basic Digital Skills development opportunities</i>			

<b>Croydon Voluntary Action</b>	<i>Establish a Digital Zone at CVA Resource Centre, Croydon</i>	<i>Support the recruitment and co-ordination of Croydon's Digital Champions through the Volunteer Centre, Croydon</i>	<i>Host SME and third sector digital skills training at Croydon Enterprise Centre</i>	<i>Publicise and promote Go ON Croydon activities and opportunities to individuals, SME's and community groups through the CVA network</i>	<i>Deliver Online Health sessions to 100 clients</i>
<b>Boxpark</b>	<i>Host and facilitate sessions (at Boxpark Croydon) for SME's to raise awareness and skills in regard to basic digital skills that support and develop their business.</i>	<i>Work with London Borough of Croydon and GoOn UK on a potential awards event to recognise and promote the positive impacts from the project</i>	<i>Work with London Borough of Croydon on options for an online high street facility for SME's</i>		
<b>Croydon Tech City</b>	<i>Support Go ON UK to reach the Croydon community and improve awareness for the benefits of digital skills</i>	<i>Enable engagement between local SME's, residents and the local technology community to improve digital skills</i>	<i>Promote and invite the Croydon community to attend digital programmes that address digital skill shortages</i>		

<b>PJ's Community Service</b>	<i>Raise awareness of the Go ON Croydon programme and its relevance to clients</i>	<i>Host and facilitate sessions at PJ's Group premises for Basic Digital Skills development sessions</i>	<i>Explore the feasibility of incorporating digital championing into training programmes</i>		
<b>L &amp; Q Housing Trust</b>	<i>Reactive promotion of Go ON Croydon to residents.</i>	<i>Accept referrals of L &amp; Q residents from Digital Zones</i>			
<b>The Hyde Group</b>	<i>Promotion of Go ON Croydon to residents.</i>	<i>Referrals of residents from Digital Zones and provision of further training</i>	<i>Staff support for special events</i>		
<b>Hexagon Housing Association</b>	<i>Promotion of Go ON Croydon to Hexagon Housing residents.</i>	<i>Accept referrals of residents from Croydon Digital Zones</i>	<i>Potential for shared courses if insufficient demand from Hexagon Housing residents</i>		
<b>Capita</b>	<i>Capita will recruit digital champions to be trained to support Go ON Croydon</i>	<i>Capita's digital champions will support Croydon Digital Zone delivery sessions</i>	<i>Social Media/learners support</i>		
<b>Lives not Knives</b>	<i>Provide training venue for Lloyds deep dive</i>	<i>Support via NEETS to participate and social media</i>			

<b>BITC</b>	<i>Identifying NEETS for deep dive</i>	<i>Introductions to business with potential to recruit digital champions</i>	<i>Hoping DC training to employability programme</i>		
<b>Amicus Horizon</b>	<i>AmicusHorizon are committed to helping more of our 60,000 customers to gain the confidence they need to get online</i>	<i>We will help them to develop the skills they need to benefit from everything the internet has to offer and become active members of the ever-growing digital community</i>			
<b>Easy PC</b>	<i>Referral point from Digital Zones</i>	<i>Training programme as part of Tinder Deep Dive</i>			
<b>Speakset</b>	<i>Haedware,service supply for Deep Dive</i>	<i>Social media support</i>			
<b>Uprising</b>	<i>Supply NEETS</i>				
<b>UK Youth</b>	<i>Supply NEETS</i>				
<b>Digitalinc</b>	<i>Low cost offer for connectivity and kit</i>	<i>Support social media</i>			
<b>Sentab</b>	<i>12 month free trial with installation and support for 100 residents</i>				
<b>JPS</b>	<i>Potential for NEETS dor deep dives and promotion as part of employabiity and training</i>				

<b>Croydon Business Ventures</b>	<i>Supply of NEETS for Deep Dive</i>				
<b>Smart Tin Social</b>	<i>Social Media/learners support</i>	<i>Introduction to existing networks for funding support and CSR support</i>			
<b>Digished</b>	<i>Social Media/learners support</i>	<i>Introduction to existing networks for funding support and CSR support</i>			
<b>Vizbuzz</b>	<i>Support to train Vizbuzz champions to enable low level digital communication skills</i>				
<b>Carers Centre</b>	<i>Digital skills sessions for carers</i>	<i>Establish a digital zone at Carers Centre</i>			
<b>U3A</b>	<i>sessions for members in digital zone</i>				



**For General Release**

<b>REPORT TO:</b>	<b>CABINET 20 June 2016</b>
<b>AGENDA ITEM:</b>	<b>8</b>
<b>SUBJECT:</b>	<b>Brick by Brick Croydon Limited – Property and Financial</b>
<b>LEAD OFFICER:</b>	<b>Richard Simpson, Assistant Chief Executive (Corporate Resources and Section 151 officer)</b>
<b>CABINET MEMBER:</b>	<b><i>Cllr Alison Butler, Cllr Simon Hall</i></b>
<b>WARDS:</b>	<b>All</b>
<p><b>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</b></p> <p><u>The Croydon Promise: Growth for All</u></p> <p>The site is highlighted as a key central Croydon project.</p> <p><u>Croydon Challenge</u> Contribute positively to the Council’s financial position and therefore the goals of the Croydon Challenge.</p> <p><u>Community Strategy</u> Development of sites enables the Council to deliver new homes and increase the supply of affordable homes, a key aspiration of the Community Strategy 2013-18.</p> <p><u>Corporate Plan 2013-15</u> <u>Housing supply is relevant to a number of targets within the Corporate Plan.</u></p> <p>The proposals presented in this report:</p> <ul style="list-style-type: none"> <li>• Maximise the use of the Council’s assets to deliver new homes, including affordable housing, private for sale and private rented stock.</li> <li>• Enable an innovative commercial model which will benefit the Council financially and help meet savings targets.</li> <li>• Brings forward the development of key sites across the borough addressing key local, regional and national policies.</li> <li>• Secures improved community facilities.</li> </ul>	
<p><b>FINANCIAL IMPACT</b></p> <p>The disposal of these sites delivers a key priority of the asset strategy. The Council will receive value for the land whilst also supporting the delivery of the priority of affordable housing.</p> <p>The Council will also receive income by acting as funder to the company.</p> <p>In addition the Council will gain from the development profit as 100% shareholder in the company.</p>	
<p><b>KEY DECISION REFERENCE NO.:</b> 14/16/CAB. This is a Key Decision as defined in</p>	

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:

1.1 Approve that the sites listed in Appendix A (in the Part B papers) be disposed to Brick by Brick Croydon Limited subject to satisfactory terms and conditions being reached to the satisfaction of the Assistant Chief Executive (Corporate Resources and Section 151 officer) acting in consultation with the Cabinet Members for Homes and Planning and Finance and Treasury, and that the scope of this delegation includes whether to dispose of the site by freehold or by way of long leasehold but in line with the indicative terms of proposal set out in Part B.

1.2 Approve that the Council lend Brick by Brick Croydon Limited funding to progress the development of the sites and that such funding will include funding for professional services to be received by Brick by Brick, funding for construction costs ('development finance') and funding for working capital and that the Assistant Chief Executive (Corporate Resources and Section 151 officer) be given delegated authority to finalise and agree the terms of such lending acting in consultation with the Cabinet Member for Finance and Treasury.

1.3 Approve that, where considered necessary by officers, and subject to the consideration of any objections by the Assistant Chief Executive (Corporate Resources and Section 151 officer) acting in consultation with the Cabinet Member for Finance and Resources, that the sites listed in Appendix A be appropriated for planning purposes pursuant the Council's powers under section 122 of the Local Government Act 1972 and/or under section 226 of the Town and Country Planning Act or such other relevant statutory powers as may be relevant in each case, prior to their disposal to Brick by Brick.

1.4 Note the governance and monitoring processes set out in this report.

## **2. EXECUTIVE SUMMARY**

2.1 This report sets out the detailed property, land and financial transactions between the Council and 'Brick by Brick Croydon Limited', the development company established by the Council to deliver housing led development across the borough. The report builds on a number of previous reports that considered the shortage of homes in the borough and recommended the establishment of Brick by Brick as a means by which the Council could help generate an additional supply of new homes, including affordable homes.

2.2 The company has a number of characteristics that help it to help deliver the required step-change in the delivery of new homes in Croydon. As a company which has an industrial/commercial character it is able to respond more quickly to new opportunities in the market place, placing it on an equal commercial footing to private sector developers.

2.3 The typical development model involves the Council selling land to Brick by Brick under terms which ensure market value is achieved, or on terms which otherwise satisfy the Council's statutory duty to secure best consideration. Brick by Brick then undertakes development activity on this land, delivering new residential space (both private and affordable), community space and other uses. Any development profit realised by Brick by Brick creates dividend which is then returned in full to the Council as sole shareholder, or is reinvested into further development activity at the direction of the Council as shareholder.

2.4 In some cases, the Council will also provide development finance for specific schemes (at comparable market rates). The interest paid by Brick by Brick provides a further revenue source to the Council which may be rolled up over time. This report recommends that delegated authority be given to the Assistant Chief Executive (Corporate Resources and Section 151 officer) to finalise and agree the terms of such lending acting in consultation with the Cabinet Member for Finance and Treasury.

### **3. DETAIL**

#### **Background**

3.1 The housing challenges in Croydon are well chronicled. Their nature and extent varies greatly, from poor standards in private rented properties through to the number of households in temporary accommodation and the need to help older people remain independent at home. The Council is already tackling these and a host of other issues, with notable recent successes being the introduction of a private sector landlord licensing scheme that is helping to ensure residents are living in safe, well-maintained properties.

3.2 Perhaps the greatest challenge for Croydon, along with the rest of London, remains the provision of new homes, particularly affordable homes. The borough's population is rising and is set to rise still further in the years ahead and aside from the number of homes needed, the affordability of homes for both purchase and for rent is increasingly challenging for many Croydon households.

3.3 With various factors generating greater and greater demand for housing in the borough, it is clear that 'business as usual' is not an option. For that reason the Council has over the past 18 months set out a hugely ambitious agenda for increasing the supply of new homes and affordable homes in Croydon, with a headline target to start construction of an average of 1,900 units per annum.

3.4 Clearly, the private sector will be instrumental if these targets are to be met, and through the Local Plan and the planning process we are working with developers to deliver new homes across the borough with considerable success. However, the Council also needs to take a direct role in delivery if these ambitious figures are to be realised. The borough is a significant land owner in its own right, and there is huge potential for new homes to be delivered on council land.

3.5 Traditionally the Council has delivered housing through land disposal or joint venture agreements with developers, a process which sometimes did not allow the Council to fully benefit from any uplift in land values and development returns. This has led Croydon and several other forward thinking local authorities to seek a much greater commercial role in development and house building by establishing development companies.

3.6 The Brick by Brick structure has a number of characteristics that help it to fully benefit from development activity and deliver the required transformational change in the delivery of new homes in Croydon. It is flexible in its approach, able to pursue projects individually or in partnership, and as a company which has an industrial/commercial character it is able to respond quickly to new opportunities. As the sole shareholder, any profit arising from company activity wholly accrues to the Council.

3.7 Brick by Brick commissions professional services (e.g. architecture, engineering, surveying etc.) to allow it to progress development activity. This includes a variety of services which it commissions from the Council, such as design and development management, financial, legal and company administration services. These services are charged out by the Council at market rates.

3.8 The initial stages of site development involve site appraisal and analysis leading to a planning application which addresses specific site constraints and opportunities. Once planning consent is in place, Brick by Brick will use a variety of approaches to deliver the development schemes including direct delivery via building contractors and/or agreements with other developers and/or investors. Brick by Brick has committed to adopting the Croydon Business Charter which will maximise local employment and the use of the local supply chain in development activity.

3.9 The intention is for Brick by Brick development activity to directly benefit local communities. For example:

- The programme will create much needed new homes of a variety of tenures and priority will be given to local residents through the sales and/or letting process.
- For schemes delivered by Brick by Brick which include an affordable housing component, consideration is being given as to whether the affordable housing should be owned in the long term by the Council (within the housing revenue account), a Council owned Registered Provider (e.g. Croydon Homes) or another registered provider. This will be agreed on a case by case basis as the detailed applications for schemes come forward on individual sites and will be dealt with in the terms of disposal between the Council and Brick by Brick.
- Where community facilities exist on the sites to be developed, these will be replaced with new, purpose built facilities which address local need.
- Where public car parking exists on the development sites, the new schemes will include new parking facilities.

#### **Work completed to date – smaller sites**

3.10 A key focus of work by the Council to date has been to develop a detailed knowledge of the development potential of smaller council owned sites. The first stage of this involved the completion of site analysis and technical due diligence work on sites identified by a review of council owned land assets. The intention of this initial phase was to identify developable sites, help de-risk them from a construction point of view, and to ensure that any barriers to development were highlighted prior to the commencement of any design or planning stages.

3.11 The analysis undertaken across the sites was detailed and included work in the following disciplines:

- Site Planning Constraint review
- Measured, Boundary and topographical surveys
- Utilities infrastructure assessments
- Geotechnical Survey (borehole and lab test to assess possible contamination)
- Gas monitoring & testing
- Flood risk scoping analysis
- High level financial viability report
- High level assessment of Rights of Light issues
- Existing building survey where appropriate
- Historic use assessment
- Archaeological survey
- Asbestos analysis
- Ecology survey
- Photographic survey

3.12 Following completion of this work, further analysis was undertaken with regard to potential development phasing and programming (i.e. which sites could be brought forward quickly and which sites may need further work undertaken due to certain delivery constraints).

3.13 It was subsequently agreed by the Brick by Brick Board to commission a selection of architectural and technical consultancies to undertake design and development work on these sites, including a detailed financial viability appraisal of each site. On completion of this work, the Board agreed to progress work to RIBA Stage 2 on those sites which were viable as per the appraisals, with a view to submitting planning applications on those sites between July and September 2016. This work is now underway and a summary of the sites can be found in Appendix 1 of Part B.

3.14 Overall, the smaller sites programme aims to deliver 1040 units of which 519 will be affordable and approximately one quarter will be 3 bed homes or larger. This equates to 50% affordable housing provision which is a huge increase on other development approaches. By way of comparison, the average affordable housing provision on mixed tenure schemes across the borough from 2011-2015 was c23%.

### **College Green Development**

3.15 The College Green development has been the subject of several previous Cabinet reports and comprises a £30m investment into Fairfield Halls, a c200,000sqft

new college/university building and approximately 2,000 new residential units alongside new public realm, retail and leisure space. A hybrid planning application was submitted in February 2016 and it is due to be considered by planning committee in July/August 2016.

3.16 As per the other sites suitable for immediate development across the borough, it is proposed to use the Brick by Brick structure to bring forward those elements of the College Green scheme where the council holds land interests and/or options. This will at least include Phase 1 (the refurbishment of Fairfield Halls, the initial residential development, the enabling works for the college facility and some public realm works) and Phase 2 (the delivery of the new college building, the redevelopment of the existing college land and the remainder of the public realm works).

3.17 The process would involve the transfer of land interests of the relevant parts of the site to Brick by Brick under terms as set out in Part B of the report. Brick by Brick would complete the £30m package of improvement works to Fairfield Halls under licence.

### **Transfer of land to Development Company**

3.18 In order to bring forward development, Brick by Brick must own the land or have a contractual right to call for land. With respect to council owned land, Brick by Brick presents proposals to the Council for sites based on the opportunities identified by their site analysis work. Any sale of land by the council to Brick by Brick is subject to the usual controls on land disposal and the council has to satisfy itself that the offer meets best consideration and is state aid compliant. The approval process for the disposal operates under the current regulations with respect to assets as set out in the Council's Financial Regulations.

3.19 Following detailed analysis, Brick by Brick has proposed to purchase a number of council sites and has set out the terms for this purchase. These are detailed in Appendix 1 of Part B of this report.

3.20 The indicative terms for the disposal are detailed in Part B. It is proposed that the land is appropriated for planning purposes prior to disposal where such land is no longer required for the purpose for which it is held (in reliance on its powers under section 122 of the Local Government Act 1972 or the Town and Country Planning Act 1990) where the council believes that this will facilitate the carrying out of development, re-development or improvement which is likely to contribute to the economic, social or environmental well being of the area, or which is required in the interests of the proper planning of the area in which the land is situated. This report seeks that the Assistant Chief Executive Corporate Resources and section 151 officer acting in consultation with the Cabinet Members for Homes and Planning and Finance and Treasury, be given delegated authority to deal with the appropriation process including the publication and /or serving of any required notices and to consider any subsequent objections (where relevant) to any proposed appropriations as part of determining whether or not to appropriate land intended to be transferred to Brick by Brick.

3.21 These proposed disposal terms have been analysed by the Head of Assets for best consideration purposes and determined to be best consideration for the purposes of section 233 Town and Country Planning Act 1990 (where land has been so

appropriated) or for the purposes of section 123 Local Government Act 1990 (where it has not) or, if applicable so as to facilitate disposal (subject to the need for Secretary of State consent) pursuant to section 32 Housing Act 1985 in respect of land held for the purposes of Part 2 of that Act). Although none of the sites currently have planning consent, consideration has been given to the proposed schemes for the purpose of valuation with an assumption that these will be granted. All disposals will be subject to the inclusion of overage or claw back clauses so that if the final schemes offer an increased number of units generating a higher value, the Council's position will be protected.

3.22 When assessing best consideration the number of units in the current proposals has been adopted together with the split between affordable (and the type of affordable housing) agreed as part of the disposal agreement. This will be in line with the planning guidance received each site and the definitions for affordable and intermediate housing adopted are as set out in the NPPF guidance. For each site the build costs adopted and likely capital value for the affordable, intermediate and private sales has been considered in detail to reflect the location and any specific site issues such as the relocation of services or challenging topography.

3.23 As part of the valuation for each site, the capital value where possible of any additional benefits has also been considered as part of the value to the Council when comparing against the best consideration. The values for each site have been provided in Appendix 1 in the Part B report.

### **Lending to the Development Company**

3.24 Brick by Brick can use a variety of approaches to deliver the development schemes including direct delivery via building contractors and joint ventures with other developers and/or investors. The company will need to address any private sector concerns as cross default - i.e. how risk on one project may impact on another. This is of equal concern to the Council as shareholder. As such, it may be prudent for Brick by Brick to set up a number of special purpose vehicles/subsidiaries to the company to 'ring fence' liability between projects. Should this be the case, they will be agreed with the Council as shareholder on a case by case basis.

3.25 Brick by Brick will seek development funding from the council on a site-by-site basis as required. The Council can provide funding by way of an equity investment and also as debt to the project. Each application is assessed individually and the Council is required to lend at market comparable terms and rates. The funding, if agreed, is allocated from the 'Revolving Investment Fund'.

3.26 The power under section 3 of the Local Authorities (Land) Act 1963 enables the Council to make an advance for the purchase of land, or for carrying out development by the company subject to 90% debt ceilings based on the land value and estimated development value on completion. Advances made must carry a rate of interest no less than  $\frac{1}{4}$  percent more than the rate that would be charged by HM Treasury in respect of loans to the Council granted at the same time as the advance, and for the loan period.

3.27 Section 24 Local Government Act 1988 gives the Council the power to lend money to landlords, (other than local authorities) to acquire or develop property for rental purposes. Although the consent of the secretary of state is needed (under

section 25 of that Act), a general consent has been issued in this regard. This would, for example, facilitate the development/acquisition of PRS homes by Brick by Brick, should that be applicable.

3.28 Where the Council provides finance, the Council must comply with the law on state aid. This means that any funding (which might otherwise distort competition) will be provided on market terms and the Council will ensure that it has the benefit of suitable security. This could result in funding costs which are significantly higher than ¼ percent over HM Treasury levels, and independent advice will be taken as to the appropriate levels and terms of funding, paying particular regard to cost, debt versus equity, repayment and security.

3.29 As such, the lending will have a positive impact on the Council's income and expenditure account as significant income will be accrued on the interest charged. The financial risk to the council of providing development finance relates mainly to default on the loan if the development was not successful. This risk is managed through the robust processes in place for assessing the scheme and by the company's ability to cross-fund from other developments that it would be delivering as part of its development portfolio.

3.30 The current estimates of proposed lending from the RIF to Brick by Brick for construction and professional fees are detailed in Appendix 1 in the Part B of this paper.

### **Ongoing monitoring by Council**

3.31 A detailed Business Plan is reviewed annually between the company and the Council (as shareholder) and no other changes to the business plan are expected to be made without shareholder approval. The company will also provide a detailed Annual Report to the Council.

3.32 The Board of the company is made up of two independent members (Jayne McGivern and Jeremy Titchen) and two council nominated members (Colm Lacey, Director of Development and Lisa Taylor, Assistant Director of Finance and Deputy 151 Officer). Information as to the operation and performance of the company will be provided on an ongoing basis to the Board of the company. Officers of the Council attend Board meetings (and receive Board papers) in an observer capacity on behalf of the Council as shareholder.

3.33 A new Member Steering Group is also being established, to be chaired by the Cabinet Member for Homes and Planning. Officers will report on an ongoing basis to this group and also provide an annual progress report to Cabinet, to be presented alongside the annual Company Business Plan and Company Annual Report.

3.34 The Council will have further controls commensurate with what reasonably minded investor would seek:

- As a lender, controls will exist within the loan agreement and security document (i.e. a debenture) which provides a fixed and floating charge over the development company's assets.



- As a seller of land, the land documentation may contain provisions that determine the use of the relevant property (but which do not amount to a procurement of works/services).
- The terms of appointment of directors will include reference to financial protocols for the development company regarding making investments with/without the consent of the Council.

#### **4. CONSULTATION**

4.1 There has been detailed consultation regarding the development company proposals as part of three previous Cabinet papers:

- Wholly owned housing company – an option for tackling the shortage of homes in Croydon, 29 September 2014
- Growth for the Prosperity of All: Growth Plan & District Centre Investment and Place Plans, 29 September 2015
- Homes – our 10 priorities, 16 March 2015

4.2 Detailed engagement on each of the sites proposed for development will be undertaken by the District Centres and Regeneration team, and also by Brick by Brick themselves as part of the pre-app planning process. This is likely to take the form of public exhibitions and presentation of development options online and in other media. There will also be a statutory public consultation process as part of the planning process.

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

#### **1. The effect of the decision**

The detailed financial implications are set out in Part B. The disposals of the land if approved will deliver a significant capital receipt for the Council that can be invested in the borough.

Acting as funder to the development will deliver a revenue income from the interest earned. The Council will lend at a margin on its borrowing costs.

#### **2. Risks**

The risk for the Council are in effect the risks of development. The body of the report has set out the due diligence that has been done and the monitoring arrangements that will be in place to ensure that the development is successful.

#### **3. Options**

All relevant vacant land is surplus to the Council's requirements for alternative uses.

(Approved by: Richard Simpson Assistant Chief Executive (Corporate Resources and Section 151 officer)

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

6.1 On behalf of the Acting Council Solicitor and Acting Monitoring Officer, it is commented that the majority of legal considerations relevant to the recommendations

of this report are set out in the body of the report. In particular, the report addresses above the powers of the Council to lend money subject to state aid rules and the need for the Council to obtain best consideration where it disposes of land whether this disposal is made under section 123 of the Local Government Act 1972 or section 233 of the Town and Country Planning Act 1990. To enable appropriation, appropriation that is proposed to be made will, in certain circumstances, need to be advertised for two weeks in a local newspaper and any objections considered. Any appropriation in such circumstances will therefore be subject to the outcome of the advertisement and consideration of objections. Legal advice will be given as to the appropriate route to be followed to appropriate land in relation to each site as necessary.

(Approved by: Sean Murphy, Principal Corporate Solicitor (Regeneration) on behalf of the Acting Council Solicitor & Acting Monitoring Officer)

## **7. HUMAN RESOURCES IMPACT**

7.1 The Council's intention is that the development company is a 'shell' company with no directly employed staff. The development company will have a contract (or SLA) for services with the Council and as a consequence engage the services of a number of Council employees to undertake specific projects and assignments connected with the company, but whose work will not be wholly or mainly assigned to the work of the company, or to the exclusion of other activities specifically for the Council. Whilst this remains the case the provision of the Transfer of Undertaking Regulations (2006) are not likely to apply.

If in the future the development company proposed activities / changes to be undertaken that would trigger any requirements under TUPE, consultation with affected staff and their representatives on the proposed changes will need to be managed in accordance with the Council's HR procedures.

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

## **8. EQUALITIES IMPACT**

8.1 The impact of the proposals to be delivered through the structures outlined in this report on protected groups are expected to be positive. The provision of new affordable housing, maintaining and improving existing, social housing and tackling poor private housing conditions, meeting housing need and preventing homelessness, providing housing support and high quality housing management services are all expected to benefit groups with protected characteristics.

## **9. ENVIRONMENTAL IMPACT**

9.1 No specific adverse environmental impacts have been identified resulting from the proposals contained in this report. Any environmental issues arising from site development will be regulated by the planning and building control processes.

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

10.1 No specific adverse crime and disorder impacts have been identified resulting from the proposals contained in this report. Any secure by design issues arising from site development will be regulated by the planning and building control processes.

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

11.1 The basis for the recommendations set out in this report are set out in previous Cabinet reports, including the opportunities to deliver real benefits to local people through developing new homes, infrastructure and community facilities, and the jobs, opportunities and stronger vibrant communities that will also flow from that growth.

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

12.1 Options considered for the development of land across the borough to address housing need have included the disposal of land on the open market to enable development and the procurement of developers via development agreement to take forward sites. These were rejected as neither option is as commercially efficient as the proposals contained in this paper, and they do not maximise the direct benefit to local residents from development in their borough.

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**CONTACT OFFICER:** Richard Simpson

### **BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972**

The documents below are already published

- Wholly owned housing company – an option for tackling the shortage of homes in Croydon, Cabinet 29 September 2014
- Growth for the Prosperity of All: Growth Plan & District Centre Investment and Place Plans, Cabinet 29 September 2015
- Homes – our 10 priorities, Cabinet 16 March 2015
- College Green Cultural and Educational Quarter Cabinet Report, 20 Oct 2015



**For General Release**

<b>REPORT TO:</b>	<b>CABINET 20th JUNE 2016</b>
<b>AGENDA ITEM:</b>	<b>9</b>
<b>SUBJECT:</b>	<b>Croydon's Community Strategy 2016-21</b>
<b>LEAD OFFICER:</b>	<b>Jo Negrini, Acting Chief Executive</b>
<b>CABINET MEMBER:</b>	<b>Councillor Tony Newman, Leader of the Council Councillor Hamida Ali – Cabinet Member for Communities, Safety and Justice</b>
<b>WARDS:</b>	<b>ALL</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</b>	
<p>This report contributes to all Corporate Plan priority areas. The Community Strategy reflects the commitments set out in <i>Ambitious for Croydon</i> and through focussing the efforts of Local Strategic Partnership members will help <i>'to achieve a stronger, fairer borough where no community is held back'</i>.</p>	
<b>FINANCIAL IMPACT</b>	
<p>Costs associated with implementing the Community Strategy will be funded from existing budgets. The borough's Community Strategy seeks to take a more strategic view of the combined resources available and determine how best these are deployed and coordinated across Council services and partner organisations to achieve the maximum benefit at the lowest cost.</p>	
<b>KEY DECISION REFERENCE NO.:</b> Not a key executive decision. This forms part of the Council's Policy Framework to be agreed by the Council.	

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

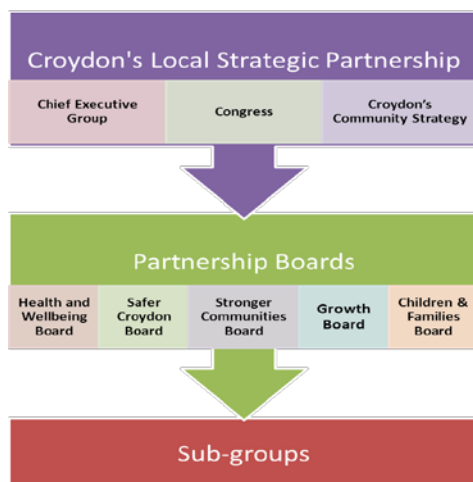
## 1. RECOMMENDATIONS

Having considered the results from the equality analysis at Appendix 2 that has informed the development of Croydon's draft Community Strategy 2016-21 ("the Community Strategy"), the Cabinet is recommended to:

- 1.1 Agree the draft Community Strategy 2016-21, Appendix 1 to this report (circulated separately), and recommend its adoption by Full Council;
- 1.2 Recommend that the Local Strategic Partnership adopt the Community Strategy for delivery over the period 2016-21;
- 1.3 Note that prior to its submission to Full Council for adoption the Leader of the Council may agree further changes to Croydon's draft Community Strategy, including any that may arise from further feedback from Croydon's Local Strategic Partnership;
- 1.4 Endorse the proposed outcomes of the Stronger Communities Partnership Board listed in Section 8.

## 2. EXECUTIVE SUMMARY

- 2.1 Croydon's Community Strategy sets out the most important outcomes and priorities for the borough. It is the borough's and Council's most important strategic planning document and provides a framework for the work of all partner organisations within Local Strategic Partnership (LSP) and the context for future strategies and plans in the borough. The LSP is organised into five partnership boards with representation from a range of sectors include public, business, voluntary and community sector who work together to deliver better outcomes for Croydon. Diagram one below shows the structure of the LSP. Diagram one



- 2.2 The new draft Community Strategy 2016-21, attached at Appendix 1, continues to draw on Croydon's long-term vision and an extensive evidence base which

includes the findings found in the final report of Croydon's Opportunity and Fairness Commission as well as the index of multiple deprivation (IMD). It is an ambitious plan for Croydon's residents that seeks to deliver real change by focussing the efforts of local public sector, business, voluntary and community sector partners on Croydon's most pressing and important priorities for the next five years.

- 2.3 Croydon's Community Strategy is a partnership plan. Its role and purpose is to address difficult cross-cutting issues which affect the social, economic and environmental wellbeing of the area. Its purpose is not to repeat the contents of other key partnership and organisational strategies and plans, but rather to provide an overarching framework to guide the work of partner organisations in the LSP in delivering Croydon's agreed outcomes.
- 2.4 Two major challenges during the life of this Community Strategy are ensuring that the benefits of major investment in Central Croydon deliver tangible results for local people and businesses as well as integrating and transforming public services through closer partnership working. This will involve the mobilisation of community resources to bridge the gap between public services and need whilst at the same time managing the continuing substantial reductions in funding available to the public and voluntary sectors. The scale of these challenges makes it vital that there is a shared strategic response across Croydon which takes a proactive approach to promoting economic growth, enabling local people to take up employment opportunities, tackling increasing poverty; supporting vulnerable people and making communities engaged and resilient while protecting priority local services, improving efficiency and reducing costs.

#### **Next steps**

- 2.5 The Community Strategy is evidence based and has been informed by wide ranging engagement, including consultation and input from the LSP Boards (as set out below). A further engagement process with the community on the final draft is underway throughout June and July 2016 prior to approval by Full Council. Should any amendments arise following this engagement process or after being approved by the Health and Wellbeing Board and Cabinet these will be notified as part of the adoption at full Council and the LSP Board.
- 2.6 LSP chief executives will also take the appropriate steps to incorporate the outcomes and priorities set out in the strategy into their corporate planning and performance frameworks.
- 2.7 The Community Strategy 2016–21 provides a framework for all agencies in Croydon to work together on a set out key goals and priorities aimed at addressing key challenges over the next five years. The Council will ensure that all staff deliver against the outcomes set out in this strategy and that these run through the Council's corporate strategy and service plans in a 'golden thread' down to the objectives in individual staff appraisals.

### **3. DETAIL**

- 3.1 The Community Strategy provides the strategic direction for the Local Strategic Partnership (LSP). It will be presented for endorsement by the relevant organisational boards and management teams of the LSP. Delivery of the strategy and performance will be reported to the LSP and to Cabinet on an annual basis.
- 3.2 Table One below sets out the partnership boards that make up the LSP and their respective strategies and plans. Each board will be expected to update its strategies and plans to ensure it is delivering the outcomes set out in the Community Strategy. A review will be conducted in 2016 - 17 of the partnership boards to ensure that they are delivering the strategy, are representative of the local community and add value to delivering for the residents of Croydon. Part of the review will include ensuring supporting strategies and plans are aligned with the Community Strategy. Any proposed changes to the LSP will be recommended to the cabinet and full council

**Table One: LSP Partnership Boards and their Strategies and Plans**

Partnership Board	Strategy/Plan	Approval/Review	Responsible Cabinet Member
Stronger Communities Partnership (SCP)	Stronger Communities Plan 2016-19	Outcomes to be approved by Cabinet in June 2016. Plan to be approved by SCP Board in July 2016	Cllr Hamida Ali, Communities, Safety and Justice
Health and Wellbeing Board (HWB)	Health and Wellbeing Strategy 2013-18	New strategy to be approved by the HWB and Cabinet in December 2016	Cllr Louisa Woodley, Families, Health and Social Care; Cllr Alisa Flemming, Children, Young People & Learning
Children and Families Partnership	Children and Families Plan 2016-17	Plan to be approved by Cabinet Member delegation in June 2016	Cllr Alisa Flemming, Children, Young People & Learning
Growth Partnership Board	The Croydon Promise 2014 A supporting Skills and Employment Action Plan 2016-2020 to be developed in 2016/17	Approved 2014	Cllr Alison Butler (Deputy Leader), Homes, Regeneration & Planning
Safer Croydon Partnership (SCP)	Safer Croydon Community Safety Strategy 2016-17	New strategy being developed in 2016-17 for approval by the SCP	Cllr Hamida Ali, Communities, Safety and Justice

- 3.3 The Community Strategy's proposed key outcomes and the associated priorities are:



## **Outcome One: A Great Place to Learn, Work and Live**

### **Partnership priorities:**

- Deliver the infrastructure for growth
- Build new homes
- Support the local economy to grow
- Deliver a vibrant cultural offer
- Secure a safe, clean and green borough.

## **Outcome Two: A Place of Opportunity for Everyone**

### **Partnership priorities:**

- Reduce poverty and deprivation
- Support individuals and families with complex needs
- Prevent homelessness
- Deliver better education and the opportunity to reach full potential
- Secure a good start in life, improved health outcomes and increased healthy life expectancy

## **Outcome Three: A Place with a Vibrant and Connected Community and Voluntary Sector**

### **Partnership priorities:**

- Building cohesive and stronger communities connecting our residents, local groups and community organisations
- Strengthen and mobilising our voluntary, community and social enterprise sector.

3.4 Croydon's LSP has identified a range of challenges for all agencies. These are addressed in the Community Strategy and include:

### **Business and Growth**

- Ensuring Croydon is promoted as a place for investment, economic growth and employment opportunity
- Ensuring that growth and regeneration provide opportunities for local people and small and medium sized businesses and areas outside the metropolitan centre
- Broadening our cultural offer to appeal to a wider range of people during the two year closure of Fairfield Halls for refurbishment, and the creation of a new cultural quarter in the next 2-3 years.

### **Unemployment**

- Tackling areas of high economic inactivity in the borough
- Tackling youth unemployment and lack of opportunities for people, especially those aged between 16 – 24 to be in education, training or employment.

### **Crime and anti-social behaviour**

- Tackling violent crime, especially domestic abuse and sexual violence and serious youth violence

- Tackling anti-social behaviour, including hate crime, and reducing the fear of crime

### **Deprivation**

- Addressing deprivation experienced by people living in the borough, in particular in neighbourhoods in the north and in New Addington and Fieldway, and targeting available resources at achieving outcomes that make a real difference to the lives of local people with the greatest need.

### **Poverty and homelessness**

- Tackling growing social and economic pressures, including low pay and food and fuel poverty
- Reducing the number of children in poverty which remains high, even though the proportion of children in poverty is falling.
- Tackling the lack of affordable housing, overcrowding and rising homelessness, and addressing the impact of measures in the housing and planning bill and the freeze in housing benefit

### **Attainment**

- Ensuring vulnerable young children and looked after children in Croydon receive the support they need
- Continuing to improve the proportion of pupils attaining level 4 in reading, writing and mathematics at Key Stage 2 (77%) which remains below the London average (82%)
- Increasing the percentage of good or outstanding secondary schools and attainment of A level students in Croydon which are below the London average.

### **Health**

- Reducing health inequalities across the borough including in life expectancy and excess weight in children and adults
- Strengthening the resilience of people and families with complex needs such as poor mental and physical health and drug and alcohol problems
- Maintaining the independence of older people and people with disabilities for as long as possible and safeguarding vulnerable adults and children.

### **Community cohesion**

- Tackling social isolation, particularly among older and disabled people, carers and those with a long term illness
- Addressing underlying causes that prevent communities from becoming cohesive and integrated
- Working more extensively with communities to enable them to come together to tackle shared challenges, support people to become more resilient and reduce reliance on local services

## **4. CONSULTATION**

- 4.1 The draft Community Strategy is based on the population and its needs found in the borough profile. It has evolved through a process of information gathering, discussion and debate amongst partner organisations, themed partnerships, communities and individuals. Key to the strategy's development has been an extensive consultation programme conducted in a range of ways. The findings of the Opportunity and Fairness Commission, which took place during 2015 and interacted with over 3,000 people and local businesses to investigate issues of poverty and inequality, shaped the Community Strategy as did the Commission's recommendations on how the LSP can use its resources in a more effective and targeted way to address these challenges.
- 4.2 The Council has also conducted consultation through the LSP and its meeting of Congress and examined consultation undertaken previously on its behalf. Congress meets twice a year and involves key stakeholders from across a range of agencies and organisations. The Community Strategy has also been considered by the LSP Boards and their feedback incorporated into the current draft. The Community Strategy is informed by the views expressed by local people and key stakeholders about their experience of living and working in the borough and this draft strategy will be subject to further engagement with the community during June and July 2016 prior to approval by Full Council. Given the engagement already carried out it is not anticipated that significant changes will be required to the current draft of the strategy following this engagement, however, should any significant changes arise following approval by the Health and Wellbeing Board and Cabinet these will be notified to full Council

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

- 5.1 Costs associated with implementing the Community Strategy will be funded from existing budgets.
- 5.2 There are no direct future savings or efficiencies associated with this report. However, the borough's Community Strategy seeks to take a more strategic view of the combined resources available and determine how best these are deployed and coordinated across Council services and partner organisations to achieve the maximum benefit at the lowest cost.

Approved by – Lisa Taylor – Assistant Director of Finance and Deputy S151 Officer

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

- 6.1 The Acting Council Solicitor comments that there are no direct legal considerations arising from the recommendations within this report.

Approved by: Gabriel MacGregor, Acting Council Solicitor.

## **7. HUMAN RESOURCES IMPACT**

- 7.1 There are no immediate human resources considerations that arise from the recommendations of this report for LBC staff or workers.

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

## **8. EQUALITIES IMPACT**

- 8.1 The borough profile and consultation, including the report of the Opportunity and Fairness Commission (OFC), have informed the development of the Community Strategy 2016-21 and the equality analysis at Appendix 2. The Council's Equality Policy 2016-20 and statutory Equality Objectives, agreed by Cabinet in April 2016, are based on the issues identified by the OFC report and the 2015 Index of Multiple Deprivation (IMD). These issues are addressed in the draft Community Strategy.

- 8.2 The work of the Stronger Communities Partnership Board focusses on strengthening the community and voluntary sector and increasing community cohesion and operationalises the LSP's response to the issues identified by the OFC and IMD. The Stronger Communities Partnership Board's proposed high-level outcomes, which Cabinet is recommended to endorse, are:

1. Croydon is a place of opportunity and fairness
2. Croydon is a place where people from different backgrounds get on well together
3. Croydon is a place that has a thriving and joined-up community, faith and voluntary sector.

- 8.3 The Stronger Communities Plan 2016-19 is developed by the Stronger Communities Partnership Board as a supporting plan of the Community Strategy. The Cabinet Member responsible for the Stronger Communities Board will be responsible for the Stronger Communities Plan that will deliver these outcomes. The high-level outcomes and priorities are listed in full at Appendix 3.

## **9. ENVIRONMENTAL IMPACT**

- 9.1 The borough-wide long-term vision's supporting themes include the aspirations of making Croydon a Sustainable Place and a Connected Place which are designed to help ensure that it is easier for local people and businesses to adopt greener lifestyles and working practices. Measures in the Community Strategy concerning investment in infrastructure will encourage and support sustainable travel options, such as walking, cycling and public transport [to be added in next draft of the strategy]. The strategy also contains measures to tackle environmental crime such as graffiti and fly-tipping. The most significant risk to air quality and one that requires careful management throughout the regeneration phases are emissions produced by both construction sites and the significant increase in construction site traffic through Croydon's main corridors. Croydon has a code of practice covering noise and air quality issues which is applicable to all construction sites.

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

- 10.1 The Community Strategy contains measures for tackling crime and anti-social behaviour, making full use of new legislation and housing management interventions. Measures to tackle and prevent street based drinking and begging are included with repeat offenders being targeted. It includes joint action to bring about a change in attitudes and behaviours towards domestic abuse, bringing offenders to justice and supporting victims and a joint approach to identify and stop child sexual exploitation.
- 10.2 The Safer Croydon Partnership is responsible for producing the Safer Croydon Community Safety Strategy every three years. Each year the Partnership Board reviews progress to date and considers whether any changes to the strategic objectives are required. The current priorities in the 2016-17 Community Safety Strategy are:
- Reduce the overall crime rate in Croydon; focus on violent crime and domestic violence
  - Improve the safety of children and young people
  - Tackle anti-social behaviour and environmental crime
  - Improve public confidence and community engagement.

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

- 11.1 To approve the draft Community Strategy, which is the response of the Local Strategic Partnership (LSP) to the issues that have been raised by the Opportunity and Fairness Commission's report and ensures that the efforts of LSP members are focussed on tackling poverty and inequality and addressing cross-cutting issues affecting the social, economic and environmental wellbeing of Croydon.

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

- 12.1 None.

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### **CONTACT OFFICER:**

Corporate Plan, Sharon Godman, Head of Strategy and Communities. 020 8604 7034  
Ext 47034

### **BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972: none**

### **Appendices**

Appendix 1: Community Strategy 2016-21

Appendix 2: Equality Impact Assessment

Appendix 3: Stronger Communities Plan – proposed outcomes and priorities





# CROYDON'S COMMUNITY STRATEGY 2016 – 21







# CONTENTS

FOREWORD – FROM CHAIR OF THE LOCAL STRATEGIC PARTNERSHIP .....	5
INTRODUCTION .....	6
CROYDON'S VISION .....	8
WHAT YOU TOLD US .....	9
WHAT ARE CROYDON'S CHALLENGES.....	10
NATIONAL AND LOCAL CONTEXT .....	14
THE FRAMEWORK FOR OUR OUTCOMES AND PRIORITIES.....	15
CROYDON'S VISION, OUTCOMES AND PRIORITIES .....	18
• A PLACE TO LEARN WORK AND LIVE .....	19
• A PLACE OF OPPORTUNITY FOR EVERYONE .....	27
• A PLACE WITH A VIBRANT AND CONNECTED COMMUNITY AND VOLUNTARY SECTOR.....	36
MAKING IT HAPPEN .....	42
• PARTNERSHIP PERFORMANCE FRAMEWORK.....	43
LINKED STRATEGIES AND PLANS .....	48



## FOREWORD - Chair of Croydon's Local Strategic Partnership

Croydon is undergoing an exciting transformation, and is well on its way to becoming a modern European city. It has amazing transport links to central London, Gatwick and Heathrow, and the M25 and South Coast, affordable homes to buy and rent, new cafes and restaurants opening to cater for a new generation of residents. Croydon is London's Growth Borough, a strategic centre in the London Plan, and is attracting leading companies to locate their headquarters here. Massive investment including the development by Westfield of one of Europe's largest retail and leisure destinations will see more than 23,000 new jobs created and 9,500 new homes started over the next 5 years.

This is the context for our new Community Strategy and its overall aim is to work together to deliver the benefits of growth and regeneration to local people and ensure that no community is left behind. We will achieve this by enabling our residents to develop skills, capacity and resilience, and by breaking down the barriers that hold them back. Ensuring there is a sustained focus on training and education to develop a modern, skilled workforce, providing support to enable people to develop the resilience and self-reliance to respond to life's inevitable challenges, encouraging and enabling people to live longer healthier lives, and to come together as a community to celebrate, support and entertain each other are key focuses of this strategy. The Community Strategy brings together the outcomes and priorities of the main partner agencies working in Croydon and focuses them on making it:

- **A great place to learn, work and live** where we will deliver new jobs and new homes for our residents, enable our local economy to grow, develop an exciting cultural offer and evening economy, in a safe and pleasant environment.
- **A place of opportunity for everyone** where we will tackle poverty and deprivation, prevent homelessness, and support children, families and individuals to achieve their full potential and live a long healthy life through a good start, an excellent education, support to develop and maintain the resilience and self-reliance modern life requires, and providing holistic support to those that need it.
- **A place with a vibrant and connected community and voluntary sector** where we will enable and empower our communities to connect and collaborate in developing community-led responses to the many challenges we face.

The strategy covers the period 2016-21 and responds to the recommendations of Croydon's independent Opportunity and Fairness Commission and the priorities of local people. The strategy sets out the direction for the Local Strategic Partnership for the next five years and beyond. It outlines the outcomes we want to deliver and the priorities we will focus on to achieve them. We are not complacent and recognise there are significant challenges ahead. However, we are ambitious and confident that by working together with our communities we will deliver a bright future for the people of Croydon.



Councillor Tony Newman,  
Chair of the Local Strategic  
Partnership  
Leader of Croydon Council



# INTRODUCTION

Croydon will transform into a modern European city over the next decade. Our key priority is to ensure local people benefit from this transformation. We will achieve this by working together, developing the talents and aspirations of our residents and communities, making Croydon an exciting place to visit, live and spend time in, and by continuing to build a reputation as a place where communities are empowered, and a place that is renowned for its fairness, diversity and mutual respect.

## The purpose of this strategy

The Community Strategy is the overarching strategy for the borough. It sets our overall strategic direction, the outcomes and priorities we will focus on, and provides the framework for delivery that will guide and direct the activity of LSP boards.

The Community Strategy also responds to the challenges laid down by Croydon's independent Opportunity and Fairness Commission to make more of our community's assets. It is based on a thorough analysis of local economic, social, health and environmental needs and issues and provides the evidence base for the borough's supporting strategies and plans, including Croydon's Local Plan which provides the framework to guide the work of partner organisations in our local strategic partnership (LSP) in delivering Croydon's long-term vision.

Through a clear articulation of the borough's needs, aspirations and priorities we also hope that it influences regional and national policy. The Community Strategy should be the first point of reference for anyone interested in what Croydon plans to do for its residents and communities over the next five years.



### The role of the Local Strategic Partnership

The strategy is structured around these three outcomes and Croydon's LSP, which brings together the main agencies responsible for health, housing, police, employment and education, together with representatives of the voluntary, community, faith and business sectors, will be responsible for delivery. The LSP provides coordinated leadership committed to tackling the complex cross-cutting issues and improving the economic, social and environmental wellbeing of our residents and communities. The LSP also provides a unified voice in making the case for a fair funding settlement for Croydon and the devolution of powers to the borough. The LSP is organised into five Partnership Boards responsible for delivery of specific themed action plans. The LSP Boards will drive the delivery of our agreed priorities over the next five years (shown in the diagram to the right).

### The outcomes we want to achieve

To achieve this we will focus on delivering three overarching outcomes, which will make Croydon:

- a great place to learn work and live through ambitious placemaking, regeneration, economic growth, cultural renaissance and providing a safe pleasant environment;
- a place of opportunity for everyone through better education, health promotion, supporting independence and resilience, and tackling poverty deprivation and homelessness; and
- a place with a vibrant and connected community and voluntary sector through enabling communities to connect, collaborate and take responsibility where they see a need and have the capacity and commitment to provide for it.



# VISION

The Community Strategy is set within a context of “We are Croydon”, Croydon’s long-term vision that was developed by approximately 20,000 residents and adopted in 2010. It is an ambitious and compelling vision of the type of place that Croydon wants to be by 2040. Our vision statement sets out the change we want to see over the coming years, and provides the touchstone for all other strategies and plans in the borough ensuring alignment in our future direction. Croydon’s vision is to be:

**ENTERPRISING** - a place renowned for enterprise and innovation with a highly qualified and skilled workforce, and a diverse and thriving local economy

**CONNECTED** - a place that is well connected, easy to get to and around, and supported by infrastructure that enables people to easily come together; with one of the best digital, communications and transport networks in the country

**CREATIVE** - a place that draws people to its culture and creativity – an inspiration and enabler of new artistic and sporting talent

**SUSTAINABLE** - a place that sets the pace amongst London boroughs on promoting environmental sustainability and where the natural environment forms the arteries and veins of the borough

**LEARNING** - a place that unleashes and nurtures local talent and is recognised for its support and opportunity for lifelong learning and ambitions for children and young people

**CARING** - a place noted for its safety, openness and community spirit where all people are welcome to live and work and where individuals and communities are supported to fulfil their potential and deliver solutions for themselves



## How strategy has been developed

Regular consultation and engagement ensures we understand the needs and aspirations of our local communities, and this strategy has been produced with the involvement of our themed partnerships, and through the Croydon Congress which brings together key stakeholders twice a year to discuss important emerging issues. Our consultation findings are informed by a wide range of information presented in the borough profile that help us understand how the borough is changing and the challenges and opportunities these present.

## What you told us

The independent Croydon Opportunity and Fairness Commission (OFC) was set up in 2015 to investigate issues of poverty and inequality faced by residents and consider how Croydon could make better use of its resources to address these challenges. The OFC listened to the views of over 3,000 people and local businesses.

In 2015, 77% of residents said that people from different backgrounds get on well together. On fairness, 56% say that 'what matters is ensuring everyone has equality of opportunity.' Most think that 'those in most need should get the most'. Most residents (75%) are satisfied with Croydon as a place to live and 72% identify with Croydon. In addition, 64% are proud of Croydon, particularly of transport/ease of access (16%), shopping/restaurants/markets (12%), people/community (8%) and improvements/regeneration (7%).

- Residents feel that the most important issues facing Croydon are crime and safety (24%); housing (13%); parking (8%); and cleanliness/street cleaning (8%);
- 95% want more cultural activities;
- 34% of people are struggling financially;
- 33% want more paid work, but the barriers to getting it include lack of opportunities (36%) and family responsibilities (25%); and
- 28% are involved in the local community or are keen to get involved. Likely ways of becoming involve included helping an elderly neighbour (39%), joining a group to solve local issues (17%), reporting environmental issues (15%) and helping in local community facilities (9%).

## Opportunity and Fairness Commission

The OFC's report produced recommendations under six themes which have informed this strategy:

- 1. A vibrant responsible and connected borough:** reciprocity, volunteering and community activism; devolving power to neighbourhoods and regenerating district centres
- 2. A town centre that lifts the whole borough:** ensuring more businesses benefit from town centre development; promoting the London Living Wage; increasing job brokerage and support for the high tech and growth sectors; a university campus; and broadening the cultural offer
- 3. Leaving no child behind: early intervention to better lives;** supporting resilience, development and wellbeing in schools and beyond; communities helping to raise aspirations
- 4. A connected borough where no-one is isolated:** tackling social isolation through volunteering and joint commissioning; and better integration between health services and the community
- 5. Finding homes for all: support for tenants;** promoting lodging; maximising use of land, more tenure options in New Addington and Fieldway; social impact bonds to tackle homelessness
- 6. Supporting residents towards better times:** supporting small businesses; improving work experience and job opportunities; supporting long term sick and disabled people return to work; reducing debt and increasing financial security; and encouraging more childcare options.

More information about Croydon's needs and what our communities have told us can be found at [www.croydon.gov.uk](http://www.croydon.gov.uk) and [www.croydonobservatory.org.uk](http://www.croydonobservatory.org.uk). More on the OFC may be found at [www.opportunitycroydon.org](http://www.opportunitycroydon.org).

## Croydon's opportunities and challenges

Over five years, £5 billion is being invested which will create more local jobs and apprenticeships, more affordable homes to buy or rent, and more learning and leisure facilities. The £1bn Croydon Partnership redevelopment of the Whitgift retail centre will create one of Europe's largest retail and leisure destinations. A Growth Zone will devolve to Croydon powers to use locally generated taxes to accelerate this transformation. Croydon has a once in a generation opportunity to ensure its residents benefit from this remarkable transformation.

Croydon is a great place to live and work in and to visit, but we still have areas that are among the most disadvantaged in the country. Croydon's population is changing rapidly. Over the next 25 years 75,000 more people will be living in the borough. It has one of the largest and fastest growing black and minority ethnic populations in South London, with 100 languages spoken, and the largest population of young people in London. Some 14% of residents have a long-term limiting health problem or disability. Between 2010 and 2019 a 21% increase in people aged over 65 is expected, some of whom will experience social isolation, reduced independence and dementia. In addition, 1 in 10 receives social care and each year, 200 are permanently admitted to care homes in Croydon. We need to work together to meet the rising demand for new jobs, new homes and school places and ensure services meet the needs of local people. We have a responsibility to promote integration and greater cohesion among existing and new communities.

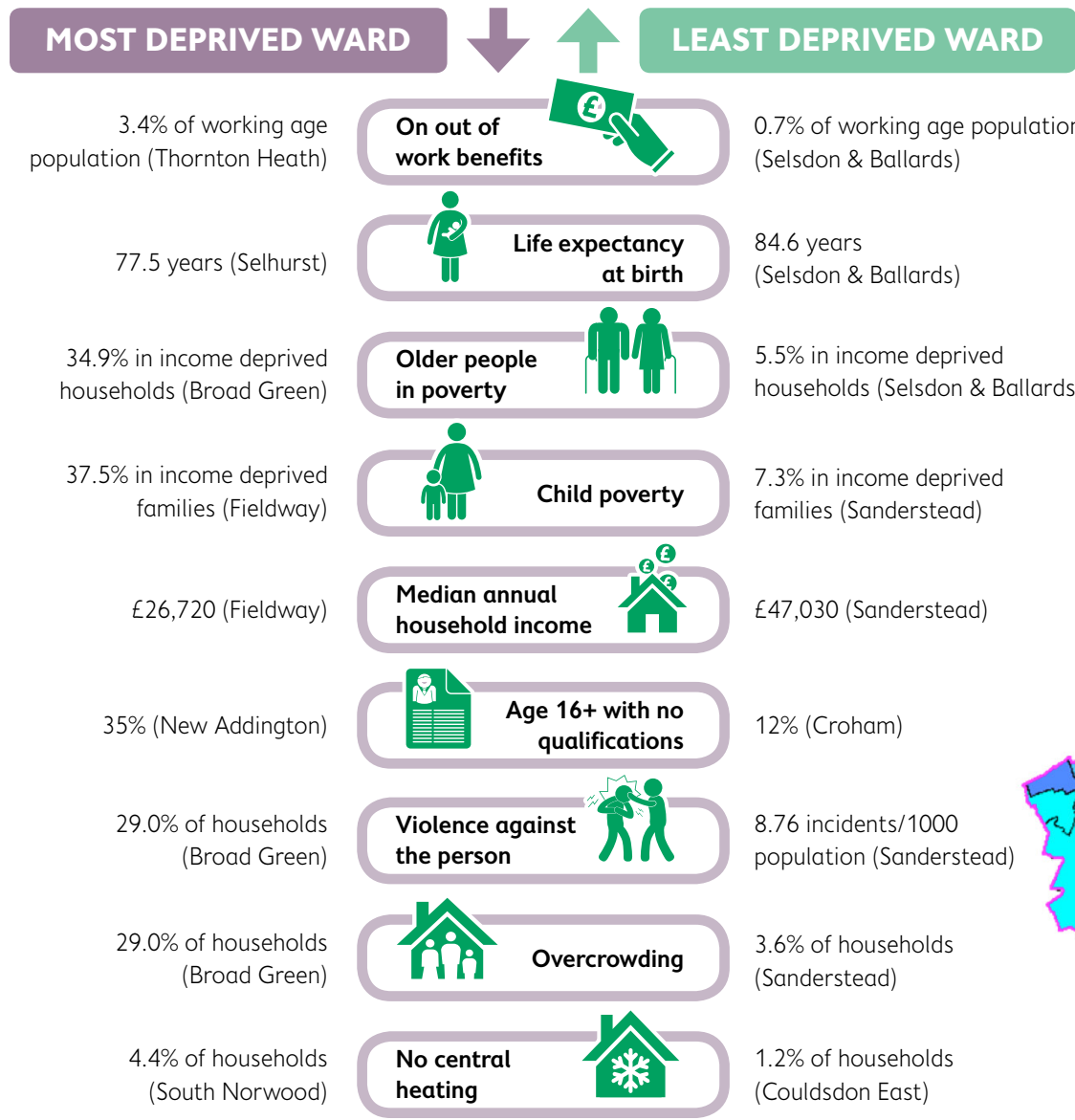
With its transport links, economic and educational opportunities, Croydon is a great place to do business. The main challenges however are the cost of parking, perceived anti-social behaviour on high streets and the low spending potential of many customers with 26.9% of jobs paying below the London Living Wage. Croydon has a relatively high employment rate (75.4% of the population aged 16-64, compared with 72.9% in London), but the ratio of jobs available to the working age population (0.53) is lower than the London average (0.96). We need to do more to ensure local people have the right skills to access jobs and apprenticeships.

Croydon is currently ranked as 17th out of 33 London boroughs in terms of overall deprivation. Since 2010 it has become relatively more deprived compared to other local authorities. While some neighbourhoods have low levels of disadvantage, six are among the 10% most deprived in England. The map on page 11 shows examples of deprivation gaps in Croydon. The OFC has highlighted challenges around poverty and inequality. We need to address the range of deprivation experienced by people in particular neighbourhoods in the north as well as in Fieldway and New Addington. While life expectancy in Croydon is increasing, there are differences between men and women, between various protected groups and between those living in the south and in the north and east. We need to tackle the underlying determinants of health like homelessness, overcrowding, child poverty, unemployment and air quality and promote healthier and more active lifestyles.

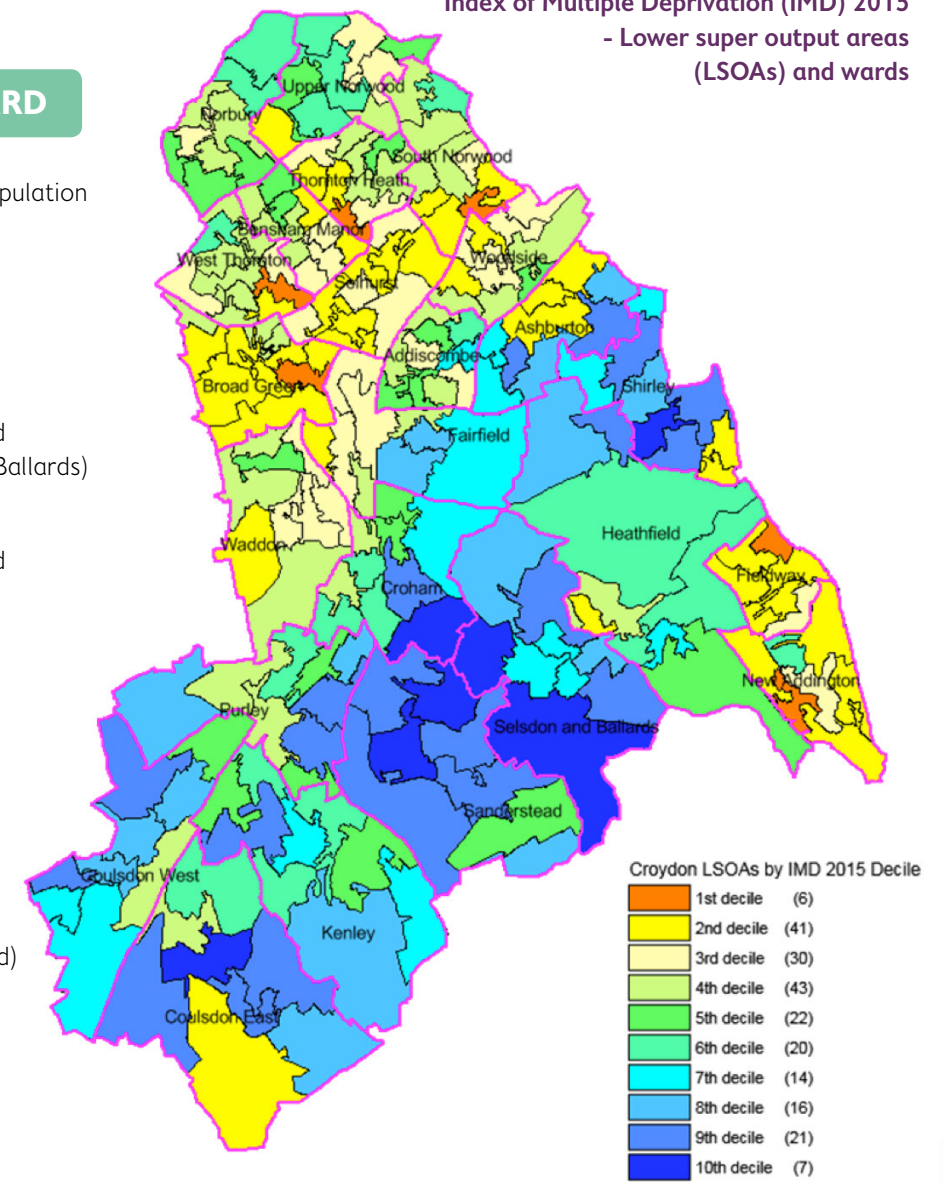
Croydon is a safe place for most residents; the number of offences fell by over 5,000 in 10 years and is near the London average, but fear of crime is still significant. There are concerns over youth crime, violent crime including domestic abuse and sexual violence, and hate crime. We need to build trust among local people that agencies will deal with the issues that matter most to all communities.



# DEPRIVATION GAPS IN CROYDON



Index of Multiple Deprivation (IMD) 2015  
- Lower super output areas (LSOAs) and wards



## Challenges addressed by Outcome One:

- **Business and Growth**

- Ensuring Croydon is promoted as **a place for investment**, economic growth and employment opportunity.
- Ensuring that growth and regeneration provide **opportunities for local people** and small and medium sized businesses and areas outside the metropolitan centre.
- **Broadening our cultural offer** to appeal to a wider range of people during the closure of Fairfield Halls for refurbishment, and the creation of a new cultural quarter in the next 2-3 years.

- **Unemployment**

- Tackling areas of high economic inactivity in the borough.
- **Tackling youth unemployment and lack of opportunities** for people, especially those aged between 16 – 24 to be in education, training or employment.

- **Crime and anti-social behaviour**

- **Tackling violent crime**, especially domestic abuse and sexual violence and serious youth violence.
- **Tackling anti-social behaviour**, including hate crime, and reducing the fear of crime.

## Challenges addressed by Outcome Two:

- **Deprivation**

- **Addressing deprivation** experienced by people living in the borough, in particular in neighbourhoods in the north and in New Addington and Fieldway, and targeting available resources at achieving outcomes that make a real difference to the lives of local people with the greatest need.

- **Poverty and homelessness**

- Tackling growing social and economic pressures, including low pay and food and fuel poverty.
- **Reducing the number of children in poverty** which remains high, even though the proportion of children in poverty is falling.
- Tackling the lack of **affordable housing**, overcrowding and rising homelessness, and addressing the impact of measures in the housing and planning bill and the freeze in housing benefit.

- **Attainment**

- Ensuring vulnerable young children and the largest number of looked after children in London receive the support they need.
- Continuing to improve the proportion of pupils attaining level 4 in reading, writing and mathematics at Key Stage 2 (78%) which remains below the London average (82%).
- Increasing the percentage of good or outstanding secondary schools and attainment of A level students in Croydon which are below the London average.

- **Health**

- **Reducing health inequalities** across the borough including in life expectancy and excess weight in children and adults.
- **Strengthening the resilience** of people and families with complex needs such as poor mental and physical health and drug and alcohol problems.
- **Maintaining the independence** of older people and people with disabilities for as long as possible and safeguarding vulnerable adults and children.

### Challenges are addressed by Outcome Three:

- **Community cohesion**
  - **Tackling social isolation**, particularly among older and disabled people, carers and those with a long term illness.
  - Addressing underlying causes that prevent communities from becoming cohesive and integrated.
  - Working more extensively with communities to enable them to come together to tackle shared challenges, support people to become more resilient and reduce reliance on local services.

For more information on the evidence base for this strategy, please consult:

The Borough Profile [www.croydonobservatory.org](http://www.croydonobservatory.org), reports from Croydon Congress at [www.croydononline.org/get\\_involved](http://www.croydononline.org/get_involved) and the Croydon Opportunity and Fairness Commission final report at [www.opportunitycroydon.org](http://www.opportunitycroydon.org)



## NATIONAL AND LOCAL CONTEXT

This continues to be a time of major change in terms of public sector funding and government policy.

**Funding** - Local public services in Croydon have seen significant reductions in government funding as a contribution to the government's national deficit reduction strategy. While funding of the police, the core schools budget and NHS will be protected to a certain extent, other public services, including public health, will continue to face major reductions. NHS services in Croydon are currently funded at lower levels than they should which, coupled with high underlying growth rates for acute services, means resources for healthcare will be stretched until funding reaches its required level in five or more years time. Councils will also be allowed to cut business rates to boost growth and small business tax relief will be raised from £6,000 to £15,000 exempting them from business rates.

**Devolution** – Croydon's LSP supports the locally led process of devolution outlined in the Cities and Local Government Devolution Act 2016 which enables local people to determine the extent and pace of devolution in their area. The government will strengthen the Right to Contest to allow local communities to challenge the use of land and property that is in use by local authorities where it could be put to better use. Our objective is to ensure that any deal negotiated in respect of Croydon and its partner local authorities in the South London Partnership delivers real benefits for local people in the form of infrastructure improvements, local economic growth, more job opportunities, affordable housing and improvements in health and social care.

Other government reforms will also have a major impact on local people and organisations:

- **Education** - the government's aim is to enable schools in the poorest performing areas to convert to academies, to establish a new role for local authorities and a new funding formula, and to make schools more accountable for the progress of excluded pupils.

- **Housing and planning** – development of low cost Starter Homes for sale will be supported by planning reforms to free up land; reducing payment of the new homes bonus, an incentive payment to councils for each new home built, from six years to four, extending the right to buy to housing association tenants, funded by the sale of higher value council homes, and cutting social housing rents by 1% a year will reduce the development of new affordable homes; and fixed term tenancies will replace long-term social tenancies.
- **Health and Social Care** – the NHS is implementing its Five Year Forward View which looks to introduce a radical upgrade in prevention and public health, greater control for people over of their own care, and more locally delivered, integrated multidisciplinary services. By 2017 every area must also have a plan to create an integrated health and social care system by 2020; Council Tax may be raised by up to 2% to pay for social care; additional funding for home adaptations for disabled people will be made available.
- **Welfare reform** – £12bn savings will be secured from welfare expenditure by 2019-20, through the freeze in Housing Benefit levels and reductions in levels payable in the social housing sector, which could have a substantial impact on supported housing provision, and limits to levels of Universal Credit payable. To some extent this will be mitigated by the introduction of the National Living Wage, introduced in April 2016.

All services must pursue efficiency in the face of rising demand, integrating services across organisations and across borough boundaries. To mitigate the impacts on local people and services we must build strong local cross-agency partnerships capable of delivering integrated, holistic and cost-effective services. This includes encouraging and supporting local people to come together in a spirit of cooperation to develop and implement local solutions to local issues. The Opportunity and Fairness Commissions (OFC) report has proposed ways in which this may be achieved and these have helped to shape the development of this strategy. We will also have to take account of priorities of new Mayor of London who assumed office in May 2016.

## THE FRAMEWORK FOR OUR OUTCOMES AND PRIORITIES

We have ambitious plans for delivering real change in Croydon, and to see it develop it into a modern European city. We want our residents and communities benefit from the opportunities this transformation provides. This strategy sets out our responses to the challenges we face, and clearly articulates how we will work together to develop Croydon as a thriving, successful Place, to enable our People to achieve their full potential and ensure our Communities are empowered to play a full part in making decisions, and delivering our priorities. The diagram on page 16 shows the partnership framework for delivering our outcomes and priorities over the next 5 years.

**Place:** One of Croydon's greatest strengths is its location and connections with the City and central London, with two international airports, and with Brighton and the south coast. The borough is greener and more open than many people realise; it has attractive neighbourhoods with housing at competitive prices and rents, and some of the best schools in the country. Croydon is already making strides as an attractive location for business, with an expanding base of small and medium size enterprises (SME), a thriving tech sector and massive inward investment in business and residential development in Central Croydon. Our focus is to maintain this momentum and ensure that Croydon develops a commercial ecosystem that encourages new enterprises to flourish, supports innovation and emerging sectors, and delivers the supporting infrastructure to unlock growth.

**People:** We want our children to get a good start in life, and all our residents to live longer healthier lives, and to be resilient and independent throughout their lives. Poverty and deprivation impact on life chances and aspirations, and our challenge is to support our residents through difficult times, enable them to achieve their full potential, and equip them with the skills and qualifications modern businesses look for so that they benefit from Croydon's growth. Ensuring there is a sustained focus on training and education in order to develop a modern, skilled workforce is a key part of our economic development work.

**Communities:** Croydon is known for its active and vibrant community and a key partner in the delivery of this strategy. More than ever in times of austerity we need to work closely with our local communities to find innovative ways of meeting the growing and changing needs of our population. This will involve enabling communities to develop resilience and identifying the assets in our communities (people and groups with skills, knowledge, interests and enthusiasms) that can help strengthen and grow community-led support, activities and services. The outcome we want to deliver is for Croydon to be known as a place with a vibrant and connected community and voluntary sector. To achieve this we will focus on two priorities, building cohesive and strong communities, connecting our residents, local groups and community organisations, and strengthening and mobilising our voluntary, community and social enterprise sector.



The partnership framework for delivering our outcomes and priorities over the next 5 years



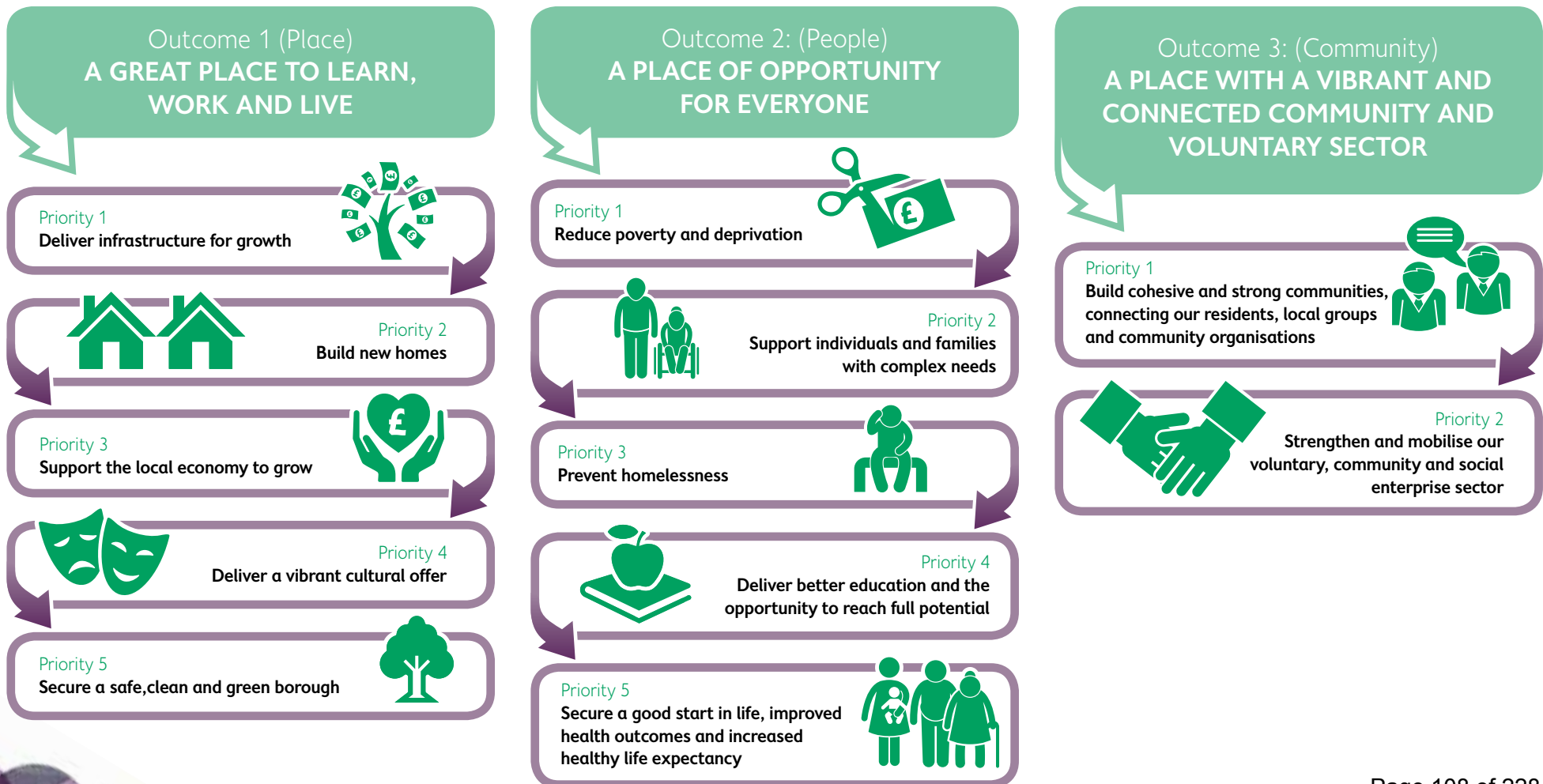


CROYDON

# CROYDON'S VISION, OUTCOMES AND PRIORITIES

## VISION: 'WE ARE CROYDON'

By 2040 Croydon will be an enterprising, learning, caring, connected, creative and sustainable place





# OUTCOME ONE: A GREAT PLACE TO LEARN, WORK AND LIVE

This section of the Community Strategy looks at how we will encourage places in Croydon to thrive, contributing to economic growth, providing employment for a growing population, driving educational attainment, qualifications and skills development, and helping to improve our health and well-being. It also looks at the importance of an exciting cultural life and a safe, clean environment to a place's success and future growth.

## PRIORITY ONE – Deliver infrastructure for growth

### Why is this important?

Globalisation, technology and transport have changed the way we live and work. The challenge for Croydon, like other areas, is to respond positively, make the most of its advantages and attract businesses and investment that will benefit our residents. Croydon is blessed with many advantages – its excellent connectivity, well-qualified workforce, clusters of world class research and education institutions, fast-growing tech sector and healthy entrepreneurial spirit – and it is in the middle of a renaissance, with more than £5bn investment over the next 5 years with the potential to create 23,500 new jobs, 9,500 new homes, and a world class cultural quarter. To deliver growth we need to bring in funding for the major infrastructure projects that unlock this regeneration, and securing a devolution deal that enables South London to develop to its full potential, and working closely with our partners in the Coast to Capital and London Local Enterprise Partnerships (LEPs), and with Transport for London (TFL) are key priorities.

### What have we achieved?

The foundations are in place for significant growth, with Croydon identified as an opportunity area and strategic centre in the Mayor's London Plan. Croydon's Growth Zone is under development and we are beginning to transform our town centre into one of Europe's largest shopping and leisure malls. Major developments are underway across the metropolitan centre with Saffron Square entering its final stages, Ruskin Square under way and Box Park due to open in 2016. We have begun to close the infrastructure investment gap, with the Greater London Authority (GLA) committing business rates income and the Treasury allocating a further £7 million. Preparations are also well-advanced to take advantage of devolution, with Croydon, Kingston, Merton, Richmond and Sutton forming the South London Partnership, the first in London, led by a Joint Committee with statutory responsibility and the legal authority to make decisions.

### Working together we will:

- Explore opportunities with the government for further devolution and financial support for strategic infrastructure projects that support growth and enable jobs to come forward;
- Ensure our Local Enterprise Partnerships, Coast to Capital and the London LEP are effective and secure Single Local Growth Deal funding for our infrastructure priorities; and
- Maximise funding for growth and infrastructure investment by working with regional funding partners.

### What will change?

- 23,000 new jobs will be created jobs - accessible to all – created in a range of growing sectors including creative, digital and information technology; financial and professional services; construction; retail; leisure; education; health and social care;
- Croydon will have one of Europe's largest urban shopping and leisure centres – the redeveloped Whitgift Centre;
- New investment will be attracted to our district and local centres, creating vibrant communities across the borough and ensuring that all of Croydon is a great place to live, work and visit; and
- New high-quality office space will be developed, and excess older office stock reduced, leading to Croydon to be recognised as the premier office location in South London.

## PRIORITY TWO – Build new homes

### Why is this important?

Housing is a top priority for Croydon people. Homes tend to be most expensive and in greatest demand in our most successful and thriving places. Successful places are productive and create jobs and opportunities, but they drive up housing demand too. If people cannot afford to live or work in them local demand for goods and services declines and so does the economy. Good quality, integrated and affordable housing enables people working in lower paid public and service sector jobs to live close to their place of work, relieves transport congestion and produces mixed and cohesive communities.

As housing supply has failed to keep pace with demand we need to build more homes in Croydon. However, to be effective we need to be proactive, use planning powers to ensure a decent rate of affordable homes and use public resources to bring forward stalled schemes. Government plans to reform housing and planning laws (extending the right to buy, introducing Starter Homes to buy, and reducing social housing rents by 1% per year) will have a serious impact on plans to build new affordable homes and maintain existing social housing stock. The Council and its housing association partners will need to revise their plans to meet this challenge and build affordable new homes.

### What have we achieved?

We have an ambitious growth plan that links new homes to improved infrastructure, to new jobs and services that will drive our borough's growth and regeneration. Croydon's Local Plan will enable delivery of some 20,000 new homes by 2031, 50% of which will be affordable homes for Croydon residents. We are committed to building more homes for local people: over the two years 2013/15 3,048 new homes were completed and 2,680 new homes were started in 2014/15. We are working up more than 50 major housing development schemes. The Council has set up a Revolving Investment Fund (RIF) and new development company, Brick by Brick, to deliver up to 3,500 new market and affordable homes in Croydon. Our planning rules now require housing developers

to provide 50% of all new homes as affordable housing on all housing development sites across the borough and prevent them from flooding our housing market with tiny, poorly designed and sub-standard homes converted from old offices under permitted development rights. A new borough-wide selective licensing scheme introduced in 2015 is driving up housing standards in the private rented sector and protecting private sector tenants from poor landlord practice.

### Working together we will:

- Deliver 9,500 housing starts in the next 5-years and ensure a sustainable level of affordable housing is brought forward;
- Increase the rate of house-building with a minimum target of at least 1,200 new home completions a year over the period 2014/15 to 2017/18, with the aspiration of accelerating delivery so we can start up to 1,900 mixed tenure new homes per year;
- Deliver a range of housing products and tenures with our housing association partners to meet the needs of our growing population - from high quality home ownership, through starter homes and shared ownership, to homes for rent at a range of rental values including traditional social rents; and
- Guarantee a decent level of housing for local people on lower incomes by requiring housing developers to provide 50% of new dwellings as affordable housing.

### What will change?

- 9,500 new homes will be started over the next five years;
- Current housing shortages in the borough will start to be addressed;
- A greater choice of housing will be provided for people at all stages of life; and
- A greater proportion of homes will be provided as affordable housing - 50% of new homes will be affordable to local people.

## PRIORITY THREE – Support the local economy to grow

### Why is this important?

A vibrant, flourishing local economy encourages entrepreneurship and investment, provides employment opportunities for local people and helps tackle poverty and deprivation. It enables people and families to develop resilience and self-reliance, and raise their aspirations. It helps improve the quality of life for everyone in the area.

There are major opportunities for employment growth including: Croydon's Growth Zone with potentially 23,500 new jobs; Ruskin Square with 1m ft<sup>2</sup> of new office space and 1,000 new jobs; Boxpark Croydon with 200 new jobs; and the Croydon Partnership with 5,000 new jobs. Two proposals outside Croydon could offer opportunities to our residents and local businesses: a second runway at Gatwick Airport could create 22,000 jobs; and Biggin Hill Airport, a strategic growth area, potentially 2,300 jobs over the next 20 years.

We want to work together to make the most of Croydon's competitive advantages and provide the conditions and environment that encourage businesses to locate in the borough. We can help emerging enterprises thrive and expand by attracting inward investment and funding, and providing financial and technical support and encouragement for SMEs. We also want to improve physical and soft infrastructure particularly in our district centres, and encourage the growth of particular clusters of businesses (for example, technology and research). We need all public sector organisations to use their commissioning power to offer opportunities to local enterprises to provide public services or take up opportunities in the public sector "supply chain".

For Croydon residents to benefit from these opportunities we must ensure they are equipped with the necessary skills and qualifications that modern businesses look for. We need to focus on improving training and education by working in partnership with primary schools, Further Education colleges, universities and adult education providers. We must also establish an effective jobs brokerage service, encourage employers to use it to fill their vacancies, and develop clear pathways to employment.



### What have we achieved?

Croydon's small and medium sized enterprise (SME) base of 12,000 businesses is healthy and steadily growing. Croydon is also home to over 1500 technology and media businesses and is one of London's fastest growing tech clusters. Unemployment rates in Croydon are improving and the proportion of young people not in employment, education or training (NEET) is falling. However, there are stubborn niches of worklessness in certain neighbourhoods and among young people. Croydon's Enterprise Loan Fund has been successful in supporting more than 230 local businesses, safeguarding 271 jobs, and has recently been increased to £4m to continue this work. Croydon has also agreed a Memorandum of Understanding with Gatwick Airport to realise the opportunities for jobs and business growth provided by the possibility of a second runway. The regeneration of Croydon's district centres is in progress in South Norwood, Thornton Heath, New Addington, Purley and Coulsdon.

### Working together we will:

- Support expansion of our business base to increase;
- Create over 23,500 new jobs through development, SME growth and regeneration schemes, such as Croydon Partnership and Gatwick;
- Expand Croydon's Enterprise Loan Fund to £4m;
- Nurture our tech sector and other enterprises in the borough;
- Enable local business associations to have a stronger role in shaping their business community (through Business Improvement Districts, Town Teams and Business Associations);
- Develop partnerships with universities to offer more higher education in the borough to raise the number of residents with degree level qualifications and bring a new vibrancy to the metropolitan centre;

- Support working age residents into employment, raising the skills of the workforce and ensuring the skills system is responsive to the needs of local employers, and delivering employability skills in schools to ensure the future workforce are job ready and supported in the transition from school to work;
- Improve the attractiveness of the public realm and the physical condition of high streets in our district centres and metropolitan centre and reduce the number of vacant commercial units;
- Ensure that Croydon SMEs access opportunities provided by public and voluntary sector partners' supply chain and commissioning activity;
- Encourage private and public sector employers to use the Job-Brokerage service; and
- Encourage private and public sector employers to pay the London Living Wage.

### What will change?

- More small businesses and social enterprises will start in Croydon, and our business base will continue to grow;
- Business registration rates will increase;
- Opportunities in the technology and research sectors will increase;
- Employment will increase and so will job density; and
- There will be fewer residents that have been unemployed long-term.

## PRIORITY FOUR– Deliver a vibrant cultural offer

### Why is this important?

A vibrant, attractive cultural life can enhance the competitive edge of a city or neighbourhood through defining its identity and sense of place, and improving its reputation. It draws in new visitors and encourages people to return. It increases the footfall that contributes to the local economy, particularly the evening economy of made up of restaurants, bars and entertainment venues, and encourages a diverse, skilled workforce to develop, with cross-fertilisation to the tech, media and academic sectors. Our vision is of a thriving culture and arts scene which attracts, engages and inspires residents, visitors and businesses by providing something of quality and interest for everyone. To shape the development of our cultural life and evening economy we want to encourage inward investment and improve Croydon's public realm and connectivity. We will use our regulatory powers to develop a family-friendly, less alcohol-driven scene and promote Croydon through a wide range of exciting attractions and events.

### What have we achieved?

We have made significant progress towards our vision. A number of key schemes are at the centre of this drive. In 2015 plans were approved to regenerate the Fairfield Halls and College Green area and create a scheme of national architectural significance with a mix of uses including new homes, cultural spaces, educational facilities, offices, shops and restaurants, a new high quality public space with public art, and a new accessible, step-free access route to East Croydon station and the town centre. Boxpark is due to open in summer 2016 providing a performance space, the redeveloped Whitgift Centre will open an IMAX and cinema complex in 2020, and consultation is under way on transforming our parks into community-led cultural hubs. These projects are supported by thriving existing cultural attractions including Matthew's Yard, the David Lean and Rooftop cinemas, and the Ambition Festival launched in July 2015 which put Croydon on the festival circuit, being nominated for 'best new festival' and 'best metropolitan festival' at the UK Festival Awards.

The Fairfield Halls and Croydon Council Youth Arts have been awarded funding from A New Direction, the Arts Council England Bridge Organisation, to form a local Cultural Education Partnership. This is one of 50 pilot partnerships the Arts Council wish to develop to address their Cultural Education Challenge which calls on the cultural and education sectors to work together to enable all children and young people to have a rich and rewarding cultural education. With visits to our libraries rising, we also launched an engagement with our residents to work together to develop the best possible 21st century library service within current public sector funding constraints.

### Working together we will:

- Hold Ambition Festival 2016 - a dynamic event to be run by BoxPark in summer 2016;
- Review our approach to libraries following residents engagement;
- Deliver Fairfield Halls and College Green regeneration: phase 1 – including modernisation of Fairfield Halls, development on the multi-story car park, building a new college facility at Barclay Road – to be completed in 2018;
- Implement the parks transformation programme into community-led cultural hubs starting with the "parks big conversation" over the summer of 2016; and
- Increase the availability of affordable venues for amateur groups (e.g. Stanley Halls and Selsdon Halls).

### What will change?

- Increased visits and footfall to venues, attractions and events;
- A bustling, diverse, family-friendly evening economy;
- A lively, diverse cultural offer rivalling the Southbank; and
- Our parks will increasingly be used for sports, community events, entertainment, and be run by community groups.



## PRIORITY FIVE – Secure a safer, cleaner and greener borough



### Why is this important?

An attractive place should look and feel safe. We want people who live, work or visit Croydon to feel a sense of security, satisfaction and comfort about being here. They should have confidence that agencies will tackle the safety and environmental issues that matter most to them. We know that crime and safety is the top priority for residents. Tackling nuisance and anti-social behaviour (ASB) is crucial, not only for residents; local businesses say that this can harm the high street and shopping environment. The condition and quality of the local environment is also an important factor: cleanliness and street cleaning are residents' joint third priority.

### What have we achieved?

Croydon's reputation as a place is improving, but there is more work to do. Most residents do feel safe, but 23% feel unsafe to some degree. Yet the last 10 years have seen decreases in recorded crime and ASB. Statistics from the Mayor of London's Office for Policing and Crime show that in 2014/15 crime per 1000 population was below London rates for five of the seven key indicators. In recent years ASB, burglary, robbery and theft from persons and from motor vehicles have recorded the biggest falls. Reported incidents of violence with injury and domestic abuse and sexual violence (DASV) have increased. Concerning youth crime, good progress has been made to prevent it, protect young people and support victims.

Through Croydon Congress the LSP developed a partnership approach to change attitudes and behaviours towards domestic abuse and sexual violence (DASV) in the borough, to prevent it wherever possible, to support victims and hold perpetrators to account. Croydon has joined the White Ribbon campaign which aims to engage the community (especially men and boys) in condemning violence against women and girls. Through Congress we have raised awareness of child sexual exploitation (CSE) in the community to develop a joint approach to identify and stop it. The Safer London

Foundation will deliver workshops and engage with young people working alongside multi-agency partners and will work with police in CSE and gang related operations to ensure victims receive help. Our recent focus on improving the local environment through the “Don’t Mess with Croydon – Take Pride” campaign has engaged the community, and increased reporting and enforcement of fly tips and other envirocrime.

Working together we will:

- Tackle crime and ASB, making full use of the new legislation and housing management interventions;
- Tackle envirocrime such as graffiti and fly-tipping and target the worst affected areas;
- Target street based drinking and begging identifying repeat offenders and putting in place prevention and enforcement options;
- Review processes for managing unauthorised encampments and use of injunctions and ASB legislation as well as continuing to target harden locations frequently targeted; and
- Bring domestic abuse offenders to justice, support victims and develop ways of promoting a change in attitudes to this crime.

What will change?

- Fear of crime will fall;
- More perpetrators of DASV brought to account; and
- The borough will look and feel cleaner and greener.

Who is responsible?

LSP Growth Board

Safer Croydon Partnership



Councillor Alison Butler  
Cabinet Member for  
Homes, Regeneration  
and Planning



Councillor Stuart Collins  
Cabinet Member for Clean  
Green Croydon



Councillor Hamida Ali  
Cabinet Member for  
Communities, Safety  
and Justice



Councillor Mark Watson  
Cabinet Member for  
Economy and Jobs



Councillor Tomothy Godrey  
Cabinet Member for  
Culture, Leisure and Sport







## OUTCOME TWO: A PLACE OF OPPORTUNITY FOR EVERYONE

This section of the Community Strategy looks at how we can tackle inequality and support our residents to achieve their full potential. We know there is a clear link between poverty and health, and we know the importance of good start in life, a good education and employment for life chances, and health and wellbeing. In this section we look at how our partnership approach to holistic, people-focused services improves resilience, self-reliance and employability and helps tackle and prevent homelessness, poverty and deprivation. We also look at how we approach giving our children a good start in life, and how we prevent people from developing long-term conditions through an active healthy lifestyle helping to increase independence and healthy life expectancy.



## PRIORITY ONE– Reduce poverty and deprivation

### Why is this important?

Social and economic factors affect our life chances, aspirations, health and wellbeing – poor education, low skills and qualifications, insecure employment, low pay, welfare policy, high crime and a range of other things affect the resources available to an individual or family to live in a way that most of us take for granted. We know that the poorer you are the less healthy you are likely to be, and that among the causes are housing conditions, lifestyle (including diet, smoking, alcohol), access to sport and leisure, social and support networks, and barriers to accessing healthcare. The 2015 Indices of Multiple Deprivation (IMD) shows Croydon has become more deprived, and highlights entrenched pockets of deprivation in the north and south east of the borough. Government policies to reform welfare benefits provide additional challenges, with more than 1,000 Croydon residents impacted by the reduced benefit cap (to £23,000 per year), and others affected by limits to housing benefit and the 4 year benefit freeze.

In Croydon one in five children lives in a low income family. We want Croydon to become a place of opportunity for all where regardless of a person's background there are no barriers preventing them from achieving their full potential, and we want to focus our activity on reducing deprivation in the areas where we can have the most impact. We want to support and enable our residents and communities as far as possible to take responsibility and identify and secure their own solutions to their needs.

### What we have achieved

Working in partnership we have implemented a range of measures designed to alleviate the impacts and improve outcomes for individuals, families and communities experiencing the highest levels of deprivation. Croydon Council, Jobcentre Plus, the CAB and others are working in partnership through a new people-focussed service to provide a holistic advice and support service to help resolve the full range of issues that families experiencing crisis can face e.g. children's education, adult skills and

employment, health, housing, adult social care, welfare benefits and money advice. We have also implemented practical solutions focusing on early help and prevention including Best Start, Early Help Pathways programmes and encouraging businesses in Croydon to adopt the London Living Wage.

### Working together we will:

- Reduce child poverty by increasing opportunities for flexible working;
- Provide whole household services that increase resilience, self-reliance and independence, provide support to overcome crisis (including homelessness, unemployment) through high quality information, advice and guidance to support people living independent and healthier lives, supporting residents – young and old – into employment;
- Provide tailored support for young people that are not in education, employment or training (NEET), people with disabilities and long-term unemployed to help make them access training and employment opportunities;
- Encourage employers operating in the local economy to pay London Living Wage rates; and
- Provide advice and support to enable more people to access affordable childcare and flexible employment and thereby reduce child poverty.

### What will change?

- More working age residents will have the necessary skills to compete for jobs in the local economy and across the region;
- Households on welfare benefit will be financially resilient;
- More local employers will pay the London Living Wage rate; and
- More families will take up childcare through Best Start programme.

## PRIORITY TWO– Support individuals and families with complex needs

### Why is this important?

There are families and individuals in Croydon who struggle to cope with long-term and entrenched multiple complex needs. These can often include difficulties with parenting, homelessness, domestic abuse or violence, addiction and substance misuse, mental health problems, physical disability or long-term ill health, and anti-social behaviour and crime.

We want to provide support to these families and individuals, coordinate the input from public agencies, and work with them to address the underlying causes of their vulnerabilities. We know that this approach not only reduces the impact on our communities, and on public sector costs, but also helps people “turn their lives around”, develop resilience and raise their aspirations.

Croydon also provides supported housing and individual support to more than 800 vulnerable individuals who have either left an institution such as hospital or prison, or who are recovering from addiction or a traumatic experience to regain independence and resilience.

### What we have achieved

Designing and implementing the multi-agency “People’s Gateway” concept originated to support Croydon residents impacted by welfare reforms introduced in 2013. Building on the success of our multiagency response to welfare reform and our Family Resilience Service, we want to broaden our whole family, holistic, early intervention and prevention focused approach to these groups. We successfully supported 785 families identified as having complex needs.

### Working together we will:

- Develop intensive family support that reduces offending behaviour, non-attendance at school, worklessness and tackles domestic violence;
- Embed a consistent and holistic approach to our contact with individuals and families through our multi-agency partnership;
- Strengthen joint working to ensure individuals and families are identified and supported at key crisis trigger points to increase financial stability and increase independence and reduce demand and costs;
- Reduce the number of people who present to services repeatedly through joint working, identifying support needs and a systemic approach;
- Enhance our support to care leavers to improve their financial stability;
- Reduce the barrier of unsuitable housing as a reason preventing a child from returning home;
- Develop a Local Family Offer to strengthen parent / co-parent relationships;
- Support Best Start Children’s Centres to reach more vulnerable families;
- Initiate joint working to reduce the number of young people classed as not in employment, education or training;
- Increase in the number of 16/17 year olds presenting as homeless who return to live at home; and
- Implement the CAMHS Local Transformation Plan to improve the emotional wellbeing and mental health of children and young people in the borough.

### What will change?

- Individuals and families will be resilient and have increased their financial stability;
- Increased focus on prevention and opportunities for earlier intervention, that is joined-up between services;
- Housing will no longer be a barrier to returning a child home; and
- Fewer people will repeatedly present to services.

## PRIORITY THREE– Prevent homelessness

### Why is this important?

Homelessness has been increasing since 2010 and its impact on Croydon has been particularly hard. The causes are complex and include the affordability of market housing, levels of house building, and the wider economy and labour market. Homelessness disproportionately affects young people, single parents and BME households. More than 3,000 of our households are homeless and living in temporary accommodation due to a lack of affordable housing. Spending on temporary accommodation has more than doubled since 2010. We also know that living in temporary accommodation impacts on families and particularly children's health, effectively condemns families to "living in limbo" for long periods, and impacts employment, income and social inclusion. Rough sleeping has also increased, with Croydon having the fourth highest number of people sleeping on the street in London in 2015. We want to prevent homelessness wherever possible, enable individuals and families facing homelessness to secure their own housing solutions, and ensure they are resilient and self-reliant to ensure the solution they choose is sustainable long-term.

### What we have achieved

Despite the scale and persistence of homelessness in recent years we have managed to restrain its increase through speeding up homelessness decision making, tackling processing pinch points, targeting housing options support to homeless applicants. In addition, hundreds of households are prevented from becoming homeless every year by a range of organisations providing information, support and accommodation, including the Citizens Advice Bureau, local housing charities such as CAYSH. The multi-agency Gateway and Welfare Service mentioned above has helped over 1,100 families avoid homelessness, and helped 5,400 people to become more financially independent and supported 587 residents into employment. Considerable work has gone into securing accommodation for homeless households, including recently securing an additional 230 units of good quality, value for money accommodation in the borough at Concord, Sycamore and Willow Houses. Targeted support to people sleeping rough or that

are destitute has also engaged over 100 people. Crisis have also secured premises for a new Skylight Centre which will provide education, health, housing advice and employment services to help homeless people rebuild their lives. The Croydon Skylight Centre will be located in Surrey St and will open in late summer 2016.

### Working together we will:

- Reduce the number of homeless families and individuals living in temporary accommodation;
- Provide timely housing advice, housing options, and support services (including with budgeting, debt advice, skills and employment) for households at risk of becoming homeless;
- Explore the potential for a single homelessness hub;
- Consult on proposals to amend Croydon's housing allocations scheme to include a higher priority for homelessness prevention;
- Introduce a choice based lettings allocations service for housing applicants;
- Work with voluntary and faith sector organisations provide shelter, engagement and a "hand-up" off the streets; and
- Continue to engage people living in destitute circumstances in Croydon.

### What will change?

- Homelessness will be prevented wherever possible;
- Fewer homeless households living in temporary accommodation;
- Croydon will have a effective, transparent and understandable housing allocations policy that provides choice to applicants;
- Rough sleeping in Croydon will decrease; and
- Fewer people will repeatedly present to services.



## PRIORITY FOUR – Deliver better education and the opportunity for everyone to reach their full potential



### Why is this important?

We want our children have the best possible start in life, to go on to achieve their potential, and to be independent and resilient throughout their lives. A good quality, well-rounded education leading to the best possible attainment at key stages, particularly at GCSE and A level, is the ideal every local authority area is striving to achieve. However, we know there is a complex relationship between poverty, inequality and social disadvantage and educational attainment, life chances, health and social contribution. This makes it very challenging to improve educational attainment in areas where a proportion of children grow up in deprived, socially disadvantaged families and communities. Croydon also has to respond to high numbers of refugees and unaccompanied asylum seekers. Teacher recruitment is a challenge as Croydon borders other local authority areas that can attract teachers with higher wages due to London weighting. We also know that raising educational standards contributes to economic growth, personal independence, and helps make a place more attractive to potential residents, entrepreneurs and investors.

### What have we achieved?

Croydon has made significant improvements in educational attainment in recent years. In 2015, 96.2% of parents were offered one of their top three primary school choices, and 90% were offered their top three secondary school choices. We delivered 1500 additional school places over last 3 years to cope with growing demand. The percentage of pupils achieving a good level of development in Croydon in the Early Years Foundation Stage (EYFS) has been steadily improving and our attainment gap (between lowest and average achievers) is also falling. The proportion of pupils achieving Level 4 or above in reading, writing and maths in Croydon has also improved. At Key Stage 2 (KS2) 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%. At Key Stage 4 (KS4), GCSE results were above the national and statistical neighbours' average. Our proportion of children in Education, Employment or Training at age 16 and 17 has improved by more than that of any Local Authority nationally and means that Croydon is now ranked 8th nationally, having previously been in the bottom quartile. Croydon has had its highest proportion

ever of Croydon schools judged by Ofsted at good or better, with the percentage of primary schools rated good or better rising from 76% 4 years ago to 90% today. The progress made by Croydon schools in terms of inspection outcomes has been very encouraging: nevertheless we will continue to work for all our schools to be good or outstanding and for children to achieve outcomes in line with their peers in London at all key stages.

### Working together we will:

- 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 School Progress Review Meeting (SPRM) process and robustly challenging any slow progress, making full use of statutory powers when required;
- 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, and work with post 16 education providers on extending choice and improving outcomes;
- Ensure Link Advisors challenge publicly funded schools in Croydon and achieve 2016 targets;
- Work with Head Teacher Advisory Group to take forward whole borough priorities for improvement;
- Improve home the learning environment and engage in the Early Language Development programme;
- Improve familiarity with and provide training in EYFS Profile; and
- Implement the Croydon Improvement Challenge and support schools where there are concerns about pupil outcomes at KS1 and KS2.

- Improve educational attainment with specific focus on:
  - the take up of Best Start provision
  - attainment at KS2 and A levels
  - attainment of pupils in the most deprived areas of the borough (wards in the north and east)
  - attainment of Looked after children including unaccompanied asylum seeking children (UASC)
- Close the attainment gap for vulnerable groups;
- Close the inequality gap at L2 and L3; and
- Higher grades at GCSE and 'A' level particularly for high achieving pupils.

### What will change?

- EYFS levels will improve and the attainment gap will narrow;
- KS1 attainment in reading, writing and mathematics will improve and will exceed London attainment by 2017;
- The number of schools below government floor standards will fall until in 2017 no Croydon school will be below the standard;
- KS2 and KS 4 attainment levels will exceed the London average by 2017;
- All schools will be judged to be good or better by OFSTED by 2017;
- There will be no attainment gap, at all key stages (and particularly in combined reading, writing and mathematics at KS2), between Croydon's schools and the rest of London by 2017;
- Young people will have a wide range of high quality post 16 education choices;
- Young people will find the transition from education to employment easy and will have access to a range of opportunities; and
- The number of pupils achieving 5A\*- C GCSE will increase to at least equal outer London by 2017.

## PRIORITY FIVE – Secure a good start in life, improve health outcomes and healthy life expectancy

### Why is this important?

We want everyone in Croydon to live longer healthier lives, and enjoy positive health and wellbeing. We know that this will enable people to fulfil their potential, to make a contribution and to be more resilient to life's inevitable challenges. However, our health is shaped by the relationship between our individual characteristics, our lifestyle and our environment. We also know that poverty, education and employment have a significant influence on health and wellbeing and this strategy also focuses on addressing these broader determinants of health (Outcome 1: A place to learn, work and live set out our approach to tackling the housing and employment challenges we face).

Croydon faces serious challenges, including an ageing population with the number of people over 85 increasing by two thirds by 2029. We are seeing an increasing demand for services with more people living with long term health conditions such as diabetes, heart disease, respiratory problems, and epilepsy. Croydon's health profile shows higher levels of obesity among adults and particularly children (22.4%) than England, life expectancy 9.4 years lower for men and 7.6 years lower for women in the most deprived areas of Croydon than in the least, and rates of sexually transmitted infections and TB are worse than the national average. We also know that we have more work to do in encouraging people to reduce their alcohol intake and take up an active healthy lifestyle. Our overall aims are to increase healthy life expectancy and reduce the life expectancy between communities.

We also recognise that by improving the effectiveness, focus and integration of our partnerships and concentrating on the needs of our places and communities we can improve the way that health care services are delivered, ensure that services meets national standards, address future challenges such as obesity and diabetes by delivering services in the right way, and deliver services within the budgets available.

### What we have achieved

The JSNA core data set shows Croydon is doing significantly better than England and among the top performing 25% of authorities/CCGs in: hospital admissions caused by

injuries in children; deaths from oesophageal and colorectal cancers; early deaths from liver disease; alcohol attributable deaths (men); and emergency admissions for acute conditions that should not require admission to hospital.

Croydon is also a food flagship borough and this project is helping improve health, cooking skills and food standards through school-based and community projects. Our public health grant provides resources to tackle the health consequences of poor housing, inequalities in access to work in new ways, for example, our 'First Steps into Work' supports lone parents in Croydon; we also support alcohol and drug awareness education in schools and colleges; and target the causes of social isolation and loneliness through befriending services, lunch clubs and other activities.

Stopping smoking is an effective way of improving health and preventing long-term conditions developing, and our evidence-based stop smoking services have helped nearly 18,000 people quit smoking since 2001, preventing an estimated 890 deaths. Croydon's levels of smoking at time of delivery, and levels of smoking related deaths are also better than the England average. In the 2015 Croydon provided support for 2,200 local people who successfully quit smoking.

Croydon CCG are delivering ambitious plans to improve the health services for the borough. We have strengthened care in the community by investing in multi-disciplinary, rapid response teams for older people and mental health services including for those in crisis. Acting with our main healthcare providers, access and waiting times to hospital and community services have improved so that people are seen and treated more quickly. The CCG working in partnership with the LA is also making great strides in our Outcomes Based Commissioning (OBC) programme of work, transforming the way services for patients over 65 years old will be provided in Croydon by putting the things that matter most to them and their families at the heart of service provision. The OBC will use an innovative Accountable Provider Alliance (APA) made up of the following local organisations: Age UK, Croydon Council Adult Social Care, Croydon GP collaborative (this is all the GP practices in the borough), Croydon Health Services NHS Trust, South London & Maudsley NHS Foundation Trust.

### Working together we will:

- Transform and improve the sustainability of our health care services by:
  - placing a greater emphasis on prevention and early intervention
  - focusing on delivering better health and social care services when our populations need them;
  - improving the patient journey through the system and delivering the right care in the best setting
  - improving the outcomes delivered in our acute services by optimising site configuration and clinical networking
  - addressing the challenges of cost reduction, performance and operational improvement by exploring opportunities for collaborative productivity.
- Give children a good start in life by
  - improving immunization take up
  - reducing levels of obesity in children
  - improving childrens emotional and mental wellbeing
  - improve health outcomes for looked after children
  - reducing low birth weight
  - increasing breast feeding
- Prevent illness and injury by
  - reducing obesity among our adult population
  - reducing smoking prevalence
  - reducing harm caused by alcohol misuse
  - increasing early diagnosis and treatment of sexually transmitted infections and HIV
  - preventing illness and injury and promote recovery and
- Increase healthy life expectancy by early detection and treatment of cancers, cardio vascular diseases and diabetes;
- Encourage healthy lifestyles through our digital Livewell platform, integrated leisure services provision;
- Support people to be resilient and independent through rehabilitation and reablement, and supporting carers;

- Provide integrated, safe, high quality services including redesigning mental health and urgent care pathways; and
- Focus on safeguarding priorities that impact upon children and adults, including Female Genital Mutilation, Trafficking, DASV and Radicalisation, also focus upon child sexual exploitation (CSE) and missing children.

### What will change?

- Everyone will have the information and support they need to live a healthy active lifestyle and make healthy choices;
- Healthy life expectancy will increase and the gap between different communities will reduce;
- Organisations will work together to address factors that influence health problems; and
- More people will participate in physical activity as part of a healthy lifestyle, and fewer will smoke, or drink unsafe levels of alcohol.

### Who is responsible?

Croydon Health and Wellbeing Board

Children and Families Partnership Board



Councillor Margaret Mansel  
Chair of the Health and Wellbeing Board



Councillor Louisa Woodley  
Cabinet Member for Families, Health and Social Care



Councillor Alisa Flemming  
Cabinet Member for Children, Young People and Learning







## OUTCOME THREE: A PLACE WITH A VIBRANT AND CONNECTED COMMUNITY AND VOLUNTARY SECTOR

Communities are the driving force of our borough. They are where we come together to discuss, work together to make decisions, sort out problems, improve our surroundings, celebrate and entertain each other. We want community-driven, neighbourhood-based actions that are developed from the skills and assets in the community (building on our deserved reputation for asset based community development). Croydon's residents understand and are closest to emerging needs, who act as the first responders and who go the extra mile. This often involves looking out for a neighbour, cooking a meal for someone who is lonely, hosting a big lunch, volunteering, or running a valuable local service. We want to enable and empower our communities to participate and influence the things that matter most to them and their neighbourhood.

Enabling cooperation between public, voluntary and community sectors to deliver smart, innovative and localised services is more important than ever. Without active residents, strong communities and a resilient voluntary sector our priorities to deliver growth, promote safety and support and empower people cannot fully be realised. Our approach in response to this challenge will be to support our community assets to grow, develop capacity and resilience and take up a role at the heart of the borough's regeneration and transformation. This could involve the transfer of power to the community using new models of local accountability. The mobilisation of community resources will enable us to effectively bridge the gap between public services and need whilst at the same time managing the continuing substantial reductions in funding available to the public and voluntary sectors.

In order to develop an active community that helps secure the success of partnership work and provide stability and reassurance when delivering our joint priorities, we need first to understand the extent and variety of community based activities that already exist. This will allow us to link our community resources better and provide the foundations for further development of the community and voluntary sector, so that it has the capacity and confidence to tackle local issues and deliver innovative solutions.



## PRIORITY ONE – Build cohesive and strong communities, connecting our residents, local groups and community organisations

### Why is this important?

Croydon has a diverse community that brings great social and economic benefits to the borough, but makes it all the more important to work to strengthen community cohesion and advance opportunity and fairness. As partners we want to support the development of inclusive communities that are dynamic, connected and fair, where people are not divided by differences but recognise the benefits of diversity, respect and learn from each other, and connect by sharing common goals and aspirations.

We want to support areas that face difficulties, share best practice between groups and organisations and raise awareness of local forums to bring people together to collaborate. Croydon is very fortunate in having a wide-range of community groups, networks, clubs and associations. We need to build on the wealth of existing community-driven initiatives to encourage more engagement and participation, create a sense of belonging for more local people and inspire more residents from diverse backgrounds to connect and communicate.

We want to enable our communities to develop the connections and support networks that will enable them achieve their full potential, and bounce back life's inevitable challenges and setbacks. By enabling our communities to share in opportunities and decision in our local neighbourhoods and communities, as well as across the whole borough, we can deliver better life prospects and tackle the deprivation that holds some of our areas back. To facilitate this we will publish information on community and voluntary sector (VCS) activities to help groups and organisations share intelligence and good practice. We will work with local partners to encourage a wider range of social and cultural street and neighbourhood activities. We will also introduce

a programme of inter-faith and cultural activity that celebrates diversity and promotes community integration. This will help people get to know each other and connect with their neighbourhoods. Improving links between existing community resources will help to foster the development of common goals, such as engaging more residents in civic participation and community work.

### What we have achieved

Local groups and community organisations are run by local people from diverse backgrounds, focusing on a variety of activities and delivering a wide-range of benefits. Equality and inclusion is promoted through community engagement activities like Holocaust Memorial Day, the London Road Carnival, faith celebrations to generate tolerance and understanding of the beliefs and traditions of faith groups in Croydon. Over 80 Big Lunch events brought neighbours together to share a meal and enjoy each other's company, an opportunity to tackle social isolation. Braithwaite Hall was used for community events such as a Craft Beer Festival; a Cultural Food Festival is planned.

We have successfully piloted projects in the north of the borough that use an asset based community development (ABCD) approach. The pilots reached 77 community connectors who were responsible for initiating community projects. Invaluable connections have been made with over 240 neighbourhood based clubs and associations. The pilots have shown that isolation and fragmentation can be challenged by shifting focus from what's missing to strengthening what is already there in neighbourhoods and communities. The key lesson has been that the creation of informal associations can often provide an environment for enterprise and innovation to grow.



#### Working together we will:

- Explore digital platforms to host information about community and voluntary sector organisations;
- Seek to improve community participation and influence by identifying what works in areas where there is stronger engagement;
- Improve community cohesion by delivering activities that promote equality and inclusion as well as social and cultural integration;
- Encourage the community and voluntary sector to be creative, innovative and enterprising by supporting their capacity and development; and
- Encourage social and cultural street and neighbourhood activities especially those that are community-led and delivered.

#### What will change?

- A greater proportion of people say they are involved in civic participation;
- A greater proportion of people say people from different backgrounds get on well together in their local area;
- A greater proportion of people feel they belong to their local neighbourhood;
- Local people have information about community groups and organisations in their areas; and
- Increased number of street and neighbourhood-based social, cultural and inter-faith activities.



## PRIORITY TWO – Strengthen and mobilise our voluntary, community and social enterprise sector

### Why is this important?

Devolution brings exciting opportunities to encourage local improvements and growth through locally initiated actions. We recognise that the challenges we face are complex and often manifest themselves through issues and needs embedded in local neighbourhoods. We understand that while each neighbourhood is unique, many experience common issues that become barriers to community cohesion and tackling inequalities. Factors such as population growth, insecure housing, language barriers, crime and ASB, social isolation, lack of accessibility of good quality amenities and retail offer can impact on residents' ability to come together to improve their neighbourhoods.

We see the potential for local community, voluntary, faith and social enterprise groups and organisations (VCSE sectors) to become an embedded resource that supports our 'place' and 'people' targeted partnership priorities and facilitate engagement with residents and communities to help better respond to unique neighbourhood needs and inspire long-term improvements. Strong communities require facilitators that will understand local needs, and deliver services that fit their requirements. We believe that Croydon's VCSE sector is crucial in supporting delivery of smarter public services, as well as in creating locally run services that address the need in a flexible and efficient way to prevent or address the issues, improve lives of communities and facilitate community development.

We know that delivery of better outcomes relies on creating prosperous communities that feel empowered to shape and support local services. It relies on more people taking up volunteering opportunities and it relies on VCSE sector's resilience to engage volunteers in a meaningful way. We want to make sure that we build on existing community resources and work closely with our voluntary and community organisations and social enterprises (VCSE) to create joined-up, flexible frameworks and structures that will maximise growth and resilience within the sector. We want to develop approaches that enable creation of an environment in which a thriving VCSE can deliver even greater benefits to our residents.



We will explore opportunities such as development of connected community spaces and places using a range of assets. We recognise that community isolation and fragmentation can be successfully challenged by shifting the focus from what's missing to mapping community skills, resources and assets and strengthening what's already there in neighbourhoods and communities. We will work with partners to develop a borough-wide volunteering framework to ensure there is a wide spectrum of volunteering opportunities that will make it easier for anybody to get involved, from one-off, temporary involvement to regular engagement and volunteer leadership opportunities. We will work with partners to leverage more funding to the VCS and opportunities to deliver greater social value. We will launch a new community grants programme as well as review our community ward budgets to ensure they support neighbourhood participation and involvement. We created an outcome-based framework for the new Community Fund to ensure it tackles issues and delivers priorities raised by local people through the opportunity and fairness commission. We want to work with the VCSE to address those tough issues.

We understand that the solutions cannot be delivered by “one size fits all” service models. We believe that joined-up, tailored initiatives designed to tackle local issues that are being delivered or supported by services provided by VCSE to address neighbourhood-based needs, can greatly improve the outcomes for our residents, prevent and provide solutions to many of the problems, release some of the pressure placed on public services and become triggers to increasing local activism as communities unite to tackle disadvantage and develop local solutions together with local organisations. Thus, we will be working with local partners to create an environment which strengthens the sector and mitigates barriers to its growth.

### What we have achieved

Croydon has a thriving voluntary and community sector, with more than 1,700 organisations working in the borough in all sectors including the arts, environment, sport, health and social care. We want to harness the talents of local people through strengthening our local voluntary, community, social enterprise and faith sectors.

### Working together we will:

- Explore opportunities to develop connected community spaces and places, using a range of assets;
- Explore opportunities for communities to have more responsibility for the things that matter most to them and their neighbourhoods;
- Encourage community cohesion, influence and participation through community ward budgets;
- Leverage more funding to the VCS and opportunities to deliver greater social value;
- Develop a borough-wide volunteering framework;
- Launch a new community grants programme;
- Address tough issues including social isolation; and
- Ensure that the new Community Fund delivers outcomes from the opportunity and fairness commission.

### What will change?

- A greater proportion of local organisations report that Croydon provides an environment for thriving and growing voluntary, community and social enterprise sector;
- Increased levels and models of volunteering;
- A greater proportion of people feel that they influence decisions in their local areas;
- Improved trust in local agencies;
- Voluntary, community, social enterprise sectors actively engaging and participating in partnership work and developing and delivering local services; and
- An increased proportion of social enterprises and voluntary sector organisations deliver services in the borough.

### Who is responsible?

Stronger Communities Partnership Board



Councillor Hamida Ali  
Cabinet Member for  
Communities, Safety  
and Justice



Councillor Tomothy Godrey  
Cabinet Member for  
Culture, Leisure and Sport







## MAKING IT HAPPEN

This section sets out what will be achieved over the five year term of this strategy. The Local Strategic Partnership (LSP), which brings together partners from the public, private, voluntary, community and faith sectors has overall responsibility for ensuring that all partners collaborate effectively to achieve the priorities outlined in this strategy.

The LSP will review performance against this plan on a quarterly basis, members directing resources as appropriate to work on issues that can only be addressed jointly. The five thematic partnership boards (Growth, Safer Croydon, Children and Families, Health and Wellbeing, Stronger Communities) as well as the children and adult safeguarding boards will be primarily responsible for ensuring that these outcomes are achieved. The LSP will continue to develop a joint understanding of the implications of key policy developments, emerging priorities, as well as working together to influence areas requiring improvement.

### Principles

The LSP will promote and encourage innovation, collaborative working and robust community engagement, including co-production of services to ensure that together we deliver outcomes that make a real and valued difference to people's lives. In order to achieve the best outcomes we will commit resources to preventative and early intervention services. This will include harnessing community and voluntary sector resources to bridge gaps between funded provision and actual need in the ever present austere economic climate. Wherever it is practical and beneficial we will seek to integrate service planning, resources and delivery mechanisms across partner organisations in order to maximise efficiency and achieve best value.





## PARTNERSHIP PERFORMANCE FRAMEWORK

## OUTCOME ONE: A GREAT PLACE TO LEARN, WORK AND LIVE

Partnership priorities	Partnership outcomes	Partnership performance indicators
<p><b>PRIORITY ONE</b> Deliver the infrastructure for growth</p>	<ul style="list-style-type: none"> <li>• Support the creation of 16,000 jobs - accessible to all - in a range of growing sectors including creative, digital and information technology; financial and professional services; construction; retail; leisure; education; health and social care</li> <li>• Promote opportunities relevant to the development of one of Europe's largest urban shopping and leisure centres – the Whitgift redevelopment</li> <li>• Attract investment to our district and local centres, creating vibrant communities across the borough and ensuring that all of Croydon is a great place to live, work and visit</li> <li>• Work to promote Croydon's position as a premier office location through the development of new high-quality office space, and reduce the excess supply of older office stock</li> </ul>	<ul style="list-style-type: none"> <li>• Number of employee jobs within Croydon</li> <li>• Percentage of working age adults claiming out-of-work benefits</li> <li>• Overall occupation rates for business premises within the borough</li> <li>• Occupation rates for business premises within the town centre</li> <li>• Occupation rates for business premises within the district centres</li> <li>• The volume (m2) of new Grade A commercial space delivered within the borough</li> </ul>
<p><b>PRIORITY TWO</b> Build new homes</p>	<ul style="list-style-type: none"> <li>• Provide a choice of housing for people at all stages of life, addressing housing shortages in the borough by enabling at least 9,500 housing starts over the next five years</li> </ul>	<ul style="list-style-type: none"> <li>• Number of market homes started (for sale or for rent)</li> <li>• The number of affordable homes completed (gross)</li> </ul>
<p><b>PRIORITY THREE</b> Support the local economy to grow</p>		<ul style="list-style-type: none"> <li>• Number of small and medium enterprises (SMEs) in Croydon</li> <li>• Number of business births not</li> </ul>
<p><b>PRIORITY FOUR</b> Deliver a vibrant cultural offer</p>		<ul style="list-style-type: none"> <li>• Number of visitors to Croydon</li> </ul>

## OUTCOME ONE: A GREAT PLACE TO LEARN, WORK AND LIVE

### **PRIORITY FIVE**

Secure a safer, cleaner and greener borough

- How people rate the overall level of crime in Croydon today compared with the overall level one year ago
- How safe people feel in Croydon
- Reduction in the number of offences for priority crimes
- Number of flytipping incidents
- Reported incidents of antisocial behaviour
- Percentage of domestic violence sanction detections

## PARTNERSHIP PERFORMANCE FRAMEWORK

## OUTCOME TWO: A PLACE OF OPPORTUNITY FOR EVERYONE

Partnership priorities	Partnership outcomes	Partnership performance indicators
<p><b>PRIORITY ONE</b> Reduce poverty and deprivation</p>	<ul style="list-style-type: none"> <li>Increasing proportion of working age residents across all cohorts have the necessary skills enabling them to compete for available jobs in the local economy and across the region</li> <li>Household incomes of welfare benefit claimants is maximized and they are more financially resilient</li> <li>Increasing proportion of local employers paying London Living Wage rate</li> <li>Increasing take-up of childcare through Best Start programme</li> <li>Work with CCG to review current practice around health issues and employment</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of working age adults claiming out-of-work benefits</li> <li>The reduction in the number of adults who have no qualifications in the borough –</li> <li>Number of households engaged with welfare teams who are being provided with debt / budgetary advice</li> <li>Percentage of people earning less than the London Living Wage</li> <li>Percentage of eligible three and four year olds accessing funded early education</li> <li>Percentage of eligible two year olds accessing funded early education</li> </ul>
<p><b>PRIORITY TWO</b> Prevent homelessness</p>	<ul style="list-style-type: none"> <li>Reducing number of homeless presentations, particularly from the black community where the rate is high relative to other groups in the community</li> <li>Improving standards in the private rented sector</li> </ul>	<ul style="list-style-type: none"> <li>A) The number of households accepted as homeless under the Housing Act. B) Reduction in the number of households accepted as homeless under the Housing Act from BME backgrounds</li> <li>The % of private rental housing stock licensed through the selective licensing scheme</li> <li>Affordability of private rent - median monthly private sector rent as a % of the median gross monthly salary</li> </ul>
<p><b>PRIORITY THREE</b> Support families with complex needs</p>	<ul style="list-style-type: none"> <li>Individuals and families are able to achieve their full potential</li> </ul>	<ul style="list-style-type: none"> <li>The number of families who have been successfully supported through the Think Family programme</li> </ul>

## OUTCOME TWO: A PLACE OF OPPORTUNITY FOR EVERYONE

<p><b>PRIORITY FOUR</b> Deliver better education and the opportunity to reach full potential</p>	<ul style="list-style-type: none"> <li>• Increasing take up of Best Start provision</li> <li>• Improving attainment at KS2 and A levels</li> <li>• Improving attainment of pupils in the most deprived areas of the borough (wards in the north and east)</li> <li>• Improving attainment of Looked after children including UASC</li> </ul>	<ul style="list-style-type: none"> <li>• The percentage of pupils achieving Level 4 or above in Reading, Writing and Maths at Key Stage 2</li> <li>• The percentage of young people qualified to at least Level 3 by the age of 19</li> <li>• Percentage of children in care achieving Level 4 or above in Reading Writing and Maths at Key Stage 2</li> <li>• Percentage of children in care achieving 5 or more GCSEs grades A*-C including English and maths</li> </ul>
<p><b>PRIORITY FIVE</b> Secure a good start in life, improved health outcomes, and increased healthy life expectancy Improve health outcomes and life expectancy</p>	<ul style="list-style-type: none"> <li>• Improved practice in relation to pre-birth and children under one year old to mitigate risks identified</li> <li>• Reduction in level of child poverty</li> <li>• Reducing childhood obesity through healthy eating and increased physical activity</li> <li>• Improving health outcomes for looked after children</li> <li>• Improving emotional wellbeing and mental health of children and young people</li> <li>• Better multi agency working to deliver more effective early help for children</li> <li>• Better trained workforce to better safeguard children and adults and tackle issues such as Female Genital Mutilation, Trafficking, Domestic abuse and sexual violence, Radicalisation, Child sexual exploitation and Missing.</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of children aged under 16 in low income households</li> <li>• Percentage of children in Reception (aged 4-5) who are classified as overweight or obese</li> <li>• Percentage of children in Year 6 (aged 10-11) classified as overweight or obese</li> <li>• Average Strengths and Difficulties Questionnaire score for Looked After Children</li> <li>• The number of Child Protection Plan (CPP) cases per 10,000 children within the borough</li> <li>• The number of Looked After Children (LAC) cases per 10,000 children within the borough</li> </ul>

## PARTNERSHIP PERFORMANCE FRAMEWORK

## OUTCOME THREE: A PLACE WITH A VIBRANT AND CONNECTED COMMUNITY AND VOLUNTARY SECTOR

Partnership priorities	Partnership outcomes	Partnership performance indicators
<p><b>PRIORITY ONE</b> Connecting our residents, local groups and community organisations</p>	<ul style="list-style-type: none"> <li>• Increasing the proportion of people who say they are involved in civic participation</li> <li>• Increase the proportion of people who say people from different background get on well together in their local area</li> <li>• Increasing the proportion of people that feel they belong to their local neighbourhood</li> <li>• Increased intelligence around existing community groups and organisation so that everybody in the community knows, understands and has access to information about different groups that exist in their area</li> <li>• Increasing number of street and neighbourhood based social, cultural and inter-faith activities</li> </ul>	<ul style="list-style-type: none"> <li>• The percentage of people from different backgrounds who feel they participate and influence</li> <li>• Percentage of people who believe people from different backgrounds get on well together</li> <li>• Percentage of people who feel they belong to their current neighbourhood</li> </ul>
<p><b>PRIORITY TWO</b> Strengthen and mobilise our voluntary, community and social enterprise sector</p>	<ul style="list-style-type: none"> <li>• Increasing proportion of local organisations which report that Croydon provides an environment for thriving and growing voluntary, community and social enterprise sector</li> <li>• Increasing levels and models of volunteering</li> <li>• Increasing proportion of people that feel that they influence decision in their local areas</li> <li>• Improved trust in local agencies</li> <li>• VCSE sector actively engaging and participating in partnerships work and developing and delivering local services</li> <li>• Increasing proportion of social enterprises and voluntary sector organisation that deliver services in the borough</li> </ul>	<ul style="list-style-type: none"> <li>• The proportion of people from different backgrounds who volunteer</li> <li>• The proportion of people from different backgrounds who feel they participate and influence</li> <li>• The proportion of people from different backgrounds who have trust in public services</li> </ul>

## LINKED STRATEGIES AND PLANS

Strategies and plans which support this Community Strategy are listed below under each partnership board **[LINKS TO BE INSERTED]:**

### Children and Families Board

- Children and young people's plan 2016-17: **[LINKS TO BE INSERTED]:**

### Health and Wellbeing Board

- Joint Health and Wellbeing Strategy 2013-18:  
<https://www.croydonobservatory.org/resource/view?resourceId=29>

### Stronger Communities Board

- Stronger Communities Plan 2016-19: **[INSERT LINK WHEN AVAILABLE]**

### Safer Croydon Partnership Board

- Safer Croydon Community Safety Strategy 2014-17:  
[http://www.croydonobservatory.org/Strategy\\_Crime\\_and\\_Community](http://www.croydonobservatory.org/Strategy_Crime_and_Community)

### Growth Board

- Croydon Promise 2014  
[https://www.croydon.gov.uk/sites/default/files/articles/downloads/The\\_Croydon\\_Promise.pdf](https://www.croydon.gov.uk/sites/default/files/articles/downloads/The_Croydon_Promise.pdf)

### Supporting LSP strategies, plans and supporting documents

- Joint Health and Wellbeing Strategy 2013/18
- Children and Families Plan 2016-17
- Skills and Employment Plan
- Joint Strategic Needs Assessment – Core dataset
- Croydon Health Profile (Public Health England)
- Annual report of director of public health
- Child Poverty Strategy 2013-16  
<https://secure.croydon.gov.uk/akscroydon/images/att2015.pdf>
- Croydon Integrated Mental Health Strategy for adults 2014-19  
<https://www.croydon.gov.uk/sites/default/files/articles/downloads/imh-strategy-adults.pdf>
- Dementia strategy 2013-16  
[www.croydon.gov.uk/sites/default/files/articles/downloads/cab20121210dementia.pdf](http://www.croydon.gov.uk/sites/default/files/articles/downloads/cab20121210dementia.pdf)
- Joint sexual health strategy 2012-16  
<http://www.croydonobservatory.org/resource/view?resourceId=28>
- Drug and alcohol strategy 2013-18: **[INSERT LINK]**
- Domestic and sexual violence strategy 2015-18 **[INSERT LINK]**
- The Local Development Framework (Croydon Local Plan and Master plans) can be found at: [www.croydon.gov.uk/planningandregeneration/framework](http://www.croydon.gov.uk/planningandregeneration/framework)







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☎ 020 8726 6000





# 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?

A refresh of the Community Strategy

#### 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.

The Community Strategy has been updated to reflect findings from the report of Croydon’s Opportunity and Fairness Commission, Indices of Multiple Deprivation (IMD) 2015 and analysis of local needs based on feedback from service users, services and LSP Boards. This update of the Community Strategy takes a medium term strategic perspective and has been developed in support of the delivery of Croydon’s long-term vision for Croydon.

The vision and Community Strategy sit at the top of the overall planning and delivery framework for Croydon. They set the policy context and overall priorities for other Croydon strategies including the Children and Young People’s Plan, Community Safety Strategy, Health and Wellbeing Strategy, Economic Development Plan and Stronger Communities Strategy.

The vision and Community Strategy also inform the plans of partner organisations and provide a

framework for those delivering front line services.

Croydon's Community Strategy provides a framework of key policy and strategic goals which informs the work of all partner organisations within Croydon's Local Strategic Partnership and the context for future plans and strategies in the borough.

### **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.

The draft strategy document has been prepared and will be presented to Cabinet for decision. This equality analysis is being developed to inform the decision making process.

**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.

Implementation of the strategy will impact a broad range of stakeholders including:-

#### **Internal stakeholders**

- Councillors
- MPs and GLA member
- ELT
- DLT
- Partnership Managers
- Heads of Service
- Commissioning Managers
- Council staff

#### **External stakeholders**

- Local statutory agencies
- Local voluntary and community groups
- Tenants and residents associations
- Faith organisations
- Disability Forum
- Business sector
- Local residents and services users
- LSP Chief Executive's Group
- LSP partnerships
- Croydon Congress
- All other Croydon community interested groups/individuals

### **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?**

Better targeting of resources to meet identified needs across Croydon's communities.

The development of the Community Strategy has been informed by analysis of information on Croydon's diverse population and the specific needs of service users and local communities (including those who share a protected characteristic). Sources of information used include the Croydon Observatory, annual Joint Strategic Needs Assessments and the final report of the Opportunity and Fairness Commission, together with extensive consultation with the public and our service users, and performance data across key service areas.

From the analysis undertaken the key inequalities and inclusion issues that the Community Strategy aims to address are:

- Regeneration of Croydon metropolitan centre and local areas ensuring that all local people benefit from inward investment made throughout this process.
- Health inequalities - including differences in life expectancy, obesity, the physical health of people who suffer mental health concerns
- Poverty - differences in income, child poverty, older people's poverty, in-work poverty especially among women, as well as food and fuel poverty,
- Education - including attainment and lifelong learning, and the significant proportion of young people leaving school with no qualification
- Employment - including young people not in employment, education or training, long-term unemployment, lone parents, disabled people, women
- Community safety - including fear of crime, hate crime, domestic abuse and sexual violence, child sexual exploitation, bullying, trafficking
- Housing - including homelessness, affordable homes, temporary accommodation and use of empty properties
- Culture - provision of a more diverse cultural offer to better reflect and meet the needs of local people
- Social and civic participation - including the community, faith and voluntary sector, digital inclusion, social isolation, volunteering and involvement in community activity
- Population change – to plan for and manage change, including ensuring new and existing communities have opportunities to integrate
- Community relations - greater community response and opportunity for meaningful interaction between different groups of people.

**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/>)

Yes.

The Community Strategy sets the strategic policy direction for the whole borough and articulates the need for stakeholders in the public, private, community and voluntary sector to work together to build a better Croydon for the benefit of all local people. It is a strategy for the medium term designed to move Croydon closer to achieving its long term vision.

The refreshed strategy sets the policy context and overall priorities for other Croydon strategies including the Children and Families Plan, Community Safety Strategy, Health and Wellbeing Strategy, Croydon Growth Promise and Stronger Communities Strategy. Each of these focuses on key areas of potential equalities and enabling better outcomes in these areas. Equality Analysis will have been undertaken in the development of these strategies and relevant services will undertake more detailed equality analysis at delivery planning/implementation stage.

The strategy has 3 overarching objectives - To cultivate growth, To tackle inequality and deprivation and To develop an active community with a set of priority outcomes attached to each objective.

This strategy will impact all service areas and individual equality assessments will be undertaken on a service by service basis as part of the planning and implementation process to ensure all equality issues arising are fully considered and mitigated at delivery stage.

The LSP boards will be jointly accountable for delivering key objectives, priorities and outcomes successful delivery of which will require joint working arrangements to be developed and embedded.

**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 Strategy <http://intranet.croydon.net/corpdept/equalities-cohesion/equalities/docs/equalitiesstrategy12-16.pdf>). Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response

Yes.

This strategy will include a comprehensive Ambitious for Croydon performance framework which incorporates key local and national indicators including specific national equality indicators.

**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.

	<b>Likely Advantage</b> 😊	<b>Likely Disadvantage</b> ☹️
<ul style="list-style-type: none"> <li>• Disability</li> <li>• Race/ Ethnicity</li> <li>• Gender</li> <li>• Transgender</li> <li>• Age</li> <li>• Religion /Belief</li> <li>• Sexual Orientation</li> <li>• Pregnancy and Maternity</li> <li>• Social inclusion issues</li> <li>• Community Cohesion</li> <li>• Issues</li> <li>• Delivering Social Value</li> </ul>	<p>Targeted interventions will ensure that people with protected characteristics or those living in deprived areas receive support appropriate to their needs and removal of barriers preventing them from achieving their full potential. Implementing the measures in the Community Strategy will help secure better outcomes for everyone.</p>	<p>Potential disadvantages relating to stakeholders from different groups that share a protected characteristic will be identified and mitigating actions will be developed as part of the delivery planning process with mitigating actions alongside.</p>

**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

There is a range of equality and inclusion issues linked to high levels of deprivation that exists in pockets in a number of wards in the north and east of the borough. The main areas of concern are Broad Green, Selhurst, South Norwood and West Thornton in the north of the borough and Fieldway and New Addington in the east.

**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.....

Yes.

The objectives of Croydon's Community Strategy (outlined below) are intended to deliver services that meet the needs of all local people and businesses with a strong focus on creating more opportunities for disadvantaged people to improve their life chances and achieve their full potential.

Objective 1 – A great place to learn, work and live

- Provide the infrastructure for growth
- Build new homes
- Support the local economy
- Broaden Croydon's cultural offer
- Secure a safe, clean and green borough

Objective 2 - A place of opportunity for everyone

- Reduce poverty and deprivation
- Prevent homelessness
- Even better education and the opportunity to achieve full potential
- A good start in life, improved health outcomes and increased healthy life expectancy
- Support for families with complex needs

Objective 3 – A place with a vibrant community and voluntary sector

- Build cohesive and strong communities connecting our residents, local groups and community organisations
- Strengthen and mobilise our voluntary, community and social enterprise sector

**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 not?**

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.**

The Strategy will help the council in in advancing equality of opportunity between people who belong to any protected group and those who do not. The strategy is linked to Ambitious for Croydon performance framework which includes key priorities and indicators relating to delivery of equality targets and priorities.



<b>1.2.9</b>	<p><b>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?</b></p> <p>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</p> <p><b>Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response.</b></p>
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The main priorities of the strategy are the key tools for advancing equalities under this duty. By empowering residents and partnership agencies with the tools and power to take and shape decisions which affect their neighbourhoods, the strategy will ensure that all residents, voluntary and community groups and businesses are able to influence these decisions, and will identify where some may need additional support.

Through improving the information collected on the boroughs protected groups and by consulting with them, the strategy will be able to identify service gaps and needs accurately. Relevant planning and actions can then be developed to ensure steps are taken to meet the identified needs.

<b>1.2.10</b>	<p><b>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?</b></p> <p>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.</p> <p><b>Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response</b></p>
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The strategy will empower all new and existing groups and communities to foster good relations. Supporting the sharing of information is likely to help to break down myths and barriers and foster increased interactions and understanding between all groups.

The strategy will enable the different groups to influence and make decisions that shape their neighbourhoods and the services they receive. It will ensure that if a group identifies prejudice, they are empowered with the correct information, contacts and procedures to eliminate it.

Community empowerment has the potential to give individuals and communities the tools to support increased dialogue between these groups, especially those whose voices may not normally be heard, including young people.

### 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
<p><b>No, further equality analysis is not required</b></p>	<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>A full Equality Analysis of the Community Strategy 2016-21 is not considered necessary as a full Equality Analysis in respect of Croydon's current Community Strategy 2013-18 was undertaken prior to its approval in 2013. The Community Strategy 2016-21 is an update of the 2013-18 strategy and reflects findings contained in the final report of Croydon's Opportunity and Fairness Commission (OFC) published in February 2016, following engagement with over 3,000 individuals and organisations including statutory service providers and the community, voluntary and business sectors.</p> <p>The strategy also reflects the latest information / feedback from:</p> <ul style="list-style-type: none"> <li>• Croydon's borough profile 2015 (consolidated needs assessment)</li> <li>• Indices of Multiple Deprivation (IMD) 2015</li> <li>• Croydon Congress</li> <li>• Joint Strategic Needs Assessment Plan</li> <li>• Croydon Local Plan and Strategic Policies</li> <li>• Children's and Young People's Plan</li> <li>• Health and Wellbeing Plan</li> <li>• Croydon Growth Plan</li> <li>• Safer Croydon Strategy</li> <li>• Stronger Communities Strategy</li> <li>• Skills and Employment Plan</li> <li>• Equality Strategy</li> </ul> <p>As already outlined at section 1.2.3 above "this strategy will impact all service areas and individual equality assessments will be undertaken on a service by service basis as part of the planning and implementation process to ensure all equality issues arising are fully considered and mitigated at delivery stage."</p> <p><b>You must include this statement in any report used in decision making, such as a Cabinet report</b></p>	<p>No.</p>

<b>Decision</b>	<b>Guidance</b>	<b>Response</b>
<b>Yes, further equality analysis is required</b>	<p>Please state why and outline the information that you used to make this decision. Also indicate</p> <ul style="list-style-type: none"> <li>• When you expect to start your full equality analysis</li> <li>• The deadline by which it needs to be completed (for example, the date of submission to Cabinet)</li> <li>• Where and when you expect to publish this analysis (for example, on the council website).</li> </ul> <p><b>You must include this statement in any report used in decision making, such as a Cabinet report.</b></p>	
<b>Officers that must approve this decision</b>	<b>Name and position</b>	<b>Date</b>
<b>Report author</b>	Norman Vaciannia, Senior Strategy Officer	20 May 2016
<b>Director</b>		

#### 1.4 Feedback on Equality Analysis (Stage 1)

**Please seek feedback from the corporate Strategy and Planning Manager / Officer**

See section 1.3 above.

<b>Name of Officer</b>	Norman Vaciannia	
<b>Date received by Officer</b>		Please send an acknowledgement
<b>Should a full equality analysis be carried out?</b>	See section 1.3 above	Note the reasons for your decision

## Appendix 3:

### Stronger Communities Plan 2016 - 19– proposed outcomes and priorities

#### 1. Croydon is a place of opportunity and fairness

- a) Promote greater community participation and opportunities to influence local priorities including use of community ward budgets
- b) Work together to advance equality and inclusion
- c) Work with partners to develop engagement programme
- d) Work together to address tough issues
- e) Ensure the new Community Fund delivers outcomes from the Opportunity and Fairness Commission

#### 2. Croydon is a place where people from different backgrounds get on well together

- a) Encourage a range of social and cultural street and neighbourhood activities especially those that are community-led and delivered
- b) Publish information that promotes community cohesion and dispels myths
- c) Develop a programme of social and cultural activity that promotes community integration
- d) Explore opportunities to develop connected community spaces and places using a range of assets
- e) Explore opportunities for communities to have more responsibility for the things that matter most to them and their neighbourhoods;

#### 3. Croydon is a place that has a thriving and joined-up community, faith and voluntary sector (VCS)

- a) Work with partners to leverage more funding to the VCS and opportunities to deliver greater social value
- b) Work with partners to develop a borough-wide volunteering framework
- c) Launch new community grants programme
- d) Work with partners to support the VCS, building capacity and community development
- e) Explore digital options to host information about community and voluntary sector organisations.



**For General Release**

<b>REPORT TO:</b>	<b>CABINET</b> <b>20<sup>th</sup> June 2016</b>
<b>AGENDA ITEM:</b>	<b>10</b>
<b>SUBJECT:</b>	<b>Towards a Cultural Programme for Croydon</b>
<b>LEAD OFFICER:</b>	<b>Jo Negrini, Acting Chief Executive</b>
<b>CABINET MEMBER:</b>	<b>Councillor Timothy Godfrey</b>
<b>WARDS:</b>	<b>All</b>
<p><b>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</b></p> <p>The development of a cultural programme for Croydon including the redevelopment of Fairfield Halls delivers on the priorities of the Corporate Plan Ambitions for Croydon. It will address all three of the Corporate Plan Priorities: <b>Growth</b>: the development of Fairfield Halls is a major element of the regeneration of a key site and a thriving cultural sector and programme will impact positively on the economy of the Borough, creating spend and jobs. There will be opportunities for volunteering and participation, learning and personal development which contribute to the priority of <b>Independence</b>. Festivals and events promote community cohesion and this, along with the contribution arts will make to improvement of the public realm, will contribute to the priority of <b>Liveability</b>. It also responds to the findings and recommendations of the Opportunities and Fairness Commission and the draft Community Strategy and is a key part of delivering the economic strategy Growth for All. More widely, the cultural programme development in Croydon also responds to the Government White Paper on Culture, the priorities on culture in the Mayor of London’s Manifesto and the emerging new Tourism Strategy for London.</p>	
<p><b>FINANCIAL IMPACT</b></p> <p>Revenue funding of £250,000 is included within the 2016/17 budget to support the activity outlined in the report.</p> <p>The financial implications for the capital funding of Fairfield Halls have been covered in previous Cabinet reports in detail.</p>	
<p><b>KEY DECISION REFERENCE NO.:</b> This is 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

- 1.1 Endorse and agree the principles for a cultural programme for Croydon and note this as a step towards the development of a full Cultural Strategy for Croydon within the next 12 months which will then be reported to Cabinet for approval.
- 1.2 Note the update on the development of Fairfield Halls;  
Delegate to the Executive Director Place, in consultation with the Cabinet Member Culture, Leisure and Sports and the Cabinet Member for Finance and Treasury, authority to approve any subsequent procurement strategy related to culture required to deliver the ambitions set out in this report

## **2. EXECUTIVE SUMMARY**

The purpose of this report is to outline what the Council is trying to achieve in creating a cultural programme for Croydon, in shaping and achieving the vision for the future Fairfield Halls and in putting Croydon on the cultural map of London. This report recommends Cabinet's endorsement of the principles underpinning the developing cultural programme for Croydon (the programme) and provides an update on the key development of Fairfield Halls. It also prefigures a full cultural strategy for the borough and builds on key policy documents for the authority including the Corporate Plan.

Croydon is undergoing a period of unprecedented change and population growth and the role of culture in ensuring the success of regeneration is an important element of the Council's Growth strategy for development; Croydon needs more than increased and enhanced retail provision, providing both balance and alternatives. The refurbished Fairfield Halls will be at the heart of physical change whilst also forming the heart of the offer in the longer term. Culture will play a role in other regeneration sites, helping to improve people's experience of the redeveloped public areas; supporting elements of design or creating footfall and activity. A strong and active cultural sector encourages the growth of creative industries bringing high value employment and is a factor in encouraging inward investment.

The borough's cultural offer will be key in responding to the findings of the Opportunity and Fairness Commission (OFC) and the draft Community Strategy promoting equality, community cohesion and offering solutions to social isolation in Croydon. It is also central to the future life chances of children and young people in the borough.

Croydon is working with major partners, funders and stakeholders and will form new relationships on the back of its cultural ambitions for the benefit of its residents and its successful growth. The recommendations are provided for in the Council's current budget strategy and the programme will lever additional external resources for specific strands.



### **3. DETAIL**

#### **3.1 Towards a Cultural Programme**

Croydon Council is shaping a deliverable cultural programme for the borough that will become an established calendar with milestones and a good seasonal spread. What the Council has achieved in the last two month period is to:

- Commission Boxpark to produce the main Ambition Festival for October 2016 with a high profile music offer
- Plan the delivery of an Ambition Fringe Festival – with a focus on visual arts
- Establish an Arts Partnership Fund to support cultural organisations in leveraging additional investment into Croydon to create events and make work

Over the next two year period, Croydon's programme will grow in scale and take its place in a wider London offer.

Programming will build on the strengths of the Borough, in particular the existing and emerging cultural and creative providers. Croydon is fortunate to have a growing sector with some talented key players with a strong commitment to the area and to its future; it has music promoters, programming and commissioning galleries, some stunning church spaces overseen by church leaders who wish to be part of a wider cultural programme and a concentration of Asian Dance schools for example. There are also active and engaged partners, co-commissioners and stakeholders to play a role in the support of a programme including the Brit School, the Business Improvement District organisation and Boxpark.

The role of the programme in the short to medium term, whilst the refurbishment of the Fairfield Halls is undertaken has an added objective which is keeping and growing audiences in the Borough. It is essential, as part of the lead up to Fairfield re-opening, to have a range of opportunities for audiences in Croydon that continue to engage.

Events programming in Croydon will use both existing cultural spaces such as Matthew's Yard and Stanley Halls and in particular making more intensive use of the Clocktower and Town Hall spaces. In Croydon it will also feature the use of other temporary and/or non-venue spaces and outdoor spaces. Croydon has a wealth of parks and open spaces and as part of the review of parks, the Council will explore the potential to create a series of licensed event spaces to facilitate and grow our Borough programming.

#### **3.2 Fairfield Halls**

The vision for the future Fairfield Halls is of a place that will be a cultural destination of choice for both residents and visitors to Croydon. It should feature a wide ranging year round programme that includes high quality music, theatre and dance of national significance with a classical music strand in particular that will do justice to the refurbished concert hall. Fairfield's programme will also be the home for key milestone cultural events for Croydon's communities, schools and other groups such as the Croydon Schools Dance Association and the Brit School.

The building itself will be open and welcoming, a destination for socialising and networking with a mix of attractive environments for children and families, for young

adults or for older visitors. There will also be conferencing as a secondary function, there to support the viability of the cultural programming and bring a broader range of visitors to the venue and the Borough.

It could also have a number of resident, partner or associate companies who would wish to make their home in what will be South London's premier performance venue. It could also be the home for a dance hub for Croydon and a focal point for cultural production.

Following Cabinet agreement to the plans for the refurbishment of the Fairfield Halls, the Council submitted the main planning application for the Fairfield development on 24 February 2016. The planning decision is due over the summer 2016. Further to this a planning application was submitted for the demolition of the multi-storey car park in January 2016 to ensure enabling works on the site could commence from July 2016. This application was approved in March 2016 and notice has been served on NCP who are currently running the car park facility. Delivery route for the scheme is also being finalised and the enabling works packages have been identified and are in the process of being procured. The enabling package of works will include:

- Site hoarding and signage
- Asbestos surveys – car park and Fairfield Halls
- Survey work e.g. structural, M&E
- Initial opening up works to Fairfield Halls
- Demolition of NCP car park
- Potential asbestos removal – Fairfield Halls

The timescales for the phase 1 programme of works is:

- Start on site – enabling works/demolition – July 2016
- Start on site – main works Fair Field homes/Fairfield Halls – November/December 2016
- Completion of phase 1 works – Autumn 2018

In leading the development of an operating model for the Fairfield Halls the Council is leading an extended soft market testing exercise over the summer; finding the best potential operating partners to work with to achieve the outcomes needed from the future Fairfield Halls. The Council will lead discussions with a range of commercial and other operators interested in all aspects of the running of Fairfield.

Later this month, the Council is also undertaking a Peer Advisory Review exercise with the Theatre's Trust who have appointed an expert panel of five industry specialists for the purpose. The Council's team will work closely with this to inform all aspects of the redevelopment of the Fairfield Halls; operating model and final design detail. Other venues and operating models across the country are also being considered in the development of what is best for Croydon.

There is a wide and high profile interest in the future of the venue, not only from residents in the Borough but from individuals and organisations in the Greater London region and nationally. The communications and engagement activity which will take place in parallel to the development will be key to keeping that audience informed and involved.

In terms of engagement activity to date, the Creative Director has met with just over 50, mainly local, cultural organisations and individuals and the future of Fairfield Halls has been a feature of all of those meetings and conversations. There have been, and continues to be, discussions with both the Fairfield Trust and individuals involved in Save Our Fairfield Campaign to take on board concerns and feedback on both design and future plans. There will be a further series of milestone and engagement events to continue to highlight the importance of Fairfield Halls as a cultural location and building throughout the closure period. The first to be announced in late June to take place in July immediately following closure.

The Theatres Trust Review to be held at the end of June is a key part of the Council's engagement strategy nationally as are the ongoing discussions with both Arts Council and the Greater London Authority on the future role of Fairfield Halls.

### **3.3 Community focus**

The role of local community cultural events across Croydon is also key. There are already several well established community festivals and events and some exciting ambitions from the people leading them. The Council supports these through its Community Commissioning Fund already, a strong local community arts offer will be instrumental on delivering on the OFC report objectives to create vibrant, responsible and connected communities and tackle social isolation.

### **3.4 Regeneration sites**

The draft Community Strategy and the findings of the OFC report both highlight the importance of arts and culture in a regenerated town centre. In addition to the activity element outlined above, there will be a focus on the physical development in the borough and the contribution of arts and culture to ensuring the success of the creation of new urban and public realm environments. 'A town centre that lifts the whole borough' is one of the themes of the OFC and having a 'clear strategy for arts and culture' identified as a key element of that. The current Local Plan supports the inclusion of public art and there will be a range of specific opportunities as part of the development sites coming forward over the next two to three year period.

### **3.5 Children and young people**

Croydon is at a key point in the development of a Cultural Education Partnership, the Croydon Youth Arts Collective, which brings together the Council's Music and Arts Service, Museums and the Fairfield Trust outreach arm. This is one of 50 national pilots to benefit from Arts Council funding to develop a strong partnership model. The findings of its initial youth consultation research highlighted the importance of affordability and access to arts for young people and of their wish to engage with the regeneration agenda in Croydon for example. 'Leaving no child behind', the thematic objective from the OFC highlights the need for a focus on young people with special educational needs and work that supports mental wellbeing. There is a pattern of some strong individual initiatives for cultural education work, but a lack of connections and strategic partnership. The next stage of the Cultural Education Partnership will need to provide that leadership; broadening the range of partners and stakeholders and the reach of the programme across the borough.

### **3.6 Partnerships**

There are several key partnerships that will be crucial to the success and impact of the cultural plans. The Council will work closely with the Arts Council in supporting the development of the cultural sector in particular; increasing Arts Council investment directly into our cultural organisations. The Arts Council will also take an advisory role in the future development of the Fairfield Halls.

Croydon Council will play a key role with London and Partners in the development of the next Tourism Strategy for London; supporting objectives to ensure that visitors to London spread across the outer reaches of the city, spreading and growing the economic benefit. The Council will also explore opportunities to gain a higher profile through the work of Visit London as the offer improves and expands.

The Greater London Authority (GLA) will also be a key partner for Croydon, supporting the work to develop a programme of events in the Borough through a range of schemes and ensuring that Croydon benefits from cultural initiatives. Croydon is well placed to be a satellite in larger, high profile London wide initiatives and should actively pursue those opportunities. Croydon's cultural ambitions also respond to the opportunities set out for arts, culture and creativity in the Mayor of London's manifesto document.

Croydon will also work with Brighton and Hove Council as part of the Coast to Capital Local Enterprise Partnership to raise the profile of the importance of culture in a regeneration investment agenda.

#### **4. CONSULTATION**

This report is informed by consultation carried out by the OFC, the draft Community Strategy, the Creative Croydon youth consultation, discussion with the Creative Network partnership, feedback from a Royal Society for the Arts discussion event (300 people), consultation with Members, key partners and council officers.

## 5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

### 1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000
<b>Revenue Budget available</b>				
Expenditure	250	250		
Income				
<b>Effect of decision from report</b>				
Expenditure	250	250		
Income				
<b>Remaining budget</b>	0	0		
<b>Capital Budget available</b>				
Expenditure				
<b>Effect of decision from report</b>				
Expenditure				
<b>Remaining budget</b>				

### 2 The effect of the decision

The 2016/17 revenue budget contains £250k of growth for culture within the borough and will be used to develop the cultural strategy and delivery of the events arising from this strategy.

The effect of the decision will confirm the framework for expenditure of the cultural budget.

### 3 Risks

Risk	Mitigation
Risks that without an interim programme the investment in the Fairfield is not maximised	Development and delivery of programme
That there are insufficient proposals for events and programmes to Arts Council and LBC	Ensuring good communications about the funding and development time given to working with proposals
Partnership funding oversubscribed	Strong criteria including partnership funding leverage Focus on seed funding and catalyst role
Competition from elsewhere drawing	Focusing on a quality, local and

Croydon audiences and participants	<p>concentrated offer</p> <p>Ensuring regularity and consistency</p> <p>Working with media and communications partners</p> <p>Engaging with London Tourism Strategy</p> <p>Keeping offer complementary</p>
Delay in the refurbishment and redevelopment programme	Close contract monitoring and oversight of the Project Board

#### 4 Options

Option	Outcomes
Do nothing	<p>Regeneration schemes would risk creating unsuccessful public spaces</p> <p>Fairfield scheme could fail</p> <p>Cultural organisations could relocate</p> <p>Audiences move outside of the Borough</p> <p>Narrow development of nighttime economy offer</p> <p>Disparate cultural offer for young people</p> <p>No response to residents' expressed wishes</p>

#### 5 Future savings/efficiencies

- A successful cultural programme will contribute to a successful economy, secondary spend, increased employment, business rates and the likelihood of inward investment
- Future increase in direct cultural investment from partners/funder organisations,
- Increase in financial sustainability of organisations and less reliance on council,

(Approved by: Lisa Taylor, Assistant Director of Finance and Deputy S151 Officer)

#### 6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

The Council Solicitor comments that there are no direct legal considerations arising from this report.

(Approved by: Gabriel MacGregor, Acting Council Solicitor & Acting Monitoring Officer).

#### 7. HUMAN RESOURCES IMPACT

There are no human resources implications arising from this report.

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

## **8. EQUALITIES IMPACT**

Significant elements of cultural work supported will be targeted with identified groups or communities on the basis of need. Several cultural providers already work in an equalities context; SLiDE a dance company working with adults and young people with learning difficulties, RISE gallery working with the national charity CRISIS on an initiative promoting the work of homeless people for example. In more general terms, the programme supported will be evaluated retrospectively in terms of equalities impacts and any future strategy would be subject to an Equalities Impact Analysis.

## **9. ENVIRONMENTAL IMPACT**

There are no negative environmental implications from the recommendations in this report. Some elements of cultural programming may focus specifically on sustainability; there have been initial discussion for example with the Body Shop on supporting some eco-arts initiatives. Any capital works arising from the recommendations of this report would be carried out in accordance with environmental sustainability planning policy.

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

Arts and cultural interventions in the public realm would aim to have a positive impact in influencing public behaviour. A cultural element in the evening and night time offer in addition to that which is based around alcohol consumption has a positive impact in terms of diversifying the footfall and range of people in a town centre which can improve public behaviour. The development of cultural facilities such as the RISE Gallery in St George's walk has a positive impact in terms of increasing and diversifying footfall and natural surveillance.

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

- The plans outlined will maximise the impact of regeneration investment and ensure its success, particularly in the case of the Fairfield regeneration site.
- The recommendations build on initiatives and organisations that show strength and quality and have the potential to impact positively on Croydon.
- The recommendations are based on expressed and researched need and aspirations.
- The recommendations will increase the total investment in culture in Croydon to the benefit of its residents.

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

No other options were formally considered and rejected



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**CONTACT OFFICER:** Paula Murray, Creative Director

**BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972:** none

**For General Release**

<b>REPORT TO:</b>	<b>CABINET 20<sup>TH</sup> June 2016</b>
<b>AGENDA ITEM:</b>	<b>11</b>
<b>SUBJECT:</b>	<b>Live Well Croydon Programme</b>
<b>LEAD OFFICER:</b>	<b>Rachel Flowers, Director of Public Health</b>
<b>CABINET MEMBER:</b>	<b>Cllr Louisa Woodley, Cabinet Member for Families, Health and Social Care</b> <b>Cllr Timothy Godfrey, Cabinet Member for Culture, Leisure and Sport</b>
<b>WARDS:</b>	<b>All</b>

**CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:**

The proposed model for Live Well Croydon will support the Council’s enabling function to be digital by design in meeting the needs of local people by providing a two phases to the programme; a digital behaviour change platform, known as ‘Just Be...’ that will provide information, interventions and advice on all lifestyle services and a face to face healthy lifestyles service, currently known as ‘MI Change’ based on the current best practice around behaviour change.

The proposed model will also contribute to the corporate outcome of Independence by helping families to be physical and mentally healthy and resilient and will help people from all communities live longer, healthier lives through positive lifestyle choices and behaviours.

We believe that this is a national first and Croydon are trailblazing around digital and behaviour change for health.

Croydon’s Opportunity and Fairness Commission identifies the need to build on existing assets in communities, to address inequalities, while ensuring everyone has equal opportunities. The implications of this for healthy lifestyle services are the need to design a universal offer that is able to reach more people, maximising the assets already available in the borough, while targeting service solutions and budget to support those who experience poorer health and need additional support to make changes.

**FINANCIAL IMPACT**

The case for a new model for healthy living service provision is clear; as local government funding and the public health grant from central government reduces, there is also a need for the council to maximise assets already available in the borough. This new model includes a holistic behaviour change digital platform that provides a universal offer to all Croydon residents while targeting services to residents with the highest levels of need living in areas of deprivation or areas where unhealthy behaviours are known to cluster.

The Live Well Croydon Programme will provide savings of £300k when compared to

current lifestyle services expenditure. The new online behaviour change platform will be funded from the public health grant.

**KEY DECISION REFERENCE NO.:** 15/16/CAB

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

The Cabinet is recommended to:

1.1 Approve the direction of the Live Well Croydon Programme's, and specifically to approve:

- Development and launch of the online digital platform, 'Just Be...'
- Development of an in house integrated lifestyle service, known as 'MI Change' that will offer an evidence-based 12 week behaviour change service

## **2. EXECUTIVE SUMMARY**

- 2.1 Live Well Croydon is a proposal to redesign current separate lifestyle services into a new innovative model to improve the health and wellbeing of Croydon residents.
- 2.2 There are two parts to the programme; developing a digital behaviour change platform, known as 'Just Be...' that will provide information, interventions and advice on all lifestyle services.
- 2.2 Secondly, an evidence based 12 week motivational interview service, currently known as 'MI Change'.
- 2.3 Through integration of current lifestyle services, the Live Well Croydon Programme is expected to realise efficiency savings by reducing the number of external contracts, shifting demand management inhouse and starting to commission services around behaviour change rather than targeted services.

## **3. DETAIL**

- 3.1 Healthier behaviours such as being more active, eating a healthier diet, not smoking and maintaining a healthy weight are important ways to maximise health and well-being however they are only part of a whole system approach that needs to recognise the importance of what creates good health and wellbeing for the people of Croydon including good quality housing, educational attainment, well paid employment and safe and inclusive neighbourhoods. .
- 3.2 In 2015-16, public health funded a range of healthy lifestyles services to support an increase in healthy behaviours among eligible people in Croydon at a cost of £1.5m. Public Health are now in the process of decommissioning all current lifestyle service contracts to develop more integrated services that are people focused around behaviour change. To ensure business continuity, all current services will be accessible for residents at least until the MI Change service launches in October 2016.

- 3.3 The Live Well Programme will be funded from the public health grant and will improve people's access to information on improving health and wellbeing. This website will be supported by integrating our existing lifestyle services to develop a person-centred, holistic lifestyle service targeted at residents with the greatest needs, and will provide savings of £300,000 compared to the cost of the current service provision.
- 3.4 The proposed service model, Live Well Croydon, reflects the current national Public Health England 'One You' campaign targeted at improving the lifestyles of 40-50 year olds.
- 3.5 Just Be...Croydon – Behaviour Change Platform
- 3.6 'Just Be...' is a web-based, interactive resource, which will provide our residents with a central hub for public health services and products. The website will act as a go to resource, providing help and support to residents on issues such as weight management, alcohol-harm reduction, physical activity, mental health and well-being and smoking. It will feature digital tools such as videos, apps and podcasts that can be viewed and downloaded.
- 3.7 The aim of a web based, digital and online platform is:
- To develop an interactive website that encourages local people to take responsibility for their health and well-being
  - To engage with local residents and signpost them to tools and services that will help them to make a positive change
  - To enable people considering change to making it happen by providing interactive tools and experiences that move and motivate people to act
  - To build and maintain a relationship with local residents and communicate with them regularly
- 3.8 The Council intends to integrate in-house services to improve and influence the wider determinants of health such as improving connectivity through Live Well Croydon and the 'Croydon Gateway' or 'My Croydon' as well as in partnership with 'Go-on Croydon' to ensure capacity is built within the community to access online behaviour change services. Croydon Council will collaborate with NHS Croydon to develop a cohesive online approach to improving health and wellbeing for our residents.
- 3.9 The new online behaviour change platform and MI Change service will be funded from the public health grant.
- 3.10 The Live Well Croydon's online behaviour change platform is due to launch in July 2016.

### 3.11 MI CHANGE

3.12 Public Health and Regeneration and District Centres are co-creating and exploring delivery of an internally provided face to face lifestyle service, which will be:

- Outcomes focussed
- Offer integrated and holistic support
- Accessed through 'Just Be...'
- Targeted at communities who need the most support

3.13 The targeted aspect of the MI Change service will focus resources on high risk groups, maximising opportunities to reduce health inequalities and improve health outcomes.

3.14 To embed MI Change, our vision is that it will work in collaboration with a wider range of programmes and council run services such as Gateway which can support targeting individuals and families. We also intend to strengthen partnership working across the Borough and build on and assets such as the CVA's health champion's volunteer programmes.

3.15 The new online behaviour change platform and MI Change service will be funded from the ring fenced public health grant.

3.16 The service is due to launch on 1 October 2016.

## 4. **CONSULTATION**

4.1 The public health team carried out a market engagement exercise to understand if there was a market available to develop an integrated lifestyle service and although we learnt that this was an emerging market place, we decided to consider exploration of internally provided service.

4.2 In April 2016, the public health team conducted three focus groups with residents, to better understand the digital needs of our residents, with the intention to inform what services would best to support behavioural change.

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

5.1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000
<b>Revenue Budget available</b>				
Expenditure	1,500	1,200	1,200	1,200
<b>Effect of decision from report</b>				
Expenditure incurred	1,200	1,200	1,200	1,200
<b>Saving incurred</b>	<u>300</u>	<u>0</u>	<u>0</u>	<u>0</u>

## 5.2 The effect of the decision

The new online behaviour change platform will be funded from the public health grant and will improve people's access to information on improving health and wellbeing. This website will be supported by integrating our existing lifestyle services to develop a person-centred, holistic lifestyle service targeted at residents with the greatest needs, and will provide savings of £300,000 compared to the cost of the current service provision. This saving will help ensure that the public health service is delivered within the reduced budget allocation for 2016/17.

It is anticipated that there will be wider financial savings to health services budgets within Croydon as this programme is targeted at prevention and earlier intervention.

## 5.3 Risks

There are no risks associated with this delivery model.

## 5.4 Options

There is the option to retain the current service provision but this option is not deemed to be viable from both a financial and service user perspective.

## 5.5 Future savings/efficiencies

At this stage it is not anticipated that there will be further direct savings other than those listed above but the service will continue to be reviewed and monitored. It is however anticipated that there will be savings in the wider cost

of health services in the borough as a result of health prevention techniques being more widely available and accessible.

Approved by: - Lisa Taylor – Assistant Director of Finance and Deputy S151 Officer.

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

6.1 The Acting Council Solicitor comments that the Council has a duty under the Local Government Act 1999 to secure best value. In addition, procurement needs to be undertaken in line with the provisions of the Council's Tenders & Contracts Regulations. In developing, implementing and monitoring the proposals within this report regard will need to be had to the public sector equality duty.

6.2 (Approved by: Gabriel MacGregor, Acting Council Solicitor and Acting Monitoring Officer.)

## **7. HUMAN RESOURCES IMPACT**

7.1 Through development of the Live Well Croydon Programme, Public Health and Regeneration and District Centres will explore models of delivery for an internally provided service. It is expected significant investment will be needed to build a team capable of delivering the service. At the time of writing details are not available on the impact of restructuring / regarding, recruitment, etc.

7.2 Given that these interventions are carried out in a fundamentally different way, any potential TUPE situation is unlikely to apply. There are no other direct or immediate HR considerations that arise from the recommendations of this report for council staff or workers

7.3 (Approved by: Michael Pichamuthu on behalf of, Heather Daley Director of Human Resources)

## **8. EQUALITIES IMPACT**

8.1 An initial equalities impact assessment has been completed, with the intention to complete a full equality analysis in preparation for when the behaviour change website launches in July 2016, the EA will then be refreshed in line with the launch of the MI Change service in October 2016.

8.2 The Council's Equality Strategy 2012, includes an aim to tackle health inequalities especially among people from Black and Minority Ethnic communities and disabled people living in some of the poorest areas of the borough, which sits with Theme 7: Improve Health and wellbeing by reducing Health Inequalities. 9.3



8.3 Our vision for Live Well is for Croydon to be a place where people are less stressed, it's easy to be active, to eat healthy food, drink sensibly and fewer young people start smoking. Unhealthy behaviours are the primary cause of early death and illness so encouraging residents to adopt healthier behaviours are important ways to not only maximise health and well-being and improve health outcomes, but also to reduce health inequalities.

## **9. ENVIRONMENTAL IMPACT**

9.1 The environmental impact of the proposed service is limited; however, the intention to move services closer to people's area of residence is likely to have a positive environmental impact as it will contribute towards a reduction in car, motorcycle and taxi journeys among service users.

9.2 Through promotion of healthier lifestyles, it is intended to encourage adopting healthier behaviours, so will promote cycling, walking and access our green spaces

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

10.1 No implications for the reduction / prevention of crime and disorder are foreseen.

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

11.1 Public Health decided that an in house service will maximise the potential for joint working with other council departments, and increase health outcomes for our residents.

11.2 Public Health have built capacity in house to decommission all current lifestyle service, whilst ensuring continuity of services for residents until the new services are launched. Public Health and Regeneration and District Centres are working together to develop the new integrated lifestyle service.

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

12.1 An option to go out to tender for a holistic lifestyle service was considered but rejected because it was deemed that it would not be possible to launch the service within proposed timescales, and an in house option provided a great opportunity to not only strengthen partnership working across the Council and Borough, we believed that by building on the progress of the digitally and enabling programme, we could further address improving health inequalities through a virtual world.

**CONTACT OFFICER:**

*Chris Barrett, Health Integration Project Director, Tel ext. 64984*

*Matthew Phelan, Public Health Principal, Tel ext. 88166*

**BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972**

Initial Equalities Analysis.

<b>REPORT TO:</b>	<b>CABINET 20 June 2016</b>
<b>AGENDA ITEM:</b>	<b>12</b>
<b>SUBJECT:</b>	<i>The future delivery of CALAT</i>
<b>LEAD OFFICER:</b>	Jane Doyle, Director of Universal People Services
<b>CABINET MEMBER:</b>	Councillor Alisa Flemming
<b>WARDS:</b>	All
<p><b>Corporate Priority/Policy Context/Ambitious for Croydon</b></p> <p><b>The recommendations address the following Corporate Plan 2015-18 priorities;</b></p> <ul style="list-style-type: none"> <li>• <b>To enable people of all ages to reach their potential through access to quality schools and learning</b></li> <li>• <b>To enable more local people to access a wider range of jobs</b></li> </ul>	

<p><b>FINANCIAL IMPACT</b></p> <p>A change in the provision of Adult Learning will potentially have a financial impact on the Council's revenue budget which will need to be considered in conjunction with the service provision decision to ensure minimum impact.</p>
<p><b>FORWARD PLAN KEY DECISION REFERENCE NO: this is not a key decision</b></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

1.1 Consider the options set out in the report and agree in principle that the provision of adult and community learning currently provided through CALAT should be commissioned by the Council from an external provider with a view to commencing these arrangements in September 2017.

**2. EXECUTIVE SUMMARY**

2.1 The Council's adult learning provision (CALAT) faces a period of likely reductions in funding and developing policy direction. It is necessary for the Council to consider the best route to secure a strong and stable provision of adult learning in the future.

- 2.2. The service has undergone a number of changes in the last 5 years as funding has reduced year on year. A recent restructure of the provision has just completed and whilst funding will be stable in the current financial year (16/17), it is expected that funds will continue to reduce in the coming years hence the need to consider different options.
- 2.3 Croydon Council has a funding agreement with the Skills Funding Agency (SFA) to deliver CALAT, which details guidance around 'sub-contracting' the provision of adult and community learning. The SFA confirms funding on an annual basis.
- 2.4 Further Education and Adult Community Learning Reviews are taking place over the next 9 months to determine the national and local policy direction for adult learning.
- 2.5 This report recommends externally commissioning a provider for these services with the new contract commencing in September 2017.

### **3. DETAIL**

#### **3.1 Context**

The Council delivers adult education services through CALAT (the services). The services underwent significant re-shaping including reducing from four to three centres, reducing the curriculum and completing a staff restructure in the last year. This was in line with in-year funding reductions and the re-shaping is now complete.

The funding Croydon Council receives from the SFA to run CALAT is divided into two elements, the Community Learning element and the Adult Education element. Until this point the Community Learning element of the grant from the SFA has remained static year on year, whilst funding for Adult Education has been reduced as the investment into apprenticeships has increased. Given the Government's commitment to apprenticeships and the targets in place for 2020, it is likely this will continue in the coming years. The funding allocation given by the SFA is currently managed through a national funding formula and therefore there is no scope for local adjustments to this based on need.

From 2018, the adult education element of the grant will be devolved to the London Enterprise Partnership (LEP) which provide more localised commissioning. However, given the reduction in the grant, the direction of travel is likely to be that there are fewer providers which are linked to Further Education providers, as stand-alone service models will not be financially viable.

There have been significant reductions in previous years and sometimes at very short notice but the service has recently received its funding allocation for 2016/17 and it is at the same rate as 2015/16, giving the service stability for the coming year. It is expected that funding for the sector will continue to reduce in the coming years and the options below consider how best to manage the

financial risks of this.

Strategic Area Reviews of the Further Education (FE) and Adult Community Learning (ACL) sectors are currently being undertaken by the SFA with the aim of moving to fewer, larger, more resilient providers, and more effective collaboration across institution types. They are in the early stages; the ACL review is expected to complete around September 2016 and the FE review by March 2017 at the latest. It is quite possible that the Strategic Area Reviews may recommend mergers of provision, and therefore the landscape could change significantly over time, these recommendations will be unavoidable.

This context presents an opportunity for the Council to consider the delivery of FE and adult education provision in the borough, aimed at:

- Providing as strong a mechanism as possible to continue to provide effective adult learning in Croydon;
- Creating a financially sustainable model for adult learning benefits from efficiencies of scale;
- Developing an integrated model of FE and adult learning providing a clear pathway for learners in line with local priorities;
- Reducing overheads and developing a more efficient delivery model;
- Supporting the position of local providers through the FE and ACL reviews;
- Eliminating duplication between providers in areas such as curriculum management;
- Ensuring a focus on accessible provision to those most removed from learning in areas of deprivation and disadvantaged communities e.g. an affordable offer / lower level qualifications – up to Level 2.
- In light of central government changes and financial uncertainty, a number of different delivery models are emerging across London. The Council has had some initial conversation with the SFA and no fundamental changes will be considered until after the current reviews have completed.

### **3.2 Proposed approach**

The Council has explored a number of options, as set out below for delivering adult and community education currently provided through CALAT. Due to the ongoing Area Reviews, it will not be possible or desirable for the Council to cease the current grant agreement with the Skills Funding Agency (SFA). This paper therefore explores options for providing the service externally. Given the national policy direction to increase the funding of apprenticeships, trend of funding reductions and the consequent lack of funding certainty, it is proposed that the council moves to commission the provision, through an open competitive process from September 2017, with a view to potentially transferring the provision at a later date when funding and structures are known. Any contract would be in place for one year initially, from September 2017 – September 2018 whereafter the position will need to be assessed in light of funding and the outcome of the reviews. This model will enable the council to continue to contribute to the agenda of employment and skills in the borough and influence the changing landscape.

The likely implications of this approach are:

- Follows policy direction set out in Area Review policy guidance;
- Provides opportunity to reduce costs and duplication and develop a pathway for learners;
- Allows a full academic year to manage the potential TUPE cost implications as well as the impact on learners especially vulnerable groups;
- Due to the value, a fully compliant EU tendering process with advertisement via OJEU would be necessary;
- The provision is likely to continue to operate from current council premises from which the new provider will pay rent to the council;
- Staff are likely to transfer via TUPE to a new provider;

**Recommendations:**

- Agree in principle that the Council should commission adult and community learning provision from an external provider.

### **3.3 Options, implications and risks**

**Option 1:** Commission the provision of CALAT from an external provider

**Implications:**

- Model seen in other LAs such as Merton and Wandsworth
- Would test the market using a fair, open and transparent process
- If SFA funding continues to reduce, may result in a budget gap, which would remain the liability of the council but could be managed through contract reductions
- Council retains control over service provision, including the financial risk
- May release premises for alternative use or sold to realise a capital receipt
- Need to ensure robust governance stands up to scrutiny of inspection
- It will not be possible to top-slice the funding as a funding policy and rates must be published for commissioned services
- After 2018 it may be possible for the external supplier organisation to apply to receive the grant directly from the SFA
- Permission must be sought from the SFA in order to sub-contract the provision
- An external provider would benefit from economies of scale
- An external provider would be able to create stronger continuity and progression in learning pathways as part of a larger offer

**Option 2:** Retain delivery of CALAT in-house with possible further re-structures

**Implications:**

- Model unsustainable – if funding continues to reduce, this model will require annual service reshaping and reductions
- Doesn't explore the opportunity to reduce overheads and develop a pathway for learners
- Financial risk for the Council
- Long term future of users would be uncertain
- The council would retain absolute control of the curriculum offer and the quality of provision which could be at risk in a contracting out arrangement

- The contribution made by CALAT to council priorities and agenda (employment, training, family learning etc.) would be retained.

### **Option 3: Return funding to SFA and cease involvement in adult learning**

#### **Implications:**

- Follows policy direction set out in Area Review policy guidance
- Other LA's have taken this approach e.g. Bromley Council
- It is possible the decision would be dependent / take place after the completion of the South London Area Review (commenced in May and likely to complete by March 2017.)
- Provides opportunity to reduce costs and duplication and develop a pathway for learners
- Would have implications on the Council's ability to bid for other SFA funding such as European Social fund if no longer a registered provider
- Depending on what transfers, the current premises could be used for alternative use
- Potential redundancy costs for LBC
- Would need to manage the impact on users especially vulnerable groups
- Unless the Council negotiates a role in the governance in the new model, the Council would not have a formal role / ability to influence the adult education provision
- Current contributions to central budgets from CALAT would cease

Based on the analysis, the recommended option is option 1, to commission the provision of CALAT from an external provider.

### **Learning from other authorities**

A number of other authorities have externalised their adult education provision, most recently and close to Croydon is Merton. Merton found that there was a vibrant market for Merton Council to commission adult education services, and that a formal procurement that involved a mix of small procurement lots and a larger lot was reasonable. The following commissioning principles for Croydon are suggested as derived from Merton:

- That commissioning should look to continue the same breadth of courses currently provided. This does not mean that the courses must be the exact same year to year as needs change but that the breadth and variety should be maintained;
- That courses should continue to be delivered within the borough;
- That TUPE regulations will be followed and every effort made to retain the highly valued staff;
- That fees should be set by the council as part of the commissioning process and controlled accordingly;
- That provision is spread around the borough including in more deprived areas;
- That the outcomes for learners should be closely monitored to ensure that job prospects, well-being, support for vulnerable learners and



safeguarding aspects are all considered as part of the commissioning cycle;

Merton used an open tender approach (option 1) with 5 lots and appointed a number of providers including South Thames College.

### **Next steps**

A procurement strategy will be developed for approval in Autumn 2016 and steps can then commence to procure a suitable provider. Efforts will be made to ensure there is pre-decision scrutiny where possible as decisions are taken over the next 18 months.

## **4. CONSULTATION**

- 4.1 Consultation with learners and staff would form a vital part of any process to change the operating model of CALAT. The proposed route of commissioning the provision will allow the council to fully respond to views raised in the consultation, through the Procurement Strategy, to be completed in Autumn 2016. Further consultation would then take place with staff around TUPE arrangements once procurement is under way.

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

### **5.1 Revenue and Capital consequences of report recommendations**

The table below outlines CALAT's budgets for 2016/17.

	16/17 Budget
	£'000
<b>Staffing</b>	3,018
<b>Running Costs</b>	
Premises	135
Supplies and Services	539
Third Party Payments	252
Transport	15
Recharges	29
<b>Service Expenditure</b>	<b>3,987</b>
Overheads	752
<b>Total expenditure</b>	<b>4,739</b>
<b>Income</b>	
Govt Grants	-4,233
Other Grants	-22
Fees and Charges	-506
<b>Total income</b>	<b>-4,761</b>
<b>net budget</b>	<b>-21</b>
<b>without overheads</b>	<b>-773</b>

## 5.2 **The effect of the decision**

The service currently has a budgeted cost including overheads and excluding depreciation of -£21k. If we commissioned the service, then as well as the current budget of -£21k we would also have to consider the impact on corporate overheads, as some would continue to be incurred by the Council.

Based on work done to date it is anticipated that there is approx. £418k of costs associated with Finance, HR, ICT, Procurement, Property Management and Customer Services costs that would remain with the council. Further work needs to be undertaken to validate this to enable this to be built into the future procurement to ensure we fully understand our affordability envelope for the new model.

Currently the service pays no rent for the properties and under any new arrangement the premises costs would either be borne by the new provider or saved by the release of the asset.

### 5.3 Risks

CALAT is currently operating in a market where funding sources are uncertain. In 2015/16 the SFA funding cut had an impact of £439k on the financial year end outturn position.

The educational landscape is changing with funding moving from the SFA to the LEP. The impact of this is currently unknown.

### 5.4 Options

Options considered:

Option 1: Tender the contract – this minimises the risk of future funding cuts, and at the same time allows the LA to have an influence on provision.

Option 2: Do nothing – this leaves the risk of future funding cuts with the LA.

Option 3: Terminate contract with the SFA – this would leave the decision on future provision within the Borough entirely within the hands of the SFA and would still leave an overhead cost with the LA.

### 5.5 Future Savings / Efficiencies

The successful provider would be expected to make further efficiencies through economies of scale, which would be agreed as part of the tender process.

Approved by: Lisa Taylor, Assistant Director of Finance and Deputy S151 Officer

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

6.1 The Acting Solicitor to the Council comments that there are legal implications arising from a number of the options proposed within the report and dependant on the option selected and procurement route, specific legal advice should be sought. In the event that Option 1 (preferred option) is supported, regardless of the procurement route, the Council has a duty under the Local Government Act 1999 to secure best value and will need to comply with the provisions of the Council's Tenders and Contracts Regulations.

6.2 (Approved for and on behalf of Gabriel MacGregor Acting Council Solicitor and Acting Monitoring Officer)

## 7. HUMAN RESOURCES IMPACT

7.1 There are HR considerations that arise from the various options in this report, including the possibility of invoking the Transfer of Undertakings (Protection of

Employment) Act 2006 in more than one of these options. Once a recommendation has been made in relation to strategic direction, HR advice should be sought at a senior level.

7.2 Approved by: Michael Pichamuthu, HRBP on behalf of Heather Daley, Director of HR

## **8. EQUALITIES IMPACT**

8.1 A full equalities impact assessment will be completed as part of the procurement strategy which will be completed in September 2016, and will be vital to shaping any commissioned offer. The equalities impact of the ACL review will also be considered as part of this.

8.2 Approved by: *Darren Willetts* on behalf of Strategy and Communities

## **9. ENVIRONMENTAL IMPACT**

9.1 There is not likely to be any environmental impact to this decision.

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

10.1 There is not likely to be any crime and disorder impact to this decision.

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

11.1 The proposed decision will enable the Council to safeguard the delivery of adult education in the borough in light of central government and financial instability.

**12. OPTIONS CONSIDERED AND REJECTED**

12.1 The following options have been considered and rejected:

**Option 2:** Retain delivery of CALAT in-house with possible further re-structures

**Option 3:** Return funding to SFA and cease involvement in adult learning

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**CONTACT OFFICER:** Jane Doyle, Director of Universal People Services; Direct line: 0208 760 5671 (Ext. 65671)

**BACKGROUND DOCUMENTS:** none

<b>REPORT TO:</b>	<b>Cabinet 20 June 2016</b>
<b>AGENDA ITEM NO:</b>	<b>13</b>
<b>SUBJECT:</b>	<b>STAGE 2: RESPONSE TO RECOMMENDATIONS ARISING FROM:  CHILDREN AND YOUNG PEOPLE'S SCRUTINY SUB-COMMITTEE MEETING ON 14 JULY 2015  STREETS AND ENVIRONMENT SCRUTINY SUB-COMMITTEE MEETING ON 2 FEBRUARY 2016 AND 1 MARCH 2016  SCRUTINY AND OVERVIEW COMMITTEE MEETING ON 16 FEBRUARY 2016</b>
<b>LEAD OFFICERS:</b>	<b>Jo Negrini, Acting Chief Executive Paul Greenhalgh, Executive Director, People</b>
<b>CABINET MEMBERS:</b>	<b>Councillor Alison Butler, Cabinet Member for Homes, Regeneration and Planning  Councillor Alisa Flemming, Cabinet Member for Children, Young People and Learning</b>
<b>WARDS:</b>	<b>All</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT:</b>	<b>The constitutional requirement that Cabinet receives recommendations from scrutiny committees and to respond to the recommendations within two months of the receipt of the recommendations.</b>

**CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:** 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.

Corporate Plan sections:  
Croydon a Place to Live and Work;  
Fairness – Equalities, Open & Accountable;  
Croydon Safe & Secure; Sustainable Transport.

**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.

**FORWARD PLAN KEY DECISION REFERENCE NO.: not a key decision**

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

**1. RECOMMENDATIONS**

The Cabinet is recommended to approve the response reports and action plans attached to this report (at Appendix A and Appendix B) and that these be reported to the relevant Scrutiny and Overview Committee at its meeting on 28 June 2016.

**2. EXECUTIVE SUMMARY/DETAIL**

**2.1** This report asks the Cabinet to approve the full response reports arising from the stage 1 reports to the Cabinet meetings held on 21<sup>st</sup> March and 25<sup>th</sup> April 2016 including:

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

and that these be reported to the Scrutiny and Overview Committee at its meeting on 28 June 2016.

**3. SCRUTINY RECOMMENDATIONS**

**3.1** The Scrutiny recommendations are contained in the schedule in the appendices 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 the appendices.

**3.3 Children and Young People Scrutiny Sub-Committee Recommendations (A26/15 and A29/15)**

The Children and Young People Scrutiny Sub-Committee at its meetings on 16 June and 14 July 2015 resolved to ask Cabinet to:

1. Develop a protocol for notifying ward councillors of proposals for new schools or changes to schools at their earliest stage should be drawn up and implemented
2. Ask the council to adopt a fresh approach to school place planning including in-year planning, to provide places at or near the locations where the demand is greatest
3. At the council to investigate effective options for encouraging faith schools to increase their offer of school places
4. Make more efforts need to be made by the council to encourage and facilitate the use of walking, cycling and public transport to new schools

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

### **3.4 Streets and Environment Scrutiny Sub-Committee Recommendations**

At its meeting on 2 February 2016, the Streets and Environment resolved to recommend to Cabinet:

#### Question Time, Cabinet Member for Green and Clean, Councillor Stuart Collins (A06/16)

1. That it allocates additional waste collections from recycle centres in the two weeks after Christmas to accommodate for the additional recycling waste accumulated during the festive period.
2. That it considers issuing a warning letter to residents where they have been found to have left bulky waste on the ground in recycle centres when bins are full, rather than automatically issuing fines.
3. That it considers the environmental impact of a borough-wide Christmas tree collection service.

#### Village Style Waste Management and Street Cleaning (A08/16)

1. To recommend to Cabinet and Veolia that they do more to educate the public on what happens to different categories of waste once they leave the doorstep.

For information, the Sub-Committee also resolved to recommend to Veolia that:

- It should do more to remind staff of how visible they are on duty and that innocent activity (standing and talking during breaks) while wearing work uniform can be misconstrued as inactivity by the public.
- It considers how residents can be involved in designing the sessions of the Village forums rather than be presented with a fixed programme.
- It explores how technology could be used to help Veolia staff to identify where street champions live in order to promote closer working and feedback.

At its meeting on 1 March 2016, the Streets and Environment resolved to recommend to Cabinet:

1. To recommend to Cabinet that all non-commercially sensitive information captured within the Dashboard be published on the Council website.
2. To recommend to Cabinet that a public engagement strategy is created and not to rely solely on general communications with stakeholders.
3. To recommend to Cabinet that it review and update the Public Realm Design Guide.
4. To recommend to Cabinet that the Public Realm Design Guide be adopted as a supplementary planning document.

For information only, the Sub-Committee also made the following recommendations to the Executive Director Place:



1. To recommend to the Executive Director Place that Ward Councillors are kept informed of all large scale developments in or outside of their wards.
2. To recommend to the Executive Director Place that Ward Councillors are informed of which officer is assigned to each development.

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

### **3.5 Scrutiny and Overview Recommendations**

The Scrutiny and Overview Committee at its meeting on 16 February 2016 resolved to ask Cabinet to:

- 1 Formally give responsibility for the evening and night time economy to the Cabinet Member for Communities, Safety and Justice
- 2 Consider creating a steering group comprising stakeholders and partners to meet regularly and work together to help with strategy development and the provision of ideas and practical support in order to encourage the development of the evening and night-time economy in Croydon
- 3 Conduct a review of licensing applications including approvals, refusals and objections (including which responsible authorities or other persons make objections)
- 4 Create a supportive regulatory environment for licensees whereby the council is known to be a strong licensing authority and the borough is known to be the best place in London for venues to hold a premises licence
- 5 Investigate the potential to pedestrianise the route between Bad Apple and Dice at certain times of the week and approach traders about offering night-time evening food and street entertainment (like the South Bank food festival)
- 6 Investigate the potential for a Croydon lighting scheme as described by the Executive Director Place to help improve ambience in the town centre, provide interest and clear routes (such as along George Street) for pedestrians
- 7 Consider launching or developing an online platform for venues to promote events

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

## **4. CONSULTATION**

Not relevant for the purposes of this report.

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

Not relevant for the purposes of this report.

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

The recommendations are in accordance with the constitution.

**7. HUMAN RESOURCES IMPACT**

Not relevant for the purposes of this report.

**8. EQUALITIES IMPACT**

Not relevant for the purposes of this report.

**9. ENVIRONMENTAL IMPACT**

Not relevant for the purposes of this report.

**10. CRIME AND DISORDER REDUCTION IMPACT**

Not relevant for the purposes of this report.

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

11.1 These are contained in the appendix to this report.

**12. OPTIONS CONSIDERED AND REJECTED**

12.1 These are contained in the appendix to this report.

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**CONTACT OFFICER:**

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**BACKGROUND DOCUMENTS:**

**Background document 1:** Report to the Children and Young People Scrutiny Sub-Committee on 16 June 2015 on School Places and Admissions.

<https://secure.croydon.gov.uk/akscroydon/users/public/admin/kab14.pl?operation=SUBMIT&meet=22&cmte=CYP&grpid=public&arc=1>

**Background documents 2:** Reports to the Streets and Environment Scrutiny Sub-Committee on 2 February 2016:

2a: Question Time session with Councillor Stuart Collins, Cabinet Member for Croydon Green and Clean

<https://secure.croydon.gov.uk/akscroydon/users/public/admin/kab14.pl?operation=SUBMIT&meet=10&cmte=SES&grpid=public&arc=1>

2b: 'Village style' waste management and street cleaning.

<https://secure.croydon.gov.uk/akscroydon/users/public/admin/kab14.pl?operation=SUBMIT&meet=10&cmte=SES&grpid=public&arc=1>

**Background document 3:** Reports to the Streets and Environment Scrutiny Sub-Committee on 1 March 2016

<https://secure.croydon.gov.uk/akscroydon/users/public/admin/kab14.pl?operation=SUBMIT&meet=11&cmte=SES&grpId=public&arc=1>

**Background document 4:** Reports to the Scrutiny and Overview Committee on 16 February 2016 on the Evening and Night Time Economy.

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

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
On 16 June 2015, the Children and Young People Scrutiny Sub-Committee considered an item on <b>School Places and Admissions</b> . At its meeting on 14 July 2015, the Sub-Committee <b>RESOLVED</b> to:						
1. Develop a protocol for notifying ward councillors of proposals for new schools or changes to schools at their earliest stage should be drawn up and implemented	Place Planning and Admissions, Universal Services Cllr Flemming	Accept	Jennifer Duxbury	No	Draft protocol will be circulated to Scrutiny and Cabinet for comments in July for implementation in September.	CYP 13 September 2016
2. Ask the council to adopt a fresh approach to school place planning including in-year planning, to provide places at or near the locations where the demand is greatest	Place Planning and Admissions, Universal Services Cllr Flemming	Accept – continuous improvement is fundamental to effective school place planning. All elements of the process, including the pupil projection methodology are reviewed and adjusted, as necessary, each year. This has been one the keys to successful school place planning in Croydon which has ensured that every child in Croydon has access to a local school.  We will continue to review and refine our school place planning process in line with this practice.	N/A	N/A	N/A	CYP 13 September 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
3. At the council to investigate effective options for encouraging faith schools to increase their offer of school places	Place Planning and Admissions, Universal Services Cllr Flemming	Accept	Jennifer Duxbury	The Council's Cabinet has agreed that any new school places will be delivered through the Free School Scheme.	School Place Projections have been published in the public domain and discussed with senior Diocesan colleagues. Regular meetings of this nature will continue to ensure that opportunities for future places are explored. We are currently working with Christchurch Church of Church School and St John's Church of England School to deliver permanent expansions. Krishna Avanti are opening a new Free School In September 2016 delivering places with a Hindu ethos.	CYP 13 September 2016
4. Make more efforts need to be made by the council to encourage and facilitate the use of walking, cycling and public transport to new schools	Place Planning and Admissions, Universal Services Cllr Flemming	Accept	Jennifer Duxbury	No	On a scheme by scheme basis we will continue to work with providers to ensure that effective School Travel Plans are fundamental to the ethos of all new schools and that these plans are reviewed and effectiveness assessed. New schools such a Haling Park have a zero car policy.	CYP 13 September 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
<b>Question Time, Cabinet Member for Green and Clean, Councillor Stuart Collins (A06/16)</b> - At its meeting on 2 February 2016, the Streets and Environment resolved to recommend to Cabinet:						
1. That it allocates additional waste collections from recycle centres in the two weeks after Christmas to accommodate for the additional recycling waste accumulated during the festive period.	Place Dept Cllr Collins	Partially accepted – the current contractual requirement is to resource sufficiently to manage the recycling materials for NRRCs. Following scrutiny the council and service provider has been reviewing the usage at each of the NRRCs and using that data to schedule collections.	Steve Iles Director of Streets	No	The council has already introduced the review and the service provider is now monitoring the materials being deposited at each of the sites and tailoring the collections accordingly.	SEH 20 September 2016
2. That it considers issuing a warning letter to residents where they have been found to have left bulky waste on the ground in recycle centres when bins are full, rather than automatically issuing fines.	Place Dept. Cllr Collins	Partially Accepted – the policy that has been adopted is that residents depositing recyclable material around the containers will be issued with a warning rather than an automatic fine. The illegal deposit of non-recyclables will still be enforced via FPNs and prosecutions	Andy Opie Director of Safety	No	The council has already adopted the policy of issuing warnings to residents where they have been found to have left recyclables on the ground at NRRCs.	SEH 20 September 2016
3. That it considers the environmental impact of a borough-wide Christmas tree collection service	Place Dept Cllr Collins	Partially Accepted – the policy and the current contract does not include a kerbside Christmas tree collection service. The council have negotiated this service	Steve Iles Director of Streets	For the current contract at this stage it is not possible to confirm the anticipated costs.	The service does provide a borough wide Christmas tree collection service, these are at specific locations around the borough, the service reviewing the	SEH 20 September 2016

SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
		<p>into the new SLWP contract, Croydon enter this contract April 2018, in the meantime the council are working with the current service provider to negotiate into the contract for 2016/17 season.</p>		<p>For the future SLWP contract this is a service requirement and has been built into the specification as part of the core service.</p>	<p>arrangements and are negotiating with the service provider to introduce a kerbside collection service for 2016/17 christmas period</p> <p>The South London Waste Partnership procurement (Lot 1 "Environmental Services" specification caters for a kerbside Christmas tree collection service.</p> <p>Croydon enters the SLWP contract March 2018</p>	
<p><b>Village Style Waste Management and Street Cleaning (A08/16)</b> - At its meeting on 2 February 2016, the Streets and Environment resolved to recommend to Cabinet:</p>						

SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
1. That Cabinet and Veolia do more to educate the public on what happens to different categories of waste once they leave the doorstep.	Place Dept Cllr Collins	Accepted	Steve Iles Director of Streets	There is a financial implication which is expected to be met from the "Demand Management" programme and existing budgets at this stage the costs are unknown.	An educational programme is being developed during Spring /Summer 2016, this programme is focused on improving recycling performance at the kerbside, informing residents what happens to their waste once collected, working with landlords and new residents, attending schools to make children better and connecting with communities	SEH 20 September 2016
<b>Metropolitan Centre (A16/16)</b> - At its meeting on 1 March 2016, the Streets and Environment resolved to recommend to Cabinet:						
1. That all non-commercially sensitive information captured within the Dashboard be published on the Council website.	Place Dept Cllr King	Accept	Colm Lacey Director of Development / Steve Iles Director of Streets	No	Timetable for implementation ongoing – report to July Cabinet will refer.	SEH 20 September 2016
2. That a public engagement strategy is created and not to rely solely on general communications with stakeholders.	Place Dept Cllr King	Accept	Colm Lacey Director of Development/ Steve Iles Director of Streets	No	Timetable for implementation ongoing – report to July Cabinet will refer.	SEH 20 September 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
3. That it review and update the Public Realm Design Guide.	Place Dept Cllr Butler	Accept	Steve Dennington	It should be possible to cover the costs of the review through the Spatial Planning Service budget, provided the review is not to be adopted as a supplementary planning document, which would require a larger budget to meet the statutory requirements.	A review of the Public Realm Design Guide does not form part of the current Spatial Planning Service Plan. The programme for reviewing the Public Realm Design Guide will be revisited at the start of the 2017/18 year as part of Service Plan production and in the context of Service resource, budget, other Service priorities and whether there has been a decline in the successful application of the Public Realm Design Guide.	SEH 20 September 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 the Public Realm Design Guide be adopted as a supplementary planning document	Place Dept  Cllr Butler	Reject – it is considered that future versions of the Public Realm Design Guide do not need to be adopted as a supplementary planning document. It is acknowledged that being a supplementary planning document would give the document more planning weight. However, this is countered by the fact that the production process is more lengthy and onerous. This then limits the ability to undertake more timely full or partial reviews. Furthermore, the weight only becomes a factor if the guidance is not being adhered to. However, in general developers have been responsive to the Public Realm Design Guide. It is appreciated the document provides a good framework to achieve consistency in public realm's quality and appearance. Croydon's experience includes complementary private and public investments such as public realm at the front of Premier Inn at Lansdowne Road. Negotiations with developers usually relate to the extent of improvements not to the design principles nor palette of materials.	None – although it should be noted that the formal supplementary planning document production route would increase costs due to the statutory requirements.	N/A		SEH 20 September 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
<b>Evening and Night Time Economy</b> - The Scrutiny and Overview Committee at its meeting on 16 February 2016 resolved to recommend to Cabinet that:						
1. Formally give responsibility for the evening and night time economy to the Cabinet Member for Communities, Safety and Justice	Place Dept  Cllr Watson	Partially Accept – following the Cabinet reshuffle Cllr Watson will retain ownership of this under his Economy and Jobs portfolio and work in partnership with the Cabinet member for Communities, Safety and Justice	Andy Opie, Director of Safety	No	Complete	SOC 28 June 2016
2. Consider creating a steering group comprising stakeholders and partners to meet regularly and work together to help with strategy development and the provision of ideas and practical support in order to encourage the development of the evening and night-time economy in Croydon	Place Dept  Cllr Watson	Accept	Andy Opie, Director of Safety	None in establishing the group but recommendations from it are likely to have a financial impact	Steering Group has been established and is meeting monthly.	SOC 28 June 2016
3. Conduct a review of licensing applications including approvals, refusals and objections (including which responsible authorities or other persons make objections)	Place Dept  Cllr Ali	Accept	Andy Opie, Director of Safety	No	October 30 <sup>th</sup> 2016	SOC 28 June 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. Create a supportive regulatory environment for licensees whereby the council is known to be a strong licensing authority and the borough is known to be the best place in London for venues to hold a premises licence.	Place Dept  Cllr Ali	Accept	Andy Opie, Director of Safety	No	Additional interim council licensing support and work programme to be in place by end of June 2016. Work to improve council response and stakeholder relationships will be ongoing and permanent restructure of licensing team to be complete by Autumn 2016.	SOC 28 June 2016
5. Investigate the potential to pedestrianise the route between Bad Apple and Dice at certain times of the week and approach traders about offering night-time evening food and street entertainment (like the South Bank food festival)	Place Dept  Cllr Watson	Accept	Andy Opie, Director of Safety	No	Work underway to explore options. Likely to be some trial closures before any permanent closure is considered. First event provisionally planned for end of June 2016	SOC 28 June 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
6. Investigate the potential for a Croydon lighting scheme as described by the Executive Director Place to help improve ambience in the town centre, provide interest and clear routes (such as along George Street) for pedestrians	Place Dept  Cllr Watson	Accept	Andy Opie, Director of Safety	Yes. Some Sec 106 funding identified although it is currently unclear how broad a programme can be implemented with this. Discussions also underway with potential suppliers regarding trials of equipment in certain locations.	Options currently being considered. The development of Surrey Street will have a lighting scheme included with plans to incorporate the High Street too, although this is dependent on sufficient funds being available. Plan to be agreed by 30 June 2016 with implementation by Autumn 2016	SOC 28 June 2016
7. Consider launching or developing an online platform for venues to promote events	Place Dept  Cllr Watson	Accept	Andy Opie, Director of Safety	Yes, although to be confirmed	Options are currently being explored. It is unlikely that a new platform will be developed with a preferred option that we make best use of something that already exists	SOC 28 June 2016

<b>REPORT TO:</b>	<b>Cabinet 20 June 2016</b>
<b>AGENDA ITEM NO:</b>	<b>14</b>
<b>SUBJECT:</b>	<b>STAGE 1: RECOMMENDATIONS ARISING FROM: SCRUTINY AND OVERVIEW COMMITTEE MEETING ON 12 APRIL 2016</b>
<b>LEAD OFFICERS:</b>	<b>Richard Simpson, Assistant Chief Executive (Corporate Resources) and S151 Officer Solomon Agutu -Statutory Scrutiny Officer</b>
<b>LEAD MEMBER:</b>	<b>Councillor Sean Fitzsimons Chair, Scrutiny and Strategic Overview Committee</b>
<b>WARDS:</b>	<b>All</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT:</b>	<b>The constitutional requirement that Cabinet receives recommendations from scrutiny committees and to respond to the recommendations within two months of the receipt of the recommendations.</b>

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

## **1. RECOMMENDATIONS**

Cabinet is asked to:

- 1.1 Receive the recommendations arising from the meeting of the Scrutiny and Overview Committee (12 April 2016) and to provide a substantive response within two months (ie. at the next available Cabinet meeting on **19 September 2016**)

## **2. EXECUTIVE SUMMARY**

- 2.1 On 12 April 2016, the Scrutiny and Overview Committee considered items on Financial Inclusion and Cabinet Responses to Scrutiny Recommendations. At that meeting the Scrutiny and Overview Committee made recommendations to Cabinet and these are contained in Section 3 of this report.

In this report Cabinet is being asked to receive the recommendations.

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

### **3. SCRUTINY AND OVERVIEW COMMITTEE RECOMMENDATIONS**

The Scrutiny and Overview Committee at its meeting on 12 April 2016 resolved to ask Cabinet to:

- 1 Seek support from the DWP to allow and enable direct payments for rent arrears when service users are making the transition to Universal Credit
- 2 Revisit the response to scrutiny recommendations report and provide more information to scrutiny including on timescales, impact on young people specifically and what can realistically be delivered to young people in Croydon.

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

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

Not relevant for the purposes of this report.

### **5. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER**

The recommendations are in accordance with the constitution.

This requires that the Scrutiny report is received and registered at this Cabinet Meeting and that a substantive response is provided within 2 months (ie. **Cabinet, 19 September 2016** is the next available meeting).

### **6. HUMAN RESOURCES IMPACT**

Not relevant for the purposes of this report.

### **7. EQUALITIES IMPACT**

Not relevant for the purposes of this report.

### **8. ENVIRONMENTAL IMPACT**

Not relevant for the purposes of this report.

## 9. CRIME AND DISORDER REDUCTION IMPACT

Not relevant for the purposes of this report.

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### CONTACT OFFICER:

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

### BACKGROUND DOCUMENTS:

**Background document 1:** Reports to the Scrutiny and Overview Committee on 12 April 2016 on Financial and Digital Inclusion.

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



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
<b>FINANCIAL INCLUSION (A31/16)</b> - At its meeting on 12 April 2016, the Sub-Committee <b>RESOLVED</b> to:						
1. Ask the Cabinet to seek support from the DWP to allow and enable direct payments for rent arrears when service users are making the transition to Universal Credit						SOC 1 November 2016
<b>RESPONSE TO SCRUTINY RECOMMENDATIONS (A32/16)</b> - At its meeting on 12 April 2016, the Sub-Committee <b>RESOLVED</b> to:						
1. Ask Cabinet to revisit this report and provide more information to scrutiny including on timescales, impact on young people specifically and what can realistically be delivered to young people in Croydon.						SOC 1 November 2016

# Croydon Council

<b>REPORT TO:</b>	<b>CABINET 20<sup>th</sup> June 2016</b>
<b>AGENDA ITEM:</b>	<b>15.1</b>
<b>SUBJECT:</b>	<b>Investing in our borough</b>
<b>LEAD OFFICER:</b>	<b>Sarah Ireland, Director of Strategy Communities and Commissioning</b>
<b>CABINET MEMBER:</b>	<b>Councillor Simon Hall Cabinet Member for Finance and Treasury</b>
<b>WARDS:</b>	<b>All</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</b> Effective outcome based commissioning and prudent financial transactions contribute to all corporate priorities.  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 "to be innovative and enterprising in using available resources to change lives for the better."	
<b>FINANCIAL SUMMARY:</b> There are no direct costs arising from this report.	
<b>KEY DECISION REFERENCE NO.:</b> There are key decisions mentioned in this report, but the recommendations in Section 1 of the report are not key decisions.	

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

## 1. RECOMMENDATIONS

1.1 The Cabinet is requested to note:-

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

1.1.2 The list of delegated award decisions made by the Director of Strategy Communities and Commissioning, between 24/03/2016 – 18/05/2016.

1.1.3 Contract awards recommended to the Cabinet for approval which are the subject of a separate agenda item and referenced in section 4.3 of this report.

## **2. EXECUTIVE SUMMARY**

- 2.1 This is a standard report which is presented to the Cabinet, for information, at every scheduled Cabinet meeting to update Members on:
- Contracts anticipated to be awarded under delegated authority from the Leader by the nominated Cabinet Member, in consultation with the Cabinet Member for Finance and Treasury and with the Leader in certain circumstances, before the next meeting of Cabinet.
  - Delegated contract award decisions made by the Director of Strategy Communities and Commissioning 24/03/2016 – 18/05/2016.
  - 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;
  - Partnership arrangements to be agreed by the Cabinet at this meeting which are the subject of a separate agenda item;  
[As at the date of this report there are none]

## **3. DETAIL**

- 3.1 Section 4.1 of this report lists those contracts that are anticipated to be awarded by the nominated Cabinet Member.
- 3.2 Section 4.2 of this report lists the delegated award decisions made by the Director of Strategy, Communities and Commissioning, between 24/03/2016 – 18/05/2016.
- 3.3 Section 4.3 of this report lists the contract award recommended to the Cabinet for approval at this meeting. This contract award is the subject of a separate agenda item and is itemised in this report for information only.
- 3.4 Procurement strategies where the value of the proposed contract is above £5m and approved under the Leaders delegation by, as appropriate, Executive Directors for Place and People departments or the Assistant Chief Executive Corporate Resources for the Resources department in consultation with the Cabinet Member for Finance and Treasury are available on the Croydon Council website found via this link [Procurement Strategies](#)

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

#### 4. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

##### 4.1 Proposed contract awards

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

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept/Cabinet Member
* Microsoft Enterprise Software Agreement for a maximum contract term of 3 years	Total contract term £2,100,000		Resources / Cllr Simon Hall
Best Start Programme – Community, Parenting Aspirations and Parenting Skills for a contract term of 2 years with an option of a 1 year extension	Total contract term £1,100,000		People / Cllr Alisa Flemming
Alternative Education Provision for a maximum contract term of 4 years	Total contract term £1,572,000 Approx. annual value £393,000		People / Cllr Alisa Flemming
Award of Additional Key Stage 4 Places Framework for a maximum contract term of 4 years	Total contract term £2,520,000 Approx. annual value £630,000		People/ Cllr Alisa Flemming

\* Please note this contract was awarded by the Cabinet Member for Finance and Treasury, in consultation with the Leader on 06 June 2016 under delegated authority [31/16/FT]. It has been included in this report for

completeness and to support a transparent approach to decision making.

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

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

<b>Contract Title</b>	<b>Contract Revenue Budget</b>	<b>Contract Capital Budget</b>	<b>Dept</b>
Legal Support for SEN and Disability Tribunal work	Total contract award value £222,500		People
Extension to the Contract for Family Support for Vulnerable Families for a maximum 2 year term	Total contract term £134,614 Approx. annual value £67,607		People
Renewal and upgrading of the existing Fire Alarm systems to six Special Sheltered Residential Blocks situated at Brookhurst Court, Freeman Court, Frylands Court, Toldene Court, Southsea Court and Truscott House. Contract Award		Total contract award value £218,425.91	Place
Delivering Croydon's 2016 Festival	Total contract award value £160,000		Place
Turnaround Centre Drop in and Housing Advice service for a 1 year term with an option of a 6 month extension	Total contract term £418,299 Approx. annual value £278,866		People
Open Access Counselling, Advocacy & Advice for a 1 year term with an option of a 1 year extension	Total contract term £368,000 Approx. annual value £184,000		People

<b>Contract Title</b>	<b>Contract Revenue Budget</b>	<b>Contract Capital Budget</b>	<b>Dept</b>
Support for Young Carers Service for a term of 2 years with an option of a 1 year extension	Total contract term £337,500 Approx. annual value £112,500		People
Private Renting Access Scheme Croydon (PRASC) for a term of 4 years with an option of a 1 year extension	Total contract term £204,100 Approx. annual value £40,820		People
Supply of salt for gritting carriageways & footways for a maximum 3 year term	Total contract term £396,900 Approx. annual value £132,300		Place
Parent Infant Partnership for a term of 2 years with an option of a 1 year extension	Total contract term £190,395 Approx. annual value £63,465		People
Smoking Cessation Service – Solutions 4 Health for a maximum term of 6 months	Total contract award value £128,528		People
Additional Project Management and Quantity Surveying Services to Support the 2015 Primary School Expansion Programme		Total contract variation value £429,143	Place
Advocacy Services for Croydon Children Looked After and Leaving Care for a maximum 1 year extension term	Aggregated total contract value £209,400		People
Smoking Cessation Service – Croydon Health Services for a maximum term of 6 months	Total contract award value £80,000		People

<b>Contract Title</b>	<b>Contract Revenue Budget</b>	<b>Contract Capital Budget</b>	<b>Dept</b>
LBC School Heating Works 2016		Total contract award value £436,583	Place
Primary School Expansion Demolition Works for: <ul style="list-style-type: none"> <li>• Heathfield Academy at Aberdeen Rd.</li> <li>• West Thornton Academy at Canterbury Mills</li> </ul>		Total contract award value For Heathfield Academy £472,481  Total contract award value for West Thornton Academy £478,137	Place

**4.3 Revenue and Capital consequences of contract award decisions to be taken by Cabinet which are the subject of a separate agenda item.**

<b>Contract Title</b>	<b>Contract Revenue Budget</b>	<b>Contract Capital Budget</b>	<b>Dept</b>
Primary School Expansion Main Construction Works for:  Heathfield Academy at Aberdeen Road. New 2FE School  West Thornton Academy at Canterbury Mills. New 2FE School		Total Contract Value £20.071m	Place
Award of Independent Fostering Agencies Framework	Total potential Framework Spend £51.2m		People

Approved by: Lisa Taylor, Assistant Director 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, Acting 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:

<b>Name:</b>	Genine Whitehorne
<b>Post title:</b>	Head of Strategy, Communities and Commissioning (Resources)
<b>Telephone no:</b>	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](#)

- *Microsoft Enterprise Software Agreement*
- *Best Start Programme – Community, Parenting Aspirations and Parenting Skills*
- *Alternative Education Provision*
- *Award of Additional Key Stage 4 Places Framework*

### CONFIDENTIAL BACKGROUND DOCUMENTS- EXEMPT FROM PUBLIC DISCLOSURE

*The following Part B background documents are exempt from public disclosure because they contain exempt information as defined in paragraph no. 3 of Schedule 12a to the Local Government Act 1972 (as amended).*

- *Best Start Programme – Community, Parenting Aspirations and Parenting Skills*
- *Alternative Education Provision*
- *Award of Additional Key Stage 4 Places Framework*

<b>REPORT TO:</b>	<b>Cabinet 20<sup>th</sup> June 2016</b>
<b>AGENDA ITEM:</b>	<b>15.2</b>
<b>SUBJECT:</b>	<b>Primary School Expansion Main Construction Works for:</b>  Heathfield Academy at Aberdeen Road. New 2FE School West Thornton Academy at Canterbury Mills. New 2FE School
<b>LEAD OFFICER:</b>	<b>Paul Greenhalgh, Executive Director of People Jo Negrini, Executive Director of Place</b>
<b>CABINET MEMBER:</b>	<b>Councillor Alisa Flemming, Cabinet Member for Children, Young People and Learning and Councillor Simon Hall Cabinet Member for Finance and Treasury</b>
<b>WARDS:</b>	<b>Fairfield and Broad Green</b>
<p><b>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON</b></p> <p>The District Centres and Regeneration - Schools Team has a remit to deliver the Schools Expansion Programme (the Programme) to increase the school places capacity on behalf of the People Department. The programme will deliver new school facilities to satisfy the growing permanent capacity requirements by providing new primary schools, new build expansions at existing schools and the refurbishment &amp; improvements to existing schools.</p> <p>The delivery of this project is critical for ensuring the Authority is able to meet its statutory obligations to provide sufficient school places to meet increasing demand and will support the Authority in meeting the Policy Objectives of:</p> <ul style="list-style-type: none"> <li>• Promoting choice, diversity and high standards, ensuring that every child fulfils their educational potential</li> <li>• Achieving better outcomes for children and young people</li> <li>• Promoting economic growth and prosperity</li> </ul>	
<p><b>FINANCIAL IMPACT:</b></p> <p>The original Capital budget of £23.096m for these two Primary Schools was part of the 2015/16 Primary School expansion programme approved by Cabinet on 18th January 2016. This budget was slipped forward to 2016/17 and forms part of the approved Education Capital Budget of £150m approved by Council on 29<sup>th</sup> February 2016.</p>	

This report recommends a commitment across multiple contract awards to give a maximum contract value of £20.071m from the Capital budget.

**KEY DECISION REFERENCE NO:- 17/16/CAB**

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 contained within this report:**

**1. RECOMMENDATIONS**

1.1 The Cabinet is recommended to note that in order to effectively deliver the Primary School Expansion for West Thornton & Heathfield Academies the Leader of the Council will be asked to agree the following delegations associated with the award of contracts to Willmott Dixon Construction Ltd (Ref: 42.16.LR):

1.1.1 In respect of subsequent associated contracts valued above £500,000 up to the value of £5m authority to award is delegated to the Executive Director Place, in consultation with the Cabinet Member for Children, Young People and Learning and the Cabinet Member for Finance and Treasury;

1.1.2 In respect of subsequent associated contracts valued above £5m authority to award is delegated to the Assistant Chief Executive Corporate Resources and Section 151 Officer, in consultation with the Cabinet Member for Children, Young People and Learning and the Cabinet Member for Finance and Treasury;

1.1.3 Subject to the decision maker being satisfied that the council has received satisfactory proposals from Willmott Dixon Construction Ltd on Time, Cost and Quality, that the above delegations include any subsequent contract approvals and decisions relating to:

- the Main Build NEC3 Contract;
- associated Enabling Works Contracts;
- and any early orders which may be necessary to secure production slots
- any requirement for additional temporary accommodation

1.1.4 That any awards made under these delegations will be reported within the Investing in Our Borough report at the Cabinet meeting following any award.

1.2 To note that contract awards anticipated under these delegations and associated with the Primary School Expansion for West Thornton & Heathfield Academies are expected not to exceed a maximum value of £20.071m. This total potential commitment of £20.071m represents the construction budgets allocated from the Schools Expansion Budget for these two new schools of £23.096m.

## 2. EXECUTIVE SUMMARY

- 2.1 This report details the approach for contracts awards associated with the second stage of a 2 Stage Design and Build Construction (Stage 2) for delivery of the 2015/16 Primary School Expansion Programme (the Programme) remaining schools:
- Heathfield Academy at Aberdeen Road. New 2Form Entry School
  - West Thornton Academy at Canterbury Mills. New 2Form Entry School
- 2.2 The Cabinet Report of 18 November, 2013 (Min.A100/13) decided upon a new 2 form entry (2FE) primary school on the site of 7 Aberdeen Road and 105 Canterbury Road. Feasibility studies were commissioned to set out the site constraints and opportunities. The conclusion of this study resulted in the Secretary of State appointment of the STEP Academy Trust to be the preferred sponsor of the new 2 FE Primary Academy School at Aberdeen Road and the West Thornton (Synaptic Trust) Academy to be the preferred sponsor of the new 2 FE Primary Academy at Canterbury Road.
- 2.3 The first stage of a 2 stage Design and Build Construction contract was the award of the Pre-Construction Services Agreement (PCSA) to Willmott Dixon Construction Ltd (the Contractor) for each school approved by the Contracts Commissioning Board on 1<sup>st</sup> March 2016 (Ref: CCB1099/15-16). The award of a separate contract for temporary accommodation at West Thornton Academy at Canterbury Mills was approved by CCB on 7 April 2016 (ref: CCB1134/16-17) to enable the first 60 reception-age pupil places and 60 year 1 pupil places to be provided in September 2016. As referenced in para 5.3 the demolition of the existing buildings are subject to a separate award report approved at CCB on 20<sup>th</sup> May (ref: CCB1142/16-17) which considerably reduces the programme risks to ensure delivery of the new schools for September 2017.
- 2.4 The Detail section of this report sets out the background to the programme, the procurement approach and evaluation process to review the Contractors proposals and pricing for contracts to be agreed under these delegations.
- 2.5 Subsequent contract awards made under the new delegations associated with the Programme are expected not to exceed a maximum value of £20.071m. This total potential commitment represents the construction budgets allocated from the overall Schools Expansion Budget of £23.096m.
- 2.6 The content of this report has been endorsed by the Contracts and Commissioning Board.

<b>CCB Approval Date</b>	<b>CCB ref. number</b>
CCB1141/16-17	27/05/16

## 3. DETAIL

- 3.1 The Cabinet has approved the procurement strategy for the Education Expansion Programme 2015-17 at 17th November 2014 meeting (ref: A105/14) agreeing that such contracts be by way of call off from the Southern Construction framework Lot 3 (London) agreement.

- 3.2 The nature of a 2-Stage Design and Build method of delivery is to ensure early engagement with a contractor thereby driving buildability and best value as early as possible from the design stage. Although there is no commitment to proceed from the Stage-1 PCSA Design Phase into the Stage-2 Construction phase, if the three requirements of Time, Cost and Quality are shown to have been met, it is usual for the contracting authority to proceed into Stage-2 with the contractor under separate contract(s).
- 3.3 At the mini-competition stage the contractor sets out his overheads and profit for both stages. These cannot be subsequently increased. In determining the Main Contract sum for the construction phase (Stage-2) the sub-contract packages, where a minimum of three subcontract tenders are obtained, are subject to an 'Open Book' approach whereby all responses from the sub-contractors can be viewed and interrogated by the Council and its cost consultants. These twin approaches enable best value to be determined and proved.
- 3.4 The budget for each school expansion project within the Programme can generally be split into 3 main components; budget for any site acquisition, the construction budget and budget for any post-construction items - such as fixtures, fittings and equipment.
- 3.5 The construction budget represents the approved available funds to carry out the Design and Build of the scheme and is considered to be an amount which represents Value for Money based upon the complexity of build, the requirements and the prevailing market conditions.

### **The Procurement**

- 3.6 The procurement for the schools was called off via a mini competition using the multi supplier Southern Construction Framework Lot 3 (London) in accordance with the Council's procurement procedures, and the Stage 1 PCSAs contract awards for each school was approved by CCB.
- 3.7 It is proposed that provided the Contractor engaged at Stage-1 for the PCSA has demonstrated to the satisfaction of the Council and its cost consultants that any proposals for Stage 2 are:
- within the Construction Budget;
  - will be completed by the specified deadline, or to a timescale acceptable to the Council;
  - are of an agreed, accepted design and quality;
  - and, in the case of the Main Construction Works that Planning Permission has been secured.

any recommendations for subsequent early works, any additional temporary accommodation , early orders or main works are agreed by the relevant Executive Director in consultation with the Lead Member and Member for Finance and Treasury and when the contract values are above £5m with the Deputy Chief Executive Corporate Resources & Section 151 Officer.

3.8 The Leaders Scheme of Delegation Section C provides that in respect of contractual transactions from £500,000 up to the value of £5m in accordance with Executive Protocol 5A are reserved to individual Cabinet Members relating to their portfolio in consultation with the Cabinet Member for Finance and Treasury. In order to maximise efficiency, this report recommends to the Leader that for the projects detailed in para 2.1 authority to call-off works orders be delegated as per the Recommendations.

3.9 This is the process for the awarding the Stage 2 contracts for the Programme:

1. The Education Estates Board will agree requirements and approve the proposals produce by the Contractor. The Director of District Centres and Regeneration and Director of Universal People Services chair these boards.
2. A due diligence check to be performed on the returned quote to ensure that it represents value for money, is deliverable within required timeframes and any contractors overheads and profit is in accordance with those tendered in the procurement. This may be undertaken internally by a cost consultant or externally by a third party cost consultant. .
3. An award report will be prepared by the Project Manager for submission to the appropriate decision maker detailed below, setting out the works order proposed, due diligence checks undertaken to ensure that it is line with any contracted rates, represents value for money and is deliverable within required timeframes and any other relevant information. This report would also provide confirmation of budget availability.
4. These subsequent Stage 2 contracts will be executed by the appropriate delegated authority.
5. The Award of such contracts will be included in the Investing in Our Borough Report (presented at Cabinet by the Director of Strategy, Communities and Commissioning) at the next available Cabinet meeting after the award date. For information, a copy of the award report will be included as a background paper to the Contracts Report.

#### **4. CONSULTATION**

4.1 The Department for Education (DfE) School Organisation guidance and associated regulations require Local Authorities to follow a statutory process for proposals to make significant changes: prescribed alterations to existing schools. We are required to run a four stage statutory process which started in May 2015, with Cabinet decision in July 2015. In line with DfE guidance, key stakeholders, including parents/carers and local residents will be consulted in the coming months in relation to the proposed expansions.

4.2 A public exhibition and engagement event was held with local residents and businesses, ahead of the formal planning application process for each school. Comments received at the consultation event have been addressed within the

design proposal as part of the submission for planning consent.

- 4.3 Ongoing community engagement will be conducted throughout the construction works programme, as part of the Contractor's responsibilities and the project's registration under the Considerate Contractor's Scheme.

## 5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 The original capital budget for the expansion programme associated with the delivery of these two schools was £23.096m. This has since been revised to £21.807m as detailed in the table below. Expenditure of £0.951m has already been committed for the demolition works.

### 1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000
<b>Revised Capital Budget</b>	11,895	9,912	0	0
Expenditure	951	0	0	0
<b>Effect of decision from report</b>	10,536	9,535	0	0
Expenditure	0	0	0	0
<b>Remaining budget</b>	408	377	0	0

- 2 **The effect of the decision** Approval of the recommendations would commit the Council to a maximum sum of £20.071m from the approved Schools Expansion Budget.

### 3 Risks

As the Contractors' Works costs have been evaluated against the framework set rates, the financial risk of increased costs at this stage is low.

There is a risk of unanticipated below ground contamination being discovered at both sites when main works commence. However this risk is being managed and controlled by the early demolition works on both sites..

However, if this Award is not approved, there is a risk that the project will be delayed and as a result the Targeted Basic Need (TBN) funding could be lost or have to be repaid. The Council does not have the Capital funds to replace lost TBN funding or the desire to borrow.

Should the Contract for the Works not be awarded and the works not commence, the delivery of both projects for opening of the School for September 2017 will not be possible. This delay will mean the Council will be liable for extensive abortive costs and incur costs for the sourcing and

preparation of alternative educational accommodation for 420 primary pupils for each school for September 2017.

#### **4 Options**

4.1 The option of not expanding the schools was rejected as it would mean that additional pupil places are not provided and children would be without a school place and Targeted Basic Need government funding of £8.894m would be lost

4.2 The option of providing on-going temporary classrooms was rejected due to the limitations of planning approval for temporary classrooms. Other sites were investigated but they did not meet the statutory duty or the demand in the central Primary Planning Area.

#### **5 Future savings/efficiencies**

The new buildings have been designed to meet BREEAM 'Excellent' together with (where applicable) consequential improvements to the existing buildings as required by Building Control. The buildings are therefore designed to be energy efficient and low maintenance which will minimize on going energy costs and repair and maintenance costs.

Provision of a permanent school places will provide long term pupil places and minimize cost spent on temporary accommodation.

Approved by: –Lisa Taylor Assistant Director of Finance and Deputy 151 Officer

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

6.1 The Council Solicitor comments that the overall procurement process as detailed in this report meets the requirements of the Council's Tenders and Contracts Regulations and its statutory duty to secure best value under the Local Government Act 1999.

Approved for and on behalf of: Gabriel Macgregor, Acting Council Solicitor and Acting Monitoring Officer.

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

7.1 This report does not directly raise considerations of staffing levels, restructuring/regarding, TUPE implications, recruitment, employee relations, the Council's personnel policies or other Human Resources matter and therefore has not sought approval from Human Resources.

#### **8. EQUALITIES IMPACT**

8.1 An Equalities Impact Assessment (EIA) has been undertaken for the development of the Strategy Report for the Education Programme submitted along with the January 2015 Cabinet paper. Further EIA will be undertaken at appropriate stages in the development of the design proposals. Generally the development of the new school provision will have a positive impact on the



school pupils / staff and the wider community. Regardless of familial, cultural, disability status, economic situation and social background, every child will have equal entitlement to a high qualitative education to be provided by the schemes.

## **9. ENVIRONMENTAL IMPACT**

9.1 The new extension and building works have been designed to comply with LBC requirement for BREEAM 'Excellent' and also the London Plan which exceeds the minimum energy efficiency requirements in the latest Building Regulations.

9.2 There will be a Site Waste Management Plan for the proposed school construction site to ensure that a minimum of waste is sent to landfill and opportunities for recycling and reusing materials are maximised.

9.3 The design of the scheme ensures there is no impact on the environment as the following points have been incorporated:

- Identification and promotion of environmental issues.
- Sustainable solutions are designed into the scheme, and minimises waste, the carbon footprint and resources.
- Minimises the impact of vibration, and air, light and noise pollution.
- Protects the ecology, the landscape, wildlife, vegetation and water courses.

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

10.1 Secure by Design have been consulted with as part of the design process and recommendations incorporated where practicable. There are no immediate Crime and Disorder consequences from the award of these contracts.

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

11.1 To enable the Council to deliver the schemes identified in para 2.1 in the most efficient and cost effective way.

11.2 The award of the Stage 2 contracts will be in accordance with the process outlined from para 3.9.

11.3 The Council and Southern Construction Framework require Willmott Dixon to submit a bid for the requirements are in accordance with the Framework rates. The separate bids for each school scheme from Willmott Dixon were evaluated by officers and consultants to ensure the Authority is receiving Value for Money and are both viable and of a suitable quality.

## 12. OPTIONS CONSIDERED AND REJECTED

- 12.1 The option of not providing the school places was rejected as it would mean that additional pupil places are not provided and children would be without a school place. Furthermore, TBN government funding of £8.894m would be lost at Heathfield Academy, Aberdeen Road and at West Thornton, Canterbury Mills.
- 12.2 The option of procuring from a single supplier framework (SCAPE) was rejected on the basis that it did not provide any significant cost advantages to the Council and it was important seek a competitive market price for these projects due to the scale and value.

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### CONTACT OFFICER:

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### BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972 – Equality Analysis



<b>REPORT TO:</b>	<b>Cabinet 20 June 2016</b>
<b>AGENDA ITEM:</b>	<b>15.3A</b>
<b>SUBJECT:</b>	<b>Award of Independent Fostering Agencies Framework</b>
<b>LEAD OFFICER:</b>	<b>Paul Greenhalgh, Executive Director People</b>
<b>CABINET MEMBER:</b>	<b>Cllr Alisa Flemming, Cabinet Member for Children, Young People and Learning</b>
<b>WARDS:</b>	<b>All</b>

**CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:**

The procurement of the new Independent Fostering Agencies (IFA) Framework will assist the Council in meeting its statutory duty stipulated in Section 20 of the Children Act 1989, that is to ensure that Children Looked After are accommodated in the most appropriate way.

Due to families experiencing difficulties the Council has a duty to provide appropriate care for a child or young person who have become looked after and are not able to continue to live with their families. The appointment of the Independent Fostering Agencies into this Framework will ensure that our Children Looked After are provided with a stable foster care provision offering a safe, caring, protective, healthy and nurturing environment.

The development of the IFA Framework supports the achievement of a number of corporate priorities and enables the Council to meet key aspirations included in the Community Strategy 2013-18: to protect the most vulnerable and to enhance the life chances of Looked After Children.

**FINANCIAL IMPACT**

The maximum value of the IFA framework is £69.9m, and spend in 2015/16 was £12.8m. Work is being undertaken to reduce costs and this may be subject to further change depending on demand and following the completion of negotiations with the Home Office regarding the rate paid to Croydon and the changes likely to take place with the new dispersal arrangements proposed for UASC's.

The framework approach in this report anticipates a saving of up to 10% on current costs.

**KEY DECISION REFERENCE NO. 18/16/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**

1.1 The Cabinet is asked to approve the establishment of a framework agreement for the delivery of independent fostering placements for looked after children and the appointment of the providers to the Lot 1 Standard Placements, Lot 2 Sub-lots Specialist Placements (and their respective Reserve Lists) detailed in the associated Part B report on this agenda for a term for a term of three (3) years with an option to extend for a further one (1) year.

1.2 The Cabinet is asked to note that the names of the successful providers will be released once the appointments to the framework have been agreed and implemented.

## **2. EXECUTIVE SUMMARY**

2.1 The Council has undertaken a tendering exercise with the aim of establishing a framework agreement ('Framework Agreement') to deliver more efficient commissioning arrangements for looked after children placed with external Independent Fostering Agencies (IFAs). The Framework Agreement will enable Croydon to secure availability of placements including those obtained locally and within a 20 mile radius with the aim of achieving better outcomes for our looked after children population.

2.2 The current contracts awarded under the existing framework arrangements will expire on the 31st July 2016 and will align to the planned implementation of the new Framework Agreement that will be in place by the 1st August 2016. The re-procurement of services through contracts awarded under the new Framework Agreement is designed to be flexible enough to meet future changing service needs and to be able to adapt to the new requirements for fostering placements.

2.3 The procurement strategy for IFA Services was approved by Cabinet on the 16th March 2015 (Min A47/15,1.3(2)) and a strategy update was later approved by the Cabinet Member for Children, Young People and Learning under the delegated authority given by the Leader of the Council (decision reference no. 50/15/CYPL). This included changes to the tender evaluation approach.

2.4 The purpose of this report is to advise the Cabinet of the tenders received and the evaluation undertaken, further to which the recommendation is made for establishment of a Framework Agreement for the delivery of independent fostering placements for Children and Young People Looked After.

<b>CCB Approval Date</b>	<b>CCB ref. number</b>
08.06.2016	CCB1143/16-17

### **3. DETAIL**

- 3.1 The commissioning of high quality Independent Fostering services through providers on the Framework will assist the Council in meeting its statutory duty under Section 20 of the Children Act 1989; to ensure that Children Looked After are accommodated in the most appropriate way. The proposed Framework Agreement will assist the Council in achieving this by improving access to high quality placements and creating greater competition in the social care market. This approach will also ensure legal compliance with EU Procurement Directives and the Public Contract Regulations 2015.
- 3.2 The new Framework Agreement for the provision of IFA placements will support the Council in securing a wider choice of external fostering placements and ensuring a diverse and quality assured market with clear agreed pricing structures. This will allow the service to continue to maintain a reduction in the number of residential placements and create greater choice and flexibility in the range of provision in the borough.

#### **Procurement Approach**

- 3.3 The approach taken for this procurement was to advertise for providers to tender for a new Framework Agreement that will provide IFA placements for children who are in need of standard and specialist placements. The Council intends to procure only new placements for independent fostering services through the Framework Agreement without affecting any existing placements. This will ensure that the stability of placements is maintained for all children looked after who are in their existing independent fostering placements.
- 3.4 The services within the Framework Agreement have been divided into two Lots based upon different categories of need as described below:
- Lot 1 (Standard Placements) - Standard placements for Children Looked After who are in need of core services that include the delivery of supervised care and accommodation 24 hours a day, seven days a week, 365 days a year for each looked after child placed with them.
  - Lot 2 (Specialist Placements) - Specialist placements for Children Looked After who are in need of specialist services including children with complex and challenging needs. Lot 2 (Specialist Placements) is further divided into 3 specialist sub-lots, as follows:
    - Sub-Lot 1: Parent and Child placements
    - Sub-Lot 2: Complex needs and challenging behaviour
    - Sub-Lot 3: Remand
- 3.5 Providers who tendered have been recommended for appointment to the relevant Lots on the Framework, on the basis of their ability to satisfy the Council that they could meet the qualitative requirements of the Service Specification and on their pricing using an evaluation methodology of 60% Price and 40% Quality.

- 3.6 The procurement approach has utilised and built on the Ofsted regulatory framework, which ensures compliance with the National Minimum Standards for Fostering Services as well as other robust local quality measures. Compliance with the Council's mandatory requirements and minimum quality standards were specified in the eligibility and subsequent award criteria of the tendering process. This new approach is an ongoing and live refresh process that will ensure the minimum standard of being a good or outstanding provider is maintained throughout the lifetime of the framework. Additionally, the quality will be assured through robust monitoring of independent fostering placements within the Framework.
- 3.7 The Tenderers meeting the Council's selection requirements of (a) being the highest scored tenders in order of their MEAT scoring and (b) having achieved an Ofsted rating of "Good" and "Outstanding" are recommended to be appointed under the Framework Agreement, respectively 30 Tenderers for Lot 1 and 15 Tenderers for each Lot 2 Sub-lot
- 3.8 Reserve Lists for Lot 1 (Standard Placements) and for each of the Sub-Lot within Lot 2 (Specialist Placements) have been established in accordance with para 3.8 for the purposes of ensuring that there is a pre-approved shortlist of qualified providers who may become eligible for call-off under the relevant Lot/Sub-Lot if there is a change in providers' Ofsted ratings (as detailed in 3.9) during the term of the Framework Agreement.
- 3.9 Those tenderers who have met the selection requirements for appointment to the Framework Agreement, and (a) who did not have a score in the top 30 (for Lot 1) and 15 (Sub-lot 1,2,3) highest scoring Tenderers but have an Ofsted rating of "Good" or "Outstanding"; and/or (b) who did not have a score in the top 30 highest scoring Tenderers and have an Ofsted rating of "Requires Improvement" are appointed to the Framework Agreement in order of their MEAT scores as a "reserve" list, with Tenderers rated "Good" or "Outstanding" placed ahead of those Tenderers achieving a lower Ofsted rating – which was made known to all bidders during the course of the tender process.
- 3.10 The eligibility of providers appointed to this Framework Agreement is linked to the provider's ability to maintain "Good" or "Outstanding" Ofsted ratings during the lifetime of the Framework Agreement. Should an Eligible Provider's rating drop to below "Good", they will cease to be eligible for call-off and fall into the reserve list within Lot 1 or the Sub-Lots within Lot 2 (as appropriate). That provider will maintain a position on the reserve list within the relevant Lot/Sub-Lot under the Framework Agreement based on their original MEAT score for appointment to the Framework Agreement (subject to the process for annual re-refresh of the Framework Agreement detailed below).
- 3.11 The Framework agreement sets out an annual refresh procedure that will result in the re-ranking of the providers within each Lot/ Sub-lot (including the reserve lists within the Lots/Sub-Lots), that may be undertaken at the discretion of the Council. The refresh process is open to all of those providers who have been appointed to the Framework Agreement, whether as Eligible Providers or on the reserve lists for the Lot/Sub-Lots. The refresh will be set out in the form of a mini- competition via the London Tenders Portal and will enable all providers (both Eligible Providers and those ranked in the reserve lists) on the

Framework Agreement to update their pricing schedules. Prices for the refresh process will be evaluated using the same methodology used for evaluation of price in relation to appointment to the Framework Agreement. Tenderers will not have the opportunity to change the Lots or sub-lots which they have previously applied for.

3.12 The operational implementation of the Framework Agreement will take place through the use of the Call-Off Procedures which sets out how individual placements will be made for each Lot/ Sub-lot. Only those providers who have an Ofsted rating of "Good" or "Outstanding" will be eligible for award of call-offs under the Framework Agreement. The Provider's Ofsted rating will be monitored throughout the duration of the Framework Agreement and those eligible for Call-Off must continue to hold an Ofsted rating of "Good" or "Outstanding" at the time of call-off of the individual placement. When a new placement is required the Council's intention is to approach the Eligible Providers on the relevant Lot/Sub-Lot in the first instance in the order described above to enable them to have the earliest opportunity to propose a care package. The Call-off standard approach for standard and specialist placements varies as described below:

- For the standard placements, two pools of eligible providers will be established depending on the average weekly price being below or above £730 per week, in which case the Council will first of all approach the first "pool" offering a weekly price of below the £730 per week. If, no suitable matches are found within this pool of Eligible Providers, then the Council will approach the second "pool" of Eligible Providers offering a weekly price of £730 per week and above.
- For specialist placements the Council will approach all of the 15 Eligible Providers within each Sub-lot, (according to the Sub-Lot to which the placement relates), and the assessment of the responses will be undertaken in order of pricing with the lowest tendered price for appointment to the Framework Agreement being evaluated first. If no suitable match is found with the lowest priced Eligible Provider then the evaluation is completed for the 2nd lowest priced Eligible Provider and so on.

The Call-Off procedures enable the Council to prioritise exceptional circumstances and particular requirements (at the Council's discretion) through 'mini-competitions'.

3.13 In all cases, the Council will set out the criterion for award of the call off and Individual Placement Agreement, which criterion are based on the best suitability to the needs of the child. Through the conclusion of the placement matching process the best match is identified to the specified criteria including location, ethnicity, experience, other young people currently in placement either children looked after or birth children (household composition).

3.14 The procurement approach detailed above is expected to offer greater flexibility in operating the Framework Agreement, which in turn will enable the Council to obtain services at the right quality and at a competitive price

3.15 Tender and contractual documentation were the subject to external legal advice and describe the process for refreshing the Framework Agreement and



awarding call off contracts. Tenderers are given no guarantee as to the total volume or value of the Services that could be ordered under the Framework Agreement, or as to the actual annual value of the contracts awarded under the Framework Agreement.

- 3.16 The Terms & Conditions and Service Specifications under the framework have been subject to a robust development process. They were developed using the London Care Placement Model Contract 2014 and have been updated to reflect the Council's requirements.
- 3.17 The overall procurement approach for this service recognises the importance of social value and enables local providers to participate in the provision of fostering placements. It has also encouraged the market response in creating apprenticeship and job opportunities for local people and further investment staff training that will in turn enhance the advice and support given to children and young people looked after in the borough. All providers were required to commit to paying any person employed or engaged in the performance of the services a rate at least equivalent to London Living Wage (LLW).

### **Evaluation**

- 3.18 The tender exercise was undertaken in line with a single-stage 'Open' procurement process. The Tender opened on the 16th November 2016 with the deadline for submission on the 18th January 2016. Tenders were received from a total of 42 providers for the Lots/Sub-lots, noting that tenderers have submitted tenders for any number of Lots/Sub-lots.
- 3.19 Tenderers were required to submit responses to the standard suite of PQQ questions. A number of questions set out under Section 6 Additional Technical and Professional Ability Questions were scored by the evaluation panel of three officers. Ofsted inspection reports and ratings were reviewed at this stage. Of the 42 tenders received, only one tender failed at this stage on the basis of receiving a low health score.
- 3.20 The 41 tenderers who successfully passed the initial evaluation were then subject to a further qualitative evaluation of their ability to meet the Council's service requirements. Tenderers applied to be considered for any or a combination of Lot 1, and Lot 2 Sub-lot 1, 2, 3 as presented below:
- Lot 1 (Standard Placements) - 38 tenders
  - Lot 2 Sub-Lot 1: Parent and Child placements – 35 tenders
  - Lot 2 Sub-Lot 2: Complex needs and challenging behaviour – 33 tenders
  - Lot 2 Sub-Lot 3: Remand – 23 tenders
- 3.21 Of the 41 tenders, 5 tenderers failed on quality across the Lots/ Sub-lots as they did not meet the Council's minimum standards, as detailed below:

Lot 1 (Standard Placements) - 2 tenders

Lot 2 Sub-Lot 1: Parent and Child placements – 3 tenders

Lot 2 Sub-Lot 2: Complex needs and challenging behaviour – 2 tenders

Lot 2 Sub-Lot 3: Remand – 1 tender

- 3.22 Tenderers were required to submit separate method statements for each of Lot 1 (Standard Placements) and Lot 2 (Specialist Placements) and separate prices for each of the individual Sub-lots within Lot 2 (Specialist Placements). Tenderers were notified of the weighting that each quality criterion would carry. The evaluation of Tender Response was carried out separately for Lot 1 (Standard Placements) and Lot 2 (Specialist Placements), and the award decisions for Lot 1 (Standard Placements) and each of the Sub-Lots within Lot 2 (Specialist Placements) was independent of each other.
- 3.23 Pricing for each lot and sub lot (Standard, Specialist – Parent and Child, Specialist – Complex Needs, Specialist – Remand) was evaluated separately. For the purpose of evaluation and entry onto the Framework Agreement prices submitted by Tenderers was averaged when prices were provided for various age groups.
- 3.24 The tender assessment process for appointment to the Framework Agreement upon conclusion resulted in the development of 4 lists of successful Tenderers for appointment to each of Lot 1 (Standard Placements) and each of the Sub-Lots within Lot 2 (Specialist Placements) in order of the scores they have achieved for the relevant Lot/Sub-Lot following the MEAT assessment.

### **The Evaluation Panel**

- 3.25 The evaluation panel was made up of five people from the Children Social Care Team. The Panel was chaired by the Delivery Manager for Fostering and Business Relationships Team. An engagement event was undertaken with a representative group of looked after children receiving services from the Council's Permanency Teams and who had experience of a fostering placement. Young people assessed a number of tenders and provided their views on provider's responses on a number of questions relating to the quality assurance (seeking children's views on service development and review) and transition. It was felt that the involvement of children looked after representatives was very important in this process to ensure their voices were heard.
- 3.26 Each evaluator evaluated every qualitative submission independently and then the scores were brought together at moderation panels. The moderation panel included the above five evaluators and representation from SCC – Category Manager and Contracts Manager for Children Social Care. A moderated score was agreed for each tender question. The Quality Assessment was subject to a minimum score threshold and tenderers who did not meet the minimum score of 3 out of 5 for any question were rejected (with the exception of the question relating to the participation in the Premier Supply Programme).

## **4. CONSULTATION**

- 4.1 The procurement of the IFA was undertaken in consultation with the existing providers of services in September 2014 which had provided an opportunity to explore solutions for the development of Croydon Challenge programme and the design of the new framework.

4.2 Following further engagement with representatives of our looked after children population during the tendering process, the young people's views were sought on a sample of providers' response and have informed the tender evaluation process.

## 5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 The table below shows the current spend per annum for both local and UASC placements and the potential anticipated 10% per annum saving.

### Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000
<b>Expenditure based on 15/16 costs</b>	12,800	12,800	12,800	12,800
<b>Anticipated 10% savings</b>	1,280	1,280	1,280	1,280

### 5.2 The effect of the decision

This decision will allow the procurement of a framework agreement with a number of service providers to deliver the Council's requirements for Independent Foster Care services.

If demand increases above the budget action will need to be taken to manage the spend to ensure an overspend does not incur or if an overspend is to occur action will need to be taken within the whole of the People Department to ensure costs remain within the total budget allocation.

### 5.3 Risks

There is a risk that the modelling assumptions are different due to changes in demand and placement rates varying. If this occurs action will need to be taken within the department to manage the costs.

### 5.4 Options

The service has considered the option of a Dynamic Purchasing system; and in the medium term this is seen as an option the Council would like to consider. This will however require thorough planning, implementation and mobilisation capacity and will need to be considered as a wider model we would to move across the wider Peoples Department in the future

This proposal to develop a new framework agreement is considered to be the optimum approach in the current circumstances.

## 5.5 **Future savings/efficiencies**

The new framework for the independent fostering provision is targeting cost savings of up to 10% per annum. This budget is currently overspending so will not initially realize any budget savings, but will help reduce overspends that have previously been incurred.

**Approved by: Lisa Taylor – Assistant Director Finance and Deputy S151 Officer**

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

- 6.1 The Acting Solicitor to the Council Comments that the procurement process as detailed in this report seeks to support the Council's duty to achieve Best Value pursuant to the Local Government Act 1999. The appointment to the Framework Agreement or the Tenderer's position on the Framework Agreement offers no guarantee as to the total volume or value of the Services to be ordered under the Framework Agreement, or as to the actual annual value of the contracts awarded under the Framework Agreement.

**Approved for and on behalf of Gabriel MacGregor Acting Council Solicitor and Acting Monitoring Officer**

## 7. **HUMAN RESOURCES IMPACT**

- 7.1 This paper makes recommendations involving changing service providers which may invoke the effects of the Transfer of Undertakings (Protection of Employment) 2006 Legislation. However, where the activities of the new service are "fundamentally not the same", TUPE may not apply, as provided for by the 2014 amendments to the Transfer of Undertakings (Protection of Employment) 2006 Legislation. The application of TUPE or otherwise would be determined between the service providers.

Nevertheless, this would remain a change of service provision for which the Council is the client; on that basis, the role of the Council would usually extend no further than facilitating the process. There is no other substantial Human Resource impact for LBC staff.

**Approved by: Deborah Calliste, HR Business Partner, on behalf of the Director of Human Resources**

## 8. **EQUALITIES IMPACT**

- 8.1 A full equality analysis of the IFA new Framework was undertaken in accordance with corporate requirements indicating that there are no adverse impacts on any protected groups that would result in a change to the commissioning of the proposed services. The analysis identified that the proposed procurement activity is likely to have a positive impact on equality groups that share a protected characteristic. There is no projected reduction in commissioned placements affecting access through the new Framework. It is in fact expected to result in an increased number and quality of placements, especially for those with highly challenging and complex needs including children and young people with disabilities.

## **9. ENVIRONMENTAL IMPACT**

N/A

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

- 10.1 Ensuring the welfare and safety of children by providing the right type of care and support is expected to have positive implications for children and young people. It is anticipated that this care and support will also significantly contribute to community safety by reducing the potential for young people to be involved in anti-social behaviour and or criminal activity.

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

- 11.1 The Council current contracted arrangements expire on the 31<sup>st</sup> July 2016. There is a need to re-procure the new services to ensure the Council is compliant with procurement legislation and to ensure the continuity of provision from August 2016.

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

- 12.1 Options were summarised in the Procurement Strategy for Independent Fostering Agency Framework. It was agreed to take the framework agreement forward through the proposed procurement process as the best solution for managing the market for independent fostering services.

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**CONTACT OFFICER:** Mirela Lopez, Category Manager, SCC, Ext. 63842

Background documents:

Published previously – Cabinet meeting 16.03.15:

Procurement Strategy for Independent Fostering Agency Framework

<https://secure.croydon.gov.uk/akscroydon/users/public/admin/kabatt.pl?cmte=CAB&meet=34&href=/akscroydon/images/att5196.docx>