

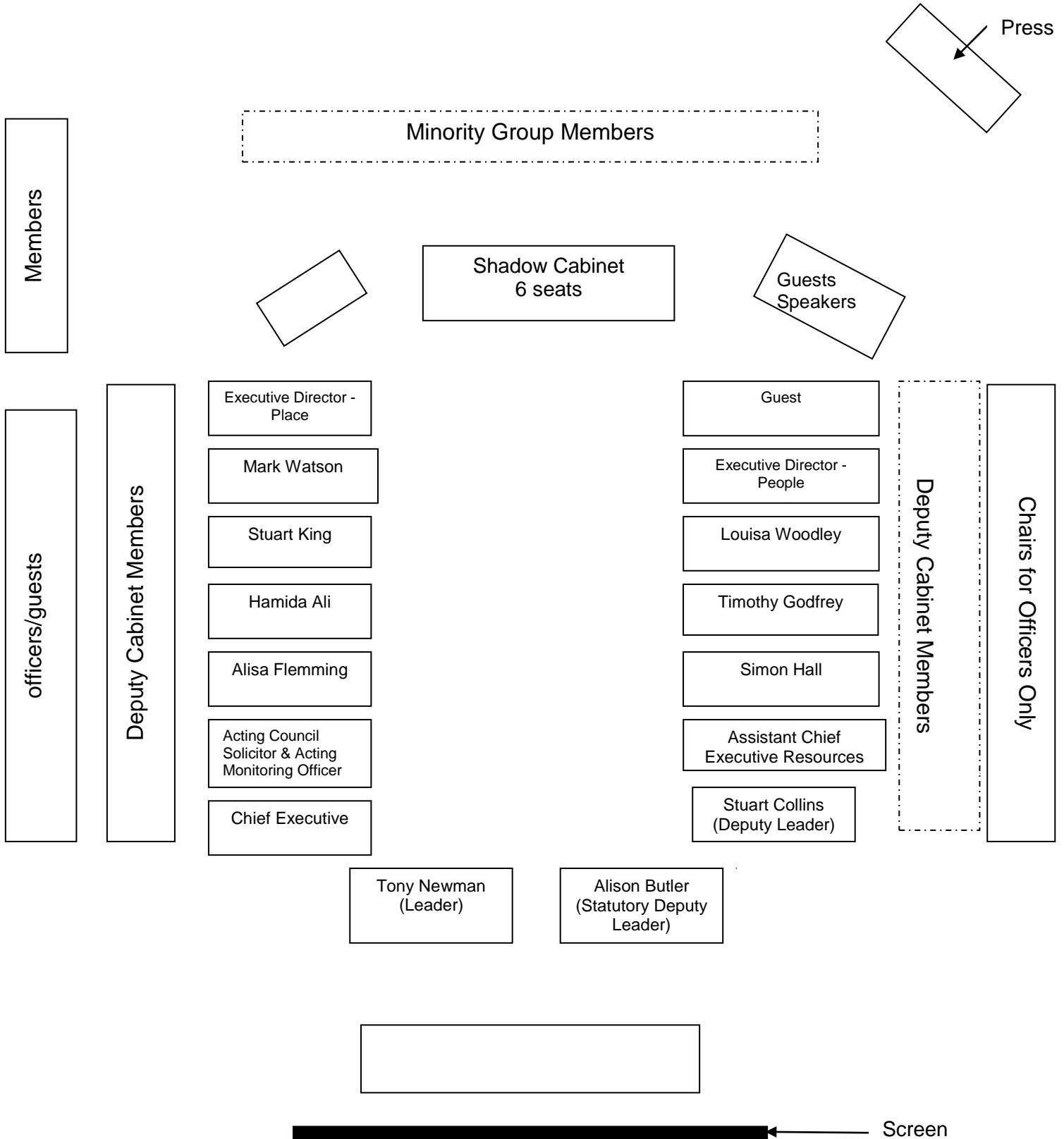


**CABINET
AGENDA**
for meeting on
23 January
2017 at 6.30pm

CABINET – January 2017 - SEATING PLAN

PUBLIC SEATING – PUBLIC GALLERY (70 max)

MEMBERS SEATING – UNDER THE PUBLIC GALLERY (20 MAX)



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 **23 JANUARY 2017 at 6.30PM in THE COUNCIL CHAMBER**, The Town Hall, Katharine Street, Croydon, CR0 1NX.

Jacqueline Harris-Baker
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
13 January 2017

Members of the public are welcome to attend this meeting. If you require any assistance, please contact Jim Simpson as detailed above. The meeting webcast can be viewed here: <http://www.croydon.public-i.tv/core/portal/home>

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

Group Meetings at 5.45 p.m. as follows:

Cabinet – Room F9, Town Hall

Shadow Cabinet – Room 2.20, Town Hall

AGENDA - PART A

- 1. Apologies for Absence**
- 2. Part A Minutes of the Cabinet meeting held on 12 December 2016**
- 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.

- 6. Welcome to the new Borough Commander, Jeff Boothe**

CABINET MEMBERS: COUNCILLORS TONY NEWMAN AND SIMON HALL

- 7. Provisional Local Government Finance Settlement 2017/18
(page 7)**

Officer: Richard Simpson
Key decision: no

CABINET MEMBER: COUNCILLOR STUART COLLINS

- 8. Don't mess with Croydon campaign update (page 23)
(this item will include two presentations)**

Officers: Shifa Mustafa, Steve Iles
Key decision: no

ALL CABINET MEMBERS

- 9. Corporate Plan performance – April to September 2016 (page 35)**
Officers: Jo Negrini, Sarah Ireland, Caroline Bruce
Key decision: no

CABINET MEMBER: COUNCILLOR ALISA FLEMMING

- 10. Education Quality and Standards (page 93)**
Officers: Barbara Peacock, David Butler
Key decision: no
- 11. Education Estates Report (page 149)**
Officers: Barbara Peacock, Jenny Duxbury
Key decisions:
1) Admissions criteria recommendations 1.7-1.9 are reserved to Council for approval
2) Education Estates recommendations 1.1 and 1.5 are key decisions
- 12. Developing options to regionalise adoption (page 177)**
Officers: Barbara Peacock, Ian Lewis
Key decision: no

CABINET MEMBER: COUNCILLOR HAMIDA ALI

- 13. London Councils Grants Scheme 2017/18 (page 203)**
Officers: Sarah Ireland, Genine Whitehorne
Key decision: yes

LEAD MEMBER: CLLR SEAN FITZSIMONS, CHAIR OF SCRUTINY & OVERVIEW COMMITTEE

- 14. Scrutiny stage 1: recommendations from the Children and Young people sub-committee meeting on 6 December 2016, Streets, Environment and Homes Sub-Committee meeting on 22 November 2016 (page 211)**
Officers: Richard Simpson, Stephen Rowan
Key decision: no
- 15. Investing in our Borough (page 219)**
Cabinet Member: Cllr Simon Hall
Officers: Richard Simpson, Sarah Ireland, Genine Whitehorne
Key decision: no

AGENDA – PART B – none

CABINET

Meeting held on Monday 12 December 2016 at 6.30 pm in THE COUNCIL CHAMBER, The Town Hall, Katharine Street, Croydon, CR0 1NX.

MINUTES - PART A

Present: Councillor Tony Newman, Leader of the Council;
Councillor Alison Butler, Deputy Leader (Statutory);
Councillor Stuart Collins, Deputy Leader;
Councillors Hamida Ali, Alisa Flemming, Timothy Godfrey,
Stuart King, Mark Watson and Louisa Woodley.

Other Majority Group Members in attendance:
Councillors Fitzsimons, B.Khan, S. Khan, Mansell, Rendle, Ryan and Young.

Shadow Cabinet Members in attendance: Councillors Bashford, Cummings, Gatland, Hale, Hopley, H. Pollard, and T. Pollard.

Other Minority Group Member in attendance: Cllr Simon Brew (speaking on item 9).

Also Present for agenda item 9:
Annette Less from Crisis
Anne Sturzaker, Go-ON Croydon Co-ordinator
John Perkins - Dotoeveryone
Andrew King – Digital Champion, Carer Support Centre

Absent: Cabinet: none

Apologies: Apologies for absence were received for Councillors Canning, O'Connell, Perry and Thomas. An apology for absence was also received from Ima Miah, Director of Operations, Asian Resource Centre (for agenda item 9).

Note:
The meeting webcast can be accessed on www.croydon.gov.uk

A119/16 Part A Minutes of the Cabinet meeting held on 14 November 2016

The Part A minutes of the Cabinet meeting held on 14 November 2016 were received. The Leader of the Council signed the minutes as a correct record.

A120/16 Disclosure of Interest

There were no disclosures of interest.

A121/16 Urgent Business (if any)

Announcement by the Leader of the Council regarding Southern Rail Services

The Leader of the Council, Councillor Tony Newman, made an announcement on behalf of the Council, the residents and commuters of Croydon, regarding the ongoing disruption to Southern rail services. Councillor Newman called for the Transport Secretary to hand the service to Transport for London and the Mayor. The full announcement is available on the Cabinet meeting webcast www.croydon.gov.uk

A122/16 Exempt Items

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

A123/16 Croydon Area Wide 20 MPH speed limits (Revised Engagement Procedure)

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

RESOLVED to

1. Agree that the processes previously agreed by Cabinet in March 2015 (Min reference A39/15) and used by officers to engage residents/businesses in parts of Croydon for a maximum 20mph speed limit be replaced so that the Council proceeds directly with a statutory consultation without a prior 'opinion seeking survey' in the area affected for the reasons set out in this report.

2. Delegate to the Cabinet Member for Transport and Environment the authority to Decide in consultation with the Executive Director of Place the network of roads which are to remain unaffected by the maximum 20mph speed limit proposal prior to the statutory consultation.

A124/16 Outcomes Based Commissioning (OBC) for Over 65's – The Croydon Alliance

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

RESOLVED to

1. note the contents of the report and direction of travel for the

Outcomes Based Commissioning for Over 65s Programme.

2. delegate to the Executive Director of People and the Executive Director of Resources in consultation with the Cabinet Member for Families, Health and Social Care and the Cabinet Member for Finance and Treasury the power to make the decisions in two phases set out below:

Phase One

- award of the Alliance Agreement; and
- award of the 'in scope' Service Contract (s) to commence on or around 1 April 2017

Phase Two

- the subsequent inclusion of the fully developed risk and benefit share mechanism into the Alliance Agreement before 31 March 2018

A125/16 Real Lettings 2 Property Investment

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 £15 million investment in the acquisition of property for use as Private Rented accommodation the terms detailed in the report.

A126/16 Digital Inclusion

Councillor Mark Watson provided a slide and video presentation on this agenda item at the meeting. These can be viewed on the meeting webcast.

Councillor Brew and the following spoke during the presentation of this agenda item: Annette Less from Crisis, Andrew King, digital champion at the Carer Support Centre, and Councillor Simon Brew.

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

RESOLVED to: note the outcomes of the GO ON Croydon programme, and endorse the proposed next steps as detailed in the report.

A127/16 Ofsted Inspection of Croydon Adult Learning and Training (CALAT) on 12 and 13 October 2016

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

RESOLVED: to note the outcome of the Ofsted Inspection of CALAT (shown as appendix 1 to the report), which took place on 12 and 13 October 2016 and which reports that CALAT continues to be a Good Provider.

A128/16 Quarter 2 Financial Performance 2016/17

NOTED that the Leader of the Council has delegated to the Cabinet the power to make the executive decisions set out below

RESOLVED to:

- i) Note the current revenue outturn forecast at the end of the second quarter of 2016/17 of £0.920m over budget, and the actions put in place to reduce the overspend;
- ii) Note the HRA position of a £1.107m forecast underspend against budget;
- iii) Note the capital outturn projection of £83.978m forecast under spend against budget.
- iv) Approve the virements detailed in Section 5 of the report.
- v) Agree an increase in the capital programme of £2.815m to fund the replacement of Pay & Display machines, set out in Paragraph 7.4 of the report.
- vi) Agree the Discretionary Business Rates Relief policy pursuant to section 69 of the Localism Act, contained in Appendix 3 of the report.

A129/16 Connect2 – Proposed grant of a way of privilege for cycling in parks in accordance with Croydon’s byelaws

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

RESOLVED

1. Having considered the results of the consultation on permissive routes for cycling in Croydon’s parks and greenspaces as detailed in Appendix C, to recommend to Full Council the granting of privileges for the proposed signed cycle routes in:
 - Lloyd Park
 - Park Hill Recreation Ground
 - Wandle Park
2. That, subject to Full Council agreeing the recommendation in 1 above, delegated authority be given to the Director of Streets to take any necessary steps, including regulatory and directional signage as appropriate for the introduction of each area and route.

A130/16 Stage 1: recommendations arising from Scrutiny and Overview Committee Meeting on 1 November 2016

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

RESOLVED to receive the recommendations arising from the meeting of the Scrutiny and Overview Committee (1 November 2016), and to provide a substantive response within two months (ie. at the next available Cabinet meeting on 20 February 2017).

A131/16 Investing in our Borough (standing item)

Agenda item 14.1: Investing in our Borough

NOTED that the Leader of the Council has delegated to the Cabinet the power to make the executive 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. Contract awards recommended to the Cabinet for approval which are the subject of a separate agenda item and referenced in section 4.2 of the report.

Agenda item 14.2: Award of 16+ Semi Independent Accommodation and Support Services Framework

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

RESOLVED to:

- 1) approve the establishment of a framework agreement (“the Framework Agreement”) for the delivery of Semi Independent Accommodation Framework for the provision of accommodation and support service to Looked After Children between 16 and 17 years old and the appointment of the providers to the Lot 1 Standard Placements, Lot 2 Sub-lots Complex Placements (and their respective Reserve Lists) detailed in the associated Part B report on this agenda for a term for a term of two (2) years with an option to extend for a further two (2) years at a maximum contract value of 8.4m; and
- 2) note that the names of the successful providers will be released once the appointments to the Framework Agreement have been agreed and implemented.

A132/16 [The following motion is to be moved and seconded as the “camera resolution” where it is proposed to move into part B of a meeting]

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.

A133/16 Part B Minutes of the Cabinet meeting held on 14 November 2016 (exempt under paragraph 3)

The Part B minutes of the meeting held on 14 November 2016 were received. The Leader of the Council signed the minutes as a correct record.

A134/16 Award of 16+ Semi Independent Accommodation and Support Services Framework (exempt under paragraph 3)

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

RESOLVED

1. to approve the establishment of a framework agreement (“the Framework Agreement”) for the delivery of Semi Independent Accommodation Framework for the provision of accommodation and support service to Looked After Children between 16 and 17 years olds and the appointment of the providers to the Lot 1 Standard Placements, Lot 2 Sub-lots Complex Placements (and their respective Reserve Lists) as detailed in the associated Part B report on this agenda for a term for a term of two (2) years with an option to extend for a further two (2) year sat a maximum contract value of £3.6m for local placements and £4.8m for UASC placements (which is anticipated to be nil cost to the Council providing the UKBA grant is maintained at the current daily rate) on the existing framework.

2. to note that the names of the successful providers will be released once the appointments to the Framework Agreement have been agreed and implemented.

The meeting ended at 8.15 pm

Part B minutes - none

REPORT TO:	CABINET 23rd JANUARY 2017
AGENDA ITEM:	7
SUBJECT:	PROVISIONAL LOCAL GOVERNMENT FINANCE SETTLEMENT 2017/18
LEAD OFFICER:	RICHARD SIMPSON EXECUTIVE DIRECTOR OF RESOURCES(S151 OFFICER)
CABINET MEMBER:	COUNCILLOR TONY NEWMAN, LEADER OF THE COUNCIL COUNCILLOR SIMON HALL, CABINET MEMBER FOR FINANCE AND TREASURY
WARDS:	ALL
CORPORATE PRIORITY/POLICY CONTEXT:	
<p>The Council's budget underpins the resource allocation for all corporate priorities and policies and in particular, the corporate priority for the delivery of value for money for the residents of the borough of Croydon. This report sets out the proposals contained in the Provisional Local Government Finance Settlement for 2017/18.</p>	
FINANCIAL SUMMARY:	
<p>The report details the Provisional Local Government Finance settlement for 2017/18, both nationally and for Croydon. It also details our response to the draft settlement. The proposals would result in a £1.9m reduction in grant income for Croydon compared to our previous assumptions.</p>	
FORWARD PLAN KEY DECISION REFERENCE	
<p>Not a key decision.</p>	

1.0 RECOMMENDATIONS

Cabinet is recommended to:-

- 1.1 Note the Provisional Local Government Finance Settlement and its impact on Croydon
- 1.2 Note the response to the provisional settlement – at appendix 1 to this report.

2.0 EXECUTIVE SUMMARY

- 2.1 This report provides details of the Provisional Local Government Finance Settlement 2017/18 that was announced on Thursday the 15th December 2016 by Sajid Javid, the Secretary of State for Communities and Local Government.
- 2.2 Appendix 1 sets out our formal response to the provisional settlement and Appendix 2 sets out a copy of a letter sent from the Leader of the Council to the Minister.

- 2.3 There were a number of key changes to Local Government Funding contained within the settlement that have had a significant impact both nationally and in Croydon. Cabinet has received reports previously showing the scale of the reductions in funding that the Council is facing and the way that inflation and the growing demand for services from population growth, demographic changes and legislative changes (such as welfare reform) are not being reflected in the funding that Croydon receives. The announcement on 15 December, together with associated announcements around the same time, have exacerbated this position.
- 2.4 In addition, the Government has increased the amount it assumes that councils will collect from residents to fund national adult social care responsibilities through its adult social care precept. It has also assumed a high level of increase for local taxation.
- 2.5 The key change was the transfer of funds nationally from New Homes Bonus to a 'new' Adult Social Care Support Grant. £241.1m was transferred nationally. No new money was being introduced as part of this, rather this is a reallocation between two unringfenced pots of money. For Croydon this saw a net loss of £1.9m for 2017/18 compared to our previous assumptions. This also saw London lose a net £10.6m from the change compared to previous assumptions and one third of councils with social care responsibilities being net losers. Table 1 below sets out the biggest net losers in cash terms from this change nationally.

Table 1: Top 10 greatest funding loses nationally

Local authority	2017-18 ASC grant £m	NHB proposed for 2017-18 £m	NHB revised for 2017-18 £m	Difference £m	Overall £m
Tower Hamlets LBC	1.5	29.0	24.2	-4.8	-3.4
Salford MBC	1.3	11.2	7.5	-3.6	-2.3
Westminster City Council	1.3	13.4	9.9	-3.5	-2.2
Milton Keynes Council	0.9	12.5	9.5	-3.0	-2.1
Islington LBC	1.3	15.5	12.2	-3.3	-2.1
Southwark LBC	1.6	16.7	13.1	-3.6	-2.0
Croydon LBC	1.4	12.0	8.7	-3.3	-1.9
Bristol City Council	2.0	13.8	10.3	-3.5	-1.5
Birmingham	5.6	21.9	15.0	-6.9	-1.3
Medway	1.0	7.6	5.4	-2.2	-1.2

- 2.6 At a national level this change does see a significant transfer of resources to county councils from district councils which is moving funds to where responsibility for social care sits. However in areas such as London the transfer see a net reduction to an area which has responsibility for social care at a time of rising need. At the same time the winners and losers in London does not appear to bear any relationship to where the pressure on the social care system sits.

At the Cabinet meeting on the 10th October 2016 (min A101/16) the Council agreed to accept the four year funding settlement and submitted its efficiency plan accordingly which set out the key principles and programmes that will be delivered to achieve a balanced budget.

- 2.7 The offer of a four year funding settlement made by Government as part of the Spending Review was to help local authorities plan their finances and prepare for the move to a more self-sufficient resource base by 2020. The multiyear settlement was aimed at providing certainty and stability to help local authorities strengthen financial management and efficiency, including maximising value in arrangements with suppliers and making strategic use of reserves in the interests of residents”.
- 2.8 It is incredibly disappointing that the government has changed its plans and moved the goal posts which have resulted in Croydon seeing a further **£1.9m** reduction compared to our previous assumptions at a time when we are seeing a rising demand for services in areas that provide support to our most vulnerable clients. These areas include adult and children’s social care and temporary accommodation.
- 2.9 This reduction in funding will result in the need for a greater level of funding to be raised from local tax payers via council tax and adult social care precept which will mean that there is a greater burden on our local tax payers as we struggle to manage demand within the funding available.

3 NATIONAL AND LOCAL CHANGES

- 3.1 The overall Settlement Funding Assessment for England will fall by 10.6% in 2017/18, the reduction in London is 9.4%. In real terms the reduction will be 25.6% by 2019/20 for England and 23.8% for London.
- 3.2 On the 15th December the Government announced a number of key changes that will impact both nationally and in Croydon as follows:-

3.3 SOCIAL CARE PRECEPT

- 3.3.1 In 2016/17 the Government’s Social Care Precept, collected as part of the Council Tax bills was set at a 2% per annum increase over the four year settlement period, 2016/17 to 2019/20.
- 3.3.2 The terms of this precept have now changed and Local Authorities will be allowed to and expected to increase the Social Care Precept by up to 3% in 2017/18 and 2018/19, but increases cannot exceed 6% over the three year period to 2019/20.
- 3.3.3 These changes to the social care precept rates can be applied in Croydon in 2017/18. The application of an additional 1% increase will generate an additional £1.45m per annum. This is only half of the current forecast demand pressure associated with the service in 2016/17.

3.3.4 If this additional 1% is applied in Croydon it can only be applied in 2017/18 and 2018/19 and we will then be unable to apply any charge associated with this precept in 2019/20 as the 6% cap will have been hit. Therefore whilst this change does provide a little more flexibility in the short term, it is not a long term solution to funding social care needs.

3.4 NEW HOMES BONUS (NHB)

3.4.1 The Government has stated that housing is a priority and NHB was meant to be an incentive for local authorities to generate new housing. The settlement confirmed that the NHB payments are being reduced from six to five years from 2017/18 and four years from 2018/19 onwards, and that there will be the introduction of a 0.4 % base line. This means that local authorities will need to achieve a growth in their tax base of 0.4% before any NHB is awarded. This is effectively a retrospective reduction, as it relates to the Council's housing decisions in previous years.

3.4.2 This change to the NHB will reduce the total allocated to council's by £241.1m next year compared to the indicative figures that were released in February 2016, ahead of Council's signing up to the four year settlement. This money is to be used to fund the Adult Social Care Support Grant detailed in section 3.5 below.

3.4.3 At this stage the Government has retained the option of making adjustments to the baseline in future years in the event of a significant increase in housing growth.

3.4.4 These national changes to the NHB will have a significant impact for Croydon, with a £3.3m reduction in the grant for 2017/18 compared to our expectation based on previous assumptions.

3.4.5 There is an estimated £1m. impact in each of 2018/19 and 2019/20. However, as detailed in 3.4.3, this could be a higher amount

3.5 ADULT SOCIAL CARE SUPPORT GRANT

3.5.1 The settlement announced a new one off Adult Social Care Support grant of £241.1m in 2017/18. With £37.3m being allocated to London. This grant is being funded from savings achieved as a result of changes to the New Homes Bonus, these are detailed further in section 3.4 of this report. This new grant is not as a result of new money being made available.

3.5.2 It is estimated that London will lose £10.6m as a result of this funding 'switch', with 12 London Boroughs gaining slightly and 21 becoming worse off.

3.5.3 Croydon will receive £1.4m in 2017/18 from this newly announced one year only Adult Social Support Grant. This will help us fund a service that is experiencing increasing demands and rising costs in 2017/18 but we are concerned that this is a one year only grant and would welcome a greater level of certainty for the future.

3.6 PUBLIC HEALTH GRANT

- 3.6.1 The 2017/18 grant allocations for 2017/18 were published alongside the settlement. These have not changed since the indicative figures were published as part of last year's settlement.
- 3.6.2 Our Public Health grant for 2017/18 remains as anticipated at £21.9m. This is a reduction of 2.5% from 2016/17 and it will be necessary to ensure that Public Health services are delivered within the funding available, through a combination of staff savings, service efficiencies and contract re negotiations.

3.7 EDUCATION FUNDING

- 3.7.1 As previously reported to Cabinet the Department for Education is currently undertaking a review of schools funding with the view to introducing a national funding formula from April 2018 (delayed from April 2017).
- 3.7.2 The first stage of the consultation was released in March 2016 and the second stage was released one day before the draft settlement on the 14th December 2016. The second stage provides further detail on both the national funding formula for schools and High Needs Funding, with responses to be submitted by 22nd March 2017.
- 3.7.3 Analysis of the information provided to date suggests that financial impact is less severe than previously expected. During the 2017/18 transition the minimum funding guarantee of minus 1.5% per pupil in any year will continue to apply to ensure stability for schools.
- 3.7.4 Indications for Croydon are that our Dedicated Schools Grant (DSG) funding for 2017/18 will increase by £4.6m, with all of this increase being directed to the schools block.
- 3.7.5 The Education Services Grant (ESG) is also changing in 2017/18, with the general duties element ending and the retained duties element being transferred to the schools block of the DSG. To help with this transition there will be transitional funding made available to Local Authorities for the period April to September 2017. For Croydon this is a reduction of £1.4m with no reduction in our responsibilities.

4 CORE SPENDING POWER

- 4.1 The Core Spending Power is the Government's preferred measure for councils' overall funding, even though it does not include all grants and funding streams and makes a number of generic assumptions. The Core Spending Power for Croydon is detailed below in table 2 and sets out the core income elements of the Council's budget. It does not detail the full picture of our financial challenge going forward as it does not show the cost pressures arising from inflation, population change and demographic changes.
- 4.2 The analysis does not show all grants. For example the Public Health Grant is reducing by £0.554m in 2017/18 and a similar amount in future years to 2019/20 but is not included.

- 4.3 Whilst table 2 shows an increase in total core spending power over the period, when calculated on a per head basis it shows that the core spending per head is reducing from £723.77 per person in 2015 to £693.28 in 2020. This is a reduction of £30.49 per person over the five year period.
- 4.4 Table 2 also shows the core spending power in real terms. The funding per head reduces from £723.77 per person in 2015 to £632.78 in 2020. This is a much greater reduction of 13% or £91 per head.
- 4.5 If funding rates were held at the same rate per head from 15/16 to 19/20 then we would receive an additional £12m of funding in 2019/20. If funding was held at the same rate per head in real terms over the period we would an extra £36m in 19/20.

Table 2: Core spending power for Croydon

	2015/16 £m's	2016/17 £m's	2017/18 £m's	2018/19 £m's	2019/20 £m's
Settlement Funding Assessment	132.0	114.6	101.7	94.7	87.8
Council tax	133.4	140.7	147.9	155.5	163.5
Adult Social care council tax precept	0.0	2.8	5.9	9.3	13.2
Improved Better Care Fund	0.0	0.0	0.0	3.1	6.3
Transition Grant	0.0	0.4	0.4	0.0	0.0
The 2017/18 Adult Social Care Support Grant	0.0	0.0	1.4	0.0	0.0
NHB	9.9	11.9	8.7	6.5	6.2
Core Spending Power	275.3	270.4	266.0	269.1	277.0
Population	380,368				399,552
Core funding per Head	£723.77				£693.28
Core spending power real terms		265.3	257.6	255.5	252.8
Core funding per Head - real terms	£723.77				£632.78

5.0 SUMMARY

- 5.1 In summary, the provisional Local Government Finance Settlement for 2017/18 that has seen funding for Croydon reduce by £1.9m more than previously forecast and increased pressures in a number of areas and increased the burden assumed to be borne by council tax payers. This is particularly disappointing given that just three months ago we signed up to the four year settlement that was designed to give certainty and assurance on future funding streams. Attached at appendix 1 and 2 are our formal response to the consultation questions most of which are largely of a technical nature and also a letter from the Leader of the council setting out our concerns with this provisional settlement and the impact this will have on the tax payers of Croydon.

6.0 FINANCIAL CONSIDERATIONS

6.1 This report contains details of the draft 2017/18 Local Government Draft Finance Settlement both nationally at a local level in Croydon.

7.0 COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

7.1 The Acting Solicitor to the Council comments that the Council is under a duty to ensure that the Council sets and maintains a balanced budget. The announcements made in this funding settlement make it even more challenging to deliver our services from a reducing budget.

(Approved by: Jacqueline Harris Baker, Acting Council Solicitor and Monitoring Officer)

8.0 HUMAN RESOURCES IMPACT

8.1 There are no direct Human Resources implications arising from this report. However, the reduction in funding could result in the need to reduce staff costs across the Council, either as a result of posts not being filled or deleted through restructures proposals which could lead to possible vacancies. If this is the case the Council's existing policies and procedures must be observed and HR advice must be sought.

(Approved by: Jason Singh, Head of HR Employee Relations on behalf of the Director of HR)

9 EQUALITIES CONSIDERATIONS

9.1 The Equality Act, 2010, also requires the Council to have due regard to the three aims of the Public Sector Equality Duty (the Equality Duty) in designing policies and planning / delivering services. In reality, this is particularly important when taking decisions on service changes. The three aims of the Equality Duty are to:-

- Eliminate unlawful discrimination, harassment and victimisation;
- Advance equality of opportunity; and
- Foster good community relations between people who share any of the defined Protected Characteristics and those who do not.

The Act lists nine Protected Characteristics as age, disability, race, religion or belief, sex (gender), sexual orientation, gender reassignment, marriage and civil partnership and pregnancy and maternity. However, it is highly unlikely that these "protected characteristics" will all be of relevance in all circumstances.

9.2 Whilst the council must have due regard to the Equality Duty when taking decisions, there is a recognition that local authorities have a legal duty to set a balanced budget and that council resources are being reduced by central government. However, where a decision is likely to result in detrimental impact on any group with a protected characteristic it must be justified objectively. This means that the adverse impact must be explained as part of the formal decision making process and attempts to mitigate the harm need to be explored. If the harm cannot be avoided, the decision maker must balance the detrimental impact against the strength of legitimate public need to pursue the service change to deliver savings.

10.0 ENVIRONMENTAL IMPACT

10.1 There are no direct environmental considerations arising from this report.

11.0 CRIME AND DISORDER REDUCTION IMPACT

11.1 There are no savings which should impact upon this Corporate Priority.

12.0 REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

12.1 The council has a duty to set a balanced budget and this report proves information on the latest funding position ahead of the budget setting report which will be presented to Cabinet and Full Council in February 2017.

**REPORT AUTHOR AND CONTACT: RICHARD SIMPSON,
EXECUTIVE DIRECTOR OF
RESOURCES (S151 OFFICER)**

Background documents: none

**Appendices: Response to LG Finance Settlement (*Appendix 1*) & letter to RT
Hon Sajid Javid MP (*Appendix 2*)**

Response to the Provisional Local Government Finance Settlement 2017/18 – London Borough of Croydon

1. The London Borough of Croydon welcomes the opportunity to comment on the Government's consultation on the provisional Local Government Finance Settlement (LGFS) 2017-18.

We are particularly disappointed that no new funding has been provided by Government to address the funding pressures local government is facing. In particular, London is facing a cumulative funding gap in adult social care of £800 million over the Spending Review period, and increased flexibility to raise Council Tax to fund social care in the next two years is a short term measure that does nothing to address the overall problem by 2020: even if all boroughs fully utilised the new social care precept flexibility, the money available for adult social care would only increase by around 1% over the next three years – at a time when London's population of older people will rise by more than 6% and when overall spending power for councils is showing real terms decline.

2. As well as the adult social care funding crisis, we are facing equally significant pressures in children's social care and a rapidly growing crisis in temporary accommodation, during a time of rapid population growth and increased demand on services due to demographic changes and welfare reform. The provisional settlement does little to alleviate these pressures.
3. This response outlines a number of concerns that the London Borough of Croydon has regarding the provisional settlement including the:
 - timing of the settlement;
 - the inadequacy of funding for adult social care;
 - cuts to New Homes Bonus when London is facing a housing crisis;
4. This response sets out our general comments about the settlement followed by direct replies to the questions posed in The Provisional 2017-18 local government finance settlement: confirming the offer to councils.

Timing of the Settlement

5. We would again like to raise concerns about the timing of the local government finance settlement. For the last five years the settlement has been delivered at the latest possible date before the Parliamentary recess. While this may be helpful for central government, it does little to provide local authorities with the level of certainty and funding assurance needed when formulating their budgets, and setting Council Tax levels, for the following financial year. It is imperative that local authorities have confirmation of funding allocations as early as possible so that robust plans can be formulated and implemented. This is particularly important at a time of rapidly reducing resources. Councils typically begin preparations for the financial year during the preceding summer.

While much of this preparation can be undertaken based on information from previous years and the multi-year agreements, final budget setting cannot be completed until the final figures are received from central government. This is particularly so given that the settlement typically contains a number of significant surprises that need to be taken into account, for example the cuts to New Homes Bonus in 2017-18. We are particularly concerned that the specific conditions of the additional social care precept flexibility scheme have not been set out alongside the settlement.

6. We welcome the return to the process of holding a technical consultation this year prior to the provisional settlement (although it would have been helpful had this been held earlier in the year than September/October); however, in future we ask that the provisional settlement is announced by no later than the end of November each year.

Adult social care funding

Inadequate funding

7. Given the extremely tough financial context for local government, it is hugely disappointing that the Government has found no new money for adult social care, and even more frustrating that it has chosen to present this as finding an additional £900 million to address social care pressures.
8. While the increased flexibility to raise funding through the social care precept, and front load it, is some recognition by Government of the urgent need to tackle the immediate and significant pressures facing social care, it clearly does not go far enough. Given the weight of cross-party and cross-sector consensus on the issue of funding for adult social care, we support the call for an urgent national review of adult social care funding.

Adult Social Care Support Grant

9. We are disappointed that the £241 million being moved from New Homes Bonus (NHB) to fund the one-off Adult Social Care Support Grant in 2017-18 has been presented by the Government as new funding, and as a solution to the social care funding crisis. The switch will see the London Borough of Croydon lose overall by at least £1.9 million compared with the illustrative NHB funding allocations for 2017-18 set out in last year's settlement. It is illogical that a funding grant designed to benefit social care authorities will have the perverse impact of reducing the amount of funding available for social care for many of those authorities. Indeed, the LGA has provided data showing that one in three authorities who provide adult social care services are net losers. The changing of the formula for NHB is effectively retrospective legislation, as the housing was built at a time when the six year period was in place. This move will also see money designed to incentivise new homes taken away from councils at a time when the Government has made boosting housebuilding a clear priority.

10. From an administrative perspective, the decision to fund a contribution to addressing the ASC crisis by dampening a funding mechanism designed to help address the housing crisis illustrates the problem with this short term piecemeal approach to finance policy - as it is effectively a decision to top slice a top slice (the NHB is being top sliced to fund ASC, but is itself majority funded by a top slice of RSG). Given that spending patterns suggest that much of RSG is spent on ASC anyway, it is reasonable to question the efficiency of the system that has emerged. The overall quantum of money available to local government is being reduced overall, at a time of increased population and demand pressures and this transfer from one distribution mechanism to another, and then a further transfer again to meet the use that it was likely to have been spent on originally. This is clearly not an efficient or transparent way to allocate funds.

Reforms to the New Homes Bonus

11. The London Borough of Croydon are disappointed that the overall funding for NHB is being cut by reducing the number of years funding is awarded from 6 to 5 (in 2017-18) and then to 4 from 2018-19, and reducing the annual amounts awarded from 2017-18 onwards. We are also disappointed that Government's contribution to the overall funding for NHB has fallen from £210 million in 2016-17 to just £93 million – meaning more is required to be top-sliced from RSG. The cuts to NHB are a direct result of insufficient funding in the Spending Review to address the funding pressures facing local government in adult social care – with savings being used to fund the “improved” Better Care Fund and ASC Support Grant (in 2017-18). Had sufficient funding been found within SR15, savings from this valuable and important funding stream would not be required.
12. London is facing a housing crisis with 280,000 new homes needed by 2021 to keep pace with the anticipated increase in population. London boroughs face unique challenges to deliver the necessary housing growth required in the capital, including a lack of suitable sites, high land values and affordability issues. With such extreme pressure on housing supply, London Councils believes the incentive to increase house building will be significantly diminished by the lower financial reward from the New Home Bonus. Furthermore, the Government has provided no evidence that it has assessed the potentially negative impact of these proposals.
13. It is also disappointing that the sector had to wait until late December for the Government's response to a consultation that closed mid-March. Increasing the deadweight threshold for tax base growth from the previously preferred option of 0.25% to 0.4% is a significant new change that will impact the amount of NHB London boroughs were expecting in 2017-18 at short notice. London Councils disagrees with the Government's contention that introducing reforms from 2017-18 gives local authorities sufficient time to deal with the changes to funding, because the lead in time for housing development projects is much greater than the present financial year. There are significant risks this will impact negatively on planned developments. Reducing the length of risk destabilising existing investment and medium term financial plans, which will

already have NHB funding allocations locked in based on the 6 year time period.

14. We strongly disagree with the Government's plans to consider withholding or reducing NHB payments related to homes that are built following an appeal. This risks incentivising the approval of permissions for poor quality and or inappropriate residential development, as rejecting residential applications would carry a financial risk associated with losses on appeal. Given that the planning process is quasi-judicial, and given the complexity of the issues involved, this proposal risks undermining the operation of the planning system. It is also worth noting that any reduction in NHB payments with a time lag between the appeal outcome and any adjustment to payments will only add to uncertainty and obstruct long-term planning that is needed to enable delivery of housing.

Consultation Questions

Question 1: Do you agree with the methodology of Revenue Support Grant in 2017-18?

15. We agree that the basis is consistent with 2016-17. It seems sensible that central funding should be allocated in a way that ensures councils delivering the same set of services receive the same percentage change in Settlement Core Funding for those sets of services. However, we remain concerned at the failure to make any adjustments for changing circumstances of councils, even the basic and simple to calculate and justify one of population growth. In addition, we would once again raise the issue of the shift of need from Inner London to some Outer London boroughs such as Croydon, which we have previously raised. The fact that Croydon has received some one-off funding for, for example, homelessness-related matters, shows the extent of growing need in the borough.

Question 2: Do you think the Government should consider transitional measures to limit the impact of reforms to the New Homes Bonus?

16. Notwithstanding the fact that we disagree with the reduction in funding for New Homes Bonus, if the Government does decide to proceed with these measures, we believe it should consider transitional arrangements to mitigate their impact on local authorities. We have planned on the basis that NHB payments would continue for six years, so any reduction in this will introduce instability and impact on our future medium term financial plans. The proposed changes will lead to a significant reduction in funding allocations for Croydon and thus undermine delivery plans. It will be important to ensure any significant changes are smoothed to enable boroughs to manage change.

Question 3: Do you agree with the Government's proposal to fund the New Homes Bonus in 2017-18 with £1.16 billion of funding held back from the settlement, on the basis of the methodology described in paragraph 2.5.8?

17. Regarding the returning of any surplus to authorities, we would argue that any top-slice or “holdback” should be returned to authorities in proportion to that by which it was deducted in the first place. The Government has not clarified how it will redistribute the NHB surplus and we urge it to do so in the final settlement.

Question 4: Do you agree with the proposal to provide £240 million in 2017-18 from additional savings resulting from New Homes Bonus reforms to authorities with adult social care responsibilities allocated using the Relative Needs Formula?

18. As set out in paragraph 11, the London Borough of Croydon believes the Government should have ensured there was enough funding in Spending Review 2015 for local government to deliver adult social care and to the NHS in terms of health provision which is now impacting on adult social care costs, and given the evidence of the funding shortfall as a result of not doing so, Government should have found new money to address social care funding pressures rather than reallocated existing NHB funding and pushed the burden onto Council Tax payers. As such, we disagree with the general proposal. This results in less money for Croydon an authority with significant pressure on adult social care rather than more.
19. We have particular concerns about the accuracy of the needs assessment within the ASC Relative Needs Formula, data for which has not been updated since 2013-14 and some of which still uses data from the 2001 Census.

Question 5: Do you agree with the Government’s proposal to hold back £25 million to fund the business rates safety net in 2017-18, on the basis of the methodology described in paragraph 2.8.2?

20. We disagree with the safety net hold back. This penalises local authorities through no fault of their own because of the complex system the Government has established. Since 2013 the Government has top-sliced £275 million to fund the safety net because of lower than expected business rates growth. The overriding factor behind this is the effect of outstanding and future rating appeals. Local authorities should not be financially penalised, via what is effectively a cut to RSG, for the increase in the safety net holdback because not enough assurance has been built into the system around the effect of appeals – which are entirely outside the control of local government.

Question 6: Do you agree with the methodology for allocating Transition Grant payments in 2017-18?

21. We cannot agree without further information. There is still insufficient information or exemplification of how this has been calculated.

Question 7: Do you agree with the Government’s proposed approach in paragraph 2.10.1 of paying £65 million in 2017-18 to the upper quartile of local authorities based on the super-sparsity indicator?

22. We disagree with the additional funding in the settlement for rural areas, which is effectively being topsliced from RSG – funding that would have benefited all authorities – to benefit only some in rural areas. This funding stream raises questions about the funding of urban areas, particularly as historic funding has failed to reflect fully the pressures on London, most notably in terms of its underestimated population and the failure to properly recognise the impact of daytime visitors.
23. We believe that if the Government is minded to further recognise some of the financial pressure on rural authorities, it is not unreasonable to expect further consideration to be given to the unique pressures faced by urban authorities, and particularly those that pertain in London and, in particular, our borough.

Question 8: Do you have any comments on the impact of the 2017-18 local government finance settlement on those who share a protected characteristic, and on the draft equality statement published alongside this consultation document? Please provide supporting evidence.

24. We disagree with the statement within the Equality Statement that “The impact of this re-cycling of funding [NHB funding] could be expected to provide additional funding for areas with higher social care needs which we might expect will include areas with greater numbers of elderly or disabled residents”. As set out in paragraph 22, it is clear that the switch from NHB to ASC support grant will mean a number of boroughs have less funding than they would have previously. The new ASC support grant - designed to benefit social care authorities - will have the perverse impact of reducing the amount of funding available for social care for many of those authorities. This will clearly not benefit the elderly or disabled residents in these affected areas.

Rt Hon Sajid Javid MP
Department for Communities and Local Government,
2 Marsham Street,
London,
SW1P 4DF

Date: 9 January 2017

Dear

Sajid

I wanted to write in reply to your statement to Parliament, made on 15 December 2016, regarding the provisional local government finance settlement 2017/18.

I wanted to raise my deep concern about the settlement for Croydon, which is among the 10 worst hit local authorities in the country in cash terms as a result of the changes you are proposing in this provisional settlement.

As you'll know, as a result of the changes proposed to the New Homes Bonus Scheme and the introduction of the adult social care support grant, Croydon will see a £1.9m net loss in grant in comparison to the assumptions set out in the four year settlement, which will impact hard on Croydon residents. This is within the context of the council already having made savings in excess of £100m since 2010.

Even by the calculations of your government's published core spending calculator, and assuming councils will recover maximum council tax and social care precept, there will be real term reductions in council spending. And this is at the same time as Croydon experiencing unprecedented population growth and service demand.

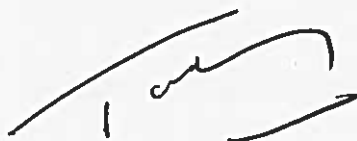
This unsustainable cut to funding comes at a time of significant need for adult social care. Your Government continues to underfund social care and this continues to gravely impact some of the most vulnerable and in-need citizens in the country.

And although we welcome the flexibility brought by the social care precept on council tax, it is clear that taking money from a housing pot to fund social care is not a competent, fair or long-term plan. The Government needs to properly fund adult social care, and not 'rob Peter to pay Paul'.

In October 2016 the council signed up to a four year efficiency plan, which set out our strategy for delivering £45m of savings by 2020, whilst continuing to deliver excellent frontline services and further investment in the borough. This £1.9m funding cut serves to diminish our efforts and to provide yet again more uncertainty in our financial planning. And importantly by undermining our four year plan that you only recently encouraged us to make, you have now weakened the good faith and trust in the relationship between the council and the government.

I would like to ask you to personally meet with the council so we can set out Croydon's case for an improved settlement. I have asked the three Croydon MPs to support us in demanding change and ensuring a fairer deal in Croydon residents.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Tony Newman', with a long horizontal stroke extending to the left.

Councillor Tony Newman
Leader of Council

CC:
Councillor Simon Hall, Cabinet Member for Finance
Gavin Barwell MP
Steve Reed MP
Chris Philp MP

For General Release

REPORT TO:	Cabinet – 23 January 2017
AGENDA ITEM:	8
SUBJECT:	Don't Mess With Croydon Campaign Update
LEAD OFFICER:	Shifa Mustafa Executive Director - Place
CABINET MEMBER:	Councillor Stuart Collins Deputy Leader and Cabinet Member for Clean Green Croydon
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT:	
<p>Cleaner & Greener</p> <p>These services meet the Council's Corporate priorities to:</p> <p>Provide value for money to its residents through the development of an integrated waste and street cleansing service alongside three neighbouring authorities, considerable savings and also improvements in contract performance</p> <p>Support improved use of Council assets and investment in energy and carbon management.</p> <p>Contribute to the local economy and environment through social value.</p>	
AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS:	
<p>As part of Ambitious for Croydon, the Council is working with residents and contractors to tackle fly tipping, instigate behavioural change, instil pride in our Borough and improve contracted services within the challenging financial constraints set by National Government.</p>	

FINANCIAL IMPACT

The cost of delivering the capital infrastructure contained within this report is £1,286k. This will be funded from the existing “Don’t Mess with Croydon” capital budget.

KEY DECISION REFERENCE.: Not a Key Decision

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

1. RECOMMENDATIONS

That Cabinet:

- 1.1 Note the progress to date for the Don’t Mess With Croydon Take Pride campaign
- 1.2 Agree the approach to the next phase of the Don’t Mess With Croydon Take Pride campaign.
- 1.3 Note the planned transitional improvements to the environmental service in advance of the new South London Waste Partnership contract March 2018
- 1.4 Delegate to the executive director of Place, in consultation with the cabinet member for Clean & Green the decision to implement the proposed service change improvements contained within this report and any further improvements following the behaviour Insight project.

2. EXECUTIVE SUMMARY

- 2.1 This paper provides an update on the Don’t Mess with Croydon Take Pride Campaign (DMWC), the successes and achievements so far, and future plans for developing the messages from the campaign and increasing community involvement.
- 2.2 The council is committed to tackling fly tipping across the borough, fly tipping is a national crisis and Croydon is not alone in tackling those individuals that blight boroughs across the U.K. The Council is further committed to working with residents and contractors around behavioural change and taking pride in local communities.
- 2.3 Dumping waste illegally is a serious criminal offence (Environmental Protection Act 1990); it carries a fine of up to £50,000 (unlimited if the case goes to the Crown Court) and a prison sentence of up to five years. Councils can also issue £80 fines and Croydon has recently approved a £400 fine for more serious fly tipping offences. The Council is also committed to improving the contractors waste, cleaning and recycling service performance into a new contract and delivering further improvements in the transitional period whilst the old contract expires

3. DETAIL

3.1 BACKGROUND INFORMATION

- 3.1.1. The Don't Mess with Croydon, Take Pride campaign (DMWC) seeks to crack down on fly-tipping and other environmental crimes in the borough. It sends a firm message to anyone who blights our borough with illegally deposited waste.
- 3.1.2. The DMWC campaign was developed to tackle fly tipping and work towards making Croydon the cleanest and greenest borough in London. Its aim is to raise awareness of a range of environmental issues and to get people to take more responsibility for their local area through enforcement, encouragement and education. Issues such as fly-tipping have a negative effect on people's quality of life. Those who dump rubbish in our streets affect everyone in the community; it is not enough to simply remove the fly-tips once reported but to ensure that we are taking both preventative measures and strong action.
- 3.1.3. To tackle some of these issues, we have put in place special fly-tip reaction teams to patrol the borough with council enforcement officers, investigating fly-tips to catch, fine and prosecute offenders. We will continue to work closely with residents and local business to ensure they too are playing their part in supporting our campaign.
- 3.1.4. Take pride: it's everyone's duty to look after the environment and dispose of their waste responsibly; there are a range of services available to help to keep communities clean and tidy. With the communities support we can make Croydon one of the cleanest greenest boroughs in London.
- 3.1.5. This paper provides an update on the DMWC Campaign, the successes and achievements so far, and future plans for service improvements and developing the messages from the campaign and increasing community pride and involvement.
- 3.1.6. As part of "Ambitious for Croydon" the council has for the 1st time introduced:
- A commitment to remove 80% of fly tips with 48hrs. Prior to May 2014 the average clearance rate in 48 hours recorded by Veolia's echo system was only 3%.
 - The council now publishes a monthly performance dashboard on its website. 81.4% fly tips cleared within 48 hours (monthly average April to October 2016) compared to 79% same period in 2015.
 - Development of My Croydon smart phone app to report fly tips
 - Recruitment of 317 Street Champions and 127 clean up events since the campaign began
 - Renewed emphasis on enforcement to target individuals that are blighting our borough with a higher numbers of FPNs being issued than ever before – over 1700 since DMWC began with 50% of

these being for fly tipping offences. Prior to 2014 the principal focus for FPN issuance was for lower level littering offences such as dropping cigarette butts.

- 149 people have been successfully prosecuted for fly-tipping and other environmental offences with one offender receiving a 6 month jail sentence.
- The council have also confiscated 21 vehicles involved in waste and fly tipping offences and we are now a national leader in this field providing briefings and advice at DEFRA and for numerous other councils across London and England
- Time banded waste collections for High Streets on Thornton Heath High Street (9am-6pm) and London Road (8am-6pm) – no waste or bin presentation during this period. Planned to include Portland Road in near future. Shops in those areas were invited to sign a pledge and place a sticker in their window, which many have done.
- There have been more visits to businesses to check trade waste agreements than ever before with 2490 inspections since the campaign began.
- Introduced 90 dual use recycling receptacles on highways at key transport hubs, town and district centres.
- Undertaking a trial of solar powered bins in the town centre, these bins are able to compact waste to approximately 8 times the capacity of a standard street bin.
- Introduced a new contract for the management of the Household Reuse and Recycling Centres (HRRCs) which has seen major refurbishment works at Factory Lane and Purley Oaks which have led to increased customer satisfaction, reduced queueing times and improved recycling rates at the sites.
- All sites are on track to exceed their recycling target of 70% and recent customer satisfaction surveys at the sites indicated that 96% were satisfied with their experience, and 86% were queueing for five minutes or less. Further works are planned to improve Fishers Farm HRRC in line with the other two sites.

3.1.7. The DMWC campaign has received national acclaim and was featured on BBC's The One Show and twice on ITN national and regional news. Several council's across the country have asked for advice and information about our successes and DEFRA have requested that our environmental enforcement team address their regional networks at seminars and conferences. The Cabinet Member has also been invited to attend the cross party parliamentary fly tipping committee. DMWC was shortlisted for the 2016 national LGC Awards for Campaign of the Year and given a Special Recognition Award in November's Croydon Council Awards.

- 3.1.8. Whilst much of the DMWC campaign has focused on fly-tipping and littering offenders being dealt with via enforcement and prosecutions, there have also been a number of community led events. So far the scheme has recruited 317 clean and green street champions and led 127 local community clear-ups on both public and private land.

4. Developing Taking Pride

- 4.1.1. The second phase of the DMWC campaign will seek to build further on the 'Take Pride' element of the campaign strapline, which places an onus on engagement with individuals and community groups to take ownership of their streets and their surrounding environment.
- 4.1.2. Supporting this 'Take Pride' message are a number of developments aimed at increasing community participation and improving standards of street cleansing, refuse and recycling collection highlighted below.
- 4.1.3. By looking at demographic information relating to the identified areas it's possible to understand local characteristics, identify key influencer audiences and target these with relevant messages to support and encourage behavioural change.
- 4.1.4. Non recyclers are being engaged at the doorstep with targeted communications material, whilst feedback and encouragement is given to those already recycling to recycle an increased range of materials. This is a simple and effective way of improving performance, understanding at a local level the barriers to participation and encouraging increased recycling. Previous work using a similar methodology encouraged 69% of non-recycling properties to start participating in recycling collections. This is expected to see a significant increase in the amount of waste diverted from landfill.
- 4.1.5. The communications approach will focus on taking pride and community responsibility through messaging that encourages peer-to-peer behavioural change and highlights active resident participation in local environmental activities, such as the Street Champions scheme. The campaign visuals will be evolved for the 'Take Pride' element of the campaign to be more people-centred in order to engage individuals and community groups around the theme of community responsibility.

Targeting opinion formers and influencers

- 4.1.6. Census data will be used to establish the demographics of the relevant areas to provide information and opportunities to identify and target local opinion formers and influencers. These could take a variety of forms, for example areas with high percentages of families with school age children, local school catchment areas can be assessed and activities undertaken with the relevant schools in the expectation that children will go home and speak to parents about recycling at home.

- 4.1.7. An initial analysis of the data for poor performing rounds shows a high correlation between poor performing round areas and areas with a high prevalence of privately rented property, and consequently high turnover of tenants. To maximise the impact of the project landlords can be engaged with, through the Landlord Licensing Scheme to create a longer term impact.
- 4.1.8. DMWC already has over 300 active street champions across the borough. Where these reside within target areas look to engage with them to help disseminate messages within the community and encourage behavioural change.
- 4.1.9. The tone of communications will be positive and encouraging, with the messaging tailored to fit with local demographics. The demographic information will also help provide an understanding of the predominant languages spoken in the target areas with the aim of recruiting a team who can liaise with residents in their native language.
- 4.1.10. Communications will also be required to engage with relevant audiences identified by the demographics work, such as landlords and schools.
- 4.1.11. A collaboration between three primary schools has seen pupils designing stickers with messages promoting clean, green Croydon with the winning designs to be placed on the Solar Compacting litter bins in the surrounding area.

Working with Schools Teachers' Survey

- 4.1.12. Teaching children about waste and waste minimisation is important as they are the next generation of consumers, it's never too soon to ensure children understand how much waste is generated every day and what practical steps can be taken to minimise waste going to landfill. To develop a schools programme an online teacher's survey has been built and is available for schools to complete. 88 schools have been emailed with a link to the survey and so far 8 have responded, and one school has contacted the council directly to express an interest in helping to develop and promote the programme.

Behavioural Insights Project

- 4.1.13. This project aims is to increase the level of participation in Croydon's recycling scheme, both for food waste and for plastics and paper recycling. This aim will contribute to an overarching goal of increasing recycling in Croydon.
- 4.1.14. This project, developed by behavioural change specialists, the Behavioural Insights Team (BIT) involves contacting households who don't place recyclables out for collection and giving them tailored information about Croydon's services.

- 4.1.15. The project will look at the number of households that do not participate in Croydon's recycling programme i.e. (individual household that fails to present recycled material during a given collection round (i.e., food, paper or plastic). It uses 'lock out' data from Veolia system detailing the properties which haven't presented recycling for collection. Records will be sent to BIT and they have developed a number of messages with the aim of encouraging increased participation. These messages will be included in a letter which will be posted out to non-recyclers, following the mailing further analysis will assess whether that address has started recycling.
- 4.1.16. For each contacted household there is a measurement period of 6 weeks, which starts one week after the communication is received.
- 4.1.17. This project commences in January 2017 and is expected to conclude in May 2017. The findings of this project will assist in developing a forward works programme to encourage and maximise participation in household recycling

South London Waste Partnership Contract

- 4.1.18. The South London Waste Partnership (SLWP) was formed in 2003 between the boroughs of Croydon, Kingston, Merton, and Sutton and has a proven record of providing improved and more cost-effective waste management services through the procurement of complex waste disposal treatment, recycling and Household Reuse and Recycling Centre contracts.
- 4.1.19. Officers from the four partner boroughs explored opportunities for future delivery of a range of high quality environmental services. An options analysis was undertaken to assess the merits of procuring services in partnership, as opposed to procuring alone, or retaining existing arrangements. The boroughs made an assessment of delivery, procurement options and modelling savings based on joint procurement by all boroughs.
- 4.1.20. The South London Waste Partnership (SLWP) contract will harmonise waste collection services across the boroughs of Croydon, Kingston, Merton and Sutton. The new service for Croydon will not commence until March 2018 for street cleansing, and 1 October 2018 for the new waste collection service. As well as realising substantial cost savings for the four boroughs, the new contract will be underpinned by a robust set of Key Performance Indicators with more ambitious targets than Croydon's current contract.

- 4.1.21. Another benefit of the SLWP will be that the chargeable fortnightly kerbside garden waste collection service, which currently ceases during the winter months, will be extended to run all-year round and include the kerbside collection for subscribers.
- 4.1.22. In order to ensure the transition from the existing contract to the new SLWP contract runs as smoothly as possible, a performance improvement plan has been developed with Veolia. The plan focuses on the following key areas:
- Introducing new technology and equipment to maximise efficiency of service,
 - Ensuring there are robust supervisory systems in place for monitoring all elements of the service
 - Improving the performance
 - Ensuring resources are concentrated in the right places to achieve optimal results.
 - Creating a culture of empowerment in which the crews are proud of their work, where poor performance is addressed and good performance rewarded.
- 4.1.23. This plan has yielded some extremely positive results with the number of missed collections significantly below the 90 per hundred thousand properties to under 50 per hundred thousand properties.
- 4.1.24. In support of this work, The Council has a monitoring team which inspects around two hundred streets each month to ensure high standards of street cleansing are being achieved. The number of these inspections is considerably more than in previous years, and the team has been increased and experts in the contract monitoring field added to the team, who have helped advice on the new equipment for street cleaning outlined later in this paper. Additionally, Veolia supervisors also undertake over 250 street cleansing inspections each month.
- 4.1.25. A successful trial of eight solar powered compactor bins in areas of high footfall. These street bins are able to compact street litter by eight times, meaning that they need to be emptied less frequently, and therefore, the time saved can be spent on enhancing other street cleansing activities.

Capital Investment

- 4.1.26. In order to make the transition from the current contract and level of service and performance indicators to the new robust service performance indicators in the SLWP Contract, then bringing forward capital investment is essential.

This includes:

- Bringing in 4 compact mechanical sweepers split North/Central & South, these vehicles will focus on high use high impact areas.
- Two additional Refuse Collection Vehicles to focus on the collection of the orange bags, this provides greater capacity and reduces down time running to tip.

- 3 x 3.5 tonne cage tippers Narrow access vehicles for the street cleansing service Ideal for housing sites, alleyways and access to 'hard to reach fly tips'
- Initial rollout of 25 x electric hoovers for street cleansing operatives with an intention to rollout across the borough.
- Introduce deep cleaning jet wash equipment for the council's environmental response team to target localised deep cleaning on high footfall areas.

Following a successful trial the installation of approximately 50 x solar powered bins placed in district centres and high footfall area such as approaches to transport interchanges and high use public parks to replace the existing bins.

The council is also currently investing in various items through its existing capital programme. These are already accounted for and not part of the expenditure relating to this report. These include:-

- The replacement of the old 'paladin' bins from blocks of flats with 'Chamberlain' bins which are more visually pleasing, sturdier, easier to manoeuvre and can be lifted without the need for a specialist vehicle.
- Solar powered street bins these bins are able to compact waste to approximately 8 times the capacity of a standard street bin. Following the successful completion of this trial as stated above rollout approximately 50 number of these bins in district centres and high footfall area such as approaches to transport interchanges and high use public parks to replace the existing bins.

- 4.1.27. In parallel with the reinstatement of the afternoon street cleansing service a review of the cleaning frequencies will be undertaken to ensure the deployment of this resource is maximised throughout the day. Whilst in the main high streets, district centres and town centre are a daily cleanse the side roads key transport hubs are less frequent.
- 4.1.28. The outcome of this will be a higher standard of street cleanliness across the borough, improved response times to clear fly-tips, all orange bags produced by street cleansing staff removed on the same day as the sweep.
- 4.1.29. Rather than the traditional approach of identifying saving in budget through capital investment the council will be reallocating the revenue savings of approximately £650k into improving the scope of service during this transitional period prior to the commencement of the new improved SLWP contract.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2016/17 £'000	2017/18 £'000	2016/17 £'000	2017/18 £'000
Capital available				
Expenditure	3,877	0	0	0
Effect of decision from report				
Expenditure	1,286	0	0	0
Remaining budget	<u>2,591</u>	<u>0</u>	<u>0</u>	<u>0</u>

1. The effect of the decision

2. The 2016/17 Capital Budget for waste and recycling investment including the don't mess with Croydon programme is £3.8m.
3. The cost of the capital investment detailed in this report is £1,286k and will be funded from this capital programme.

This capital investment will create revenue savings as the investment will enable services to be delivered more efficiently and effectively. These savings will be reinvested into improving the scope of service during the transitional period prior to the commencement of the new improved SLWP contract.

Risks

It is likely that some of the capital investment arising from this report may not be incurred in this financial year and it will be necessary to slip the funding to 2017/18 to enable this investment to be completed.

4. Future savings/efficiencies

This capital investment will enable revenue savings to be generated which are to be reinvested into improvements in the current service prior to the new SLWP contract. This new contract will deliver significant savings for the council which have been documented in previous cabinet reports.

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 legal considerations arising directly out of the recommendations set out in this report.

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

7 HUMAN RESOURCES IMPACT

There are no human resources implications arising from this report

Approved by: Jason Singh, Head of HR Employee Relations on behalf of the Director of HR

8 EQUALITIES IMPACT

8.1 An initial equality analysis was undertaken as part of the development of the environment enforcement policy. This covers the proposals to make Croydon a cleaner and greener borough. The initial equality analysis indicates that the actions arising from this report are unlikely to directly affect equality groups that share a “protected characteristic”. The direct impact will be upon anyone committing an environmental offence rather than a particular group.

The initial equality analysis is currently work in progress and will be reviewed and updated as the education and enforcement actions arising from this report are planned and delivered. For instance, we will ensure that different equality / community groups and schools are engaged in a campaign to educate and raise awareness of the clean and green agenda and any communication / information that we produce is accessible.

9 ENVIRONMENTAL IMPACT

9.1 The recommendations of this report impact significantly on the environment as they specifically designed to address enviro-crime such as fly tipping and littering. They will send a clear message that the council working with the communities in taking pride in the environment will not tolerate these offenses, should change attitudes to fly tipping and littering and will ultimately make the borough a cleaner and greener place to live, work and visit.

10 CRIME AND DISORDER REDUCTION IMPACT

10.1 The recommendations of this report will impact on crime and disorder as they will intensify the councils approach to identifying and prosecuting people for fly tipping and littering for which these are the offences the council has powers to enforce.

11 REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 The recommended that the council continues to adopt the clean and green approach and the range of interventions and engagement with our communities. Introducing the capital investment into the service will provide efficiencies within the service to enable resources to be diverted to areas of the borough with the greatest need. This investment will also allow the current service to transition to the new South London Waste Partnership contract in March 2018.
- 11.2 This is consistent with the environmental enforcement policy, which clearly sets out what the council's position is regarding tackling fly tipping and littering and other offenses.

12 OPTIONS CONSIDERED AND REJECTED

- 12.1 The range of interventions described above take the existing service provision and powers the council has combining them under a new strategic and operational approach to develop further in order to transition the existing service to the new South London Waste Partnership contract in March 2018. There are options to introduce this approach without including residents, businesses, our schools and contractor but that would undermine the "inclusive" nature of the Clean and Green Strategy and would lead to an approach which did not have partnership at its core.

CONTACT OFFICERS:

Tom Lawrence -Service Manager Environment & Leisure
0208 726 6000 ext 52520

Background document: none

REPORT TO:	CABINET 23 January 2017
AGENDA ITEM:	9
SUBJECT:	Corporate Plan performance – April to September 2016
LEAD OFFICER:	Jo Negrini, Chief Executive Sarah Ireland, Director of Strategy Communities & Commissioning
CABINET MEMBER:	Councillor Tony Newman – Leader of the Council Councillor Simon Hall, Finance & Treasury Councillor Alisa Flemming, Children, Young People & Learning Councillor Louisa Woodley, Families, Health & Social Care Councillor Alison Butler, Homes, Regeneration & Planning Councillor Hamida Ali, Communities, Safety & Justice Councillor Mark Watson, Economy & Jobs Councillor Stuart Collins, Clean Green Croydon Councillor Stuart King, Transport & Environment Councillor Timothy Godfrey, Culture, Leisure & Sport
WARDS:	all
CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:	
<p>This report details the latest performance for the Corporate Plan 2015-18, Ambitious for Croydon performance framework approved by Cabinet on 19 January 2015. The Corporate Plan and its Ambitious for Croydon performance framework sets the strategic direction and priorities for the Council based on the priorities of our local residents. In addition it provides a borough-wide view of the performance in areas which are delivered by other public sector organisations and statutory partners.</p> <p>The borough-wide view provides an open and transparent foundation for our residents to hold the Council and its partners accountable for the delivery of key outcomes.</p>	
FINANCIAL IMPACT There is no financial impact arising directly from this report	
KEY DECISION REFERENCE NO: This is not a key decision	

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

1. **RECOMMENDATIONS**

The Cabinet is recommended to:

- 1.1 Note the latest performance for the period April to September 2016 as detailed at Appendix 1.
- 1.2 Note the achievements, progress and work to date, as detailed in this report, of delivery against the promises set out in the 2015-18 Corporate Plan.
- 1.3 Note the areas of challenge (where the Council is responsible for performance) and the work underway / proposed to address these areas as detailed in Appendix 1.

2. **EXECUTIVE SUMMARY**

- 2.1 The purpose of this report is to detail the latest performance against our Corporate Plan 2015-18, Ambitious for Croydon performance measures for April to September 2016.
- 2.2 This performance report will enable the Council and our residents to track progress and success in a way that promotes openness, transparency and accountability. The borough-wide view provides an open and transparent foundation for our residents to hold the Council and its partners accountable for the delivery of key outcomes ensuring the best possible outcomes for our residents.
- 2.3 The 20 key outcomes shape the Corporate Plan 2015-18 and the three supporting strategies, Growth, Independence and Liveability.
- 2.4 **Appendix 1** details the performance for the reported period. Where measures are subject to a reporting time lag the latest available data has been reported, this may not correspond with the reported time period. It also shows how the Council is performing against the London and national averages for those measures where comparable data is available.
- 2.5 Due to the nature of the outcomes the Council are seeking to achieve, the data for some of the performance indicators have a significant time lag nationally. In addition, due to national external changes, some indicators can or will, no longer be able to be reported. In light of this, the Council will review the performance framework for 2017/18 to reflect these changes and refresh the indicators.

3. DETAIL

3.1 Measuring our success

The outcomes that the Council is seeking for the borough and its residents are firmly rooted in the Corporate Plan 2015 -18 and it's Ambitious for Croydon framework. In order to ensure these key outcomes are achieved for residents and to shape the direction and structure of the Council's work, three principal strategic priorities have been adopted: creating growth in our economy; helping our residents to be as independent as possible; and creating a welcoming, pleasant place in which local people want to live.

The latest available performance for April to September 2016 is attached in Appendix 1 of this report. The next performance report, detailing progress made between October 2016 and March 2017 will be presented to Cabinet in July 2017.

3.2 Delivery for Croydon - Corporate Plan Promises

Progress in delivering Corporate Plan promises during April to September 2016, set out under the three ambitions of Growth, Independence and Liveability and the Council's enabling function, includes:

3.3 GROWTH

- Launched business growth grants scheme offering between £15,000 and £100,000 to Croydon firms with a good idea for creating new jobs. Almost £2.5m is available from the Coast to Capital partnership, a coalition of businesses and local authorities that works to boost economic growth.
- A state of the art tech business incubator and start-up space known as Tomorrow, opened in Croydon in May 2016, supported by the Council and the Greater London Authority
- Boxpark Croydon opened in October 2016 creating 50 jobs for local people; it serves food and drink through 35 outlets and will deliver over 200 music and spoken word events a year
- Inaugurated Sunday trading in Surrey Street Market, featuring a wide range of street food, an artisan baker and a variety of clothing and handmade gifts
- Reduced the percentage of the working age population on out of work benefits
- Obtained input from leading experts brought together by the Theatres Trust to our plans for the £30m refit of Fairfield Halls
- Increased the percentage of all secondary schools judged by OfSTED to be good or outstanding by 8.6 percentage points to above the national average
- Exceeded the national average and that of our statistical neighbours in the percentage of pupils achieving five or more A*-C grades in English and maths at the end of key stage 4
- Increased educational attainment by age 19 at Level 2 (equivalent to A*-C at GCSE) by 1 percentage point, exceeding London and England averages
- Set up Brick by Brick, the Council's own development company, to deliver over 1,000 new and affordable homes by 2019 across 50 council owned sites in Croydon. Proposals on 40 sites are at an advanced stage of design and have been through initial pre-application planning discussions.
- Appointed award-winning developer HUB to regenerate the Taberner House site, creating a 500-unit development with at least 30% affordable homes and 13,000 sq.ft. of employment and commercial space.

- Increased the number of homes registered with the Private Rented Property Licence Scheme to 27,000 homes (an estimated 83% of total private rented properties).

3.4 INDEPENDENCE

- Increased the percentage of eligible two years olds accessing funded early education by seven percentage points, exceeding the London average
- Enabled more people to improve their independence through reablement in the community: the number of clients still at home following hospital discharge increased by six percentage points, exceeding the London and national averages.
- Raised awareness in the community of social isolation and loneliness through a Croydon Congress meeting on 21 June 2016 in order to change the attitudes and behaviours of people and organisations in the borough and better equip the community to take an active role in addressing these issues
- Won an “outstanding” rating by the Care Quality Commission for Croydon Shared Lives scheme, which places vulnerable adults in the homes of specialist carers for day-to-day support and help
- Hosted the Stoptober Roadshow in September 2016, one of only ten places across the country to do so. The quit rate of quitters from smoking in Croydon exceeds London and national averages.
- Developed the Live Well Croydon programme, integrating separate lifestyle services to improve the health and wellbeing of people living or working in Croydon. Praised by the head of Public Health England, it includes ‘Just Be...’, an online interactive resource.
- Introduced a new prepaid card in April 2016 for recipients of direct payments, enabling them to purchase goods and services to meet their support needs and making it easier for them to manage their money
- Piloted video calling with elderly and vulnerable residents by giving them a tablet or a link through digital TV to help them to stay in contact with a family or friend online and maintain their independence.
- Increased the proportion of Child in Need assessments carried out within required timescales by 17 percentage points.
- Reduced the average time between a child entering care and being adopted to below the London and national averages
- Won second prize in the Andy Ludlow London Homelessness awards for the Council’s Gateway service for innovation in work in preventing homelessness in October 2016, and was shortlisted in the Local Government Chronicle awards in November 2016.
- Increased identification of victims of domestic abuse and sexual violence at high risk of harm, with a major rise in numbers referred to the Multi-Agency Risk Assessment Conference

3.5 LIVEABILITY

- Exceeded the London average, for household waste sent for reuse, recycling, composting or treatment by anaerobic digestion by over five percentage points.
- Launched a new garden waste collection bin service, with over 10,000 households signed up, saving £1.6m, halving the number of vehicles needed, and composting waste that would otherwise be sent to landfill.
- Designed and commissioned three murals with young people living on Shrublands Estate for three fly-tipping hotspots to cut fly-tipping
- Exceeded our target for the removal of fly-tips within 48 hours

- Held an event on 20 April to encourage people to report hate crime and to showcase support networks available for victims, with stalls run by a range of organisations
- Completion by Transport for London of the new bus station at West Croydon contributed to the redevelopment of the transport interchange to which the Council has contributed £6m of improvements to surrounding streets, improving access for 23,000 passengers a day
- Hosted two professional cycling racing events, the men's Pearl Izumi Tour Series and the women's Matrix Fitness Grand Prix Series, on 7 June 2016
- Ran a programme of summer festivals and events across the borough from May to September.
- Launched a 'cultural partnership fund' in October 2016 offering matched funding to enable organisations to secure funding for a range of cultural projects from small festivals and theatre productions to educational schemes and public art initiatives.

3.6 ENABLING

- Launched Croydon Good Employer Charter on 23 November to boost Croydon's economy by supporting the local supply chain. Signatories commit to pay the London Living Wage, create job and training opportunities for residents, buy and invest locally, and promote equality and diversity in the workplace. More than 20 companies have already signed up to it
- Hosted a Meet the Buyer event with supplier Mulalley on 27 June to sign up local sub-contractors to work on a £12m planned housing repairs contract.
- Accepted the Government's four year financial settlement, obtaining a level of certainty for future years funding assisting medium term financial planning
- Saved £7.5m over 10 years by leasing the top two floors of the Council's offices at Bernard Weatherill House to global design and consultancy firm Arcadis, bringing their 250 staff to the borough.
- Developed a Stronger Communities Strategy and Plan incorporating recommendations of the Opportunity and Fairness Commission (OFC). Sub-groups of the Stronger Communities Partnership were set up to address community cohesion, the voluntary sector and external funding.
- Launched Croydon Community Grants scheme to support community groups with grants of up to £5,000 to develop active and inclusive communities, help people care for each other's health and well-being, and tackle poverty and social exclusion.
- Was listed by Digital Leaders 100 among the top 10 local authorities in the UK for the way the Council has used technology to improve access to services and relieve financial pressures on its front-line operations
- Completed 109,313 transactions through 'My Account' in the 6 months to September 2016, exceeding the half-year target; over 25,000 customers moved to 'My Account' (self-serve) as their method of contact in the same period, exceeding the target
- Introduced two new online services: garden waste and dropped kerbs, with additional services planned to go online.
- In partnership with Go-On UK and Doteveryone, increased digital skills and access of residents, voluntary organisations and SMEs through training digital champions and recycling over 500 council computers to community organisations.
- Rolled out new laptops to staff to support agile working
- Resolved more complaints at Stage 1, as evidenced by a 2 percentage point fall in complaints which escalated to Stage 2 (compared with 2015/16)

3.7 Areas of challenge due to high demand

The Council is ambitious for Croydon and endeavours to provide a decent, safe and affordable home for every local resident who needs one and to help families be resilient and able to maximize their life chances and independence. Nationally local government and public services face significant funding reductions as well as unprecedented increases in demand for services in terms of both volume and complexity of need. This particularly impacts both support for people who are homeless and health and social care services. These challenges are reflected in our performance and highlighted below.

- Housing costs are rising and many Croydon residents are finding it increasingly difficult to afford local homes due to falling incomes and benefit changes. We have seen an increase in homelessness over the past three years resulting in more families being housed in temporary accommodation. This is a widespread trend experienced by all London boroughs, and as one of the largest London boroughs, the pressures are significant.
- The main cause of homelessness is still the loss of private sector accommodation. Rising private rents compared to the maximum housing support customers can receive is a key challenge. The freezing of Local Housing Allowance (LHA) rates for 4 years, expansion of Universal Credit and lowering of the benefit cap create more pressures. In particular, Croydon has the largest Universal Credit caseload in the country. This means there are emerging issues around rent arrears owed to the Council, as service users awaiting Universal Credit will not receive any housing support unless they are in a property for more than six weeks.
- The Council's wider prevention measures are supporting significant numbers of households to avoid homelessness, with additional successes for customers evicted from the parental home. The support includes providing legal advice, negotiating with landlords and working with the customer to create financial stability through budgeting advice, income maximisation and pathways to employment.
- Homeless numbers in emergency accommodation have risen due to the ongoing lack of affordable long term alternative accommodation. The long term strategy to tackle use of emergency accommodation, is focused on finding suitable alternatives and moving households into the private sector.
- Croydon is currently the 2nd largest borough in London with 379,000 residents. Taking account of expected housing development in the borough, this is predicted to increase by 13% by 2031. In addition, Croydon has the largest population of 0-19 year olds in London at 102,000. This is predicted to increase by 11% by 2031.
- Within this number Croydon had 872 Looked After Children in September 2016 and, of these, 450 (52%) were Unaccompanied Asylum Seeking Children (UASC). The high number of UASC is as a result of the UK border agency headquarters being located within Croydon, resulting in a proportionally larger number of UASC being housed within the borough.
- Croydon also has the second largest population of 18-64 year olds in London at 236,500 which is predicted to increase by 7% by 2031.
- The largest increase in population for Croydon is predicted to be in the older population aged 65 years and over, currently at 49,300 (3rd highest in London) and estimated to increase by 51% by 2031.

Progress against key outcomes

Overall RAG status of each key area is set out in the table below showing progress against key outcomes. The one area which is underperforming and rated as red, relates to 'providing a decent, safe, affordable home for every local resident who needs one'. The challenges faced around this area are detailed within this report.

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GROWTH	INDEPENDENCE	LIVEABILITY	Enabling Core
To create a place where people and businesses want to be (G)	To help families be resilient and able to maximise their life chances and independence (A)	To create a place that communities are proud of and want to look after as their neighbourhood (A)	To be innovative and enterprising in using available resources to change lives for the better (A)
To enable more local people to access a wider range of jobs (G)	To help people from all communities live longer, healthier lives through positive lifestyle choices (G)	To create a place where people feel safe and are safe (unable to rag due to the new Crime & Police plan)	To drive fairness for all communities, people and places (G)
To enable people of all ages to reach their potential through access to quality schools and learning (G)	To protect children and vulnerable adults from harm and exploitation (A)	To build a place that is easy and safe for all to get to and move around in (A)	To be open and transparent and put communities at the heart of decision-making (G)
To grow a thriving and lively cultural offer which engages communities and supports regeneration (A)	To help families and individuals be more financially resilient and live affordable lives (G)	To improve wellbeing across all communities through sport and physical activity (G)	To be digital by design in meeting the needs of local people (G)
To provide a decent, safe, affordable home for every local resident who needs one (R)	To prevent domestic and sexual violence where possible, support victims and hold perpetrators to account (G)	To make parks and open spaces a cultural resource (G)	To have the right people with the right skills in the right jobs (G)

4. CONSULTATION

4.1 No consultation is required.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 There are no financial considerations arising directly from this report, however, attention should be drawn to 3.7 of this report where areas of high demand are creating pressure on services. With the population expected to grow in these areas there could be future financial implications and risk to services.
- 5.2 In addition, the Autumn Statement 2016 failed to announce any additional government funding for social care in Croydon, therefore putting further pressure on future budgets.
- 5.3 Welfare policies have a direct impact on homelessness and the reduction of the household benefit cap and freeze on working age benefit rates is expected to put further pressure on homelessness budgets.

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

6. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER

6.1 The Council solicitor comments that there are no direct legal implications arising from this report.

(Approved by: Jacqueline Harris Baker, Acting Council Solicitor and Monitoring Officer)

7. HUMAN RESOURCES IMPACT

- 7.1 Each project within the AfC portfolio is, and continues to have, its HR considerations individually advised and appraised. There are no other immediate HR considerations that arise from the outcome of this report.

(Approved by: Jason Singh, Head of HR Employee Relations on behalf of the Director of HR)

8. EQUALITIES IMPACT

- 8.1 One of the key Ambitious for Croydon outcomes is to “drive fairness for all local people, communities and places”. To support this, the performance framework has been designed to measure the disparities in outcomes and opportunities across the borough.
- 8.2 A suite of fairness and inclusion performance measures have been determined following publication of the independent Opportunity and Fairness Commission (OFC)’s key recommendations in January 2016. These performance measures are based on the Council’s statutory equality objectives that were developed in the light of the OFC’s report. They include measurements of the “gap” in terms of access to employment and housing, homelessness, child poverty, educational attainment, community safety, social isolation and life expectancy.

9. ENVIRONMENTAL IMPACT

- 9.1 There is no environmental impact arising directly from this report; however, the Ambitious for Croydon outcomes reflect the Council’s aspirations to create a place that communities are proud of, and in which people and businesses want to be.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 There is no specific crime and disorder impact arising from this report; however the administration makes a commitment to ensure that local people are safe, and feel safe.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 Not applicable

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 Not applicable

CONTACT OFFICER: Sarah Ireland, Director of Strategy, Communities and Commissioning.

Background documents:

Corporate Plan 2015-18: <https://www.croydon.gov.uk/democracy/dande/policies/corpplans/>

Ambitious for Croydon

Appendix 1

Performance framework summary report
Latest data for April to September 2016

Key outcomes – measuring performance

Priority one - Growth	page
• Neighbourhoods, District Centres, planning	1
• Jobs and the economy	3
• Education and learning	5
• Culture	8
• Housing	10
Priority two - Independence	
• Early interventions	12
• Health	15
• Safeguarding	18
• Tackling the cost of living	21
• Domestic violence and sexual exploitation	23
Priority three - Liveability	
• Cleaner and greener	25
• Policing and crime	27
• Roads, transport and streets	29
• Sport	31
• Parks and open spaces	33
Priority four – Enabling	
• Finance	35
• Fairness and equality	37
• Open and accountable	45
• Digital and enabling	46
Rag status key	47

GROWTH – Neighbourhoods, District Centres, planning

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To create a place where people & businesses want to be	The number of small and medium business enterprises (SME's)	12,840 (2013/14)	NA	13,880	NA	No comparative data available
	Occupation rates <ul style="list-style-type: none"> • A) Office • B) Retail 	A) 66% B) 92%	A) 66% B) 92%	Annual, next update December 2016	NA	NA
	The number of apprenticeship participants within the borough	2440 (2014/15)	1130	2510 2015/16	(G)	Total number of apprenticeship framework achievements (2015/16) London, 46,280 England 503,900

GROWTH - neighbourhoods, district centres and planning

The number of SMEs has grown significantly within the borough and the Council continues to ensure further support is available to local businesses. The Council has recently awarded a contract to continue its successful Croydon Enterprise Loan Fund for another three and a half years, and has increased the lending portfolio to £4m. The new offer will enhance the existing service by introducing tailored financial services that are sector and/or place specific, with bespoke offerings for fast growing sectors and/or geographical areas such as district centres and Tier 1 Industrial areas. The Council has also published a new discretionary business rates relief scheme to promote business growth and create and safeguard jobs.

In addition to shaping local development, the Council is also driving forward delivery. In spring 2016, the government approved the Croydon Growth Zone and the Council is working on reviewing and developing the Growth Zone in order to progress a number of key infrastructure projects to delivery stage.

Regeneration and growth in the centre of Croydon will feed and sustain further development and growth in our district centres. The focus continues to be working with residents and businesses to create high streets that serve their local community. Following on from the successful work in Thornton Heath, the Council has approved three community devolution pilots in Purley, New Addington and South Norwood to assess how residents can best work alongside the council to shape local projects and services. This approach is helping to shape delivery of a number of projects aimed at improving the look and feel of Croydon's vibrant district centres e.g. provision of improved pedestrian access, tree planting, better pavements, and new outdoor

seating for shoppers and businesses in South Norwood and Thornton Heath and a recent competition to support small businesses and increase occupancy of commercial premises in South Norwood.

In New Addington, plans to develop a new community and leisure centre along with new housing have been approved. This follows on from recent improvement projects to improve access arrangements in Central Parade which included widening and repaving the footways, provision of seating, parking for cyclists and improved parking arrangements.

The Council continues to work closely with Business Improvement District (BID) to identify priorities for investment to support local businesses and ensure thriving district centres.

Brick by Brick, the independent development company established by the council, remains on track to deliver approximately 1000 units of mixed tenure housing across approximately 50 council owned sites in the borough. Proposals for the sites are in development with the aim of gaining planning consent as early as possible in 2017. A key aim of Brick by Brick is to deliver 50% affordable homes across its portfolio of smaller development sites.

The Council continues to support and encourage the creation of apprenticeships either directly or through Value Croydon in partnership with its contractors and Croydon College. A recent example where apprenticeships have been provided is through the general building contracts where six Croydon apprentices have been employed to work in a range of building trades helping to upgrade Croydon's 14,000 council homes.

GROWTH – Jobs and the economy

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To enable more local people to access a wider range of jobs	The overall JSA Claimant rate	2% (G)	2%	1%	(G)	London 1.9% (G)
	Reducing the gap between the highest and lowest wards The measure of the number of people receiving Universal Credit principally for the reason of being unemployed is still being developed by the Department for Work and Pensions. Consequently this component of the total Claimant Count does not yet correctly reflect the target population of unemployed claimants and is subject to revisions. For this reason the Claimant Count is currently designated as Experimental Statistics.	2.7%	2.7%	1.7%	(G)	No comparative data available
	Long term unemployment (those receiving JSA for 12 months or more)	0.4% (G)	0.4%	0.4%	(G)	London 0.4% (G)
	% of working age on out of work benefits	8.8% (G)	8.8%	8.7%	(G)	London 8.2% (A)
	% of young people Not in Education, Employment or Training (NEET)	2.30% (G)	2.8%	2.9%	(A)	England 4.2% (G) Quartile A DfE data matrix
	% of young people aged 18-24 who are claiming Job Seekers Allowance The measure of the number of people receiving Universal Credit principally for the reason of being unemployed is still being developed by the Department for Work and Pensions. Consequently this component of the total Claimant Count does not yet correctly reflect the target population of unemployed claimants and is subject to revisions. For this reason the Claimant Count is currently designated as Experimental Statistics.	2.9% (G)	2.9%	0.9%	(G)	No comparative data available

	The volume M2 of new Grade A commercial space delivered within the borough	New	6333	Awaiting return	TBC	No comparative data available
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GROWTH - jobs and the economy

The Council has ambitious plans for economic growth and, according to latest research, the borough is already on track as the UK's fastest growing economy with annual GVA growth of 9.3%. As the single largest office market outside Central London with 7.9 million ft² of office stock, it is home to a number of international business clusters including Financial Services, Insurance, Engineering, Digital & Tech, and Government. HM Revenue and Customs have confirmed their move to Croydon, with 2,500 employees due to occupy the whole 184,000 square feet building at One Ruskin Square once construction is complete. This is yet another sign of confidence in Croydon, following on from EDF Energy, The Body Shop and Superdrug which are also taking over new and refurbished offices in the area. This is resulting in significant improvements in the local employment rate.

In November, the Council held an Economic Summit, at which we welcomed the Mayor of London as our keynote speaker and the new 'Night Czar' Amy Lamé. The theme was regeneration and economic growth in Croydon, with a particular focus on the evening and night time economy in the borough. The meeting of the Local Strategic Partnership's Congress brought together delegates from the community, business, faith and voluntary sectors who are all essential in shaping Croydon's future success.

The Summit provided the opportunity to promote Croydon's Good Employer Charter which aims to boost the local economy through support to the local supply chain, creation of job opportunities and ensuring employees are paid a fair wage. Croydon's vision for growth is inclusive, with opportunity and fairness are at the heart of growth plans and ambition to ensure that all residents are able to share in the success of the borough. As a London Living Wage employer the Council is committed to working with the business community to tackle in-work poverty.

The Council continues to use its buying power to secure employment and business opportunities for local people through its Value Croydon initiative. In addition it has established and successfully operates Croydon Works employment brokerage, which supports Croydon residents into employment, raising their skills so that they can access the new jobs being created across the borough, and also helps local businesses to access a pool of job-ready workers.

GROWTH – Education and Learning

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To enable people of all ages to reach their potential through access to quality schools and learning	Percentage of children at the end of reception year who are judged to be at a good level of development	64.7% (2014/15 academic) (A)	66%	70.4%	(G)	London 71.2% England 69.3% (G)
	% Parents offered one of their top 3 school choices (Primary)	94% (2015/16 entry) (A)	96% (2017/18 entry)	96.2% (2016/17 entry)	(G)	London 94.4% England 96.3% (G)
	% Parents offered one of their top 3 school choices (Secondary)	89% (2015/16 entry) (A)	91% (17/18 entry)	89.9% (2016/17 entry)	(A)	London 89.1% England 95% (G)
	Educational attainment by the age of 19 at Level 2	87.6% (2013/14 Academic) (G)	89% (2016/17 academic)	88.6% (2014/15 Academic)	(G)	London 88.2% England 86% (quartile A) (G)
	Educational attainment by the age of 19 at Level 3	64% (2013/14 Academic) (A)	65% (2016/17 academic)	64.4% (2014/15 Academic)	(A)	London 64.9% England 57.4% (quartile A) (A)
	% of all primary schools given overall effectiveness rating of good or outstanding by OfSTED at most recent inspection	90% (September 2015) (A)	92%	86%	(A)	London 93% England 90% (A)
	% of all secondary schools given overall effectiveness rating of good or outstanding by OfSTED at the most recent inspection.	71.4% (June 2015) (R)	82%	80%	(A)	London 89% England 79% (G)
	% of Pupil Referral Units (PRU) given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	100% (March 2015) There were no inspections during 2015/16	100%	No inspections for Q1 & Q2	NA	London 82% England 87%

% of Special schools given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	100% (March 2015) There were no inspections during 2015/16	100%	No inspections for Q1 & Q2	NA	London 92% England 90%
KS2 reading, writing and maths to expected standard	New	New	54%	NA	England 53% (G)
Attainment 8 - showing pupils' average achievement in the same suite of subjects as the Progress 8 measure.	New	New	48.4% (provisional)	NA	London 51.7% England 49.9% (A)
Progress 8 aims to capture the progress a pupil makes from the end of primary school to the end of secondary school. It is a type of value added measure, which means that pupils' results are compared to the actual achievements of other pupils with the same prior attainment.	New	New	0.08	NA A progress score of above 0 means the LA is above national average	London 0.16 England 0 (G)
Percentage of pupils at the end of key stage 4 achieving 5+ A-C in English and maths (<i>previously %+ GCSE A*-C grade including English and Maths</i>)	New	New	54.9%	NA	London 59.7% England 52.8% (G)

GROWTH - education and learning

Raising educational standards supports economic growth, personal independence and makes a locality more attractive to potential residents. We are working to ensure local residents have the skills to take up the jobs being created in the borough.

Early Years

- An important starting point for learning is the Early Years Foundation Stage which is crucial to ensuring future success. Croydon's performance in the Early Years Foundation Stage at age 5 improved significantly (by 5.7%) from 2015 to 70.4% and is now only slightly below statistical neighbours and London but higher than the national average of 69.3%.
- Furthermore, outcomes in Croydon also improved at a faster rate than London by 2%. Our Best Start 0-5 Programme will help to further enhance these improvements in the future.

Primary and Secondary Performance

- Key Stage 2 tests at age 11 showed that in 2016 the percentage of pupils achieving a combined expected level of attainment in reading, writing and mathematics was above both our statistical neighbours and national averages. This means that for the first time in at least 5 years Croydon's outcomes at the end of KS2 are above the national average.
- Achievement at the end of Key Stage 4 is positive with an improvement in the numbers of pupils making more than expected progress from Key Stage 2. The percentage of pupils achieving an A*- C GCSE in combined English and Mathematics is also above the national average. Permanent exclusions remain low.
- In September 2016 86% of primary schools and 80% of secondary schools were judged to be Good or Outstanding by Ofsted, which is higher than the national average.
- The higher percentage of schools now judged as Good or Outstanding has ensured that at key stage two we now have outcomes that are above national averages. Furthermore, at secondary level almost 50% of pupils attend an **Outstanding School**, significantly higher than the national average of 27%.

Post 16 and Higher Education

- The Council is working with partner organisations to secure the development of a new site for Croydon College on the College Green site. Discussions continue with Croydon College, Brick by Brick and the Council around the detail of relocation of the College within the Fairfield Halls and College Green redevelopment, with a planning decision for phase 1 of the development anticipated in January 2017.
- Sussex University has a presence in Croydon working in partnership with Croydon College. Further discussions with developers have taken place regarding locating an international university within Croydon metropolitan centre.

Adult and Community Learning

- CALAT secured continuing improvements in outcomes for learners in summer 2016 exams, with achievement rates now at 89% (+2%) pass rates at 94% attendance remains at 85% and retention rates remain excellent at 94.3%. All are above the national provider average. The achievement rates for both BAME groups and learners with disabilities are above the national average.
- CALAT has just retained its 'Good' inspection rating following a visit from the Ofsted inspectors. It has been found to have an excellent record for ensuring learners don't drop out of courses, and the inspection only found a few minor issues that stopped it getting top marks.

GROWTH - Culture

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To grow a thriving and lively cultural offer which engages communities & supports regeneration	The number of cultural events and programmes supported and delivered by the council across the borough representing the community	4137	Unable to set a target as previous year includes events at Fairfield Hall	471 (YTD)	NA	Local measure – no comparative data available
	Number of tourism day visits to Croydon (3 year average) <i>(The Great Britain Tourism Survey has changed the way it reports this measures from previous years)</i>	9.92 million (2012-2014)	NA	8.22 million (2013-15)	NA The margin of error for these estimates is +/-25% so this means that the change has not been significant.	No comparative data available

GROWTH – culture

Our ambition is to grow a thriving and lively cultural offer which engages communities and supports regeneration. Plans agreed in November 2014 set out Croydon's vision for the new Cultural Quarter to help spearhead the town Centre's regeneration. The Cultural Quarter around College Green will incorporate the Croydon Clocktower, Surrey Street, Exchange Square and the Minster and will be the focus for cultural events including festivals, public art and outdoor programmes.

The refurbishment of Fairfield Halls into a world class arts and cultural facility is now underway. The exceptional design for the refurbishment will ensure that the building retains its valued architectural heritage while becoming a venue fit for the 21st century and a destination centre for the arts in South London. The Council has also commenced the procurement process to secure a new operator ahead of the new facility opening in 2018.

The closure of Fairfield Halls for refurbishment has resulted in a reduction in the number of events recorded as supported by the Council. It should be noted that whilst all events hosted at Fairfield Halls were included as part of the events count there are community events held across the borough which are not included. Performance is therefore better than the current figures show. For the future the service is reviewing and enhancing its data collection process to improve capture of data from a wider base including BME events.

There are also changes being implemented to the Braithwaite Hall to accommodate larger audiences and the Council Chamber is being made available for some cultural events.

Croydon has seen a range of cultural events across the borough, including those funded by the Council and Croydon BID. Examples include:-

- A day to mark four decades of punk rock marking the release by local band “The Damned” of the first ever punk single, ‘*New Rose*’. The day, sponsored by Croydon BID, included original artwork, free live music, and chances for people who remember 1976 to share their memories. Other events have included a Diwali Mela stage in North End and the first performance from the London Mozart Players in their new home at St John’s church in Upper Norwood.
- A two-day sell out music festival launched Croydon’s new Boxpark pop-up food and drink venue featuring some of the biggest names in grime and a free showcase celebrating the best up-and-coming musical talent. The launch of the Sunday Surrey Street market also hosts live entertainment and DJs alongside the food and craft stalls. The day is organised by local musical entrepreneurs, Beats and Eats, with support from the Council.
- International Playwriting Festival held in the Council Chamber showing how Town Hall spaces can be used in different ways to benefit the local cultural offer.
- Open House London to celebrate Croydon’s architectural offering
- Launch of the borough’s first Pridefest in August - The event was a celebration of south London’s LGBT+ community, and was the second-largest ‘pride’ event inside the M25 this year.
- Museum of Croydon exhibitions at the Clocktower. The museum is also supporting FABCroydon to deliver a Heritage Lottery Funded project to preserve and catalogue the historic collections formerly held at Fairfield Halls, to inform a decision on how these important local collections can be made accessible for local people to enjoy and learn from in the future.
- Club Soda continued to deliver their programme of arts workshops and events run for and by people with learning disabilities. This led to 1,279 instances of arts participation and 4 special events, including SoDaDa at Merton Arts Space in this period.

GROWTH - Housing

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To provide a decent, safe & affordable home for every local resident who needs one	The number of households accepted as homeless under the Housing Act	962 (R)	426 (YTD) 850 (annual)	616 YTD	(R)	No comparative data available
	Number of homeless households living in bed & breakfast and self-contained temporary accommodation.	843 (R)	750 cases	904 cases	(R)	No comparable data available
	Number of families in Bed and Breakfast (B&B) with shared facilities, 6 weeks or more	89 (R)	Less than 89 cases	149 cases	(R)	No comparable data available
	Number of market homes started (for sale or rent)	1016 (G)	1416 Annual	1372 YTD	(G)	No comparable data available
	Affordable Housing – the number of affordable homes completed (gross)	536 (A)	TBC	92 YTD	TBC	No comparable data
	The percentage of private rental housing stock licensed through the selective licensing scheme	81% Launched in October 2015	88%	83%	(A)	No comparable data
	The number of empty properties returned to use	137 (G)	100	Annual – data due December 2016	NA	No comparable data

GROWTH - housing

Housing costs are rising and many Croydon residents are finding it increasingly difficult to afford local homes due to falling incomes and benefit changes. We have seen an increase in homelessness over the past three years resulting in more families being housed in temporary accommodation. This is a widespread trend experienced by all London boroughs, and as one of the largest London boroughs, the pressures are significant.

The main cause of homelessness is still the loss of private sector accommodation. Rising private rents compared to the maximum housing support customers can receive is a key challenge. The freezing of Local Housing Allowance (LHA) rates for 4 years, expansion of Universal Credit and lowering of the benefit cap create more pressures. In particular, Croydon has the largest Universal Credit caseload in the country. This means there are emerging issues around rent arrears owed to the Council, as service users awaiting Universal Credit will not receive any housing support unless they are in a property for more than six weeks.

In October 2016 the Council updated the housing allocation scheme. Incentivising households to work with the council on solutions to prevent homelessness. It will introduce a choice-based lettings system restricting new applications to households that have lived in the borough for at least 3 years. The Council's wider prevention measures are supporting significant numbers of households to avoid homelessness, with additional successes for customers evicted from the parental home. The support includes providing legal advice, negotiating with landlords and working with the customer to create financial stability through budgeting advice, income maximisation and pathways to employment.

Homeless numbers in emergency accommodation have risen due to the ongoing lack of affordable long term alternative accommodation. The long term strategy to tackle use of emergency accommodation, is focused on finding suitable alternatives and moving households into the private sector. The Council is also working on reconfiguring its temporary accommodation portfolio towards cost neutral schemes, and reducing reliance on using the council's own social housing stock, which is believed to incentivise homeless demand.

The overview of how we are supporting vulnerable families and people through temporary accommodation is showing encouraging trends, with a reduction from 3,086 to 2,568 in the year up to September 2016. However within this, the pressure remain in emergency accommodation from both a wellbeing and spend perspective.

In August 2016 the government announced the allocations of the £1.5m New Burdens funding being allocated to Local Authorities affected by Universal Credit Full Service in 2016/17. Owing to Croydon's continued lobbying with regard to the emerging impacts of universal credit and supported by the Deputy Leader (Statutory) and Cabinet Member for Homes, Regeneration and Planning and the Cabinet Member for Communities, Safety and Justice (as lead member for welfare reform), Croydon has secured £404,963 of this fund, which equates to 27% which is the largest amount allocated to any local authority. The funding will help bridge part of the financial pressure we see in temporary accommodation, as the impact of the changes are being felt in this area.

The work to reduce homelessness and use of temporary accommodation, led to the Council being recognised in October 2016, winning second place in the London awards in innovation in preventing homelessness.

In addition to the 92 units of affordable homes completed a further 558 units are currently under construction making a total of 650 units scheduled for completion by April 2017 which represents a significant increase on the previous year. There are a further 390 units with planning permission for which construction has not yet commenced.

Planning permission was granted for 794 new market homes in addition to the number started on site this period whilst completions totaled 1372. Market homes are more likely to complete in the summer months so the high completion figure is likely to tail off over the winter months. However the figure for homes started will rise further as will the number of homes granted permission.

INDEPENDENCE – Early interventions

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To help families be healthy and resilient and able to maximise their life chances and independence	The number of families for whom a Troubled Families Outcome payment is achieved	146 (R)	240 (YTD 2016/17) 1144 (2 year rolling)	171	(R)	No comparative data available
	Conception rate per 1,000 girls (aged 15-17 years) rolling average Craig will send me an update	30.1 (September 2014)	27.6	25.6 (rolling average September 2015)	(G)	London 19.7 England 21.2 (R)
	The percentage of carers who reported that they have as much social contact as they would like	41.4% (July 2013) (No target set, London average 35.6%)	33%	31.7% (July 2015)	(A)	London (2014/15) 35.5% England (2014/15) 38.5% (R)
	The percentage of service users who use services who find it easy to find information about support	71.6% (2015) No target set London Average 72.5% England Average 74.5%)	72%	67.8%	(A)	London 71.9% England 73.5% (A)
	The percentage of carers who use services who find it easy to find information about support	60.6% (March 2013) (No target set, London average 63.8%)	61%	60.3% (March 2015)	(A)	London (2014/15) 62.1% England (2014/15) 65.5% (A)
	The percentage of people who use services who reported that they have as much social contact as they would like	45.2% (2014/15)	46%	41.9% (2015/16)	(A)	London 41.4% England 45.4% (G)
	Percentage of three and four year olds accessing funded early education	87% (Autumn 2014 & spring 15 combined) (A)	90%	86% (June 2015)	(A)	London 86% England 95% (G)

	Percentage of eligible two year olds accessing funded early education	57% (Autumn 2014 & spring 15 combined) (G)	60%	64% (August 2016)	(G)	London 57% England 68% January 2016
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INDEPENDENCE - early interventions

The Council wants to enable people and their families to remain, or become as independent as possible. We can do this through the development of strong and supportive communities, and through early intervention and prevention which reduces the escalation of need.

Croydon has the largest population of 0-19 year olds in London at 102,000 and this is predicted to increase over the coming years. Good early intervention is based on strong partnership working with local agencies across Croydon.

Troubled Families Programme

- We are currently tracking in excess of 1400 families who are receiving a range of interventions. This is consistent with the target numbers for the programme.
- By March 2017, the end of year 2 of the programme, we expect to have claimed 572 Payment By Result (PBR) outcomes. This is reflective of the time parameters required to securely evidence that families have achieved sustained progress against the identified areas of the Troubled Families Outcome Plan without regression.
- The numbers of claims are increasing on a claim by claim basis and we expect to achieve the PBR targets across the lifetime of the programme.
- We continue to explore more innovative ways to raise the profile of the programme.

Conception rate (aged 15-17 years)

- The conception rate in Croydon amongst 15 - 17 year olds is higher than the London and England average, although there has been a steady decrease in the borough in recent years. In September 2015, the conception rate was 25.6 per 1000 girls, less than half the rate in the baseline year of 1998.
- High teenage conception rates are associated with a complex range of factors including social deprivation, low income, being in or leaving care, some Black and Minority Ethnic (BME) Groups, low educational attainment, homelessness and offending. Many young people in Croydon experience one or more of these factors. Croydon has the largest population of looked after children in London, many of whom are unaccompanied asylum seeking children, and over half of young people classify themselves as belonging to a BME group.
- There are several initiatives in place that contribute to our reducing teenage conception rate. All primary and secondary school children receive sex and relationship education programmes. Schools that are in wards with higher teenage pregnancy rates receive more intense support through targeted teenage pregnancy prevention programmes.
- There is also a wide range of sexual health promotion interventions aimed at young people taking place outside Croydon's educational settings, examples include borough-wide sexual health media campaigns; the production and dissemination of sexual health information and resources; development of a sexual health information website for young people that live in South West London; targeted prevention programmes for

young people identified as being at greater risk of poor sexual health; sexual health outreach and information services as well as targeted sexual health drop-in clinics.

The Council is responding to the requirements of the Care Act through its Transformation of Adult Social Care (TRASC) Programme. Additional pressures include reductions in government funding, formulating Sustainable Transformation Plans with regional partners, increasing demand from an ageing population, many with complex needs. This multi-agency approach will enable our communities to receive personalised services and a financially sustainable adult social care system.

The Council and key partners are establishing the Croydon Alliance to commission and deliver services for over 65s social care, community and acute health, voluntary sector and prevention services in Croydon. Enabling services to be co-ordinated, seamless and focused on outcomes, sometimes referred to as our New Model of Care with the development of multidisciplinary teams with GPs and Personal Independence Co-ordinators.

The all-age disability service integrates our services for children and adults with disability. The 0-25 part provides a seamless transition for young people to adult services, and stimulates a better local offer for young people to enjoy education, employment and a quality of life in Croydon.

The Council has introduced a new prepaid card for recipients of direct payments. Enabling choice and control through this personalised service, eligible people can use it to purchase the required goods and services as set out in their support plan.

Community Empowerment Pilots

The July 2016 version of this report promised an update on a series of pilots to strengthen and enable communities to increase control over their lives. These are described below.

The Shrublands project is developing volunteers to tackle social isolation and help people access local services. Working with the Go On team, the Council has supplied recycled computers. The goal is for digital hubs to develop champions and run computer clubs.

Sentab, is an easy to use social and communication platform for over 55's to stay in touch with their family and friends through any flat screen TV. Expected outcomes include reduced social isolation, digital inclusion and increased well-being.

The community meals project focuses on engaging older people who may be isolated and vulnerable. It will use the community meals provider to identify and refer service users in need to Age UK Croydon to reduce isolation and escalation of need.

Community Connect aims to develop the Family Centre in Fieldway into a community hub. It will apply the Gateway approach to promote financial and housing stability by empowering the local community.

INDEPENDENCE – Health

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To help people from all communities live longer healthy lives through positive life choices	The estimated % of smoking tobacco prevalence – adults over 18	17.1% (December 2014)	17%	17.1%	(A)	London 17% England 18% (G)
	Life satisfaction – average score out of 10 in response to the question, overall how satisfied are you with your life nowadays?	7.38 (2013/14)	Not appropriate to set a target for this measure	7.36 (2014/15)	NA	London 7.5 England 7.6 (A)
	Wellbeing – average score out of 10 to the question, overall to what extent do you feel the things you do in life are worthwhile?	7.6 (2013/14)	Not appropriate to set a target for this measure	7.36 (2014/15)	NA	London 7.5 England 7.6 (A)
	Happiness – average score out of 10 to the question, overall how happy did you feel yesterday?	7.31 (2013/14)	Not appropriate to set a target for this measure	7.39 (2014/15)	NA	London 7.38 England 7.45 (G)
	Anxiety – average score out of 10 to the question, overall how anxious did you feel yesterday?	3.4 (2013/14)	Not appropriate to set a target for this measure	2.91 (2014/15)	NA	London 3.01 England 2.86 (G)
	Percentage of children in Reception (aged 4-5) who are classified as overweight or obese	23.1% (2013/14 academic)	23%	22.24% (2014/15 academic)	(G)	London 22.16% (A)
	Percentage of children in Year 6 (aged 10-11) classified as overweight or obese	38.3% (2013/14 academic)	37.6%	38.98% (2014/15 academic)	(A)	London 37.21% (A)
	Percentage of people presenting with HIV who have a late diagnosis (infected adults)	58.8% (2012-14)	Not appropriate to set a target for this measure	53.8% (2013-15)	NA	London 33.5% England 40.3% (R)
	Proportion of people who use services who have control over their daily life	71.5%	75%	70.5%	(A)	London 71.2% England 76.6% (A)

% of older people discharged from hospital to their own home achieving independence	84.7%	88%	90.5%	(G)	London 84.4% England 82.7% (G)
Life expectancy from birth – Men	80.0 years	Not appropriate to set a target	80.3 years (2012-14)	NA	London (2012-14) Male 80.3 England (2012-14) Male 80 (G)
Life expectancy from birth – Women	83.5 years	Not appropriate to set a target	83.6 years (2012-14)	NA	London (2012-14) Female 84.2 England (2012-14) Female 84.1 (A)
Vaccination rate (MMR2) for children at 5 years old	69.7% (March 2014/15)	90% (national target)	75.3%	(R)	London: 81.7% England: 88.2% (A)
Alcohol related hospital admissions (rate per 100,000 population (broad))	1029 (2014/15)	520.2	455 (June 2015)	(G)	London – 526 (June 2015) England – 641 (June 2015) (G)
The proportion of adults classified as overweight or obese	63% (March 2012 -14)	Sport England so not set a target for this measure	64.7% (2013-15)	NA	London 58.8% England 64.8% (A)
Under 75 mortality rate from cardiovascular diseases considered preventable (persons)	51.1 (2012-14)	53.9	48.4 (2013-15)	(G)	London 48.1 England 48.7 (G)
The proportion of people who complete psychological therapies (IAPT) who are moving to recovery	42.9% (Q3 2015/16)	50% National target	52.6% (Q4 2015/16)	(G)	England – 48.2% (Q1 2015-16) (G)

INDEPENDENCE - health

Croydon's performance is similar or better than average on a range of health outcome indicators including life expectancy at birth for men, alcohol related hospital admissions and preventable deaths from heart disease and stroke. This is also the case for several measures of perceived wellbeing, although overall life satisfaction is slightly below average.

Improvements in life expectancy and reductions in preventable deaths partly reflect changes in lifestyle over time, in particular the reduction in smoking prevalence. Good overall performance however masks significant variation within the borough. Outcomes still tend to be poorer in areas of higher deprivation. Lifestyle advice and support is being brought together through the Live Well programme with both universal and targeted support for populations at higher risk of poor health.

While Croydon performs similar to the London and England averages for obesity in children at Reception year, there is an increase in the rate at Year 6. High levels of obesity are likely to lead to an increase in long term health conditions within the population if not tackled. Work to address this challenge includes a focus on schools through the Food Flagship and the School Food Plan. There has already been an increase in the uptake of school meals as a result as well as reported increases in families cooking and eating together. Local food businesses are being supported to increase the range of healthy options and improve the quality of food on offer.

Croydon has a number of other areas of public health challenge. Two are identified in this report: late diagnosis of HIV infection and childhood immunisations.

Croydon has a large number of residents from Sub-Saharan Africa who are more likely to present late with symptomatic HIV infection. HIV testing is now routinely offered within antenatal settings, genitourinary medicine units and the drug and alcohol treatment and support services. There are plans to support GPs to offer testing where HIV is clinically indicated. Throughout the year, HIV testing is proactively promoted within the black African community via a dedicated sexual health worker. Croydon is also part of the Pan London HIV Prevention Programme which delivers outreach activities to populations at greatest risk including free HIV testing. HIV testing campaigns in Croydon aim to raise awareness of HIV and to encourage black Africans and men who have sex with men to have an HIV test.

Measures to improve immunisation include a review of GP call and recall processes to improve uptake of the MMR vaccine. This includes a review of performance management systems and identification of areas for improvement in collection and reporting. Health promotion messages are being targeted, with focused prompts for vaccination in key populations such as gypsies and travellers and women of child bearing age. New web based training for practice nurses is due to be rolled out in early 2017.

Croydon's performance on indicators relating to personal independence is slightly below average. Outcome Based Commissioning is a new approach to integrate health and social care, and incentivises providers to achieve a set of outcomes and experiences that are important to individuals. It includes the development of multidisciplinary community networks to better support people in the community; personal life planning; new personal independence coordinators; and a single point of access and information. The Falls Service has been redesigned to include a handyman service as well as osteoporosis and fracture clinics. A number of projects are in place which use digital technology to reduce isolation in older people and provide direct support through telecare.

INDEPENDENCE – Safeguarding

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To protect children & vulnerable adults from harm and exploitation	Acceptable waiting times for adult social care assessments: For new clients, the percentage from where the time from first contact to completion of assessment is less than 35 days	89.4% (G)	90%	86.7%	(A)	Local measure – no comparable data available
	Percentage of concluded adult safeguarding investigations where action resulted in risk reduction or removal	85.21% (March 2015) (G)	90%	86.8%	(A)	London – 91% England – 89.4%
	% of Child in Need assessments carried out within required timescales (45 days)	67% (R)	80%	84%	(G)	Local measure – no comparable data available
	Average time between a child entering care and moving in with adoptive family (days)	1073 (R)	625 days	402 days	(G)	London average: 618 days England average: 593 days (March 2015 adoption scorecard)
	The number of Looked After Children (LAC) cases per 10,000 children within the borough (figure without UASC 45.67)	84.43 (A)	82.88	86	(A)	London 51 England 60
	The number of Child Protection Plan (CPP) cases per 10,000 children within the borough	39.7 (A)	42.9	39.7	(G)	England 42.1 (2013/14) Stat. neighbours 38.3 (2013/14) (G)

Number of new referrals to Multi Agency Sexual Exploitation (MASE) panel per calendar month	New	15 Monthly 180 Annual	New measure - still under development	NA	No comparative data available
Education, Health and Care (EHC) plan issued within 26 week timescale	New	Use 16/17 data as the benchmark	100%	NA	London 33% England 37% (G) (quartile A)
% of Looked After Children (under 16) who are in care for more than 2.5 years and in the same placement for 2 years	64.4% (R)	82%	67%	(R)	England average 68% (A)
Percentage of audits of children's social care case files where the case is rated as good or better	49%	55%	Awaiting data	TBC	Local measure – no comparable data available

INDEPENDENCE - safeguarding

Protecting children and vulnerable adults from abuse, harm and exploitation is of paramount importance and remains at the top of the national agenda with changes in legislation and reforms to the inspection framework which place clear responsibilities on Councils to keep people safe. Working with our partners to ensure the children and vulnerable adults of Croydon are protected remains high on the council's agenda.

The Council has worked on many aspects of safeguarding adults to address needs and risk. A Triage system has been introduced with increased staff resources improving its effectiveness and is close to achieving its 2016/17 target. Closer working with the CCG ensures a shared intelligence system is developing.

Croydon has worked to ensure services are Care Act compliant. Including embedding knowledge and practice so safeguarding follows a "Making Safeguarding Personal" agenda, where the client is at the centre of their own case and are involved in their own safeguarding actions. A Transformation of Adult Social Care (TRASC) programme work stream is focussing on integrating and mainstreaming of safeguarding practice into all social work practice, moving away from a centralised model. This will enable us to more effectively implement and embed 'safeguarding everyone's business'.

Joint Targeted Area Inspection

- In May 2016, a Joint Targeted Area Inspection (JTAI) was undertaken of the multi-agency response to abuse and neglect in the London Borough of Croydon. This inspection included a 'deep dive' focus on the response to child sexual exploitation and those missing from home, care or education. The inspectors found that:

- **No children were seen to be at immediate risk of harm or exploitation.**
- There is a clear commitment from the council and partners to support some of the most vulnerable children. Partners are working effectively in many areas of practice to meet the challenges of increasing demand.
- The work of Operation Raptor, and Operation Makesafe, joint operations between the Council and the Met police, were praised for their ground-breaking work in helping to combat child sexual exploitation.
- The report singled out ‘**highly effective practice**’ by the Council in relation to Unaccompanied Asylum Seeking Children (UASC), for example in the speed with which we find foster carers for UASC when they present in Croydon.
- As with any inspection report, inspectors identified a number of areas for improvement, which we are addressing with partners over the next 12 months through a Joint Improvement Plan which has been shared with Ofsted.

Assessment timeliness

- Staff in the Assessment Teams were realigned in autumn 2015 to support improved assessment timeliness, this has proven to be successful with assessment timescales having improved significantly as a result. The percentage of Child in Need assessments carried out within required timescales (45 days) has increased from 67% in 2015 to 84% in September 2016.

Number of Looked After Children

- The number of looked after children in Croydon as a proportion of the population is high due to the number of Unaccompanied Asylum Seeking Children in Croydon.
- As of September 2016 there were 420 local looked after children and 429 UASC. Over the last year, both the number of local looked after children and UASC has increased so our overall number of looked after children is higher.
- We are working closely with UK Border Agency ensuring that the formal system for dispersing unaccompanied child migrants to other local authorities is introduced by central government.

Adoption Timeliness

In 2015 the average time between entering care and being placed with an adoptive family was 1073 days and in September 2016 this fell to 402 days. This has improved for a number of reasons:

- Firstly, the historic cases of children who have waited a long time have now been adopted and children who have been known to us for a shorter period have of time have been tracked more robustly and placed more quickly. A small number of children have also been adopted by their foster carers.

Stability of Looked after Children

The stability of Looked After Children has improved and is currently one percentage point below the national average. Senior managers chair regular placement stability meetings to ensure that placements are offered support in order to maximise the opportunities to ensure that children benefit from consistent care.

INDEPENDENCE – Tackling the cost of living

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To help families and individuals to be more financially resilient and live affordable lives	Percentage of Job seekers allowance claimants (as a proportion of the resident population aged 16-64 - working age population)	2% (A)	2%	Awaiting latest data	TBC	London 1.9% (A)
	The percentage of households in Croydon receiving Housing benefit	22.5%	23%	20.23%	(G)	Local measure - no comparable data available
	The percentage of households in Croydon receiving Council tax support	20.8%	21%	19.26%	(G)	Local measure - no comparable data available
	Number of households engaged with welfare teams who are being provided with debt / budgetary advice	3501 (G)	3501	Due to a restructure it has not been possible to obtain the aggregated number of households engaged with all the teams involved. Figures for 2016/17 should be available for the next report.		Local measure - no comparable data available
	Number of families supported through the discretionary housing payments	1579 (G)	756 (YTD) 1512 (Annual)	543 YTD	(R)	Local measure - no comparable data available
	Number of families supported through the Croydon discretionary scheme	1150 (G)	642 (YTD) 1284 (Annual)	469 YTD	(R)	Local measure - no comparable data available
	Rate of child poverty (the proportion of children aged under 16 living in low income families)	21.8% (August 2013)	23%	21.6% (August 2014)	(G)	London average 21.8% (G)
	% of people working for the council who are paid the London Living Wage	100% (G)	100%	100%	(G)	Local measure - no comparable data available

	Affordability of private rent – median monthly private sector rent as a percentage of the median gross monthly salary	45.51% (2014)	45.51% (2014/15 benchmarking figure)	46.43% (2015)	(A)	Of the London boroughs (2015) Lowest 42.1% (Havering) Highest 73.8% (Westminster)
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INDEPENDENCE - tackling the cost of living

The economic downturn, changes in welfare benefits and tax credits have reduced the disposable income of the poorest. A third of Croydon residents are struggling financially. Helping families and individuals to become more financially resilient and live affordable lives requires a broad range of interventions to promote meaningful and long term employment and reduce the overall cost of living. Croydon also has one of the largest number of residents affected by the further reduction in the benefit cap, where over 1,400 households are losing on average £84 per week, with a cumulative annual loss of over £10m, the changes took place in November/December 2016. We also have the largest numbers in receipt of universal credit and with the freezing of Local housing allowance for 4 years from April 2016, we are predicting a large increase in the number of families requiring financial and housing support.

To assist residents in redressing the multitude of financial challenges they may face, the council set up the Gateway & Welfare division in April 2015, this is the country's first combined local authority department designed to tackle housing, welfare, debt management and social care assessment. We have helped over 1,000 of Croydon's most severely affected families avoid homelessness, 6,500 people to become more financially independent and supported over 600 residents into employment. Gateway works by first identifying residents most at risk of homelessness - people who have needed our help before, or the unemployed visiting the local JobCentre Plus. We have trained hundreds of internal and JobCentre Plus staff to identify the most vulnerable families to ensure they receive the right support, and allocating a dedicated adviser to look at the household finances, from housing issues and benefit entitlements to debt management and careers advice. The Gateway approach ensures that issues are resolved faster, therefore preventing people from slipping into homelessness, offering them financial breathing space by maximising their income, and boosting their confidence, job prospects and skills to be more financially independent.

Whilst the numbers we have supported up to September 2016 are below the expected levels, we feel this is due to us assisting customers in establishing their own solutions. However, owing to the further reductions in benefit cap we feel the second half of the year will see an increase in demand for these supporting services.

INDEPENDENCE – Domestic violence and sexual exploitation

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To prevent domestic and sexual violence where possible support victims and hold perpetrators to account	Percentage of domestic violence sanction detections	29%	No target set (police measure)	29% Sept. 2016 27.43% YTD average	NA	No comparable data available
	Number of cases of domestic abuse referred to the Multi Agency Risk Assessment Conference (MARAC)	448	180 (YTD) 360 (annual)	294 YTD	(G)	No comparable data available

INDEPENDENCE - domestic violence and sexual exploitation

Domestic Abuse and Sexual Violence (DASV)

DASV remains a major priority for the Council and work continues to address this through the Family Justice Centre (FJC) and engaging with partners.

- Referrals to MARAC continue to rise, which suggest greater awareness and identification of victims of DASV at high risk of harm. 294 cases have been discussed at MARAC in the period April – September 2016, which is a 46% increase compared to the same period last year.
- As part of the effort to hold perpetrators to account, training has been provided to all practitioners to address abusive behaviour within families and facilitate positive change among perpetrators. A wide range of agencies have attended this training and the next step is to run safe relationships group programmes for men deemed as low or medium risk to their partners.
- Specialist domestic abuse support available at the FJC, within best start localities, community based domestic abuse advisors as well as through Independent Domestic Violence Advocates working from the police station and Croydon University Hospital.
- The presence of domestic abuse advisors within the Multi Agency Safeguarding Hub (MASH) also enhances identification and appropriate response vulnerable to children and adults.
- Through a hub and spoke approach, it is envisaged that the Croydon workforce will be better supported to deal with DASV and residents will have better access to services.

Child Sexual Exploitation (CSE)

Over the past year a significant amount of activity has been undertaken to prevent CSE in Croydon.

- In May 2016, Croydon was subject to a **Joint Targeted Area Inspection** which included a deep dive of CSE and Missing Children.
- The joint inspection identified a number of strengths as well as several areas for development which the partnership is currently addressing. For example, the Multi Agency Sexual Exploitation (MASE) panel has been reviewed and realigned and the Pan London CSE data set has been piloted.
- Following the inspection, we have further strengthened our intelligence capabilities in this area with the appointment of two data analysts to support analytical work with partners, including mapping of CSE profiles, which has been completed in relation to gangs and county lines drugs distribution.
- This intelligence feeds into the police led multi-agency 'Operation MakeSafe' activity, where resources are specifically targeted to safeguard vulnerable children and identify perpetrators.
- Increased working with neighbouring boroughs to improve intelligence sharing and, in particular, lists of high risk of children placed by other local authorities is a key feature of our approach. We have also engaged with the faith community to raise aware of CSE and we continue to work with schools by providing information to students, parents and teachers.

LIVEABILITY – Cleaner and greener

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To create a place that communities are proud of and want to look after as their neighbourhood	The percentage of household waste arising which have been sent by the Authority for reuse, recycling, composting or treatment by anaerobic digestion.	38.87% (R)	45%	38.5% (September 2016)	(R)	London 33.1% England 43.7% (2014/15) (G)
	The percentage of fly-tips removed within the specified time frame (48 hours)	75.28% (A)	80%	85.54%	(G)	No comparable data available
	The number of fixed penalty notices issued by the council for incorrect disposal of rubbish	1100 (G)	500 (YTD) 1000 (Annual)	431 (YTD)	(R)	No comparable data available

LIVEABILITY - cleaner and greener

Maintaining a cleaner, greener environment is an important issue for local residents and an important factor in retaining existing businesses and attracting inward investment. The Don't Mess with Croydon campaign is key to delivering the present administration's manifesto commitment to make Croydon amongst the cleanest and greenest borough in London. Working in partnership with local residents, businesses and the cleansing contractor, performance in relation to removal of fly tips is significantly above that achieved in 2015/16 and well ahead of the target for 2016/17. Over 300 Street Champions have been recruited to support the campaign which has received national acclaim and been featured on BBC's "The One Show". Work is continuing to build further on the "Take Pride" element of the campaign which seeks to engage with more residents and businesses and encourage them to take greater ownership and pride in helping to improve and maintain high standards in the quality of their local environment.

Pioneering projects to reduce fly-tipping and improve the appearance of the public realm include introduction in July 2016 of time banded trade waste collection in London Road, Thornton Heath and Norbury which has resulted in significant reductions in the tonnages of waste left outside commercial premises awaiting collection. The scheme has recently been extended to Portland Road in South Norwood and will be rolled out to other areas over the coming months.

The speedy fly-tip removal service that the council offers may be a factor leading less responsible residents and businesses to regard fly-tipping as a free and easy method of disposing of waste. The "Take Pride" element of the council's campaign is seeking to address this through increased engagement with local people. Alongside this pilot mobile task force has also been established to proactively target fly-tipping hotspots and increase the number of Fixed Penalty Notices issued for fly-tipping in order to deter offenders.

Performance relating to recycling of household waste closely mirrors that achieved in 2015/16. Although this lags behind the ambitious target set for 2016/17 it should be noted that reduced recycling rates is a national trend which needs to be addressed through targeted national and local campaigns to help deliver the necessary improvement. Several local factors potentially impacting performance include the introduction of a chargeable garden waste collection service which has resulted in a reduction in the tonnage of garden waste.

Although the number of fixed penalty notices (FPNs) issued for incorrect disposal of rubbish is down on target this is not necessarily a negative outcome. Indeed it's an indication of the positive impact of work undertaken to drive behaviour change through a mix of education and punitive measures. The town centre area is noticeably cleaner partly due to less people littering, which in turn is attributable in part to the issuing of FPNs. The falling number of FPNs issued is a good sign that more people are now more careful about disposing of litter appropriately. The drive to reduce littering is enhanced through trialling of super-capacity bins a number of which have been installed in George Street. They can take up to eight times the capacity of standard street bins due to a solar-powered compactor inside each bin that automatically compresses the waste. A second trial will be undertaken in Croydon High Street in early 2017.

To enhance future service delivery the Council has also sourced a new waste contract, as part of the South London Waste Partnership (SLWP). This will harmonise waste collection services across Croydon, Kingston, Merton and Sutton, realising substantial cost savings for the four boroughs and securing a robust set of Key Performance Indicators with more ambitious targets than Croydon's current contract. For waste collections and street cleansing the contract will take effect from October 2018 in Croydon.

LIVEABILITY – Policing and crime

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To create a place where people feel safe and are safe	Crime indicators as defined by MOPAC (rolling 12 month performance)					
	Burglary	2699 (rolling at Feb 2016) (G)		The February 2016 data is the latest available published data. This is due to the current London Mayor working on a new Police and Crime Plan the measures for which will be published in March 2017		London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Criminal damage	3153 (rolling at Feb 2016) (G)				London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Theft of motor vehicles	919 (rolling at Feb 2016) (G)				London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Theft from motor vehicles	2009 (rolling at Feb 2016) (G)				London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Robbery	748 (rolling at Feb 2016) (G)				London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Violence with injury	3424 (rolling at Feb 2016) (R)				London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Theft from a person	526 (rolling at Feb 2016) (G)				London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter

Incidence of antisocial behaviour	8118 (rolling at Feb 2016)	NA	5392 (Rolling 12 month to Sept. 2016)	NA	No comparable data available
Resident confidence in Policing	57% (Dec 2015) (R)	66%	62%	(A)	No comparable data available
How safe people feel in Croydon	77% (December 2015) (G)	77%	Annual measure next update December 2016	NA	No comparable data available
How people rate the overall level of crime in Croydon today compared with the overall level one year ago	73% (December 2015) (G)	73%	Annual measure next update December 2016	NA	No comparable data available

LIVEABILITY - policing and crime

The London Mayor is currently in the process of producing a new Police and Crime Plan to be finalised in March 2017. The London Mayors office will work with councils and the MPS in each Borough to achieve this. It is proposed the method for prioritising and scrutinising local policing is for each borough to agree a number of annual priorities on the following basis:

- The issues of greatest concern in one borough may be very different to those of another. Therefore, antisocial behaviour and volume crime priorities will be selected by each borough on the basis of their local assessments, crime statistics and local residents' views to result in a manageable level of priorities.
- High harm crimes and protecting vulnerable people – child sexual exploitation, violence against women and girls, knife crime and gun crime will be included in local priorities in every Borough to ensure that the police and local partners are focused properly on these most serious and harmful offences against vulnerable people.

MOPAC will provide support to this process, making data on crime and antisocial behaviour in every borough publicly available, and holding the Commissioner to account for the MPS' engagement and performance in tackling local crime priorities. In addition, they will use data from their quarterly surveys to monitor Londoners' levels of confidence and satisfaction in the job the police are doing

LIVEABILITY – Roads, transport and streets

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To build a place that is easy and safe for all to get to and move around in	Road Casualties (3 year rolling average)	1,115 (2013- 2015 - 3 year rolling average) (A)	TBC	Awaiting latest data	TBC	No comparable data available
	Percentage of the local authority's principal roads (A-road and M-road network) where maintenance should be considered	6% (2014/15) (G)	5%	6%	(A)	London 5% (A)
	Percentage of the local authority's principal roads (B-road and C-road network) where maintenance should be considered	7% (2014/15) (G)	5%	6%	(A)	London 9% (G)
	Number of linear metres of cycle lane implemented during the year (including new & upgraded on-carriageway routes and new greenway/quiet ways)	40 (September 2015 YTD) (G)	3980 Annual	1020 YTD	(G)	No comparable data available
	Percentage of borough roads (% of total road length) where 20mph limits have been introduced	NA	40% delivery across 2016-18	25% YTD Sept 2016	NA delivery across 2016-18	No comparable data available
	The % of street lights currently in light	99.68% (G)	99%	99.54%	(G)	No comparable data available
	New M2 of road resurfaced during the year	137,636m2 (G)	180,000m2	100, 000m2 YTD	(G)	No comparable data available
	Proportion of journeys starting in Croydon made by sustainable means (walking or cycling)	29% walking or cycling (2011- 2014)	Improve on 2011-14 outturn (29%)	Awaiting latest data	TBC	Outer London average 30% (R)
	Road congestion – crude average vehicle speeds (mph) on Croydon A roads during weekday morning peak	14.9 mph	NA currently unable to set a target due to a change in methodology	Awaiting data from DfT using new methodology	NA	No comparable data available

LIVEABILITY - roads, transport and streets

Good transport connections are essential if Croydon is to maximize its position as South London's economic hub. Croydon is well connected, however parts of its extensive tram and train network are nearing capacity and are in need of expansion. To support this the Council has secured investment for a range of transport improvements across the borough. The Council and Transport for London (TfL) have begun an upgrade to East Croydon bus station to provide new shelters, better lighting, signage, improved pedestrian access, seating and tree planting. The improvements will make it easier for people to navigate between the range of bus, train and tram connections at East Croydon,

Croydon has also seen further investment with opening of the new bus station at West Croydon which has increased capacity by 21% and can accommodate 23,000 passengers a day. This compliments the Council's £6m investment in the area, including changing the road layout around the bus station, upgrading traffic lights to improve traffic flow, widening the pavement on London Road and North End to make the area more pedestrian friendly and upgrading and widening the platform at West Croydon tram stop.

As part of the Council's Local Implementation Plan, we are currently delivering a range of road improvements and safety measures across the borough including junction improvements, casualty prevention schemes, speed indicator signs and road safety education. Performance relating to resurfacing of roads is ahead of target for the year and this will over time feed through to positively impact performance relating to the percentage of roads where maintenance should be considered for which performance is slightly below target.

Safe walking and cycling are at the heart of Croydon's Transport Strategy and the Council has supported this by rolling out a programme to introduce area wide 20mph speed limits across the borough in order to improve road safety and encourage cycling. The programme is on target Area One, covering all residential roads in north Croydon except major through routes went live in September, and Area Two, in north-east Croydon, will go live by next April which will put our performance ahead of target. The Council intends to undertake consultation on Areas Three, four and five simultaneously over the coming months.

The street lighting replacement programme has also achieved a major milestone, with the installation programme now complete. With 23,630 streetlights replaced, the borough now has modern and cost-efficient infrastructure which will make our roads brighter and safer.

LIVEABILITY - sport

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To improve wellbeing across all communities through sport and physical activity	Number of people participating in sports and leisure activities at Leisure centres (all groups)	817,776 (G)	415,293 (YTD) 817,776 (Annual)	503,794 (YTD)	(G)	No comparable data available
	% Adults (aged 16+) participating in sport & active recreation for at least 30 minutes in the previous 28 days	34.3% (2014-15)	Sport England do not set a target for this measure	34.7%	NA	Regional 38% National 35.8% (A)
	Number of community sports clubs	296	Maintain 15/16 performance	Annual – next update due March 2017	NA	No comparable data available

LIVEABILITY - sport

The Council continues to promote and support participation in sport for both health and recreational purposes. The Council continued its programme of free summer swimming for under-16s across all the Council's leisure centres for the six weeks of the summer holiday. In addition to swimming there were a range of fun and fitness activities, including inflatable sessions in the pools, junior gyms, trampolining, water polo, football and basketball. Performance for the number of people participating in sport and leisure activities at leisure centres exceeds the half year target by approximately 88,000. Although we're not matching the regional average current performance relating to the percent of adults participating in sport and active recreation is also up compared to 2015/16 which reflects increased use of the Council's leisure centres. The existing leisure contract expires in October 2017 and the council is currently in the process of commissioning a new contract which will include challenging KPI's to secure improvement in the health and wellbeing of residents. In the interim the council is working with Fusions Sports and community development team to produce initiatives to get more adults in to our centres and to become more active. A variety of energetic and relaxing activities, sessions and courses are delivered for adults of all ages and abilities. Examples includes yoga, a variety of dance reflecting cultural diversity, badminton, indoor cycling, indoor netball and women's football.

Some achievements to be celebrated in 2016 include:-

- Croydon finishing in 5th place the London Youth Games and regained the ParaGames trophy for the fifth time. 2550 children and young people engaged in Level 2 (intra-borough) and Level 3 (inter-borough) activity supported by 49 enthusiastic voluntary team managers, and a further 2526 children and young people took part in School Games. The Council also supported 134 young people with disabilities and additional needs to attend regular sporting activities, weekly during term time. Nine swimmers who have learned to swim and subsequently trained with the Council's RAP scheme represented the borough at the London Youth Games.

- A free sport initiative organised in partnership with Croydon Arena and Croydon Harriers enabling 306 young people aged 6-18 to access free athletics sessions. There were positive reviews and feedback from the community, and great success reaching young people who don't normally engage with sport with 29% of participants previously classed as inactive.
 - 27,675 participants taking part during the summer in the nationwide Ping Festival. The Council also secured an increase in the number of tables installed, with 25 across the borough to encourage residents, workers and visitors to play impromptu table tennis matches.
 - The Council is supporting satellite clubs, with 28 currently operating and a further 3 planned to start this academic year. Sports include rugby, taekwondo, dance, table tennis, golf, basketball, athletics, boxing and korfbal, with the aim that clubs become sustainable after funding ceases.
- The Council's healthy walking scheme was recognised as an exemplar project to encourage and support healthier lifestyles in all sections of the community by promoting safer and more environmentally friendly modes of transport. Accredited by the national campaigning organisation, 'Walking for Health', Croydon's healthy walking scheme was shortlisted for a Team London award in the sports and healthy living category.

LIVEABILITY – Parks and open spaces

Outcomes	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To make parks & open spaces a cultural resource	Number of events held in parks (including community, charity & commercial)	99	88 Annual	85 YTD	(G)	No comparable data available
	Positive and practical action in parks – number of volunteer days <i>(Previously number of Friends and Conservation groups who are involved in their local park)</i>	New	4200 days	2150 days	(G)	No comparable data available

LIVEABILITY - parks and open spaces

Croydon is the greenest borough in London with over 127 parks and open spaces and we have used these as cultural hotspots and sites for community sport and physical activity parks and open spaces. Over 300 hectares of conservation meadows have been managed for wildlife, with hay baled and used by local farmers. Over 450 tenants and their families are growing their own healthy food on six direct let allotment sites. The Council has also supported the grazing of high value conservation sites to maintain biodiversity, including the Downlands Project to provide sheep and cattle at Happy Valley, Sanderstead to Whyteleafe, Foxley and Hutchinsons Bank. A range of improvements have been made to ensure all people can safely enjoy Croydon's green spaces including access and footpath improvements at Toller Lane, Happy Valley, and Foxley Wood.

The Council also launched its 'Croydon Talks Parks' initiative to engage local people in our ambitious plans to secure and improve the borough's green spaces. A survey which ran over the autumn gave residents the chance to outline how they use parks and what changes they would like to see made in how they are managed and run. Responses will inform the Council's 'ambitious for parks' programme, which is looking at a wide range of options for the future of Croydon's green public spaces.

The Conservation Volunteers Croydon have delivered 850 conservation volunteer workdays since April across the borough while Friends of Parks have delivered 1300 which is slightly ahead of target.

The annual target for the number of events held in parks has virtually been achieved over 6 months and the aim is to continue working in partnership with local people to utilise local parks for events which enhance their lives and benefits the area.

The Council has continued to deliver a range of initiatives engaging with people including schools to deliver a range of outdoor activities for people who want to take positive action in their local green spaces. Examples include work to support Great North Wood Partnership, The Forest School Partnership and the Great Green Yonder programme.

Five new Friends of Park Groups have formed increasing the total to 38. These groups comprise volunteers who get actively involved in looking after local green spaces and also fundraise to deliver improvements. Working in partnership with Friends of Park groups, the Council has supported improvements to a number of parks including refurbishment of a pavilion and play areas in a number of parks.

The Council is also ensuring its green spaces continue to support physical activity. Working in partnership with parkrun and local volunteers, the Council has been able to support the development of three adult parkrun events and a junior event every Saturday at Lloyd Park. Lloyd Park, Park Hill Recreation Ground and Wandle Park will all benefit from cycle routes to improve connections across the borough as part of Croydon's Connect2 walking and cycling route.

ENABLING CORE – Finance

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To be innovative and enterprising in using available resources to change lives for the better	Variance from Revenue Budget after recovery plans (£M)	(£1.389m) (G)	1% (either way)	£0.920m Projected overspend of	(G)	No comparable data available
	% Council tax collected	96.45% (A)	55.07% (YTD) 96.75% (annual)	54.85% (YTD)	(A)	No comparable data available
	% Non-domestic rates collected (NNDR)	97.74% (A)	57.81% (YTD) 98.75% (annual)	57.81% (YTD)	(G)	No comparable data available
	Percentage of agency workers	11.08% (A)	10%	11.78%	(R)	No comparable data available
	Progress with Corporate Plan Outcomes 2015/18 (success of performance measures)	Met – 52% Almost met – 32%	Outcomes delivered by 2018	Met – 45% Almost met – 45%	(A)	No comparable data available
	Net cost per m2 of Council asset base (main corporate offices)	£198	£198	Annual, next update due March 2017	NA	No comparable data available
	Percentage of frontline staff to enabling staff within the council	59.23% frontline 40.77% enabling (G)	60/40 (frontline/enabling)	Annual, next update due March 2017	NA	No comparable data available
	Cash collection rate for housing rent	98% (A)	98.5%	96.10%	(A)	No comparable data available

ENABLING CORE- finance

The above shows strong financial performance on the key indicators, particularly given the challenging financial environment the whole of local government is operating in.

The only measure in this section, reported as currently performing below target, is agency spend. The Council's transformation programmes continue to impact agency spend particularly in the Resources department and Adult Social Care and represents the area of largest cost increase over the last financial year and as a result there is an expectation that overall spend will increase against 2015/16. It should however be noted that this approach to resourcing transformation projects presents better value for money than utilising expensive consultancy services and supports the Council to develop internal capacity to manage these projects in the long-term. In December 2016 the Council's contract with Comensura will come to an end after nine years incumbent. The Council has awarded the new contract to supplier Adecco whom operate a Master Vendor model which will bring significant improvements through enhanced customer care and greater quality assurance around candidates. The move from a Vendor Neutral model to Master Vendor model will be a cultural shift which will need support in early 2017, however the change in model and supplier is expected to reap savings of around 2% of overall spend (i.e. around £400k saving in every £20 million spent). Whilst the Council's contract management arrangements for agency staff have been fully embedded into the organisation, due to the changes in senior management team and managed service provider, work will continue in refreshing the policy and communicating it to the organisation.

The council tax collection rate reduced slightly in September and is now 0.04% behind last year and 0.22% under target. The reason for this is a steep increase in the debit - over £378k - which equates to 0.21%, so accounts for the difference. A large number of new properties were banded in September so new bills have been issued and we have ensured as many of these customers as possible are set up to pay by Direct Debit. There was also a decrease in the amount of council tax support awarded to customers which means they have more Council Tax to pay. This is due to receiving real time earnings information updates from HMRC with the September file being larger than normal. Cash collection remains ahead of last year and last month with a total of £16.44 million collected in month, compared to £15.96 million last year and £16.39 million in August.

ENABLING CORE – Fairness and equality

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To drive fairness for all communities, people and places	The percentage of 16 - 64 year olds claiming Job Seekers Allowance (JSA) in the six most deprived wards <i>Based on the Average Rank of the Lower Super Output Areas (LSOAs) making up each ward in the Index of Multiple Deprivation (IMD) 2015</i>	Fieldway – 3.1% Selhurst 3.1% Broad Green 2.3% New Addington 2.3% Thornton Heath 3.2% South Norwood 3% Croydon ward average 1.9% London average 1.8%		Fieldway – 1% Selhurst 0.9% Broad Green 0.9% New Addington 0.8% Thornton Heath 1.4% South Norwood 1.7%		% unemployed Croydon ward average 0.8% London average 1.3%
	The proportion of people with long-term health conditions or illness in employment	28% (2001 census)	Not appropriate to set a target	23.7% (2011 census)	NA	Croydon measure, no comparative data.
	The proportion of over 60s in employment in the six most deprived wards <i>Based on the Average Rank of the Lower Super Output Areas (LSOAs) making up each ward in the Index of Multiple Deprivation (IMD) 2015</i>	Previously measured in the 2001 census as all over 60s employed as a proportion of all those over 60s who are economically active, so not comparable.		Fieldway – 37.4% Selhurst – 41.8% Broad Green – 45% New Addington – 39.3% Thornton Heath – 48% South Norwood – 45.1% (2011 Census) Measured as all over 60s employed as a proportion of all those over 60s who are economically not active as well as those who are economically active		% over 60s in employment Croydon ward average is 45.1%
	The number of female lone parent households found to be eligible for assistance, unintentionally homeless, and in priority need	183 London 2360 England 6900 (January – March 2016)	Not appropriate to set a target	156 (July – Sept 2016)	NA	Total figure for July – Sept 2016 across London 2240 England 7090

	The number of BME households found to be eligible for assistance, unintentionally homeless, and in priority need	288 London 2970 England 5070 (January – March 2016)	Not appropriate to set a target	234 (July – Sept 2016)	NA	Total figure for July – Sept 2016 across London 2750 England 5030
	Child (0-16 years) poverty in the most deprived wards.	Fieldway – 36.2% Selhurst – 28% Broad Green – 25.4 % New Addington – 31% Thornton Heath – 25.3% South Norwood – 25% (snapshot as at 31 August 2013) 20% child poverty, Croydon ward average		Fieldway –39 % Selhurst – 28.5% Broad Green – 28.5% New Addington – 33% Thornton Heath – 26% South Norwood – 25.5% (snapshot as at 31 August 2014)		21.6% child poverty, Croydon ward average August 2014
To drive fairness for all communities, people and places	The proportion of Looked After Children (LAC) achieving GCSE A* - C grade	9.7% (2014)	NA – no target set, these measures have been superseded by Attainment 8 measures.	8.5% (2015)	NA	Quartile D DfE data matrix (R) England 13.8%
	The proportion of Special Educational Need (SEN) children achieving 5 GCSE A* - C grade including English and maths	13.5% (2014)	NA – no target set, these measures have been superseded by Attainment 8 measures.	10.9% (2015)	NA	England 8.8% (G)
	The proportion of Free School Meals (FSM) children achieving 5 GCSE A* - C grade including English and maths	46.7% (2014)	NA – no target set, these measures have been superseded by Attainment 8 measures.	43.5% (2015)	NA	England 37% (G)
	The proportion of white working class children achieving 5 GCSE A* - C grade including English and maths	42.9% (2014)	NA – no target set, these measures have been superseded by Attainment 8 measures.	37.9% (2015)	NA	England 32.9% (G)

	The proportion of black Caribbean children achieving 5 GCSE A* - C grade including English and maths	50.9% (2014)	NA – no target set, these measures have been superseded by Attainment 8 measures.	53.4% (2015)	NA	England 52% (G)
	The proportion of Looked After Children (LAC) achieving the expected level at the end of key stage 2	56% (2014)	NA – no target set, these measures have been superseded by Attainment 8 measures.	34.4% (2015)	NA	No comparative data available (suppressed)
To drive fairness for all communities, people and places	The proportion of Special Educational Needs (SEN) children achieving the expected level at the end of key stage 2	14% (2013/14)	no target set these measures have been superseded by scaled scores	16% (2015)	NA	London 20% England 16% (G)
	The proportion of Free School Meals (FSM) children achieving the expected level at the end of key stage 2	61% (2014)	NA – no target set, these measures have been superseded by Attainment 8 measures.	66% (2015)	NA	London 75% England 66% (G)
	The proportion of white working class children achieving the expected level at the end of key stage 2	59.4% (2014)	NA – no target set, these measures have been superseded by Attainment 8 measures.	61% (2015)	NA	No comparative data available
	The proportion of black Caribbean children achieving the expected level at the end of key stage 2	69% (2014)	NA – no target set, these measures have been superseded	75% (2015)	NA	London 81% England 79% (A)

	The number of adults aged 16-64 in the borough who have no qualifications	16,900 (Dec 2014)	Not appropriate to set a target	17,400 (Dec 2015)	NA	No comparative data available
	Proven offences by young people by ethnicity Source: 10-17 years - GLA Ethnic Group population Projections R201 White includes : White inc. white British, white Irish, white other.		Not appropriate to set a target	BAME 22,243 59.8% White 14,950 40.2%	NA	London BAME, 407,804 54.6% White , 339,674 45.4%
	The percentage of young people from BME backgrounds excluded from Croydon schools, academies and free schools – based on the number of excluded children.	Black Caribbean – permanent 21% Black Caribbean fixed term 27% Black African – permanent 25% Black African fixed term 13% (July 2015)	Not appropriate to set a target	Black Caribbean – permanent 25% Black Caribbean fixed term 27% Black African – permanent 17% Black African fixed term 15% (July 2015)	NA	No comparative data available
	The percentage of assessments undertaken where Child Sexual Exploitation was a factor	New	NA	Currently under development	NA	NA
	Number of incidences of reported hate crime	549	Not appropriate to set a target	644	NA	No comparative data available

	The perception of people from different backgrounds who say they get on well	NA	NA	This data will be collected as part of a resident survey and will be reported as at year end March 2017.		
	The perception of people from different backgrounds who volunteer	NA	NA	This data will be collected as part of a resident survey and will be reported as at year end March 2017.		
	The perception of people from different backgrounds who feel they participate and influence	NA	NA	This data will be collected as part of a resident survey and will be reported as at year end March 2017		
	The perception of people from different backgrounds who have trust and confidence in public services	NA	NA	This data will be collected as part of a resident survey and will be reported as at year end March 2017		
To drive fairness for all communities, people and places	Reduce the differences in healthy life expectancy at birth between men and women in Croydon in years	Male 63.2 years Female 62.3 years (2011-13)	Not appropriate to set a target	Male 64.1 years Female 63.9 years (2012-14)	NA	No comparative data available
	Gap in Life Expectancy between most and least deprived parts of the Borough	Male 9.1 years Female 7.7 years (2011-13)	Not appropriate to set a target	Male 9.4 years Female 7.6 years (2012-14)	NA	No comparative data available

ENABLING CORE - fairness and equality

Following the findings of the Opportunity and Fairness Commission the Council developed the Opportunity and Fairness plan 2016-20 and reset its statutory equality objectives for that period. The equality performance measures within that have been embedded in the Corporate Plan performance framework, Ambitious for Croydon. The statutory performance indicators reflect issues across the spectrum in relation to fair access focusing on health, wealth and education equality indicators. These indicators tend to be sub sets of areas of performance the Council focus on overall such as employment, education attainment and health & wellbeing. This is the first time that these indicators have been reported. The latest available information and data has been used to update them. As is the nature of these indicators there is at times a significant time-lag between the period of reporting and the latest data available. However they enable the Borough and the Council to focus on the trends and be mindful that changes and improving equality, opportunity and fairness will need a long term focus to ensure there are sustainable outcomes.

Employment

As detailed in the GROWTH - jobs and economy section of this appendix (page 4) the council continues to improve performance in enabling Croydon residents to enter the workforce. The success in terms of numbers of Job Seekers Allowance claimants is reflected in reductions in the six most deprived wards and demonstrates the focus on getting people into jobs and the continuing success of the Croydon Works programme. Across the Local Strategic Partnership (LSP), through the Croydon Works programme and Good Employer Charter the Council continues to focus on ensuring that all Croydon residents have access to employment opportunities whether that is through education, training or support for job readiness. In addition there is a focus on equipping the borough to become disability confident and offering support packages to enable the Council, businesses and suppliers to offer the job opportunities across our communities

Child Poverty

The Council is below the London average in relation to child poverty and there continues to be deep seated issues in particularly in the six most deprived wards as the latest data for 2014 shows a worsen trend. Families on the margins of poverty are often dependent on in-work and out-of-work benefits. Changes in the benefits system have a significant impact on changes in child poverty rates that may hide the impact of local initiatives. Whilst the measure in this report looks at income poverty, Croydon's Young People-led Child Poverty Plan looks more widely recognising poverty of opportunity and environmental, intellectual and health poverty. The Child Poverty Plan identifies how these are being addressed through the Children and Families Partnership and the wider Council.

The Children and Families Partnership's survey of lone parents identified that the greatest barrier to employment for parents was the lack of job opportunities that fit with their childcare responsibilities. Consequently the main focus of the Partnership has been increasing flexible working opportunities in Croydon. We have been working towards accreditation as a Flexible Working Borough. The action plan addresses increasing flexible working within the council both for existing staff and at recruitments and influencing suppliers and other employers within the borough.

The proposal to create a register to log interest from current Council staff and applicants in being a job share partner was recognised by Timewise as 'an innovative approach and learning from this could be shared with other Timewise Councils.' The Good Employer Charter will be launched in January with a target of 100 businesses adopting the Charter in the first 12 months.

Homelessness

The Council's strategic actions and approaches to tackling homelessness are set out in the GROWTH – housing section of this appendix (page 10). The key principle of the preventative Gateway approach, is that it targets those who are most vulnerable. Whilst performance targets are not appropriate to set for these indicators, a reduction in the total numbers can be seen as a positive.

Education

The Borough schools continue to perform at or above the English average in key attainment areas which are key in improving equality. However there are number of areas in 2015 where the Borough was performing below the English average in terms of BME communities and Looked After children. The Council has and will continue to focus on the following actions to help schools improve performance in these areas. Attainment of Children Looked After (CLA) by the Local Authority can vary widely from year to year due to cohort sizes and other factors that contribute significantly such as Special Educational Needs and the length of time children have been in care. It is also important to consider the considerable number of children looked after by Croydon who are UASC (unaccompanied asylum seeking children) compared to statistical neighbours such as Merton and Greenwich Borough Councils. The number of CLA in Croydon as at March 2016 was a total of 800 children compared to 165 in Merton and 520 in Greenwich. In addition to this, the UASC population in Croydon as at March 2016 was 430, whilst the London Borough of Merton looked after 25 and London Borough of Greenwich looked after 20 in the same time period. This difference makes comparisons with other Local Authorities difficult. Although outcomes for Croydon CLA who have been in continuous care for 12 months or more remain low, with 36%, 27% and 18% achieving age related expectations or above in reading, writing and maths, with 18% achieving all three at the end of KS2 and 14.8% (based on unvalidated results) achieving 5 A*-C EM at the end of KS4, it is important to reflect that those who contribute to the national statistics are a small percentage in many cases of the total cohort within those year groups. For example in Year 11 the total cohort size at the end of the 2015/16 academic year was 178, with only 74 contributing to national indicators. These young people, a large percentage of whom are UASC, still need to be supported and in many cases are the most challenging with no education experience or provision in place when they enter the care system. These learners go on to make considerable progress, achieving at a level appropriate to their starting point and are successfully supported into suitable courses post 16. The successes enjoyed by our post 16 learners are testament to this and a result of the heavy investment made into this area of work.

With reference to Black Caribbean children achieving the expected level at the end of Key Stage 2 Schools are challenged by their Link Advisers, commissioned through Octavo, to set challenging targets for all significant pupil groups, especially any shown to be underperforming. These groups will also be a focus during any school inspection by Ofsted.

Community Cohesion

As the country witnessed nationally, there has been an increase in reported hate crimes within the borough after the European Union referendum. The Safer Croydon Partnership has submitted two bids to support victims of Hate crime for MOPAC funding (to be delivered by CVA and Victim Support) for the next two years. Information on our Safer Croydon web pages direct victims of Hate Crime to the Met Police True Vision website. Issues in relations to community cohesion will be further explored as part of the residents survey and the work of the stronger Community Partnership and the sub group focusing on community cohesion.

Health

Differences in life expectancy are a strong indicator of overall fairness. However, they are affected by many determinants including education, income, housing conditions, access to green spaces etc. Lifestyle factors also play a part but are strongly influenced by the wider determinants. A single lifestyle factor - smoking - directly accounts for half of differences in life expectancy. Actions and approaches to tackling this are set out in the INDEPENDENCE –health, section of this appendix (page 16).

ENABLING CORE – Open and accountable

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Latest comparative data
To be open and transparent and put communities at the heart of decision making	Percentage of FOI requests responded to within 20 days	86.31% (A)	85%	83.45%	(A)	No comparative data available
	The percentage of customer complaints escalating to Stage 2 of the council's formal complaints process	9% (G)	10%	7%	(G)	No comparative data available
	The number of complaints received by the Information Commissioners office that are upheld (where regulatory action is taken)	4	0	0	(G)	No comparative data available

ENABLING CORE - open and accountable

There are steps being taken to improve staff awareness of how to handle FOI requests and support the time taken to respond to requestors. This should enable the 83% of FOI's responded to within deadline this year, against the target of 85% to improve.

While the number of stage 1 complaints has increased during the first six months of the 2016/17 financial year, the council has been able to resolve more complaints at the first stage, as evidenced by a 2% reduction in complaints which escalated to stage 2 compared with the 2015/16 financial year.

ENABLING CORE – Digital and Enabling

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at September 2016	RAG at September 2016	Compared to
To be digital by design in meeting the needs of local people	The number of transactions completed through 'My Account'	213,667 (G)	100,000 (YTD) 200,000 (Annual)	109,313 (YTD)	(G)	No comparative data available
	The number of customers who have moved to my account (self-serve) as a method of contact.	76,648 (G)	20,000 (YTD) 40,000 (Annual)	25,177 (YTD)	(G)	No comparative data available
	The percentage of fly tip reports made electronically (App and My Croydon)	77.5% (A)	80%	71.6%	(R)	No comparable data available

ENABLING CORE – digital and enabling

To make the best use of reduced resources and improve service access we are applying digital solutions across a large number of council services. It is important for residents and local businesses to be able to access on-line services for their wider benefit as recent studies outline the financial and social benefits of being on-line.

Our innovative partnership with Go On UK and Doteveryone has brought partners and the community together to create self-sustaining solutions that have changed people's lives through digital skills and access. The Go ON Croydon initiative has provided opportunities to residents, third sector organisations and SME's to access digital skills support.

RAG Status key

RED (R)	<ul style="list-style-type: none">• Performance has not met target by in excess of 10%• Where performance differs from comparators by 10% or more
AMBER (A)	<ul style="list-style-type: none">• Performance has not met target but is within 10% of target• Where performance matches one or more comparator within 10%
GREEN (G)	<ul style="list-style-type: none">• Performance has met, or exceeds target• Performance has matched one or more comparators
YTD	<ul style="list-style-type: none">• Year to Date – current performance

For General Release

REPORT TO:	CABINET 23 January 2017
AGENDA ITEM:	10
SUBJECT:	Education Quality and Standards
LEAD OFFICER:	Barbara Peacock, Executive Director, People Department
CABINET MEMBER:	Councillor Alisa Flemming, Cabinet Member for Children, Young People and Learning
WARDS:	All
<p>CORPORATE PRIORITY/POLICY CONTEXT</p> <p>Ambition Priority 2: Independence</p> <ul style="list-style-type: none"> • Education and Learning: <ul style="list-style-type: none"> • Continue to improve the proportion of schools which are judged good or better by OFSTED and support and challenge schools to improve the standards being achieved. <p>Independence Strategy Priority 3</p> <ul style="list-style-type: none"> • Provide people with the best opportunity to maximise their life chances and have a good quality of life through the provision of high quality universal services, including an excellent learning offer. 	
<p>AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS:</p> <p>Education and Learning: working in partnership with all Croydon schools to deliver the very best for all our young people. Working with schools to ensure that resources are targeted at those social groups that currently under-perform in school exam attainment.</p>	
<p>FINANCIAL IMPACT</p> <p>There are no financial considerations with this report.</p>	
<p>FORWARD PLAN KEY DECISION REFERENCE NO.: This is not a key executive 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**

It is recommended that Cabinet:

- 1.1 Notes this report, commend the continued improvement in the percentage of schools judged good or better by OFSTED, and also notes that this paper will form a subject of Children and Young People's Scrutiny Committee on 7 February 2017.
- 1.2 Agrees the framework for the revised School Improvement Plan as set out in Appendix 7.

2. **EXECUTIVE SUMMARY**

This report summarises the performance of children and young people in Croydon schools for the academic year 2015 / 2016. The report covers attainment in assessments, tests and examinations for 2016 in the Early Years Foundation Stage, Key Stages 1, 2, and 4 and Post-16. The report is provided at this point of the year so that we can compare with the national average, London average and with similar areas (Statistical Neighbours). Our Statistical Neighbours are: Birmingham, Ealing, Enfield, Greenwich, Merton, Waltham Forest, Brent, Haringey, Lambeth and Lewisham. An explanation of Statistical Neighbours and how they are calculated can be found at Appendix 5. The report also provides up-to-date information on school attendance and exclusions.

Borough Context

In the last education year Croydon achieved some significant steps forward – continued improvements in the early years foundation stage, above national attainment at the end of both key stage one and key stage two, improved Ofsted ratings of our secondary schools, and progress 8 / attainment 8 figures above the national average. This was achieved despite Croydon having a significant growing population, which is becoming more deprived and brings with it challenges such as recruiting leaders and teachers that are able provide a high standard of education within challenging contexts.

The report sets out standards achieved in the 2015-2016 education year, which can be summarised as follows:

- Croydon's performance in the Early Years Foundation Stage at age 5 improved significantly (by 5.7%) from 2015 to 70.4% and is now only slightly below statistical neighbours and London but higher than the national average of 69.3%.
- At Key Stage 1 tests at age 7, the percentage of pupils achieving both the expected standard and the higher standard is above the national average in reading, writing and mathematics. We are also above or in-line with our statistical neighbours in all subjects except for reaching the

expected standard in mathematics / reaching the higher standard in writing where there is a 1% difference.

- At Key Stage 2 tests at age 11, the percentage of pupils achieving the expected standard in combined reading, writing and mathematics was above the national average and our statistical neighbour average for the first time in a number of years.
- At Key Stage 4, English and mathematics combined GCSE results were above the national average. They were below the London average and our statistical neighbour average based on unvalidated data.
- At Key stage 4 Croydon's attainment 8 average is above the national average and slightly below our statistical neighbour average.
- At Key Stage 5 (based on unvalidated and incomplete data) Croydon A level learners perform in line with the national average.
- Vocational Level 3 achievement continues to be strong.
- We have our highest proportion ever of Croydon secondary schools judged by Ofsted at good or better. 80% of these schools are good or better and 40% are outstanding. 86% of our secondary school pupils now attend a good or better school and almost 50% attend an outstanding school. The percentage of primary schools that are good or better has declined slightly as a result of two of our schools being judged inadequate, one of these being an academy school and one a maintained school.
- Absence rates at primary schools reduced by 0.2%.
- Absence rates at secondary schools is lower than our statistical neighbours.
- Croydon's rate of exclusion from school has decreased in the last year, and Croydon remains in the bottom quartile (where bottom quartile is the best) in performance on exclusion rates when compared with other authorities.

We continue to work hard as a local authority to make educational opportunities even better for all our children, pupils and learners. We are ambitious for all our Croydon children to achieve the best that they can and that no child is left behind. We ensure that this message is translated to all of our schools through the close partnership that we have with them. This report also sets out the highlights of our revised School Improvement Plan, (see appendix 6).

3. PRIMARY AND SECONDARY SCHOOL RESULTS

3.1 Early Years Foundation Stage

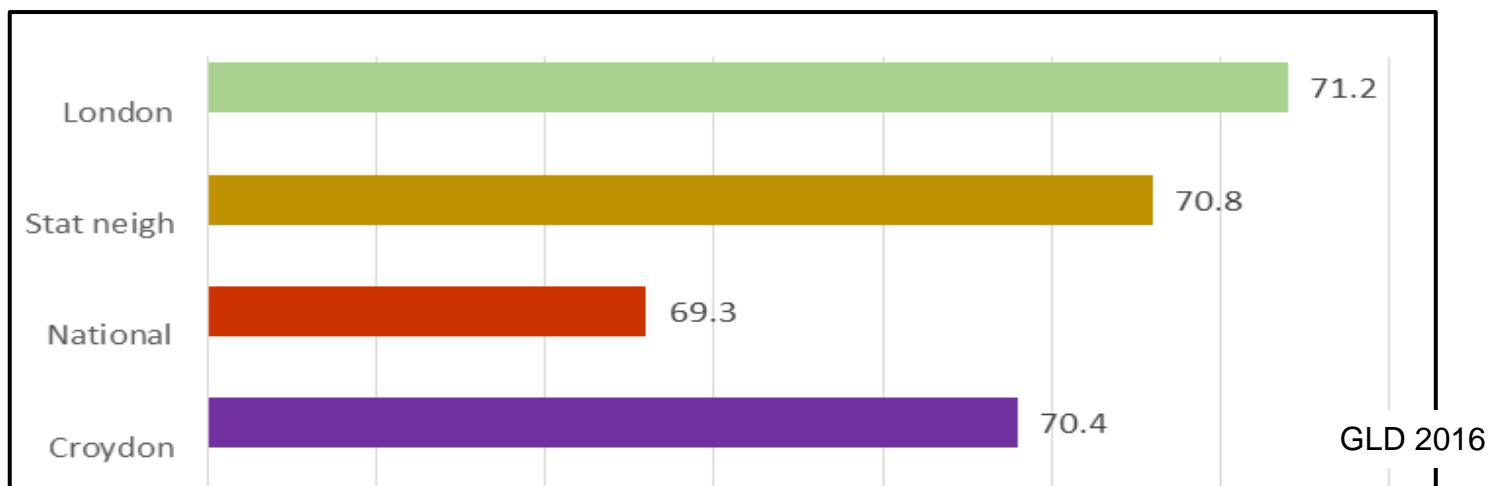
Croydon children's performance at the end of the Early Years Foundation Stage, at age 4/5 years old, improved from 2015.

The Early Years Foundation Stage Profile (EYFSP) is a teacher assessment of children's development at the end of the EYFS (the end of the academic year in which the child turns five). The EYFS Profile requires practitioners to make a best-fit assessment of whether children are emerging, expected or exceeding against 17 Early Learning Goals (ELGs).

For the second year in succession, Croydon has had the highest number of children at EYFSP of all 33 London boroughs. In June 2016 the total number of 4 and 5 year olds assessed in Croydon was 5057. A child has a Good Level

of Development (GLD) if they achieve (or exceed) the Early Learning Goals in Communication & language (3 ELGs); Physical Development (2 ELGs); Personal, Social & Emotional Development (3 ELGs); Literacy (2 ELGs); and Mathematics (2 ELGs).

In 2016, the number of Croydon children achieving a GLD increased by 5.7%. This is higher than the national average but remains below the London figure and slightly below our statistical neighbours.



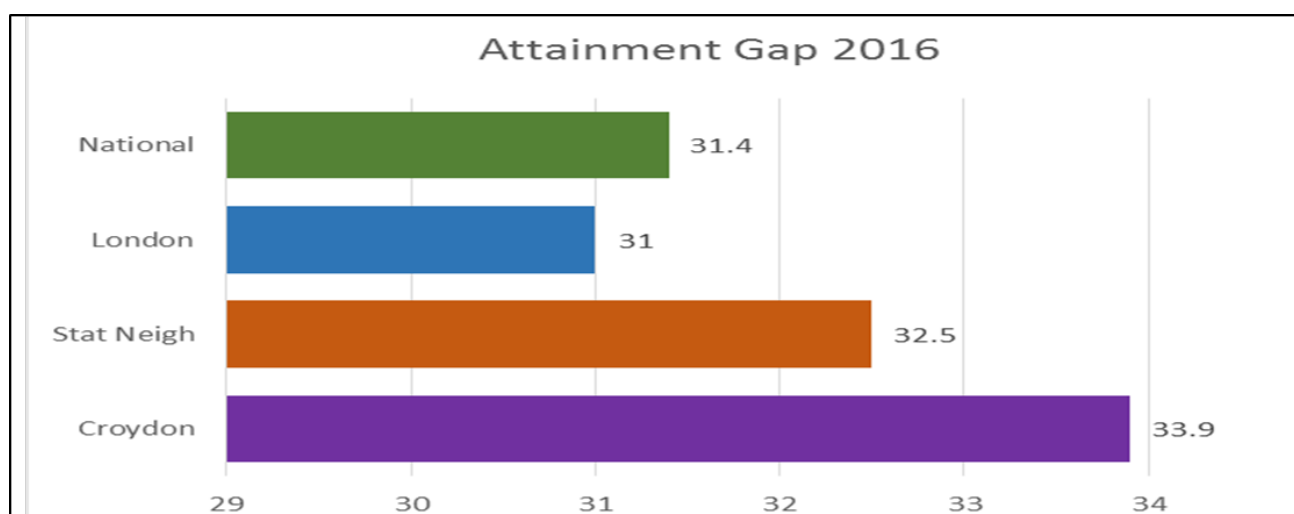
The following table and graph shows how Croydon children compare to National, London and Statistical Neighbours in achieving at least “Expected” in each of the 17 Early Learning Goals (ELGs)

Table 1

All Pupils 2016	GLD %	Communi cation & Language	Physical Developm ent	Personal, Social & Emotional Develop ment	Literacy	Mathemat ics	Under- standing the World	Expressiv e Arts & Design
		%	%	%	%	%	%	%
England	69 (66)	82 (80)	88 (87)	85 (84)	72 (70)	77 (76)	83 (82)	(85)
London	71 (68)	82 (81)	88 (88)	85 (84)	74 (72)	79 (78)	84 (83)	(87)
Inner London	72 (68)	83 (80)	88 (88)	86 (84)	74 (72)	79 (78)	84 (82)	(86)
Outer London	71 (68)	81 (81)	88 (88)	85 (85)	74 (73)	79 (78)	84 (83)	(87)
Croydon	70 (65)	80 (78)	87 (85)	85 (82)	73 (69)	77 (74)	82 (80)	(82)
Statistical Neighbour average	71 (68)	81 (81)	88 (88)	85 (84)	73 (72)	78 (77)	82 (80)	(86)
Diff Stat Neigh/Croydon	(-3)	(-3)	(-3)	(-2)	(-3)	(-3)	(-1)	(-4)
Diff England/Croydon	(-1)	(-2)	(-2)	(-2)	(-1)	(-2)	(-2)	(-3)

Whilst Croydon achieve above our statistical neighbours and national average and in line with London averages in reading we remain below London, national and statistical neighbours in the majority of aspects.

Another key indicator of attainment at age 4/5 is the difference between the lowest achievers and the average. This difference is known as the Attainment Gap. We have closed the attainment gap from 37.9% in 2014 to 34.7% in 2016 against a national gap of 32.1% (See Table 2 below). There is less of a gap this year between children performing in the lowest 20% and the median for all children.



The LA has undertaken targeted work to support the development of communication and language. As a prime area of learning, the aspects of Understanding, Listening & Attention and Speaking underpin the “academic” aspects in the Early Years Foundation Stage curriculum.

Further work is being undertaken to support vulnerable groups in targeted areas of the borough, including boys and those eligible for the Pupil Premium funding.

Table 2

Year	Average (All Children)	Median	Average (Lowest 20% attaining children)	Percent attainment gap between all children and bottom 20%
2013	31.3	33	20.1	39.1
2014	32.3	34	21.1	37.9
2015	33.5	34	22.2	34.7
2016	34	34	22.5	33.9

'The Best Start Early Years team closely monitor inspection judgements for all day nurseries, pre-schools and child-minders so that there is a clear understanding about the quality of these settings.

Quality of childcare in Croydon

Ofsted inspect all registered provision and the table below shows the current quality judgements along with the national average.

	Outstanding		Good		Requires Improvement		Inadequate		Awaiting	
Day nurseries	6	7%	83	89%	2	2%	2	2%	8	n/a
Pre-school	8	19%	31	74%	3	7%	0	0%	7	n/a
Schools with nursery	22	35%	29	47%	10	16%	1	2%	0	n/a
Childminders	43	12%	261	73%	30	8%	24	7%	63	n/a
Out of School	12	18%	45	68%	7	11%	2	3%	12	n/a
Holiday Play schemes	1	4%	20	80%	3	12%	1	4%	9	n/a

The table below shows the Croydon's Ofsted outcomes compared to the national Ofsted outcomes

Figures correct as of August 2016 (figures rounded)	Outstanding	Good	Requires Improvement	Inadequate
National	15%	76%	8%	1%
Croydon	15%	76%	8%	2%

3.2 What are we doing to address areas for development in the EYFS?

- The Best Start Learning Collaboration is a partner commissioned to provide support for the Early Years sector. The collaboration members are Portland Bill who is a private provider of early year's provision, New Addington Children Centres, CALAT and the lead is Crosfield Nursery School. The aim of the collaboration is to provide pedagogical leadership and encourage peer-to-peer support and self-reflective practice for staff in the full range of early year's settings.
- The Early Language Development Programme (ELDP) project, which supports the development of children's language and communication skills, concludes in the north of the Borough in spring 2017. Outcomes from the project will drive the next stage of development across the Borough.
- We are working with our settings to support the identification of children eligible for Early Years Pupil Premium funding to ensure that available monies are used to support the attainment and progress of the most vulnerable children and closes the attainment gap.
- Teachers who are new to teaching in Reception are provided with training opportunities to ensure familiarity with the requirements of the Early Years Foundation Stage and Profile assessment arrangements and enable practitioners to make accurate judgements on children's attainment.
- All schools with reception classes must attend training and agreement

trailing for the EYFS Profile.

- EYFS Profile data is shared with the Early Years sector to develop the understanding of the needs of Croydon children and to promote the best possible teaching and learning in all settings of early years provision.
- In line with Ofsted expectations and to support good transitions for all children, we are facilitating opportunities for schools and other Early Years providers to share expertise when assessing children's achievement and tracking their progress.
- Best Start Early Learning Collaboration Early Years advisers offer challenge and support for all Early Years settings through a range of programmes. These include structured programmes for settings in Ofsted categories of Requires Improvement or Inadequate; a pre-Ofsted programme; and training for leaders and managers.

Phonics Screening check

Percentage of year 1 pupils meeting the required standard of phonic deco

	2012	2013	2014	2015	2016
ENGLAND (state-funded schools)	58	69	74	77	81
London	60	72	77	80	83
Outer London	61	72	77	79	83
Inner London	60	73	78	81	84
Croydon	63	71	75	76	79
Statistical neighbours	61	71	76	78	82

Gender gap of year 1 pupils meeting the required standard of decoding

	2012	2013	2014	2015	2016
ENGLAND (state-funded schools)	-8	-8	-8	-8	-7
London	-7	-7	-7	-6	-6
Outer London	-7	-7	-8	-6	-6
Inner London	-6	-7	-8	-6	-6
Croydon	-6	-6	-9	-7	-6
Statistical neighbours	-7	-7	-7	-7	-7

3.3 Key Stage 1

The key performance indicators for the 2015/16 academic year have changed since the previous academic year. Schools' performance at the end of KS1 will be judged against the following indicators: the percentage of pupils achieving the expected standard in reading, writing and mathematics.

Croydon's Key Stage 1 outcomes, across reading, writing and maths in 2016 were extremely positive against national figures. With 76% of our pupils achieving the expected standard in reading we were 2% above the national

average, with 69% in writing we are 4% above the national average and with 74% in mathematics we are 1% above the national average.

In reading, writing and mathematics Croydon has a higher percentage of pupils achieving the higher standard compared with national averages. This is in comparison with Croydon being below the national average in all three subjects at the higher levels in previous years. In writing the percentage of pupils achieving the higher standards is above our statistical neighbours and in mathematics it is in line. Croydon is very slightly below our statistical neighbours in writing at this level.

The results for the phonics test in Year 1 2015/16 academic year show continued improvement with a 16% increase since 2012.

Despite a continued improvement in phonics this year there is a 3% gap with our statistical neighbours and a 2% gap with national.

Croydon's writing outcomes are in line with our statistical neighbours, though are 4% below the Outer London average. Similarly mathematics outcomes are in line with statistical neighbours and 3% below Outer London.

Girls outperformed boys in all subjects at all levels. This reflects the national picture. Boys' attainment remained static in reading but improved in mathematics and writing; girls' attainment remained static in reading and mathematics but improved in writing.

The free school meals achievement gap for pupils achieving the expected standard continues to be better in Croydon (12% reading, 14% writing, 14% mathematics) than nationally (17% reading, 18% writing, 17% mathematics), showing that Croydon schools are relatively strong in terms of inclusion.

Outcomes for pupils with special educational needs and disabilities at the end of key stage 1 in reading and writing is above the national average when compared with similar pupils, in mathematics these pupils are in-line with the national average. Croydon's SEND pupils perform less well than their peers in London but the difference is diminishing.

Outcomes for pupils whose first language is other than English are above both the national average and statistical neighbour average and there is only a very slight difference with the London average. (1% in reading and mathematics and 2% in writing)

Cohort numbers eligible for assessment: KS1						
2010	2011	2012	2013	2014	2015	2016
3,943	4,104	4,315	4,371	4,630	4,861	4,753

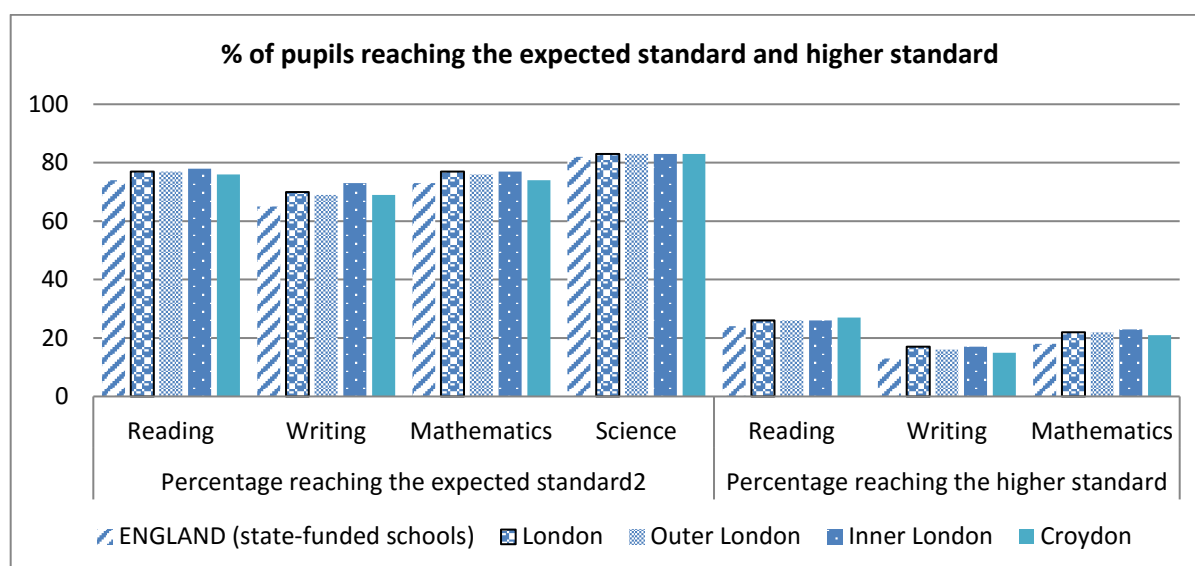
Key Stage 1 2016 percent of pupils reaching the expected standard

Source: KS1 Provisional (2016) Statistical First Release SFR42-2016 - DFE published data

Pupils were assessed against the new more challenging curriculum, which was introduced in 2014, for the first time this year. Results are no longer reported as levels and the interim frameworks for teacher assessment have been used by teachers to assess if a pupil has met the new, higher expected standard. Because of these assessment changes, figures for 2016 are not comparable to those for earlier years.

	Percentage reaching the expected standard				Percentage reaching the higher standard		
	Reading	Writing	Maths	Science	Reading	Writing	Maths
ENGLAND (state-funded schools)	74	65	73	82	24	13	18
London	77	70	77	83	26	17	22
Outer London	77	69	76	83	26	16	22
Inner London	78	73	77	83	26	17	23
Croydon	76	69	74	83	27	15	21

Statistical neighbour average	76	69	75	82	25	16	21
Difference S/N ave Croydon	0	0	-1	1	2	-1	0
Difference England Croydon	2	4	1	1	3	2	3



Key Stage 1 2016 gender gap national and local

Boys results compared to girls	Percentage reaching the expected standard				Percentage reaching the higher standard		
	Reading	Writing	Maths	Science	Reading	Writing	Maths
ENGLAND (state-funded schools)	-8	-14	-2	-5	-7	-7	3
London	-7	-12	-1	-5	-7	-8	4
Outer London	-8	-12	-2	-5	-7	-8	4
Inner London	-7	-11	-3	-5	-7	-8	5
Croydon	-7	-13	-2	-6	-6	-7	6
Statistical neighbour average	-7	-12	-2	-5	-6	-7	4

3.4 What are we doing to address areas for development at KS1?

- The School Improvement Service, through the commissioning of the Link Adviser role to Octavo Partnership, ensures that challenging targets are set for pupils in KS1 and that schools use pupil progress meetings to ensure that all pupils are achieving the expected standard, and all schools address specific issues in reading, writing and mathematics. Quality assurance visits to schools are robust and provide key information about the progress of current KS1 pupils.
- Teaching and learning reviews are carried out in our most vulnerable schools and, increasingly, as a traded service to other schools. These reviews include both lesson observations in KS1 classes and book scrutiny for evidence of progress. This ensures that any issues are picked up quickly and schools supported with making improvements. Where necessary our maintained schools are enrolled onto our School Progress Review Meeting (SPRM) programme. This ensures that appropriate challenge and support is given to the leadership and management of the school to ensure accelerated progress.
- The 'Croydon Improvement Challenge 2' has been developed with Octavo Partnership to target support to schools where there are concerns about pupil outcomes. This training will provide tailored support in leadership, mathematics and literacy based on pupil outcomes and evidence of what the school needs are.
- A range of training, through Octavo Partnership, targeting specific aspects of underachievement at KS1 is being offered, including specific courses that support teachers with moderating pupils' work, to ensure consistency. Training continues to be provided on assessment procedures and moderation opportunities for teachers in year 2 in reading, writing and mathematics are provided. This year it is developing 'Best Practice networks' for teachers in year 1, which will provide additional moderation opportunities.
- English and mathematics continuing professional development (CPD) is increasingly held in schools to enable the whole staff to hear messages first hand, and whole school approaches to be worked out. Examples include

“Developing a whole school reading strategy”, “Developing subject knowledge in mathematics” and “Exploring working at greater depth in mathematics.” These are pertinent to current school development needs.

- We continue to work in conjunction with the Early Years team in moderating all Reception classes. The quality of baseline data is now more accurate as children enter year 1. This has enabled teachers in years 1 and 2 to plan to meet the needs of children in KS1 more accurately.
- We have continued to develop our model of KS1 moderation which was praised by the Standards and Testing Agency in 2015/16 for being both robust and accurate.
- Subject leader network meetings continue to be co-ordinated across Croydon, enabling teachers to work alongside one another, share best practice and keep up to date on current areas of priority for improvement.
- Teachers who are new to teaching in Year 2 are provided with training opportunities to ensure there is accurate implementation of the expectations within the national curriculum and of the testing / moderation arrangements.
- We currently have four teaching schools in Croydon; their role is to provide high quality ‘school to school’ support. The local authority works closely with them to ensure that support is targeted from them to our schools most in need. This academic year one of our teaching schools is providing additional leadership support to a Croydon school.

3.5 Key Stage 2

The number of children in Croydon schools at KS2 continues to rise, with 1,841 more children taking their KS2 tests in 2016 in comparison to 2010, the equivalent of approximately 61 more classes, mostly due to migration within London and new arrivals to the country. There are many challenges associated with this rapid increase in pupil numbers: recruiting a larger number of high quality teaching and support staff and addressing the needs of an increasingly diverse and complex pupil population in terms of Special Educational Needs and English as an Additional Language.

The 2016 data included in this report is currently unvalidated as the DfE do not release validated data until early in the spring term following the completion of the national appeals and disapplication processes. It is not possible to compare this year’s results with our 2015 results as there is a new way of measuring pupils’ achievement. It is expected that there will be some upward movement in Croydon results at this point and so the content of this report is subject to variation. A number of schools are applying for discounts and this will potentially improve the borough’s attainment at end of KS2.

In 2016 the floor standard was set by the government at at least 65% of pupils achieving the expected standard in reading, writing and mathematics attainment and the progress floor standard was a score below -7.0 in writing and -5.0 in reading and mathematics. A school is deemed to be below floor

standard if their attainment was below 65% and their progress score was below the above figures in either reading, writing or mathematics. In 2015 Croydon had ten schools below the floor standard and in 2016 we have only one school that is below.

Croydon results in combined reading, writing and mathematics achieving the expected standard in 2016 was 54% compared to 52% nationally. This means that for the first time in at least 5 years Croydon's outcomes at the end of KS2 are above the national average.

In spelling, grammar and punctuation, which is reported separately from the combined figures, the percentage of pupils achieving the expected standard is above the national figures for all pupils.

Attainment at the higher standard in reading was only slightly below national averages. Writing was above the national average and mathematics was also above the national average.

Girls outperformed boys in combined attainment both at the expected standard and the higher standard. The gap between boys and girls was similar to the national gap in combined attainment.

Outcomes in combined reading, writing and mathematics for pupils with special educational needs and disabilities is above national averages for pupils with SEN support and in-line with national averages for pupils with an Education Health and Care Plan.

Outcomes in combined reading, writing and mathematics for pupils whose first language is other than English is above both the national and statistical neighbour average and in-line with London averages.

Seven primary schools are in receipt of targeted support and challenge from the Local Authority. This reflects a robust approach to improving standards against a more rigorous inspection and testing regime. This approach proved successful last year in the schools that received additional support.

The performance of academies at key stage 2:

At the time of Key Stage 2 testing in May 2016, 39 of Croydon's 87 primary schools were Academies (44%). The only school that is predicted to be below the government's floor standard is an academy. This school was also below floor standards in the previous academic year.

Where there are concerns about the performance of Academies it is the responsibility of the Regional Schools Commissioner (RSC) to challenge and seek assurance. The RSC has the same powers of intervention as a Local Authority in maintained schools, such as issuing warning notices, and in addition may ultimately require an Academy to be partnered with a new sponsor.

We have regular meetings with the RSC to discuss any concerns that we have about any of Croydon's academies.

The following tables include the performance of all Croydon children in both maintained schools and academies.

Cohort Numbers eligible for assessment: KS2						
2010	2011	2012	2013	2014	2015	2016
2,385	3,873	3,777	3,776	3,920	4,102	4,226

Key Stage 2 2016 percentage of pupils reaching the expected standard in reading writing and matematics combined

In 2016, the new more challenging national curriculum, which was introduced in 2014, was assessed by new tests and interim frameworks for teacher assessment. Results are no longer reported as levels: each pupil receives their test results as a scaled score and teacher assessments based on the standards in the interim framework. Data for previous years is not comparable.

	Percentage of pupils reaching the expected standard			Percentage of pupils reaching a higher standard		
	All	Boys	Girls	All	Boys	Girls
ENGLAND (state-funded schools) ⁵	52	49	56	5	5	6
London	57	54	60	7	6	8
Outer London	56	53	60	7	6	8
Inner London	57	54	61	7	6	8

Croydon	54	50	57	6	5	6
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Statistical neighbour average	53	50	56	6	5	7
Difference S/N ave Croydon	1	0	1	0	0	-1
Difference England Croydon	2	1	1	1	0	0

Key Stage 2 2016 provisional test results

2016 Provisional Ks2 Test Results	Percentage reaching the expected standard			Percentage achieving a high score		
	Reading	Grammar, punctuation and spelling	Maths	Reading	Grammar, punctuation and spelling	Maths
ENGLAND (state-funded schools) ⁶	66	72	70	19	22	17
London	68	77	76	20	29	22
Outer London	68	77	75	20	29	23
Inner London	68	77	76	20	28	21
Croydon	65	74	69	17	25	18
Statistical neighbour average	64	74	73	18	26	20

Key Stage 2 2016 teacher assessment

TA Results 2016	Percentage reaching the expected standard				Percentage working at greater depth in writing
	Reading	Writing	Maths	Science	
ENGLAND (state-funded schools)	78	73	77	80	14
London	80	76	80	81	17
Outer London	79	75	79	81	17
Inner London	80	78	80	82	19
Croydon	79	76	78	80	15
Statistical neighbour average	77	74	78	79	16

KS1 –KS2 progress 2016

Comparative data for England and our Borough statistical neighbours is not currently available. Please see the appendix for the provisional data for Croydon schools.

No school will be confirmed as being below the floor until December 2016 when schools' performance tables are published. Further statistical information on primary progress scores, including the number and percentage of schools below the floor in 2016, will be available on GOV.UK when revised data is published from December 2016

Key stage 2 pupil migration of high achievers between primary and secondary schools

Nearly half (48.6%) of Croydon children who attain at the highest level at the end of Key Stage 2 do not enter Croydon maintained secondary schools and academies. The table below shows the figures for pupils who have achieved a higher standard in mathematics (the largest group of achievers) and their destination authorities. The two highest are Sutton and Bromley. This inevitably impacts on the percentage of higher attainers at the end of Key Stages 4 and 5.

The destination of high achieving pupils in year 6 transferring to a secondary school in 2016 (obtained a higher standard maths test result):

	No of pupils	% of pupils
Croydon	210	48.6%
Sutton	169	39.1%
Bromley	30	6.9%
Surrey	11	2.5%
Southwark	4	0.9%
Hammersmith	2	0.5%
Lambeth	2	0.5%
Wandsworth	2	0.5%
Bedfordshire 97	1	0.2%

Merton	1	0.2%
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Total pupils	432
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Source: Confirmed places September admissions

3.6 What are we doing to address areas for development at KS2?

- We have revised the LA School Improvement Plan (Appendix 6) which sets aspirational targets and details specific actions to support improved English and mathematics outcomes, by securing differentiated, quality assured training and development. This plan will be reflected in our work with schools and our commissioning of school improvement work by Octavo, and our brokerage of teaching schools and other providers.
- All schools with low pupil outcomes at KS2 are identified for our 'Croydon Improvement Challenge 2', which includes training, support and challenge for schools, including developing some partnerships with good to outstanding schools. Progress against the improvement agenda is monitored through termly meetings with the senior leadership team and Chair of Governors. Teaching and learning reviews are also strongly recommended in these schools as part of our traded support. Support and challenge is targeted to address specific issues in reading, writing and mathematics in individual schools. As an LA we also commission and work alongside Octavo to carry out Leadership and Management reviews in those schools where there are concerns.
- We make use of "best practice" wherever it exists in the Borough through brokering school-to-school support, the use of our Teaching School Alliances and our local Excellent Practitioners scheme.
- There are a number of Croydon schools currently graded as good by Ofsted but where we have concerns about pupil outcomes. They will receive further support and challenge from their link adviser. Where necessary we will also be inviting the headteachers and Chair of Governors to meet with us and agree what actions they will be taking to bring about rapid improvements.
- We are working with our Head Teacher Advisory Group, which comprises head teachers of maintained, church schools and Academies, to agree and take action on whole Borough key priorities for improvement and co-ordinated, collaborative work to address those priorities. We monitor the impact against these key priorities through quality assurance of the school improvement work commissioned to Octavo.
- A programme to support schools with moderation of teachers' judgements has been put in place. Work includes frequent moderation cluster meetings and courses to improve teachers' subject knowledge. Specific programmes to support children's achievement in writing, reading and mathematics are being put in place. Our processes have been held up as models of good practice and we have been asked to moderate other authorities as a result.

- Link adviser visits are focused on challenging schools about in-year progress and tracking of pupils to ensure that they have improved outcomes by the end of the year. Schools are advised, where appropriate, to engage with bespoke support from a range of providers.
- A range of training targeting specific aspects of underachievement at KS2 is being offered, including strategies to support and challenge more able pupils.
- Borough networks and training for English and mathematics co-coordinators support the development of subject leaders in schools. Through the network meetings we are helping subject leaders to analyse their school results and improve provision for pupils not meeting expected standards.
- We are working closely with three of our local teaching schools to use additional training capacity to best effect. We have also linked a number of vulnerable schools with teaching schools who have bid for extra funding from the National College of Teaching and Leadership to support the action plans created by the schools.
- The school improvement service is working closely with schools to challenge any underachievement and support improvement, including through partnerships with Academy chains and other good or outstanding schools where necessary. These partnerships are designed to bring about rapid improvement and develop capacity for sustained improvement in standards, quality of teaching and effectiveness of leadership and management.

Actions being taken to improve Ofsted judgements:

- We are commissioning training for school leaders and governors in relation to the Ofsted framework – Ofsted trained staff will deliver this training. We will be inviting schools that are due for an inspection to be part of this training.
- The Local Authority have commissioned Octavo to give a number of schools some additional funded support from the advisors and consultants. All aspects of this will support the school to be prepared for any upcoming inspection. This support is across a range of areas and will be tailored to each school's priorities. The support will include improving teaching and learning in schools by working alongside subject and middle leaders to audit needs and implement changes as well as using the subject knowledge of the consultants in whole school training in particular aspects of subjects. It will also include support for the school SENCO to review school needs in this area, which may include issues and current systems concerning pupils at risk of exclusion, the graduated response for pupils with SEMH needs, or review of the effectiveness of provision currently in place for SEND pupils.
- Additional Link Adviser time for leadership will be offered where appropriate; this may involve analysis of in-school outcomes and of Teaching and Learning, and how this links in to the school's development plan and aspirations. It may involve work with particular layers of leadership, as school needs dictate.

- Ofsted continues to be an agenda item on all Headteacher Breakfast meeting agendas. We always share any information / training that we have received as qualified Ofsted inspectors to support schools with inspection activities and ensure they have up to date knowledge about the framework.

3.7 Key Stage 4

This year the key indicators being used to measure the performance of schools at the end of key stage 4 are Progress 8, Attainment 8 (see appendix 8 for an explanation) and percentage of students who achieved A*-C in both English and mathematics. Croydon compares favourably with England's overall performance in all of these measures. The only data available for comparison over time is Attainment 8 (2015 and 2016) and this shows a very slight decline has occurred in Croydon since 2015 (49.9 to 48.4), although it remains above England's average.

A positive Progress 8 score suggests that students achieved higher grades than expected, given their results at the end of primary school. Progress 8 is used by Ofsted and the DfE to judge schools and Local Authorities as it takes into consideration the starting points of the students (their results from the end of primary school) and their subsequent achievement in 8 qualifications (GCSE or equivalent) including English and mathematics (which are double weighted).

The Progress 8 score for Croydon is positive (0.08) and significantly above the national score for state funded schools (-0.03). The progress made in English GCSE is in line with London at 0.14 and significantly above the national (-0.04) and the borough's statistical neighbours (0.10). The progress score for mathematics is very positive against the national score at 0.06 for Croydon's students compared to a national of -0.02. There remains a slight difference in that achieved by London overall (0.18) and the statistical neighbour average.

Seventeen of Croydon's twenty two mainstream schools achieved a positive Progress 8 score. Ten of the borough's schools achieved a progress 8 score above London's average of 0.16; four of these made average progress of over 0.4 (Harris Upper Norwood, 0.59; St Mary's Catholic High, 0.46; Coloma Convent School, 0.44; Harris South Norwood, 0.43 and Harris Crystal Palace, 0.43). Five of Croydon's schools received a negative progress score, which means that the students achieved lower results than expected, given their results at the end of primary school. These were Shirley High (-0.02); Meridian (-0.07); St Joseph's (-0.09); St Andrew's (-0.16) and The BRIT (-0.46).

The floor or minimum standard for Progress 8 has not been set as yet, but is expected to be -0.5 and therefore it is expected that all of the borough's schools will be above floor standards.

A high Attainment 8 score indicates that students did well at a school in terms of the grades gained in 8 subjects including English and maths (which are double weighted). Sixteen of the borough's schools achieved an Attainment 8 score that was above the England average of 48.2. The highest Attainment 8 score was achieved by Coloma (62.1), with other notable achievement being made by Harris Crystal Palace (59.5); Harris South Norwood (54.7); Archbishop Tenison (53.8); Woodcote (53.8) and Riddlesdown (53). The lowest Attainment 8 score was 42.3 and this was achieved by Meridian.

The performance of academies at key stage 4: The data in Appendix 1 shows performance by Academies and enables comparison both with predecessor schools and non-academies.

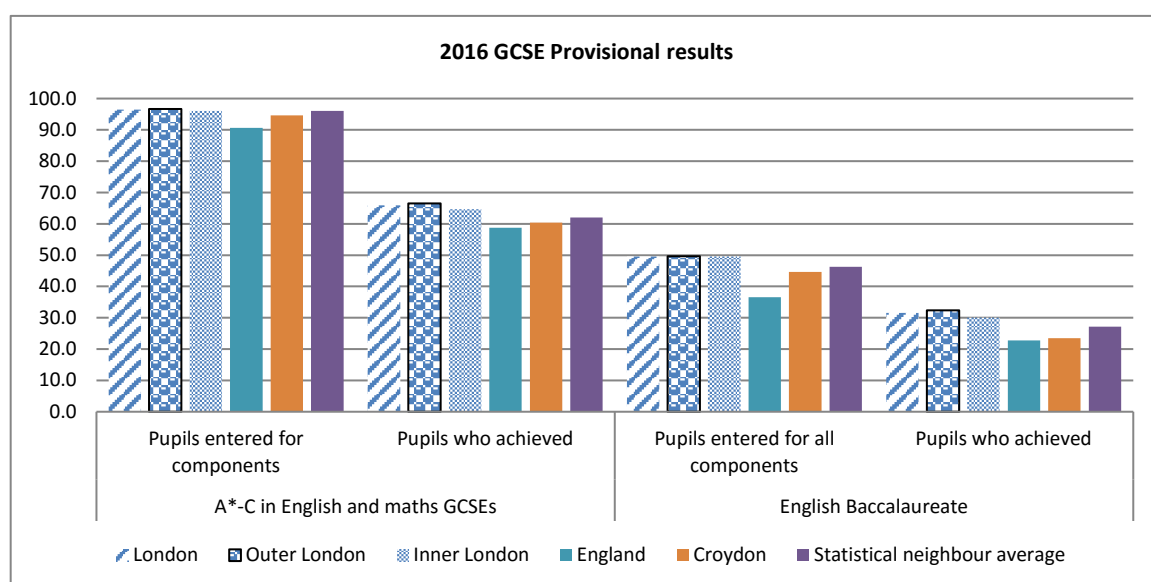
It is not yet possible to report on the achievement of specific pupil groups at Key Stage 4 as the data was not yet available at the time of writing. This will be published in January 2017.

The following tables include the performance of all Croydon children in both maintained schools and academies.

Cohort numbers eligible for assessment: KS4							
2010	2011	2012	2013	2014	2014	2015	2016
3,701	3,722	3,637	3,770	3,716	3,716	3,664	3,844

Source: 2015/16 key stage 4 attainment data (Provisional)

Region/ Local Authority ¹	Average Attainment 8 score per pupil	A*-C in English and maths GCSEs		English Baccalaureate		Progress 8
		Pupils entered for components	Pupils who achieved	Pupils entered for all components	Pupils who achieved	Average Progress 8 score
Total (state-funded sector)	49.9	96.8	62.8	39.7	24.6	-0.03
England	48.2	90.6	58.7	36.6	22.8	.
London	51.7	96.5	65.9	49.5	31.6	0.16
Outer London	52.0	96.7	66.5	49.6	32.4	0.16
Inner London	51.0	96.1	64.7	49.5	30.0	0.17
Croydon	48.4	94.6	60.4	44.6	23.5	0.08
Statistical neighbour average	49.8	96.1	62.0	46.2	27.1	0.1



	Average Attainment 8 score per pupil	
	2014/15	2015/16
Total (state-funded sector)²	48.6	49.9
England²	47.4	48.2
London	51.1	51.7
Outer London	51.5	52.0
Inner London	50.2	51.0
Croydon	49.9	48.4
Statistical neighbour average	49.2	49.8

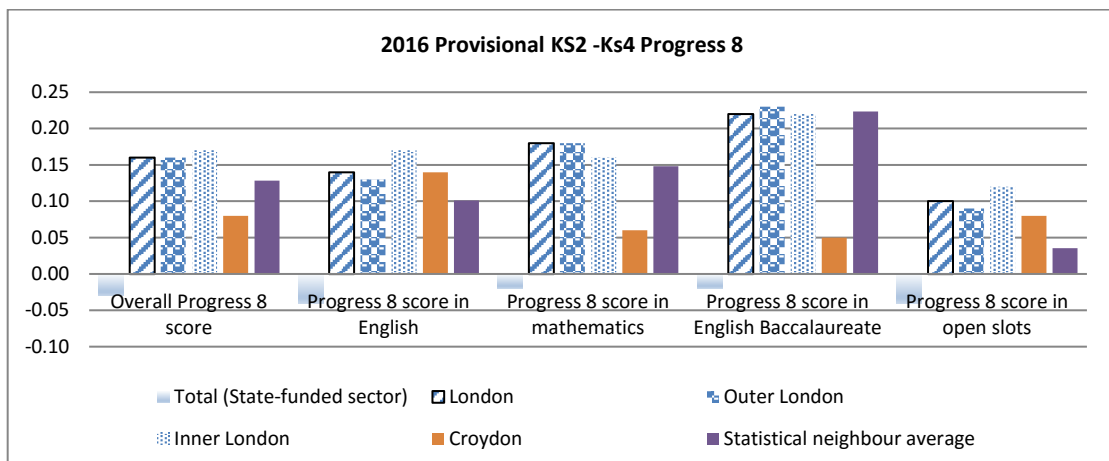
Attainment 8 and Progress 8 are part of the new secondary accountability system being implemented for all schools from 2016. Attainment 8 is calculated for all schools, in 2014/15 however the 2015 data does not reflect behavioural change in line with the new performance measures for the majority of schools.

Source: 2015/16 key stage 4 attainment data (Provisional)

Key stage 4 pupils making expected progress KS2-KS4

A Progress 8 score of 1.0 means pupils in the group make on average a grade more progress than the national average; a score of -0.5 means they make on average half a grade less progress than average. Progress 8 scores should be interpreted alongside the associated confidence intervals. If the lower bound of the confidence interval is greater than zero, it can be interpreted as meaning that the group achieves greater than average progress compared to pupils in mainstream schools nationally and that this is statistically significant. If the upper bound is negative, this means that the group achieves lower than average progress compared to pupils in mainstream schools nationally and that this is statistically significant.

	Overall Progress 8 score	Progress 8 score in English	Progress 8 score in mathematics	Progress 8 score in English Baccalaureate	Progress 8 score in open slots
Total (State-funded sector)	-0.03	-0.04	-0.02	-0.02	-0.04
London	0.16	0.14	0.18	0.22	0.10
Outer London	0.16	0.13	0.18	0.23	0.09
Inner London	0.17	0.17	0.16	0.22	0.12
Croydon	0.08	0.14	0.06	0.05	0.08
Statistical neighbour average	0.13	0.10	0.15	0.22	0.04



3.8 What are we doing to address areas for development at KS4?

- The Local Authority has commissioned Octavo to provide Link Advisers to all publicly funded schools. They are challenging schools to achieve the very demanding targets set for 2017 and monitoring their progress.
- We are continuing to ask schools to set targets for the percentage of pupils in receipt of the Pupil Premium Grant making at least expected progress, reflecting the importance of closing the gap between these learners and their peers. The impact of any interventions put in place by schools that are funded by the Pupil Premium Grant is carefully scrutinised and, where such interventions have not had the desired impact, head teachers are required to identify how their evaluations are informing future plans for spending this funding.
- This year more of our schools have termly School Progress Review Meetings with the Local Authority to review their progress against identified priorities. Each school identified for this support is subject to a LA led review of teaching and learning which informs the School Progress Review meeting.
- There is a key focus on supporting good schools to become outstanding and schools requiring improvement to become good, through targeted Professional Development. This includes bespoke training for governors so that they are able to clearly demonstrate that they offer both challenge and support to schools by focusing on key areas for development whilst holding head teachers to account.
- Octavo have also been commissioned to provide CPD focused on improving results in mathematics and English GCSEs.

3.9 Post-16 (KS5)

A new 16-18 school and college accountability system has been implemented in 2016, which includes new headline accountability measures and changes to the methodology for calculating 16-18 results.

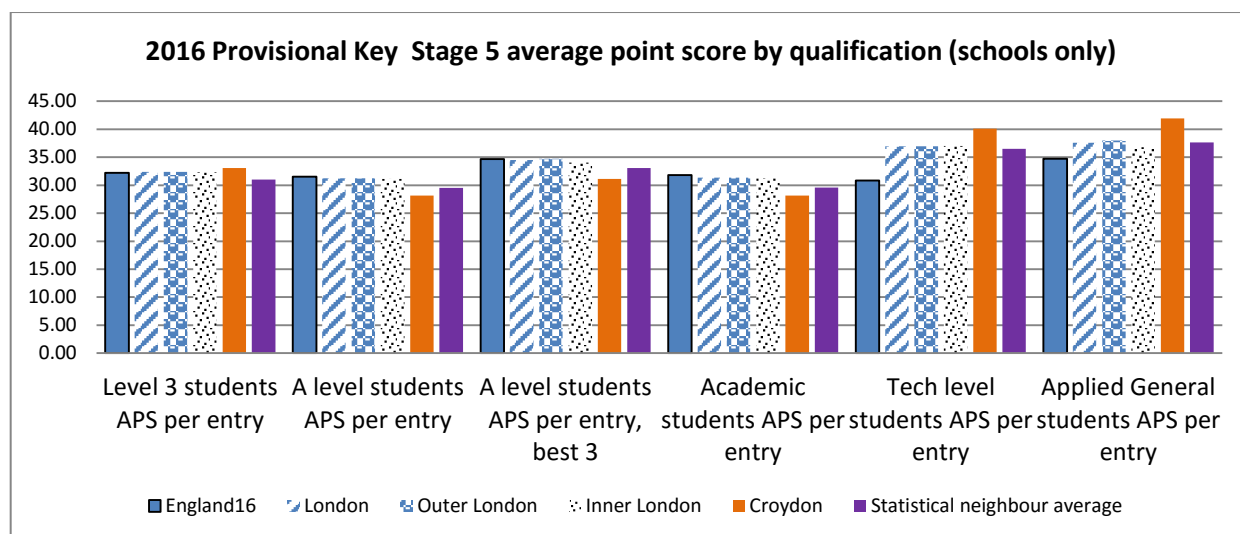
Average attainment is reported separately for students studying different types of qualifications, e.g. for students studying A levels, applied general and technical level qualifications (replacing 'vocational'). The average point score (APS) per entry measures continue to be reported (however this is not comparable with historic data). A new measure has been included showing the average point score and grade for a student's best 3 A levels.

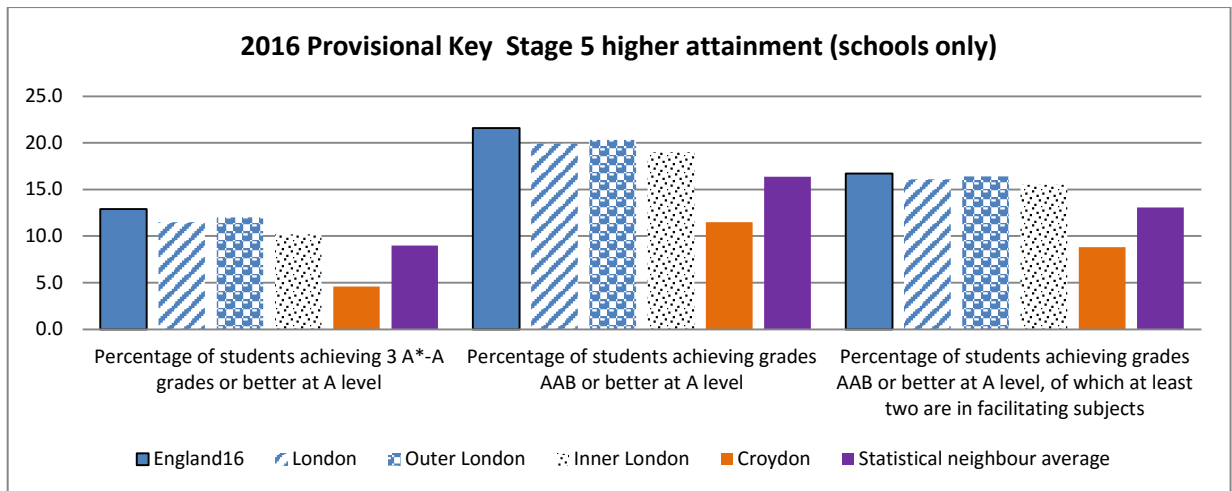
Schools and colleges

	Level 3 students APS per entry	A level students APS per entry	A level students APS per entry, best 3	Percentage of students achieving 3 A*-A grades or better at A level	Percentage of students achieving grades AAB or better at A level	Percentage of students achieving grades AAB or better at A level, of which at least two are in facilitating subjects	Academic students APS per entry	Tech level students APS per entry	Applied General students APS per entry
England	32.23	31.52	34.64	12.9	21.6	16.7	31.83	30.83	34.70
London	31.03	30.22	33.42	10.2	17.9	14.4	30.32	31.53	33.32
Outer London	31.46	30.73	34.09	11.3	19.2	15.4	30.83	31.82	33.87
Inner London	30.18	29.08	31.97	7.9	15.1	12.2	29.23	30.99	32.53
Croydon	32.31	27.58	30.77	4.4	11.3	8.3	27.62	37.43	37.35
Statistical neighbour average	31	29	32	8	15	12	29	33	35

Schools

	Level 3 students APS per entry	A level students APS per entry	A level students APS per entry, best 3	Percentage of students achieving 3 A*-A grades or better at A level	Percentage of students achieving grades AAB or better at A level	Percentage of students achieving grades AAB or better at A level, of which at least two are in facilitating subjects	Academic students APS per entry	Tech level students APS per entry	Applied General students APS per entry
England	32.23	31.52	34.64	12.9	21.6	16.7	31.83	30.83	34.70
London	32.36	31.22	34.52	11.5	19.9	16.1	31.33	36.97	37.60
Outer London	32.38	31.26	34.71	12.0	20.3	16.4	31.36	36.96	38.01
Inner London	32.31	31.13	34.04	10.2	19.0	15.5	31.26	36.99	36.80
Croydon	33.08	28.13	31.15	4.6	11.5	8.8	28.17	40.07	41.90
Statistical neighbour average	31	30	33	9	16	13	30	36	38





The data is both incomplete and unvalidated, so cannot be considered accurate until the validated data is published in January/February, at which time the commentary may also change.

All data is based on students in state-funded mainstream schools, academies, free schools, maintained special schools, FE and sixth form colleges. Two sets of data are available. Resident data covers the achievement of our Croydon residents irrespective of where they study, i.e. educated both in and outside of Croydon. School data covers the achievement of all students within Croydon's schools and colleges, irrespective of their borough of residency.

Approximately 50% of Croydon residents aged 16-19 study in Croydon schools and colleges. Data quoted below pertains to those educated in Croydon schools and colleges, unless otherwise stated.

Approximately half of level 3 students in Croydon undertake academic programmes (e.g. A levels) and half take general applied or technical programmes (previously referred to as vocational qualifications).

Typically, students in Croydon school sixth forms and colleges have slightly lower KS4/GCSE results on entry to level 3 courses than the national average, although this does vary greatly between our institutions.

The APS per entry at Level 3 shows that on average Croydon's post-16 level 3 learners perform better than regional, national and statistical neighbour averages. This is mainly due to very strong performance by high volumes of students taking technical and applied general qualifications. On average Croydon students achieve a Distinction+ compared to achievement of a Distinction- elsewhere.

However, our APS per entry for A levels only is below all comparator averages. On average our A level pass rates are in line with national average, but students are achieving lower grades – typically a grade C- compared to a C regionally and nationally. Our proportion of A level students achieving high grades (A*-B) is also lower than comparitors. However, we need to bear in mind the lower than average prior attainment levels of Croydon post-16 students. Validated data for 2016 will include progress data, based on prior (GCSE) attainment, for the first time. It will be interesting to assess whether, despite achieving lower than average grades at A level, Croydon A level students are making expected

progress taking their prior attainment into account. This measure will be more useful in targeting appropriate support and challenge.

In summary, the unvalidated 2016 data is indicating that:

- Technical and Applied General (previously vocational) level 3 achievement continues to be strong.
- The average grade achieved at A level in 2016 was a C-.
- The achievement of high grades (A*-B) at A level, continues to be an area for development but data made available in the validated data will enable us to assess whether acceptable progress is being made.

3.10 What are we doing to address areas for development at post-16?

- Termly post-16 development days for school and college sixth form managers continues to support quality improvement through data analysis, policy updates, professional development opportunities and peer-to-peer support to share good practice.
- The local authority is supporting a group of post-16 schools on the development and implementation of shared provision for post-16 students. For example, a student can choose to study 2 A levels at their 'home' school and study a 3rd A level at a partner school. The aim is to give students a greater choice of subjects, schools to play to their strengths, schools to be able to deliver minority subjects to a broader range and greater number of students, leading to improved outcomes.
- Provision of local management information and advisory support to Croydon Head Teacher's Association (CHTA) to inform nature and scope of post-16 offer and encourage collaborative working.
- Commissioned challenge and support for all school sixth forms (aligned to KS3/4 support), with a specific focus on quality and viability of their 6th form provision, progress being made by all learners and raising expectations and achievement of the most able learners. Additional commissioned and LA support is targetted at those schools who are deemed to require greater levels of need, based upon forensic analysis of data and performance.
- Schools and colleges can access a range of professional development opportunities, conferences, and post-16 networks through a funding agreement (commissioned by the LA) with Learning Plus UK.
- Support to improve the local careers advice and guidance offer, via facilitation of a termly careers leads network, regular newsletter, audits of individual schools' careers provision and availability of careers events for both staff and students.
- Provision of detailed analysis (upon request) to individual schools/colleges on school leavers destinations to inform individual curriculum and careers advice offers.
- Brokerage by the LA of NEET prevention, careers advice and employability related support supplied by 3rd party organisations.

3.11 Outcomes for Children Looked After

Attainment of Children Looked After by the Local Authority can vary widely from year to year due to cohort sizes and other factors that contribute significantly such as Special Educational Needs and the length of time children have been in care. It is also important to consider the considerable number of children looked after by Croydon who are UASC (unaccompanied asylum seeking children) compared to statistical neighbours such as Merton and Greenwich Borough Councils. The number of CLA in Croydon as at March 2016 was a total of 800 children compared to 165 in Merton and 520 in Greenwich. In addition to this, the UASC population in Croydon as at March 2016 was 430, whilst the London Borough of Merton looked after 25 and London Borough of Greenwich looked after 20 in the same time period. This difference makes comparisons with other Local Authorities difficult.

Although outcomes for Croydon CLA who have been in continuous care for 12 months or more remain low, with 36%, 27% and 18% achieving age related expectations or above in reading, writing and maths, with 18% achieving all three at the end of KS2 and 14.8% (based on unvalidated results) achieving 5 A*-C EM at the end of KS4, it is important to reflect that those who contribute to the national statistics are a small percentage in many cases of the total cohort within those year groups. For example in Year 11 the total cohort size at the end of the 2015/16 academic year was 178, with only 74 contributing to national indicators. These young people, a large percentage of whom are UASC, still need to be supported and in many cases are the most challenging with no education experience or provision in place when they enter the care system. These learners go on to make considerable progress, achieving at a level appropriate to their starting point and are successfully supported into suitable courses post 16. The successes enjoyed by our post 16 learners are testament to this and a result of the heavy investment made into this area of work.

The **Key stage 1** CLA cohort consisted of 12 young people, however, only 7 of these have been in continuous care for 12 months or more and hence will contribute to the national statistics presented by the Department for Education for the 2015/16 academic year. Of the 7 eligible CLA, 3 have statements of SEN and 2 are on additional support packages. The targets for 2015/16 were set using data gathered from schools for Reading, Writing & Maths were 33%, 22% and 56% respectively in the previous year. The actual attainment for 2015/16 over the whole eligible cohort were 43%, 14% and 43%. Two students out of the 7 eligible students did not sit SATS, this is 29% of the eligible cohort. Overall statistics show that this cohort did not reach age related expectations in combined Reading, Writing and Maths which is reflective of the needs and abilities of this cohort. It should be noted however, when looking at their achievements in each subject, 4 children exceeded age related expectations in reading; three children in writing and 2 in maths at key stage 1.

At **Key Stage 2** the Year 6 cohort who contribute to national statistics consisted of 11 CLA pupils, 6 of whom had either a Statement of Special Educational Needs, an Education, Health & Care Plan (EHCP) or were receiving significant levels of in-school support. The attainment of the cohort in reading, writing and maths at the end of KS2 was 36%, 27% and 18% respectively which is below age related expectations. It should however be noted that, 2 children successfully reached the aged related expectations in combined Reading, Writing and Maths. In addition to this, 3 children exceeded in reading; 2

exceeded in writing and 2 exceeded in maths at the end of key stage 2. National figures for comparison are not yet available.

Our focus has and will continue to be to improve results in both KS1 and KS2 by working with Designated Teachers to set the PEP targets and identifying the support that can be provided in school for students that are underachieving by utilising the Pupil Premium Plus.

At **KS4**, Croydon has one of the highest cohort sizes compared to other London Boroughs. As a Virtual School we support the whole Year 11 cohort which equates to 178 learners, 123 of whom are UASC and 14 who have SEN. Due to our high number of UASC in the Year 11 cohort, whose results are not reported when they have been in education in the country for less than 12 months, and their age on arrival in the country, only 74 children in the cohort contribute to reported statistics. Of the 104 who have been in care for less than 12 months, there were only 5 who were sitting 5 or more GCSE's. 6 of Croydon's Looked After Children achieved 9 or more A*-C at GCSE including English and Mathematics. Our UASC population come to the UK having had a wide variety of educational experiences and a number have had little or no experience of education at all.

For children that have been in care for 5 years or more, the cohort size was 19 and all but three achieved GCSE qualifications, with 6 achieving the 5 A*-C including English and Mathematics benchmark. The three learners who did not achieve any GCSE qualification all had Statements or Education Health and Care Plans and were attending Special Schools working at P levels. For the UASC undertaking ESOL qualifications, most passed at their respective levels and were assessed by their educational provision as having made good in year progress.

There were no changes in school placement for any of the pupils who achieved 5 A* - C GCSEs.

3.12 Challenge to underperforming schools

Where schools are underperforming, a range of actions are taken to challenge them to improve. In the first instance challenge is provided by the school's Link Adviser. Where further intervention is judged to be necessary, for example where the school is not improving rapidly enough or when it is vulnerable in terms of an adverse OFSTED inspection, the school is subject to detailed termly school progress review meetings (SPRMs). In the most serious situations the LA uses its statutory powers of intervention to do one or all of the following:

- Apply to the Secretary of State for the governing body to be replaced with an Interim Executive Board (IEB)
- Withdrawal of delegated budget
- Appointment of additional governors
- Issue a Warning Notice

We also issue non-statutory letters of concern which result in formal meetings with the head teacher and chair of governors. Where appropriate we support and challenge the governing body to follow necessary performance management / capability processes.

In addition, schools are encouraged to collaborate with good and outstanding schools, through either informal or formal arrangements.

4. Attendance

DfE validated data used in this report is for the 2015/16 autumn and spring terms unless indicated otherwise. Full academic year data for 2015/16 will be published in approximately March 2017.

4.1 Absence from school

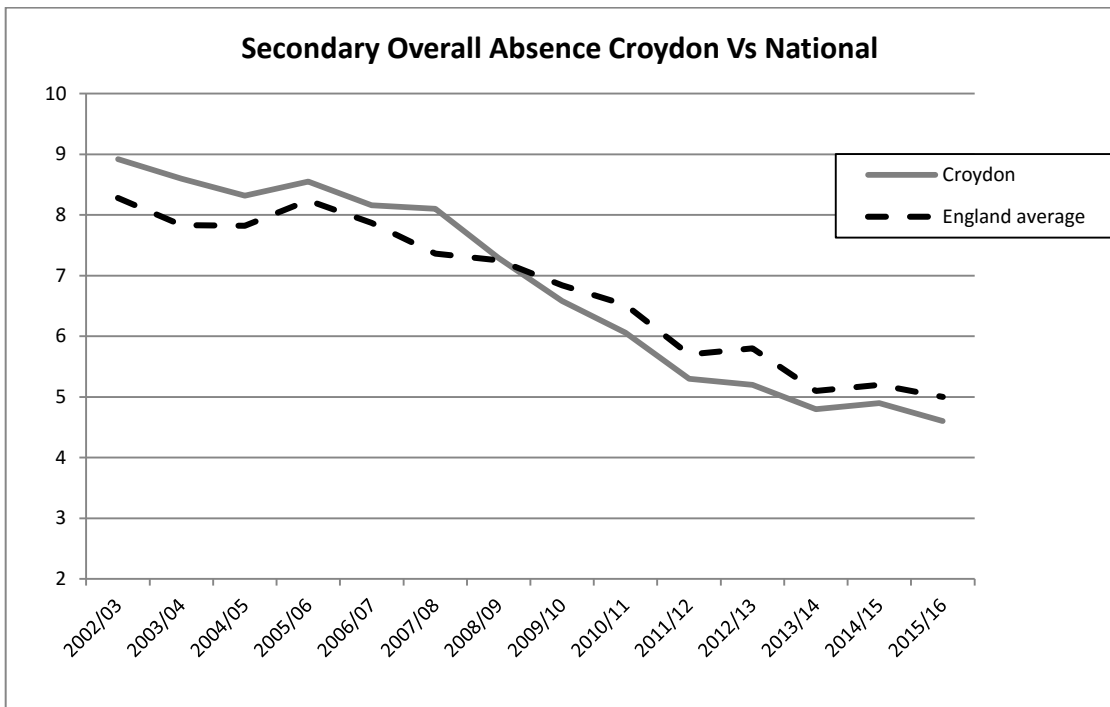
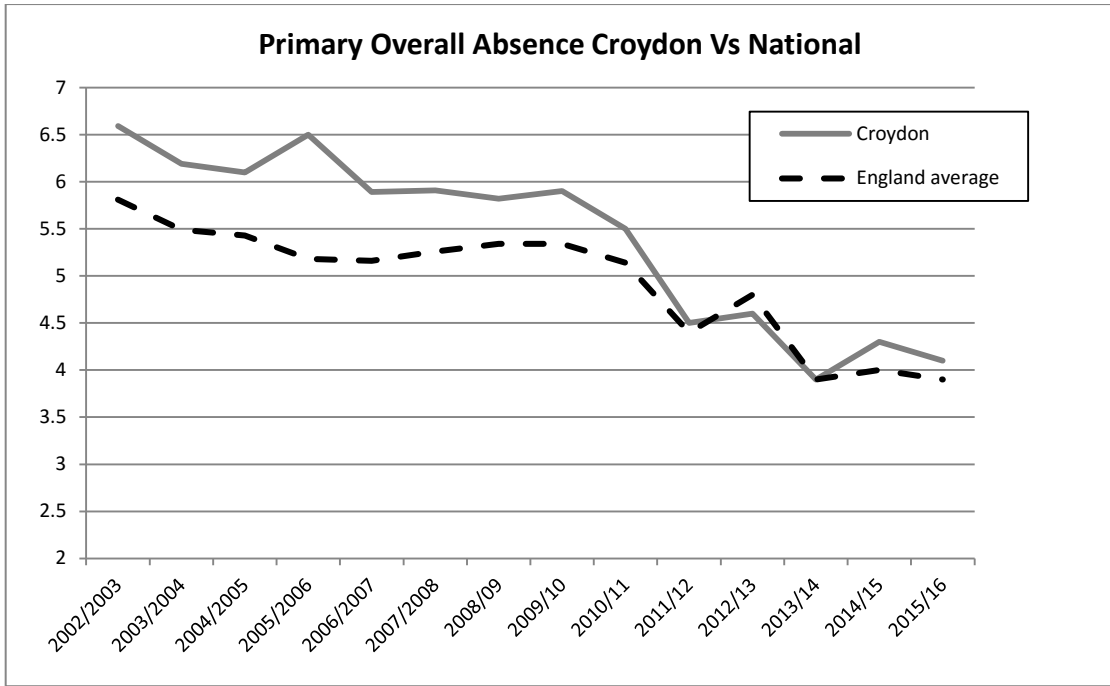
Primary overall absence has decreased by 0.2% when compared to the previous year. There has been a decrease nationally though not to the same degree.

The DfE attributes the decrease in national absence to a fall in illness, which fell from 2.9 per cent of all possible sessions in autumn 2014 and spring 2015 to 2.7 per cent of all possible sessions in autumn 2015 and spring 2016. Illness is the most common reason for absence, accounting for 62.2 per cent of all absences nationally. Secondary overall absence at 4.6% in 2015/16 represents a 0.3% decrease compared to 4.9% in 2014/15 and is 0.4% better than the national average (5.0%).

Borough overall absence performance trends

Year	Croydon Primary Schools %	England average %	Year	Croydon Secondary Schools %	England average %
2002/2003	6.59	5.81	2002/03	8.92	8.28
2003/2004	6.19	5.49	2003/04	8.6	7.83
2004/2005	6.1	5.43	2004/05	8.32	7.82
2005/2006	6.5	5.18	2005/06	8.55	8.24
2006/2007	5.89	5.16	2006/07	8.16	7.87
2007/2008	5.91	5.26	2007/08	8.1	7.36
2008/09	5.82	5.34	2008/09	7.29	7.25
2009/10	5.9	5.34	2009/10	6.58	6.84
2010/11	5.5	5.14	2010/11	6.06	6.52
2011/12	4.5	4.4	2011/12	5.3	5.7
2012/13	4.6	4.8	2012/13	5.2	5.8
2013/14	3.9	3.9	2013/14	4.8	5.1
2014/15	4.3	4	2014/15	4.9	5.2
2015/16	4.1	3.9	2015/16	4.6	5

(* Lower values are better in this table)



4.2 Borough absence performance in comparison to statistical neighbours

Croydon's primary overall absence is 0.2% higher than the average for statistical neighbours and the percentage of persistent absentees (PA) are 0.1% higher than the average of our statistical neighbours.

Croydon's secondary overall absence is lower than that of our statistical neighbours by 0.1%, and the persistent absentees are 0.7% lower than the average of our statistical neighbours.

4.3 Persistent absence

In the reporting period Persistent Absence was defined as a pupil missing 10% or more of education. Persistent absence is a serious problem for pupils. Much of the work children miss when they are not at school is never made up, leaving these pupils at a considerable disadvantage for the remainder of their school career. There is also clear evidence of a link between poor attendance at school and low levels of achievement:

- Of pupils who miss more than 50 per cent of school, only three per cent manage to achieve five A* to Cs including English and Mathematics.
- Of pupils who miss between 10 per cent and 20 per cent of school, only 35 per cent manage to achieve five A* to C GCSEs including English and Mathematics.
- Of pupils who miss less than five per cent of school, 73 per cent achieve five A* to Cs including English and Mathematics.

Primary persistent absence in 2015/16 (9.6%) has decreased by 0.4% compared to the same period last year. This is now 0.8% higher than the national average (8.8%).

Croydon secondary persistent absence levels have decreased from 12.1% in 2014/15 to 11% in 2015/16. This is 1.3% better than the national average (12.3%).

Borough Persistent Absence (PA) performance trends

Persistent absence is when a pupil enrolment's overall absence equates to 10 per cent or more of their possible sessions, in the table below PA has been re-calculated for the historic data showing a clear downwards trend locally and nationally.

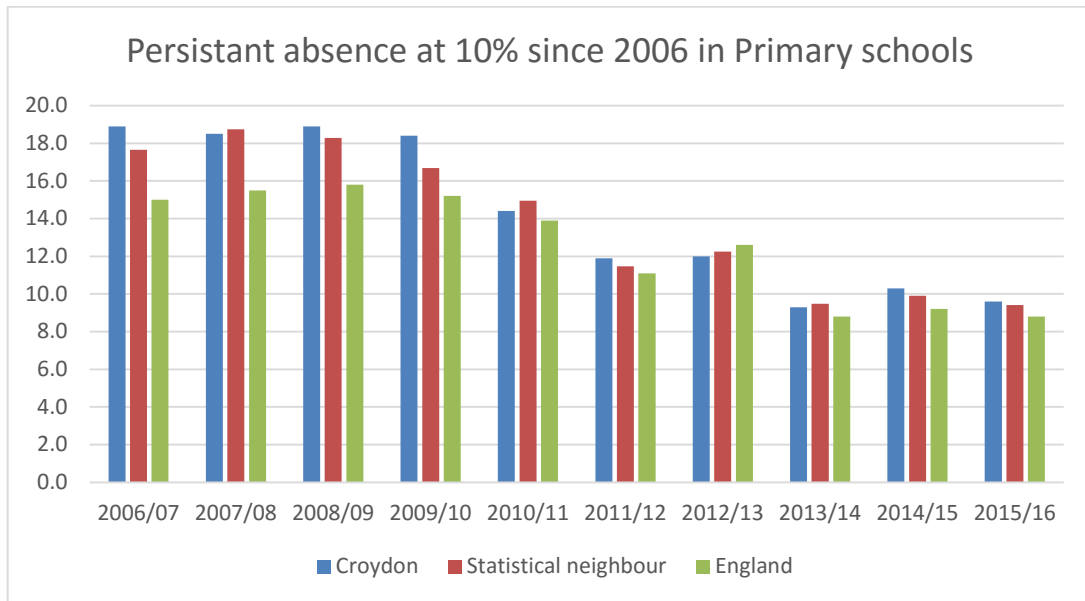
Primary Schools PA

	Croydon	Statistical neighbour	England
2006/07	18.9	17.7	15.0
2007/08	18.5	18.7	15.5
2008/09	18.9	18.3	15.8
2009/10	18.4	16.7	15.2
2010/11	14.4	15.0	13.9
2011/12	11.9	11.5	11.1
2012/13	12.0	12.2	12.6
2013/14	9.3	9.5	8.8
2014/15	10.3	9.9	9.2
2015/16	9.6	9.4	8.8

Secondary Schools PA

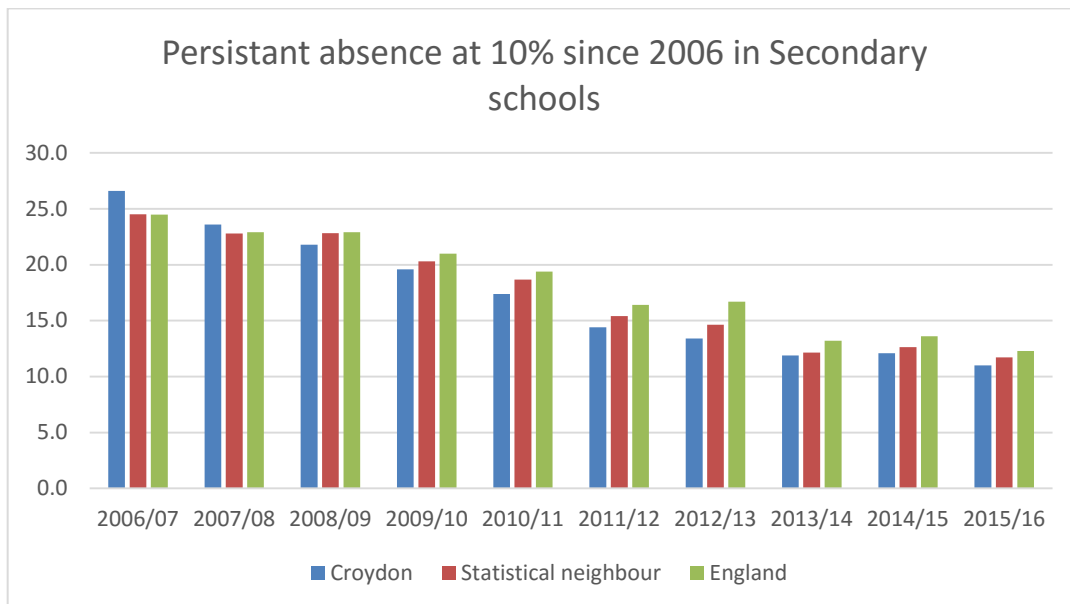
	Croydon	Statistical neighbour	England
2006/07	26.6	24.5	24.5
2007/08	23.6	22.8	22.9
2008/09	21.8	22.8	22.9
2009/10	19.6	20.3	21.0
2010/11	17.4	18.7	19.4
2011/12	14.4	15.4	16.4
2012/13	13.4	14.6	16.7
2013/14	11.9	12.1	13.2
2014/15	12.1	12.6	13.6
2015/16	11.0	11.7	12.3

Primary Persistent Absence



(* Low is better in this graph)

Secondary Persistent Absence



(* Low is better in this graph)

4.4 What are we doing to address areas for development to improve pupil attendance?

There is a strong correlation between good school attendance and achieving positive outcomes for children. It is recognised that attending school regularly can be a protective factor for children and young people.

The Department for Education revised the threshold for Persistent absence in September 2015 from 15% to 10%. The DfE recognises the successful work undertaken by schools to improve overall attendance rates and reduce the numbers of PA pupils and now wants to increase the level of challenge.

As a result the Education Welfare Service will continue to be focused on reducing the persistent absence rate in Croydon schools. The EWS monitors those pupils who are “on track” to be a persistent absentee on a half termly basis to ensure that appropriate early intervention to reduce absence is taking place. There will be a greater focus on improving attendance for vulnerable pupils in Primary schools.

The Local Authority will support schools in taking a rigorous line in reducing absence. While the predominant focus is always to build strong positive relationships between parents, pupils and education providers, the Local Authority will prosecute parents/ carers where it is deemed appropriate. In the 2015/16 academic year 1051 fixed penalty notices were issued for non-attendance at school and 174 court prosecutions were undertaken by the service.

The service will support schools to ensure identification of families where poor attendance is systemic via engagement with Early Help services to offer intensive support and intervention. The service will work with schools to encourage a whole family approach working holistically to overcome barriers through more effective use of the Croydon Early Help pathway with appropriate levels of intervention.

To enhance targeted intervention in schools the service will be adopting a “Team Around the School” model where a school has been identified as having high levels of persistent absence. The service will work with target schools to identify the appropriate services to work together. This will ensure that appropriate early intervention is put in place to support families before non-attendance become entrenched.

The Service will continue to support schools in the use of a wider range of support and sanctions from Early Help assessments to criminal prosecution.

5. Exclusions

Exclusions from Croydon schools, academies and free schools during 2015/16

There were 22 permanent exclusions from Croydon maintained schools, academies and free schools during the 2015/16 academic year giving a borough exclusion rate of 0.04%. This is a slight decrease on the 2014/15 academic year which saw 24 permanent exclusions and means that Croydon

continues to be in the bottom quartile nationally for permanent exclusions; making us amongst the best performing authorities in the country. One school had five permanent exclusions during the year (a quarter of the borough's total). All five of these exclusions took place during the first half of the autumn term 2015. Following support and challenge from the LA about the rate of exclusion from the school there were no more permanent exclusions from that school for the academic year.

Croydon's permanent exclusion rate of 0.04% compares favourably with the last published data for statistical neighbours and is lower than the England and London rates. The slight decrease in the number of permanent exclusions has taken place in the context of a slight increase nationally.

"The (national) overall rate of permanent exclusions has increased slightly from 0.06 per cent of pupil enrolments in 2013/14 to 0.07 per cent in 2014/15. The rate of permanent exclusions has increased since 2013/14 for both state-funded secondary schools and special schools, but has remained the same for state-funded primary schools",

Statistical First Release 26, published 21st July 2016.

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16*
Number of permanent exclusions	81	75	77	65	65	13	24	22
Croydon % of permanent exclusions	0.16	0.15	0.15	0.12	0.10	0.04	0.04	0.04
National	0.09	0.08	0.07	0.07	0.07	0.06	0.07	*
London	0.11	0.1	0.08	0.08	0.08	0.07	0.07	*
SN Average**	0.07	0.07	0.06	0.08	0.08	0.09	0.07	*

*Please note that the figures for 2015/16 are not yet published

** S/N Average is the figure based on average of averages. For some of the Statistical neighbours the figures were suppressed. Source DFE published data and local data

Fixed term exclusions from Croydon schools, academies and free schools during 2015/16

A detailed breakdown of exclusions can be found in Appendices 3 and 4.

Croydon's fixed term exclusion rate is lower than the National rate, the overall London rate, and the Outer and Inner London rates. It is also lower than the rate of eight out of ten of its statistical neighbours.

The number of fixed term exclusions during 2015/16 shows a slight increase on the figure for 2014/15 which was 1635.

A significant feature during 2015/16 was the high number of fixed term exclusions from the Croydon PRUs (253 – 126 from Phil Edwards, 71 from Moving On and 55 from the Coningsby PRU). The early signs are that this won't be repeated during 2016/17. The LA has had dialogue with the Saffron Valley Federation about reducing the need for exclusions.

	Number of fixed period exclusions	Fixed period exclusion rate
England	302980	3.88
London	40250	3.28
Outer London	25520	3.15
Inner London	14730	3.52
Croydon	1680	3.01
Birmingham	7660	4.06
Haringey	1290	3.5
Lambeth	1000	2.79
Lewisham	1650	4.04
Brent	1660	3.52
Ealing	1520	2.93
Enfield	2680	4.76
Greenwich	1930	4.7
Merton	960	3.37
Waltham Forest	1720	4.14

Black Caribbean pupils made up 18% of permanent exclusions and 27% of fixed term exclusions from Croydon schools, academies and free schools during the 2015/16 academic year; almost the same proportion as the previous year 2014/15. During that year black Caribbean pupils made up 17% of permanent exclusions and 27% of fixed term exclusions from Croydon schools, academies and free schools. Black Caribbean pupils account for 11% of the school age population.

White British pupils account for 18% of permanent exclusions and 24% of fixed term exclusions from Croydon schools, academies and free schools during the 2015/16 academic year; a slight reduction on the previous year (2014/15). During that year white British pupils accounted for 21% of permanent exclusions and 25% of fixed term exclusions from Croydon schools, academies and free schools. White British pupils account for 29% of the school age population.

Black African pupils account for 18% of permanent exclusions and 14% of fixed term exclusions from Croydon schools, academies and free schools during the 2015/16 academic year; a reduction on the previous year in the percentage of permanent exclusions and almost the same percentage in relation to fixed term exclusions. Black African pupils make up 15% of the school age population.

Exclusion of pupils on the SEN register

There were three permanent exclusions from Croydon schools, academies and free schools of pupils with an education health and care plan during 2015/16; 14% of the total. A further three which were initially permanent exclusions were reinstated by governors. There were 193 fixed term exclusions from Croydon schools, academies and free schools of pupils with an EHC plan or statement of SEN during 2015/16; 12% of the total. This is a slight increase in respect of permanent exclusions and a decrease in respect of fixed term exclusions related to pupils with an EHC plan or statement of SEN compared to the previous academic year; 2014/15.

Exclusions of Children Looked After

There were two permanent exclusions and 113 fixed term exclusions of 'looked after children' during 2015/16, an increase in permanent exclusions and a slight decrease in fixed term exclusions. There were no permanent exclusions from Croydon schools, academies or free schools during 2014/15. There were 117 fixed term exclusions from Croydon schools, academies and free schools during 2014/15 related to 'looked after children'. It is important to note that this data relates to children 'looked after' to a number of authorities; not just Croydon 'looked after children'. The significant factor is that they attend a Croydon school, academy or free school.

Fair Access Panel

The Local Authority continues to develop the work of the primary and secondary Fair Access panels to support schools in reducing the need for exclusion.

All Croydon secondary schools are active participants in the Fair Access Panel which considered 517 pupil referrals during the 2015/16 academic year. 199 cases were presented as an alternative to permanent exclusion, 213 cases were presented at panel as being hard to place in school through normal admissions procedures and 105 cases were presented as a request for a managed move between schools. Representatives from Police, Children's Social Care, Early Help and Youth Offending Service contribute to

the panel to ensure a holistic multi-agency approach is taken to support an appropriate placement at another setting. (See appendix 6)

6. OFSTED INSPECTION OUTCOMES

- 6.1 Minor revisions were made to the Ofsted Framework from September 2016. These were mainly related to safeguarding.
- 6.2 A total of 16 schools (not including PRUs or Special Schools) were inspected during the academic year 2015-2016.
- 6.3 At the beginning of September 2012 67% of Croydon's schools were judged by OFSTED to be good or better. By the end of July 2013 this percentage had risen to 73%. The percentage of secondary schools currently judged good or outstanding is 80%, which is slightly above the national average, whilst 47.9% of secondary age students attend an outstanding school, significantly above the national average of 26.7%. There has been a slight decline in the percentage of primary schools that are good or better at 82.9% following one maintained school and one Academy being judged to be in special measures. We have a plan of support in place for not only continuing to support schools with improving outcomes but also for improving the percentage of schools that are good or better

7. CONSULTATION

There are no needs for consultation arising from this report.

8. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

There are no financial considerations or risk with this report.
Approved by – Lisa Taylor – Assistant Director of Finance and Deputy S151 Officer

9. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

The Solicitor to the Council comments that there are no legal implications arising from this report.

Approved by J Harris Baker, Acting Council Solicitor and Monitoring Officer

10. HUMAN RESOURCES IMPACT

There are no Human Resources considerations arising from this report.

Approved by Debbie Calliste, HR Business Partner

11. EQUALITIES IMPACT

As the quality of Croydon's schools continues to improve there is a positive impact for all pupil groups, including the most disadvantaged. Schools continue to be challenged to set demanding targets for the achievement of pupils in receipt of the pupil premium grant and are expected to demonstrate the impact this funding has to close the gap between these pupils and their peers. The work, commissioned through Octavo, of the inclusion team supports achievement amongst the most vulnerable groups of pupils, including white working class boys and girls, those with English as an Additional Language, traveller children and asylum seekers / those newly arrived to the country. The evidence shows that whilst there is still a gap between white working class children, children of Caribbean heritage and white / Caribbean dual heritage children and their peers the gap is narrowing. The team will be focusing on closing the gap for Black Caribbean and Pupil Premium pupils in the borough at KS2 further in the coming year. Children Looked After by the Local Authority make good progress from often low starting points. Whilst attainment for this cohort of pupils appears low this includes the very large number of young people recently arrived from overseas. Funding for the Virtual School for Children Looked After will continue to provide support, guidance and challenge for this group of learners and their schools in order to continue the upward trajectory in the progress they make.

12. ENVIRONMENTAL IMPACT

There are no direct implications contained in this report.

13. CRIME AND DISORDER REDUCTION IMPACT

There are no direct implications contained in this report.

14. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 14.1 This report is for information and there are no recommendations other than to note its contents. The report has been included on the agenda for the next relevant scrutiny committee.

15. OPTIONS CONSIDERED AND REJECTED

- 15.1 Not relevant.

CONTACT OFFICER: David Butler, Head of School Standards,
Commissioning and Learning Access

Background papers: none

Appendices attached:

Appendix 1: KS2 Test results for RWM at Level 4+ AY 2014/2015

Appendix 2: Secondary School GCSE results 2008 – 2015

Appendix 3: Exclusions from Croydon maintained schools and academies for

the 2015/16 academic year

Appendix 4: Exclusions from maintained schools and academies for 2015/16
for children with SEN, Children Looked After and by ethnic group

Appendix 5: Explanation and identification of Statistical Neighbours

Appendix 6: Explanation of and information on Fair Access Panel

Appendix 7: Croydon School Improvement Plan

Appendix 8: Definition of Attainment and Progress 8

Appendix 1 KS2 Floor standard for AY 2015/16 (unvalidated data)

In 2016, a school will be above the floor if:

- at least 65% of pupils meet the expected standard in English reading, English writing and mathematics;
- or • the school achieves sufficient progress scores in all three subjects. **At least -5 in English reading, -5 in mathematics and -7 in English writing.**

The attainment element is a combined measure. This means an individual pupil needs to meet the 'expected standard' in English reading, English writing and mathematics, in order to be counted towards the attainment element.

Est No	School	Reading progress score	Writing progress score	Maths progress score	% RWM
3062003	Beulah Juniors	-2.6	0.0	0.7	33.7
3062004	KESTON PRIMARY SCHOOL	2.1	1.2	2.6	70.2
3062007	Cypress Primary School	0.3	0.3	-1.9	38.6
3062008	David Livingstone Academy	-3.1	2.8	0.2	40
3062012	Elmwood Junior School	0.3	0.7	0.9	63.2
3062013	Ark Oval Primary	-3.0	1.5	-1.2	46.6
3062016	Applegarth Academy	4.8	4.7	7.0	73.5
3062019	Gonville Academy	-0.5	0.4	-0.1	39.3
3062020	Howard Primary School	0.8	3.4	2.0	53.3
3062025	Monks Orchard Primary School	-1.0	-2.4	-2.0	51.7
3062031	Harris Primary Academy Kenley	4.7	3.5	4.4	71.4
3062033	Purley Oaks Primary School	0.2	2.3	0.9	50
3062034	Harris Primary Academy Benson	3.0	4.8	4.0	76.3
3062035	Castle Hill Primary	-6.6	-3.0	-4.0	17
3062036	Wolsey Junior Academy	-4.2	-0.7	-1.5	39.5
3062099	South Norwood Primary	-2.7	1.2	-1.5	43.4
3062043	St Peter's Primary School	0.6	0.4	-1.6	56.7
3062046	West Thornton Primary Academy	0.8	0.8	-1.4	54.5
3062047	WHITEHORSE MANOR JUNIOR	-0.8	-0.4	-1.4	60.5
3062050	WINTERBOURNE JUNIOR GIRLS'	-2.5	5.2	-0.4	48.9
3062055	Woodside Primary School and Children's Centre	-1.2	-0.9	-0.4	54.5
3062057	Chipstead Valley Primary Academy	0.5	1.2	-0.8	58.3
3062058	Kenley	1.0	2.8	-0.2	33.3
3062062	Beaumont Primary	3.1	3.8	5.6	81.5
3062065	Gresham Primary School	0.0	0.4	1.6	67.2
3062067	Smitham Primary School	1.3	-1.0	0.2	51.9
3062068	The Hayes Primary	1.7	1.1	0.3	63.8
3062073	Oasis Academy Ryelands	-0.1	1.0	-0.3	43.1
3062076	Park Hill Junior	2.0	1.0	2.8	72.3
3062081	Winterbourne Jnr boys	1.4	3.0	5.9	69
3062082	Broadmead Primary Academy	0.9	1.2	2.4	36.5
3062083	Orchard Way Primary School	1.8	1.8	2.2	75.9
3062084	Forestdale Primary School	1.0	2.2	0.6	62.1

3062085	Rowdown primary	1.6	3.9	4.1	43.2
3062086	Courtwood Primary	0.9	-0.7	-0.5	58.6
3062088	New Valley Primary School (Wattenden)	3.2	4.3	4.0	68.4
3062090	HEAVERS FARM PRIMARY	0.4	2.0	2.0	68.3
3062091	St Mark's Church of England Primary Academy	0.9	0.8	-0.2	32
3062093	Downsview Primary School	0.3	4.1	4.6	61.7
3062097	St Mary's RC Junior School	1.7	1.6	3.8	71.4
3062098	Greenvale Primary School	0.4	-0.5	1.3	71
3062102	Rockmount Primary School	3.3	-0.1	1.5	66.7
3062103	Fairchildes Primary School	1.2	2.8	4.1	63.9
3062105	Norbury Manor Primary	-0.5	0.6	-0.9	39.3
3062107	Ridgeway Primary School and Nursery	-0.6	-2.6	-1.9	63.2
3062109	Forest Academy	-3.9	3.8	-2.8	35.7
3062110	Kingsley Primary School	-1.7	-0.6	0.0	35.9
3062111	Oasis Academy Byron	7.5	3.8	7.1	83.3
3063000	All Saints C of E Primary School	-1.8	-4.4	-0.2	42.4
3063003	St John's C of E School	1.9	4.4	0.1	62.1
3063006	Parish Church Junior School	-0.2	-2.4	-2.3	49.1
3063008	St Cyprian's Greek Orthodox VA	5.1	1.4	3.7	83.9
3063300	Coulsdon C. of E. School	1.0	-0.4	1.5	82.8
3063301	Christ Church C of E Primary School	2.9	-1.3	1.3	63.3
3063400	Good Shepherd RC Primary	6.7	4.4	3.2	70.4
3063401	St. Joseph's Junior	1.9	2.5	3.5	76.8
3063403	St Thomas Becket Catholic Primary	-0.3	-0.9	-0.3	66.7
3063404	Margaret Roper Catholic Primary	2.7	-1.9	1.1	64.5
3063408	REGINA COELI PRIMARY SCHOOL	7.8	7.6	8.7	67.8
3063409	St Aidan's RC Primary	0.4	-0.4	2.1	60.7
3063411	St Chad's Primary	4.1	1.4	1.6	69.1
3062100	Davidson Primary School	0.3	no data	-0.2	31.6
3063415	Kensington Avenue Primary	0.1	3.2	0.4	51.8
3063416	Gilbert Scott Primary School	-4.7	-0.4	-2.8	33.3
3063417	Aerodrome Primary Academy	0.2	1.8	-1.3	33.3
3063418	Woodcote Primary School	-0.3	1.6	-0.8	60
3063419	Ecclesbourne Primary School	-3.7	-1.4	-3.5	19.6
3065200	SELSDON PRIMARY SCHOOL	-0.9	2.1	0.6	50.6
3065201	ST JAMES THE GREAT R.C. PRIMARY AND NURSERY	2.7	0.8	1.6	74.6
3065202	ATWOOD PRIMARY SCHOOL	0.0	-1.1	-0.5	65.1
3066909	Oasis Academy Shirley Park	2.1	4.8	0.4	64.4
3067001	St Giles School	-6.5	-6.4	-7.7	0
3067004	Beckmead School	-5.2	-8.2	-4.9	0
3067005	St Nicholas School	-5.9	-6.7	-6.6	0
3067006	Red Gates School	-7.5	-7.4	-8.2	0
Total	Borough	0.2	0.9	0.6	54.1

N.B this is provisional data Davidson primary submitted to late to be included in these results.

Appendix 2: Secondary School GCSE results 2010 – 2015 by school
Provisional results

Croydon Secondary Schools (figures for 2015 are provisional)	Percentage of pupils achieving 5+ A*-C GCSE grades						Percentage of pupils achieving 5+ A*-C GCSE grades including English and mathematics					
	2010	2011	2012	2013	2014	2015	2010	2011	2012	2013	2014	2015
Meridian High	79	80	88	88	43	50	38	35	46	49	35	37
Archbishop Tenison Cof E High	91	81	78	77	82	77	77	69	65	68	71	68
Coloma Convent Girls	98	96	97	98	97	93	88	90	94	95	90	85
Edenham High	77	90	90	84	53	62	44	51	47	58	44	52
Harris Academy Purley	85	92	96	94	85	65	47	61	63	76	78	57
Harris Academy South Norwood	100	100	100	99	78	70	60	75	80	78	66	57
Harris Academy Upper Norwood	66	84	79	80	55	64	41	48	35	N/A	52	44
Harris City Academy Crystal Palace	99	100	100	96	88	90	88	95	99	84	77	82
Norbury Manor College for Girls	81	90	88	80	72	79	61	68	62	66	62	68
Oasis Academy Coulsdon	82	93	92	94	58	74	37	49	67	63	43	66
Oasis Academy Shirley Park	94	94	100	100	64	52	46	51	66	64	57	48
Riddlesdown Collegiate	84	89	90	88	79	79	66	69	59	67	74	71
Shirley High Performing Arts College	97	100	99	98	72	74	60	71	72	63	52	54
St Andrew's Cof E High	84	91	87	83	70	72	56	65	68	67	0	64
St Joseph's College	93	92	90	85	68	77	64	67	65	66	55	70
St Mary's Catholic High	59	70	53	52	52	47	45	51	40	55	42	37
The Archbishop Lanfranc High	68	68	69	54	53	54	45	48	47	39	47	43
The Brit School for Performing Arts	97	99	96	96	68	77	66	68	60	70	56	68
The Quest Academy	61	64	80	95	67	52	23	41	46	62	56	31
Thomas More Catholic High	93	97	97	97	67	70	51	57	75	80	63	59
Woodcote High	93	97	97	94	81	83	65	68	69	83	73	70
Virgo Fidelis Convent Senior	91	94	91	84	62	65	54	74	68	77	44	62

NB: Data for 2015 is not yet validated and may change.

Academies

The Council has not shied away from enacting structural solutions where local authority schools have been significantly underperforming. The results for the academies (in **bold**) in the chart can be compared and contrasted with the non-bold results for its predecessor school. The move to academy status remains one of the strategies the local authority is ready and willing to use, where appropriate, to effect rapid improvement in its schools. The Council continues to support and challenge all schools, regardless of status (for example through the link adviser mechanism).

Schools which have only recently become academies may not yet show improved outcomes. Where the local authority is concerned that improvement is not sufficiently rapid, the local authority holds to account the Regional Schools Commissioner (responsible for standards in academies) through regular discussion.

Appendix 3: Exclusions from maintained schools and academies for 2015/16

	School	FIXD	PERM	Total
All Through Academy	Oasis Academy Shirley Park	10		10
Primary Academy	Aerodrome Primary Academy	6		6
Primary Academy	Applegarth Academy	3		3
Primary Academy	Broadmead Primary Academy	87	2	89
Primary Academy	Castle Hill Academy	12		12
Primary Academy	Chestnut Park Primary School	4		4
Primary Academy	David Livingstone Primary Academy	2		2
Primary Academy	Ecclesbourne Primary - Pegasus Academy Trust	2		2
Primary Academy	Fairchildes Primary Academy	1		1
Primary Academy	Forest Academy	18		18
Primary Academy	Gonville Academy	12		12
Primary Academy	Harris Primary Academy Benson	2		2
Primary Academy	Harris Primary Academy Kenley	1		1
Primary Academy	Oasis Academy Byron	1		1
Primary Academy	Oasis Academy Ryelands	20		20
Primary Academy	Rowdown Primary Academy	3		3
Primary Academy	St Cyprian's Greek Orthodox Primary Academy	9		9
Primary Academy	St Mark's CofE Primary Academy	4		4
Primary Academy	St Mary's RC Junior School	5		5
Primary Academy	St Thomas Becket Catholic Primary School	1		1
Primary Academy	The Crescent Primary School	26	2	28
Primary Academy	The Robert Fitzroy Academy	3		3
Primary Academy	The South Norwood Academy	2		2
Primary Academy	West Thornton Academy	2		2
Primary Academy	Winterbourne Boys Academy	2		2
Primary Academy	Wolsey Junior Academy	8		8
Primary Maintained	All Saints CofE Primary School	1		1
Primary Maintained	Beulah Junior School	1		1
Primary Maintained	Christ Church CofE Primary School (Purley)	3		3
Primary Maintained	Courtwood Primary School	2		2
Primary Maintained	Cypress Primary School	15		15
Primary Maintained	Davidson Primary School	2		2
Primary Maintained	Downsview Primary and Nursery School	4		4
Primary Maintained	Elmwood Junior School	1		1
Primary Maintained	Gresham Primary School	1		1
Primary Maintained	Heavers Farm Primary School	20		20
Primary Maintained	Howard Primary School	7		7
Primary Maintained	Kenley Primary School	2		2
Primary Maintained	Kensington Avenue Primary School	5		5
Primary Maintained	Keston Primary School	1		1
Primary Maintained	Kingsley Primary School	20		20
Primary Maintained	Monks Orchard Primary School and Nursery	6		6
Primary Maintained	Norbury Manor Primary School	6		6

Primary Maintained	Purley Oaks Primary School	14		14
Primary Maintained	Ridgeway Primary School	8		8
Primary Maintained	Rockmount Primary School	12		12
Primary Maintained	Selsdon Primary and Nursery School	34		34
Primary Maintained	Smitham Primary School	5		5
Primary Maintained	South Norwood Primary	1		1
Primary Maintained	St Joseph's RC Junior School	1		1
Primary Maintained	St Peter's Primary School	2		2
Primary Maintained	The Minster Nursery & Infant School	3		3
Primary Maintained	Wolsey Infant School	16		16
Primary Maintained	Woodcote Primary School	1		1
Primary Maintained	Woodside Primary School	13		13
Secondary Academy	Edenham High School	112		112
Secondary Academy	Harris Academy Purley	2		2
Secondary Academy	Harris City Academy Crystal Palace	63	3	66
Secondary Academy	Harris Invictus Academy Croydon	1	1	2
Secondary Academy	Meridian High School	36	1	37
Secondary Academy	Norbury Manor Bus. & Enterprise College For Girls	75	1	76
Secondary Academy	Oasis Academy Arena	3		3
Secondary Academy	Oasis Academy Coulsdon	32	1	33
Secondary Academy	Riddlesdown Collegiate	48		48
Secondary Academy	Shirley High School Performing Arts College	70		70
Secondary Academy	St Joseph's College	32	3	35
Secondary Academy	The Archbishop Lanfranc Academy - Coloma Trust	15	5	20
Secondary Academy	The Quest Academy - Coloma Trust	12		12
Secondary Academy	Woodcote High School	47		47
Secondary Indendent	Kingsdown Secondary School	14		14
Secondary Maintained	Archbishop Tenison's CofE High School	53		53
Secondary Maintained	St Andrew's CofE Voluntary Aided High School	115	1	116
Secondary Maintained	St Mary's Catholic High School	46	2	48
Secondary Maintained	Thomas More School	52	2	54
Secondary Maintained	Virgo Fidelis Convent Senior School	88		88
Secondary PRU	Coningsby Centre (PRU)	55		55
Secondary PRU	Cotelands Centre (PRU)	2		2
Secondary PRU	Moving On (PRU)	73		73
Secondary PRU	Phil Edwards Centre (PRU)	127		127
Secondary Special	Beckmead School	18		18
Secondary Special	Bensham Manor School	10		10
	Total	1652	24	1676

Appendix 4: Exclusions from maintained schools and academies for 2015/16 for children with SEN, Children Looked After and by ethnic group.

Exclusions by SEN Source: local data

	2011/12		2012/2013		2013/2014		2014/2015		2015/2016	
	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm
Non-SEN	581	30	659	39	996	3	1379	20	770	12
School Action	309	1	208	4	92	6	60	2	61	0
School Action Plus	687	28	391	16	273	3	122	1	53	4
Statemented	318	5	245	6	91	1	74	1	52	0
EHCP									141	3
Support									575	5
Total Numbers	1895	64	1503	65	1452	13	1635	24	1652	24

Exclusions by looked after children (LAC) Source: local data

	2011/12		2012/2013		2013/2014		2014/2015		2015/2016	
	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm
Not Looked After	1850	64	1461	64	1423	13	1613	24	1540	21
Looked After Children	45		42	1	29	0	22		112	3
Total Numbers	1895	64	1503	65	1452	13	1635	24	1652	24

Exclusions by Ethnicity Source: local data

	2011/12		2012/2013		2013/2014		2014/2015		2015/2016	
	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm
ABAN - Bangladeshi	10	1	5		7	0	9	0	7	1
AIND - Indian	12		12		6	0	8	1	11	0
AOTH - Any other Asian background	44		23		23	0	21	0	15	2
APKN - Pakistani	11		25		14	0	30	1	12	0
BAFR - African	270	7	240	11	215	3	209	6	237	4
BCRB - Black Caribbean	435	11	310	11	350	2	438	5	439	5
BOTH - Any other Black background	70	1	61		66	2	97	1	99	3
CHNE – Chinese	1			2	0	0	0	0	0	0
MOTH - Any other Mixed background	70	4	82	2	73	0	90	0	77	1
MWAS - White/Asian	14	1	13		15	0	11	0	14	0
MWBA - White/Black African	40	1	22	2	25	0	29	1	45	0
MWBC - White/Black Caribbean	170	5	127	5	114	1	138	1	130	1
NOBT - Info not obtained	6	1	5	1	29	1	32	2	35	0
OOTH - Any other Ethnic Group	18		36		9	0	16	1	5	1
REFU – Refused	16	1	17		18	0	13	0	28	2
WBRI – British	638	27	459	26	419	4	445	5	425	4
WIRI – Irish	6	1	6		14	0	0	0	6	0
WIRT - Traveller - Irish Heritage	6		8	2	1	0	6	0	0	0
WOTH - Any other White background	54	3	49	2	49	0	41	0	65	0
WROM - Roma/Roma Gypsy	4		3	1	5	0	2	0	2	0
Total Exclusions	1895	64	1503	65	1452	13	1635	24	1652	24

Exclusions by BME (Black African, Black Caribbean and Black Other) Source: local data

	2011/12		2012/2013		2013/2014		2014/2015		2015/2016	
	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm
BME Groups	775	19	611	22	631	7	744	12	775	12
Other	1120	45	892	43	821	6	891	12	877	12
Total exclusions	1895	64	1503	65	1452	13	1635	24	1652	24

Reasons for exclusions Source: local data

	2011/12		2012/2013		2013/2014		2014/2015		2015/2016	
	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm	Fixed	Perm
Bullying	36	2	34		33	0	35	0	30	1
Damage	62	3	58		54	0	63	1	50	0
Drug and alcohol related	65	5	54	3	53	0	68	1	71	1
Other	155	4	115	2	112	0	135	2	67	0
Persistent disruptive behaviour	455	15	295	26	333	3	400	3	477	6
Physical assault against adult	218	5	160	9	126	2	151	1	181	2
Physical assault against pupil	390	15	354	6	316	3	328	3	400	7
Possession of Offensive Weapon	22	8	15	8	25	3	29	5	24	3
Racist abuse	36		11		14	0	15	0	18	0
Sexual misconduct	25	1	31	3	33	0	20	2	13	0
Theft	55		61	1	34	0	42	0	32	1
Verb abuse/threat behaviour adult	264	5	233	3	237	1	259	4	188	3
Verb abuse/threat behaviour pupil	112	1	82	4	82	1	90	2	101	0
Total Exclusions	1895	64	1503	65	1452	13	1635	24	1652	24

Excluded pupils as percentage of school population Source: local data

	2016 Individual pupils*			Pupils on roll Jan 2016 census
	Fixed	Perm	Total	
ABAN - Bangladeshi	7	1	8	572
AIND - Indian	11		11	2777
AOTH - Any other Asian background	15	2	17	2956
APKN - Pakistani	12		12	2432
BAFR - African	237	4	241	8402
BCRB - Black Caribbean	439	5	444	5934
BOTH - Any other Black background	99	3	102	1877
CHNE – Chinese			0	304
MOTH - Any other Mixed background	77	1	78	2930
MWAS - White/Asian	14		14	1026
MWBA - White/Black African	45		45	1047
MWBC - White/Black Caribbean	130	1	131	2586
NOBT - Info not obtained	35		35	1176
OOTH - Any other Ethnic Group	5	1	6	1118
REFU – Refused	28	2	30	528
WBRI – British	425	4	429	15896
WIRI – Irish	6		6	221
WIRT - Traveller - Irish Heritage			0	36
WOTH - Any other White background	65		65	4682
WROM - Roma/Roma Gypsy	2		2	65
Total Exclusions	1652	24	1676	56565

Appendix 5: Explanation and identification of Statistical Neighbours

The National Foundation for Educational Research (NFER) was commissioned in 2007 by the Department to identify and group similar LAs in terms of the socio-economic characteristics, each LA was assign 10 such neighbours. The original set of statistical neighbours was calculated from the following factors:

- 2001 Census
- Annual population surveys between 2001 and 2005
- Labour force survey four quarterly averages – June 2004 to May 2005
- Annual survey of hours and earnings 2005
- The ODPM (Office of the Deputy Prime Minister) indices of multiple deprivation
- The DfE local authority data matrix
- DVLA information on vehicle numbers and ages
- CIPFA (Chartered Institute of Public Finance and Accountancy) information on availability of services

Statistical neighbours were reviewed in 2014 using information from the 2011 census. This resulted in changes to Croydon’s neighbours which shows we are increasingly compared with inner London Boroughs and therefore suggests a change in our demographic to becoming increasingly similar to inner London Boroughs.

Long term statistical neighbours	New statistical neighbours	Previous statistical neighbours
Birmingham	Brent (Outer London)	Hillingdon (Outer London)
Ealing (Outer London)	Haringey (Inner London)	Luton
Enfield (Outer London)	Lambeth (Inner London)	Reading
Greenwich (Outer London)	Lewisham (Inner London)	Redbridge (Outer London)
Merton (Outer London)		
Waltham Forest (Outer London)		

Appendix 6:Explanation of Fair Access Process and breakdown of school referrals.

The School Admissions code requires each Local Authority to agree a fair access protocol with the majority of schools in its area to ensure that the most vulnerable children are found a place in a school without delay. The code instructs Local Authorities that the list of children considered under the protocol should be agreed locally but must include the following that can have difficulty obtaining a school place

1. *“a) children from the criminal justice system or Pupil Referral Units who need to be reintegrated into mainstream education;*
2. *b) children who have been out of education for two months or more;*
3. *c) children of Gypsies, Roma, Travellers, refugees and asylum seekers;*
4. *d) children who are homeless;*
5. *e) children with unsupportive family backgrounds for whom a place has not been sought;*
6. *f) children who are carers; and*
g) children with special educational needs, disabilities or medical conditions (but without a statement or Education, Health and Care Plan)”

Operation of the Fair Access Panel

The secondary Fair Access Panel involves the participation of all of the secondary schools in the borough. The panel has been operating since 2013 and is subject to a locally agreed published protocol. The panel comprises of representatives from secondary schools and partnership agencies and the attendance rate at panel is usually in the region of 45 members. Each school nominates at least one member of the school leadership team to be its representative at the panel. Schools from other boroughs are also invited to attend the panel where a case involves a pupil resident in the borough of Croydon who attends an out of borough school. The remaining panel members are officers from the Local Authority or other relevant agencies. These officers provide schools with additional support, information, advice and guidance regarding the pupils under review, so that schools are able to obtain a holistic view of the needs of the pupil.

Services represented at the panel include Children’s Social Care, Early Help Services, Special Educational Needs Service, Educational Psychology, Children & Adolescent Mental Health Services, Youth Offending Service, Police and School Admissions Service. Head Teachers of independent alternative education provision schools and Pupil Referral Units are also represented.

The panel is operated by the Local Authority Learning Access Service. The Local Authority is represented by the Head of Learning Access and the Fair Access Manager, who is responsible for administering the Panel. Other Learning Access Team members attend including the Exclusions and Reintegration Officer.

The Fair Access Panel considers referrals for agreed managed moves between schools or placement for pupils at a PRU or independent alternative provision provider as an alternative to permanent exclusion. The panel also considers placement for those

children who have been unable to be placed at a school through the normal in year admissions procedures. Such pupils are considered by the Admissions Code to be hard to place. The panel chair is the chief executive of a Multi Academy Trust and the vice chair is a secondary school head teacher. The panel meets every 3 weeks during school term time. An average panel will consider presentations regarding between 25 and 40 cases dependent on the amount of referrals received. Nominated school representatives make a presentation for the panel's consideration during which details of the case are outlined.

Cases presented at Secondary Fair Access Panel by School in 15/16

517 pupil referrals were considered by the Fair Access Panel during the 2015/16 academic year. 213 cases were presented at panel as pupils requiring school places who were unable to be placed though the normal admissions procedures

When cases were presented at panel by schools in 2015/16 they were considered under the following categories:

- A. Avoidance. Cases were presented in this category when a pupil was at risk of permanent exclusion
- B. Prevention. Cases were presented in this category it was judged by the school that a pupil would benefit from a fresh start in another setting
- C. Breakdown. Cases were presented in this category when placemnet peviously agreed at the Fair Access Panel had not been successful.

In 2015/16 199 cases were presented by schools under the aviodance category and and 105 cases were prevented under the category of prevention.

The following table gives the number of cases presented by Croydon secondary schools in each category during the 2015/16 academic year.

School	Number of FAP referral 2015/16
Harris South Norwood	31
Archbishop Lanfranc	28
Edenham	23
The Quest Academy	20
Oasis Academy Shirley Park	18
Oasis Academy Coulsdon	18
St Andrew's CE	17
Meridian	16
St Mary's RC	13
Riddlesdown	13
Thomas More RC	11
Shirley High	11
Virgo Fidelis	6
Harris Crystal Palace	5
Woodcote	4

St Joseph's College	4
Harris Purley	3
Harris Invictus	3
John Ruskin	3
Archbishop Tenisons CE	2
NMBEC	2
Oasis Arena	1
Coloma	0

Appendix 7: Croydon School Improvement Plan

Croydon Council and its partner agencies working with children, young people and families in Croydon share high aspirations and ambition for their future. To secure our ambition, we need to deliver the very best services. The progress made by Croydon schools in terms of inspection outcomes has been heartening: nevertheless we continue to press for all schools to be good or outstanding and for children to achieve outcomes in line with their peers in London at all key stages.

There are two key strands to our vision:

1. Every school a school of choice: every pupil in Croydon educated in a school providing at least a good standard of education
2. Excellent outcomes for children and young people: every child becoming the best they can be, with high comparative outcomes and vulnerable groups in line with their peers

Our School Improvement Plan sets the framework for this work, presenting a clear direction of travel and explicit priorities for action. The key priorities have been developed as a result of a detailed analysis of our local authority data, they form the basis for some aspirational targets. The key priorities are as follows:

- Promote high standards in all schools, particularly where areas of weakness have been identified i.e. KS2 outcomes
- Ensure that vulnerable schools and schools causing concern improve rapidly by building on the success of the SPRM process and robustly challenging any slow progress, making full use of statutory powers when required
- To enable schools to improve English and mathematics outcomes at a faster rate, in all key stages, by securing differentiated, quality assured training and development
- Support and challenge post-16 collaboration to strengthen post-16 curriculum, viability and standards

The following page sets out our vision, key priorities, targets and improvement partners to ensure we achieve the best outcomes for all our children and young people. The Council's governance mechanism for school improvement, its Learning and Improvement Board, will monitor the delivery and impact of the action plan that sets out how we will deliver these priorities.

Croydon council vision for school quality and standards

1. Every school a school of choice: every pupil in Croydon educated in a school providing at least a good standard of education

2. Excellent outcomes for children and young people: every child becoming the best they can be, with high comparative outcomes and vulnerable groups in line with their peers

School Improvement Plan: Key Priorities

Promote high standards in all schools, particularly where areas of weakness have been identified i.e. Outcomes for CLA, close the difference between our highest attaining and lowest attaining schools

Ensure that vulnerable schools and schools causing concern improve rapidly by building on the success of the SPRM process and robustly challenging any slow progress, making full use of statutory powers when required

To enable schools to improve English and mathematics outcomes at a faster rate, in all key stages, by securing differentiated, quality assured training and development

Increasing post-16 participation in education, employment and training. Close the gaps in attainment by age 19

School Improvement plan: Targets

Improve EYFS outcomes by a further 4% in 2016 so that we are in line with London averages and a further 3% improvement in 2017 and remain on an upward trajectory beyond 2017

Improve KS1 attainment in reading, writing and mathematics by at least 3% in 2016 so that it is in line with or above London attainment and a further 3% in 2017 so that we are above London averages

Sustain the reduction in the number of schools falling below floor standards

All schools are judged to be good or better by OFSTED by 2017

Maintain the percentage of pupils achieving the expected level of combined attainment at the end of in 2017 to be in line with or above the London average and continue to diminish the difference with London averages in 2017 / 18

Close the progress gap, at key stages 4 and 5, between Croydon's schools and our statistical neighbours and towards London averages for all key stages 2017

Increase the number of pupils achieving 5A* - C GCSE results by 1% in 2016 to be in line with London and a further 1% in 2017 to be in line with outer London

School Improvement plan: Enablers

Local Authority

Octavo Partnership

Teaching Schools

Page 147 of 224
Other quality assured

Appendix 8

Definition of Progress 8 / Attainment 8:

Progress 8 and Attainment 8 are two measures that schools will be judged against from 2016. They are designed to encourage schools to offer a broad and balanced curriculum at KS4.

Progress 8 aims to capture the progress a pupil makes from the end of primary school to the end of secondary school. It is a type of value added measure, which means that pupils' results are compared to the actual achievements of other pupils with the same prior attainment. It is based on a student's progress measured across 8 subjects:

- English
- Mathematics
- Three other English Baccalaureate (EBacc) subjects (sciences, computer science, geography, history and languages)
- Three further subjects, which can be from the range of EBacc subjects, or can be any other GCSE or approved academic or vocational qualification

Attainment 8 will measure the average achievement of a pupil across 8 qualifications including mathematics (double weighted) and English (double weighted), 3 further qualifications that count in the English Baccalaureate (EBacc) measure and 3 further qualifications that can be GCSE qualifications (including EBacc subjects) or any other non-GCSE qualifications on the DfE approved list.

REPORT TO:	CABINET - 23 January 2017
AGENDA ITEM:	11
SUBJECT:	Education Estates Report
LEAD OFFICER:	Barbara Peacock - Executive Director
CABINET MEMBER:	Cllr Flemming, Children, Young People and Learning
WARDS:	All

CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON

The recommendations in this report contribute to achieving priority 3 of the independence strategy to provide people with the best opportunity to maximise their life chances and have a good quality of life through the provision of high quality universal services, including an excellent learning offer.

FINANCIAL IMPACT

The overall cost of the Education Capital Programme is estimated at £157.9m over the period 2016/17 to 2019/20. Appendix 1 provides a detailed breakdown of the scheme costs and funding.

FORWARD PLAN KEY DECISION REFERENCE NO.: 0217CAB (For recommendations 1.1 & 1.5)

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:

School Place Planning

- 1.1 to agree Croydon’s School Place Supply Strategy (tables 1, 2 & 3) for the next 3 academic years – 2017/18 to 2019/20 and the funding (where applicable) to deliver these additional places.
- 1.2 to agree to the publication of the statutory notice and that statutory consultation can take place on the proposed permanent expansion of Beckmead and St Nicholas special schools. It is proposed that, if agreed, consultation will take place in March/April 2017. Following the outcome of the proposed consultation, a decision whether or not to expand should be made by Cabinet in May 2017.

- 1.3 to note the proposed additional places planned at Red Gates Primary School – 8 additional places in September 2017 and 8 additional places in 2018 and that to deliver these places statutory consultation is not required.
- 1.4 to note the amalgamation of four Pupil Referral Units (PRUs) - Coningsby, Phil Edwards, Moving On and Cotelands into one PRU - Saffron Valley Collegiate.- from 9 November 2016.

School Maintenance

- 1.5 to approve the proposed two year Schools' Maintenance Plan for 2017/18 and 2018/19, attached in Appendix 2 (printed separately).
- 1.6 to agree that this Plan will be reviewed annually.

School Admissions

- 1.7 to recommend that full Council agrees the proposed Admission Arrangements for Community Schools for the 2018/19 academic year as set out in Appendix 4 to this report (printed separately).
- 1.8 to agree the co-ordinated scheme for the 2018/19 academic year as set out in Appendix 5 to this report (printed separately) and note the Published Admission Numbers for Community Schools for the 2018/19 academic year.
- 1.9 to agree the secondary and primary Fair Access protocols and agree the protocols can come into effect from 20 February 2017 – Appendix 6 (printed separately).

Accessibility Strategy

- 1.10 to agree that consultation should take place on the draft accessibility strategy for disabled pupils (Appendix 7 printed separately) with stakeholders including parents/carers, pupils, school staff and governors and specialist organisations.
- 1.11 to agree that following consultation referred to in 1.10 above, to delegate to the Executive Director, in consultation with the Cabinet Member for Children, Young People and Learning, consideration of the consultation responses and to agree the final accessibility strategy

2. EXECUTIVE SUMMARY

School Place Planning

- 2.1 Croydon Council has a statutory duty to ensure every child resident in the borough has access to a school place. This report sets out plans to ensure that we have sufficient primary, secondary mainstream and special educational needs places for every child in the borough.
- 2.2 This includes seeking Cabinet's agreement to consult on the proposed expansion of Beckmead School to create provision for up to 14 pupils with Social, Emotional and Mental Health Needs. The current education provision at Beckmead School is such that there has been inequality of opportunity for those with emotional needs, including stress, anxiety and/or phobias who need a learning environment away from young people with 'acting out behaviours' that provides pastoral support and teaching that enables re-engagement with learning. Cabinet is asked to approve an increase in numbers at Beckmead School and the addition of an environment that provides for those with social, emotional mental health needs.
- 2.3 Agreement to consult is also requested for a more ambitious expansion of St Nicholas Primary School. The proposals seek to expand the school by two forms of entry in every year group (16 places) rather than the one form of entry already agreed by Cabinet.
- 2.4 Following consultation, and under delegated powers from the Leader of the Council, the Executive Director, People, in consultation with the Lead Member, approved the implementation of the proposed amalgamation of Saffron Valley PRUs (Coningsby, Phil Edwards, Moving On and Cotelands) into one PRU – Saffron Valley Collegiate - from 9 November 2016.
- 2.5 The main reasons for the amalgamation of the PRUs are to deliver a quality bespoke curriculum across the PRUs; ensure best value for money; and allow tighter governance and accountability across the PRUs. The amalgamation does not change pupil numbers or the location of the pupils.

School Maintenance Plan

- 2.6 The Council is responsible for larger condition and maintenance works in maintained schools. A two year maintenance plan for community schools was agreed by Cabinet in July 2016. This report provides an update to the plan agreed in July 2016.

School Admissions

- 2.7 The Council is the Admission Authority for community schools and has a duty to determine the admission arrangements for community schools every year.
- 2.8 Following statutory consultation on proposed changes to the Admissions Arrangements for 2018/19, this report seeks Cabinet agreement to approve the

proposed Admissions Arrangements. Approval is also requested for the primary and secondary Fair Access Protocols (which ensure that vulnerable and challenging pupils are placed quickly) and the coordinated scheme (which sets out how all schools will work together to ensure every child is offered one place).

- 2.9 If approved, the Admissions Arrangements will then go to Full Council (later in January) to be formally determined (this is in line with the Council's constitution).

The Accessibility Strategy for disabled pupils

- 2.10 Local Authorities and schools are required to carry out accessibility planning for disabled pupils. Local Authorities are required by Schedule 10 of the Equality Act 2010 to prepare an Accessibility Strategy for disabled pupils in the schools for which they are responsible. The Accessibility Strategy must be aimed at increasing the extent to which disabled pupils can participate in the schools' curriculum; improving the physical environment of the schools; and improving the delivery to disabled pupils of information which is readily accessible to pupils who are not disabled. Schools are required to implement accessibility plans based on the same principle as the Councils Accessibility Strategy for disabled pupils.
- 2.11 The draft Accessibility Strategy (Appendix 7) has been written in line with the Department for Education 2014 guidance (The Equality Act 2010 and Schools); and the Council's Equality and Inclusion Policy.
- 2.12 This report seeks Cabinet's approval to consult with schools, parents/carers, pupils and specialist organisations on a draft Accessibility Strategy with a view to implement from summer 2017. The draft strategy (Appendix 7) has been informed by early engagement with schools staff, parents/carers and pupils

3. DETAIL

SCHOOL PLACE PLANNING

Projecting the demand for school places

- 3.1 Every year the Council projects the number of pupils requiring school places in the borough over the coming years (pupil demand). It uses a projection methodology which takes into consideration factors such as birth rates and local housing developments. Throughout the year, the demand for additional school places is reviewed as soon as new local information and data becomes available. For example, school census and admissions information. This intelligence then informs the following July's projections which impacts upon the number of places delivered in future years.
- 3.2 The Council submits their pupil projections to the Department for Education (DfE) by late July each year. These projections are then verified and finalised by the DfE, usually by the end of the calendar year. Once finalised, the

projections are used to inform the Basic Need Funding which the Council receives from the Education Funding Agency.

- 3.3 Each year the Council strives to improve the methodology and therefore the accuracy of its pupil projections. Under projecting would result in a deficit of places and therefore a failure to meet its statutory duty, denying its residents a place at a local school. However, over projecting the number of places required also has serious consequences.
- 3.4 A significant proportion of funding received by schools is directly related to the number of pupils attending the school. Vacancies in schools mean that schools will not receive the maximum revenue possible. Therefore a very careful balance is required to ensure that the council retains some vacancies for those who move into the borough, without creating an excess of places which could seriously challenge the viability of individual schools. This issue is likely to become even more pronounced with the proposed move to a national funding formula for schools.
- 3.5 To ensure that we have a sufficient supply of school places to meet demand, we plan across six planning areas of the borough – Central, East, North West, South, South East, and South West - for primary places; and 2 planning areas – North and South - for secondary places. When we calculate our pupil projections (as set out above) we set out the number of additional places we will need in each of the defined pupil planning areas. Maps setting out the boundaries for each planning area and wards are illustrated in Background paper - 2.
- 3.6 To plan for demand for specialist places for children with complex Special Educational Needs (SEN), the Council has a database of all existing placements that is updated annually to project future place requirements by category of need. This is cross-referenced with data trends held by the Council on types of SEN for pupils with Education, Health and Care (EHC) plans and to similar data submitted by schools to the Department for Education (DfE) on pupils with SEN supported through the graduated response (formerly School Action and School Action Plus).
- 3.7 The total number of additional school places that will be provided across the borough in the next three years is set out below. Our plans to deliver these places are set out in our supply strategy in Tables 1, 2 & 3.
- 3.8 **Proposed number of additional places to be provided in the Primary phase to meet demand:**
- 2017/18 academic year, an additional 3 forms of entry (FE) (90 reception places)
 - 2018/19 academic year, an additional 1 FE (30 reception places)
 - 2019/20 academic year, an additional 6 FE (180 reception places)
- 3.9 **Proposed number of additional places to be provided in the Secondary phase to meet demand**

- 2017/18 academic year, an additional 2.3 FE (70 Year 7 places)
- 2018/19 academic year, an additional 6 FE (180 Year 7 places)
- 2019/20 academic year, an additional 11FE (330 Year 7 places)

3.10 **Proposed number of additional specialist places that will be provided for pupils with complex SEN in special schools or Enhanced Learning Provision alongside mainstream schools.**

- 2016/17 academic year, an additional 24 places in nurture provision in primary schools and a further 6 personalised learning places in the post-16 'Access to Success' provision
- From 2017/18 academic year – there will be a year on year increase of 16 special school places for children with Moderate Learning Difficulties at St Nicholas Primary School. The school will have an additional two classes and, over a period of between 3-6 years there will, as a consequence, be 56 additional places at the school. Total primary places for children with MLD will be 186
- From 2017/18 academic year there will be an additional 8 places in special school for children with severe learning difficulties at Red Gates School. A further additional 8 places are planned from September 2018. The total number of places available for children of primary age with SLD will be 138.
- The number of places for children with autism at Chaffinch Brook School is planned to continue to increase year on year by 8 places until the school has provision across the age range 6-16years old (Year Groups 1 – 11). Total number of places by academic year 2019/2020 will be 80 for children with autism. .
- The secondary Autism Enhanced Learning Provision at Oasis Coulsdon and Oasis Arena continues to increase year on year. There will be an additional 5 places at Oasis Coulsdon from September 2017 (total number of places to 25). Oasis Arena ASD ELP will have an additional 3 places with year on year increases planned to bring the total to 15 places by 2020. There are a further 30 ASD ELP secondary places at Meridian.
- From 2017/18 an additional 14 places provided by Beckmead School within a learning environment that is suitable for young people with a range of social, emotional mental health needs, to enable those young people whose needs relate to anxiety, stress and emotional needs, to be supported in engaging with learning. The plan is to enable these young people to have a supported pathway back into mainstream education wherever possible.

Meeting demand for school places

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

- Fixed term expansions (one or two new classes) for one or two academic years only;
- Permanent expansions (permanent increase in the size of the school in every year group);
- New schools (current legislation sets out that all new schools are presumed to be free schools).

Proposed 3 year primary school supply strategy – Table 1

Planning area	Academic Year 2017/18	Academic Year 2018/19	Academic year 2019/20
North West			New School: <ul style="list-style-type: none"> • 3FE Free School - Ark Bayes
Central	Existing Schools: <ul style="list-style-type: none"> • Krishna Avanti Free School – 1FE (30 additional reception places)¹ • Harris Primary Academy Purley Way – 1FE (30 additional reception places)² 		
East	The Crescent <ul style="list-style-type: none"> • 2FE in year bulge³ 		Existing school: <ul style="list-style-type: none"> • The Robert Fitzroy Academy 1FE (30 additional reception places)⁴
South			Proposed New School <ul style="list-style-type: none"> • 2FE Free school (<i>subject to free school applications being submitted to and approved by DfE</i>)
South East			
South West	Permanent expansion: <ul style="list-style-type: none"> • 1FE Woodcote 	Permanent expansion: <ul style="list-style-type: none"> • 1FE Smitham 	

Proposed 3 year secondary school supply strategy – Table 2

¹ Total of 60 reception places available

² Total of 90 reception places available

³ Bulge classes to accommodate 60 additional pupils admitted in 2011/12

⁴ Revert back to their original higher PAN of 120 reception places available

Planning area	2017/18	2018/19	2019/20
North			Proposed new Free School: 5FE – The Crescent Secondary <i>(subject to DfE approval)</i> New School: 6FE Ark Secondary free school at Morland Road.
	Existing school: 2.3FE expansion of The Archbishop Lanfranc through Priority School Building Programme.		
South		New School: 6FE Coombe Wood School (Wallington County Free School - Site TBC)	

Proposed 3 year SEN supply strategy – Table 3

Meeting demand for Primary mainstream places

Planning Area	Academic Year 2017/18	Academic Year 2018/19	Academic year 2019/20
South Additional SEN provision	<p>Existing schools:</p> <ul style="list-style-type: none"> • 2FE⁵ permanent expansion of St Nicholas Special School (age 4-11) • Nurture provision in 2 primary schools for pupils with social, emotional and mental health needs – 24 places TBC (age 4-11) • 1FE proposed temporary expansion of Red Gates Special School (age 4-11) <p>Beckmead Family of schools –</p> <ul style="list-style-type: none"> • Chaffinch Brook School – increase to include Year 9 class. • Beckmead School increase of 14 places (social, emotional, mental health and/or anxiety, stress, phobia related learning difficulties). • Beckmead College – 12 places for young people age 14-19 years. KS5 vocational offer (working towards filling 50 places) – new building to open Jan 2017 • Enhanced Learning Provision at Oasis Coulsdon and Arena increasing by 5 and 3 places respectively. 	<p>Existing schools:</p> <ul style="list-style-type: none"> • 1FE proposed temporary expansion of Red Gates Special School (age 4-11) • 1FE proposed permanent expansion of St Nicholas Special School (age 4-11)⁶ <p>Post 16 SEN provision to be developed in liaison with FE College Sector and special schools.</p>	<p>Proposed new Free Special School:</p> <ul style="list-style-type: none"> • 120-150 places for boys and girls with ASD (age 2-19) – site TBC

⁵ 1FE (form of entry) for Special schools equates to one class of 8 pupils

⁶ This proposed additional 1FE permanent expansion would be further to the 1FE 2017/18 permanent expansion which was approved at January 2016 Cabinet (therefore it is proposed that the school would ultimately grow a total of 2FE from the current numbers).

- 3.12 The slight decrease in the birth rate evidenced in the July 2016 pupil projections has resulted in minor amendments to the primary supply strategy. The additional 'in year' classrooms proposed in the July Education Estates report are to be delivered in the North West planning area only.
- 3.13 In the South planning area, the three form entry free school proposed for 2017, is now proposed to be two form entry to be delivered in 2019. Ark had previously proposed to deliver the three form entry school in the South Planning Area but they will now be delivering a free school in the North West (proposed to be three forms of entry, site to be confirmed.)
- 3.14 In the South West planning area, the demand for additional places has slowed down. This is partly due to the slight decrease in birth rate and the change of phasing of the Cane Hill housing development (located in this area) which is set to deliver over a longer period of time than originally anticipated, therefore spreading the demand for places further in the future. Our figures indicate that additional places are still required at Chipstead Valley, Smitham and Woodcote (as previously agreed). However, we are not proposing to progress plans to expand Oasis Byron.

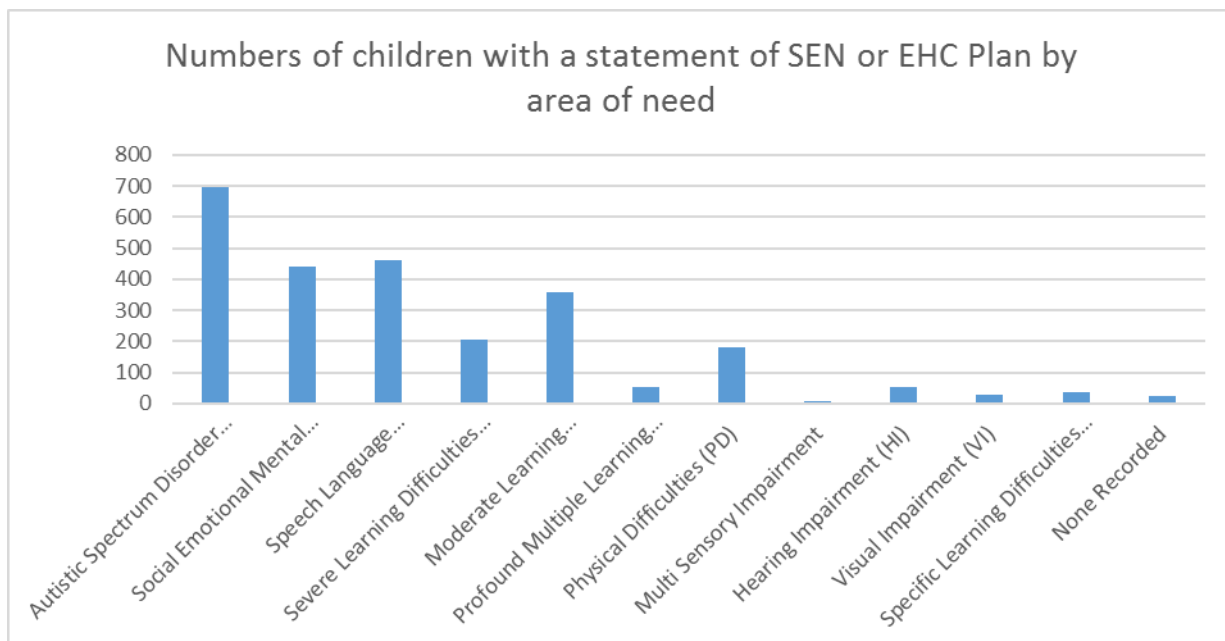
Meeting demand for Secondary mainstream places

- 3.15 The secondary free school proposed to open in 2018 will ensure that every child in the borough will be offered a secondary school place in September 2018.
- 3.16 As set out in the Education Estates report in January and July 2016, the Council has been working with Crescent Primary who are leading a bid for a new free school in Thornton Heath (the Crescent Secondary School). This bid is made in partnership with the Brit School, GLF Schools and the Crystal Palace Football Club Foundation. The free school bid was submitted by the consortium in September 2016 and they expect to be informed whether or not the bid has been successful by the Department for Education in Spring 2017.
- 3.17 The Department for Education has agreed to open a further secondary free school in Croydon. This project is to be delivered by Harris Federation and the Council will continue to work with the Department for Education and Education Funding Agency to provide pupil demand information so that when additional demand is evidenced, plans can begin to develop to deliver this proposed school.

Meeting demand for SEN places

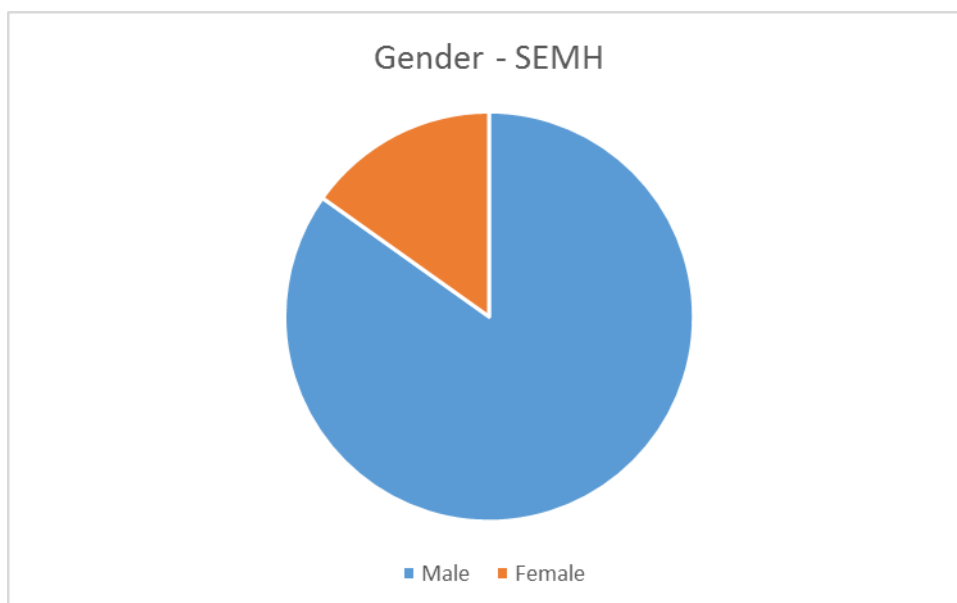
Social Emotional Mental Health – proposed new places

- 3.18 SEN demand data shows an increasing need for specialist places for pupils with Autism Spectrum Disorder ASD and also bespoke provision for young people with Social Emotional and Mental Health (SEMH) or ASD.



3.19 The number of girls with SEMH or ASD requiring specialist provision is small (currently 76 of statutory school age placed across maintained special schools and the independent sector). Girls with ASD and learning difficulties are currently placed across maintained MLD and SLD special schools, There is, however, an emerging trend of ASD diagnosis in girls in teenage years, often exhibiting high risk behaviours. The needs of this group could be met within the ASD free school proposal.

3.20 Teenaged girls with SEMH, can be hard to, place; this group may exhibits risky and self-destructive behaviours and can be vulnerable in relation to Child Sexual Exploitation (CSE). At the recent Ofsted inspection of Children's Social Care 25% of the children identified as at risk of CSE, had an Education, Health and Care plan. Girls and some boys with social, emotional mental health needs present with challenging emotional needs, anxieties, school phobia for which additional and specialist teaching is needed in an environment away from young people with 'acting out' behavior. It is proposed that a small provision for 6-14 teenaged girls and boys, as appropriate is developed within the Beckmead Family of Schools; this would build on their nationally recognised success in meeting the needs of boys with SEMH at Beckmead School and address the current inequality in Croydon SEMH specialist education provision. In Croydon currently there are 442 children and young people with a statement of SEN or an EHC Plan identifying SEMH as their primary area of need, of these 67 are girls.



- 3.21 To meet this demand it is proposed that Beckmead family of schools will be expanded by 14 places.
- 3.22 To progress proposed plans we are seeking to consult on permanent expansion. We propose to consult with all stakeholders including parents/carers, pupils, school staff and governors as well as residents local to the proposed site.
- 3.23 It is proposed that consultation would take place in March/April. This is in line with the statutory consultation timescales. A decision must be made by the decision maker (Cabinet) within 8 weeks of the end of the consultation period and therefore it is proposed that a report detailing the analysis of the consultation should be presented to Cabinet for consideration in May. The report will include a recommendation whether or not to expand Beckmead.

Autistic Spectrum Disorder – proposed new places

New Free School

- 3.24 Current specialist provision for ASD includes 3 enhanced learning provisions in primary schools (58 places) and 3 in secondary schools (58 places). Pupils with ASD with behaviors that challenge and limit learning are educated at Chaffinch Brook, an ASD specialist provision (56 places) within the Beckmead Family of schools.
- 3.25 Since ASD is often associated with learning difficulties, pupils are also often placed in a Moderate Learning Difficulties (MLD) or Severe Learning Difficulties (SLD) school adding to the pressure on places at these schools while a significant number attend specialist ASD schools in the independent sector outside the borough representing 30% of all independent sector placements.
- 3.25 Therefore in July 2016 we proposed that we seek providers to deliver a specialist ASD specific free school for pupils aged 2-19 as well as developing a further enhanced learning provision in a mainstream primary school.

3.26 In October 2016, Croydon Council was given the opportunity to bid for Free School funding to deliver a new Special Needs free school in the borough. An expression of interest has been submitted and the outcome will be published in the Education Estates report in July 2017. If funding is not secured through this bid, providers are still able to apply to open a free school through the normal application route set out by the Department for Education.

Red Gates School - Additional places for children with severe learning difficulties, profound and multiple learning difficulties and autism

3.27 In 2015 Croydon Council undertook early engagement on the proposed permanent expansion of Red Gates Primary.

3.28 A number of significant issues were raised relating to an additional 56 places on such a constrained site. St Nicholas School is co-located with Gilbert Scott, a one form entry (30 places in every year group) mainstream primary school. As well as spacial constraints, concerns were raised relating to the safety of the additional pupils when travelling to the site by transport.

3.29 Further consideration was undertaken, including with key school stakeholders, relating to the possible options for delivering new places, bearing in mind the previous feedback provided through engagement on the full expansion of the school.

3.30 This feedback was also balanced with the demand for additional places in Croydon.

3.31 It is therefore proposed that a fixed term expansion will be delivered at Red Gates, delivering 8 additional places in September 2017 and 8 additional places in September 2018.

3.32 Although there is no statutory requirement for formal consultation, stakeholders across Red Gates, Gilbert Scott and the Quest Academy (located next door) have been informed of these plans and feedback from the engagement process will be used to inform how the places will be delivered.

3.33 This will include commissioning an independent transport expert to explore options for transporting the additional children, whilst keeping all other children safe across the sites.

St Nicolas School - Additional places for children with moderate learning difficulties, speech and communication disorders and autism

3.34 In 2016, following statutory consultation, Cabinet agreed to the permanent expansion of St Nicholas School by 1 form of entry.

- 3.35 The implementation of this permanent expansion required further feasibility work on the site. This work was undertaken to ensure that new places would be delivered effectively, enabling the school to enhance curriculum delivery and maintain its ethos, as well as ensuring that new places delivered provide best value for money.
- 3.36 In addition, the feasibility study considered transport access requirements which were raised during the consultation process. Particular concerns were raised by residents regarding current safety transport arrangements which include drop offs and pickups in and around the school.
- 3.37 Another factor which informed the feasibility study was the increasing demand for places, signifying that an additional form of entry in each year group was highly unlikely to meet future demand for places.
- 3.38 The conclusion from the study was that additional places at the school could most effectively be delivered if the school were to expand by 2 forms of entry (16 places) rather than the 1 FE that has already been agreed.
- 3.39 It is therefore proposed that statutory consultation should be undertaken with all school stakeholders at St Nicholas, including parents/carers, pupils, staff, governors and nearby residents. It is proposed that consultation should follow the same timeline as Beckmead Primary and that the decision whether or not to expand to 2 FE should be made by Cabinet in May.

Other free school announcements

- 3.40 The Harris Professional Skills Sixth Form is proposed to open in 2018 on the site of the old South Norwood Police Station

Funding the supply strategy

- 3.41 In seeking high quality, value for money places, in areas of high demand, the Council has funded the delivery of the supply strategy through:

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

- 3.42 Please refer to Appendix 1 which sets out the budget for delivering this supply strategy from 2017/18 to 2019/20. Further funding will be allocated each year from S106 and CIL which will reduce the Council's borrowing requirement.

Risks funding the supply strategy

- 3.43 As set out in the previous Education Estates report, the Council will seek to meet its statutory duty to provide sufficient school places by maximising funding provided by central government using the free schools programme, in the absence of additional Basic Need Funding. Where projected pupil numbers

determine that new schools are required, the Council will seek to attract the best providers to Croydon to provide residents with high quality school places.

- 3.44 However, this process relies on partnership working with central government and Academy providers to ensure that the best provision is delivered in areas of demand at the right time. Ultimately, the Department for Education is responsible for making the decision to open a new school in Croydon and this can create challenges of both - over and under supply - if additional places provided do not meet the projected demand for new places.
- 3.45 Should demand for places increase at short notice, particularly 'in year', the free school process does not provide the flexibility for places at immediate notice.
- 3.46 Therefore is it important that there is capacity across the borough to ensure all pupils can be offered a place. Where capacity exists in Academies, we must rely on strong relationships with providers to ensure places can be made available when they are needed. This will ensure that, as a Council we are able to meet our statutory duty to provide every child resident in Croydon a school place by accessing a full range of places, not just those in Community, Voluntary Aided and Foundation schools.

Amalgamation of Saffron Valley Pupil Referral Units

- 3.47 Under Section 19 of the Education Act 1996 Local Authorities have a statutory duty to arrange suitable education for permanently excluded pupils and for pupils who – because of illness or other reasons – would not receive suitable education without such provision. Education outside of school, when it is arranged by Local Authorities or schools is called alternative provision. In such circumstances, pupils may be admitted to a Pupil Referral Unit (PRU).
- 3.48 Saffron Valley has been operating as a 'soft' federation under one management committee for 4 years, however they remained separate institutions. The four PRUs have recently appointed one Head teacher to lead across the five sites.
- 3.49 At the 11th July 2016 cabinet meeting (ref. A79/16) Cabinet agreed to the start of the statutory process – publication of notice and consultation – on the proposed amalgamation of Saffron Valley PRUs.
- 3.50 A statutory notice was published and a four week consultation on the proposed amalgamation of the PRUs started on 07 September 2016. Overall, respondents to the consultation supported the proposed amalgamation of the Saffron Valley PRUs.
- 3.51 The amalgamation of the PRUs has resulted in: one PRU operating across five sites; one Department for Education registration number; and one Ofsted inspection. The main reasons for the amalgamation of the PRUs are to deliver a quality bespoke curriculum across the PRUs; ensure best value for money; and allow tighter governance and accountability across the PRUs.
- 3.52 Under delegated powers, the Executive Director, People, in consultation with the Lead Member, approved the implementation of the proposed amalgamation

of Saffron Valley PRUs (Coningsby, Phil Edwards, Moving On and Cotelands) into one PRU – Saffron Valley Collegiate - from 9th November 2016.

SCHOOLS MAINTENANCE

- 3.53 The Council is responsible for larger condition and maintenance works in maintained schools.
- 3.54 The two year plan is based on information provided by the condition surveys commissioned by the Council through Faithful and Gould. These surveys are comprehensive and identify costed items across each school rated from A (good condition) to D (poor condition) as well as assessing the urgency of each (on a scale of 1 to 4, with 1 being the most urgent). The Council, under the current scheme for financing schools, is responsible for items valued at over £10,000 for primary schools and £25,000 for secondary schools.
- 3.55 At the time of writing, based on these surveys as uploaded onto the Council's Asset Management database, (TF Cloud) there are D items over these limits to a total value of £4,367m awaiting attention of which £2,65m are in the most urgent category. Accordingly, given a limited budget, those works which actually reach the programme will inevitably be those which are likely to lead to school closure if not addressed. They include items such as heating, roofing and windows replacement.

Proposed 2 year maintenance plan

- 3.56 Using TF Cloud, the works have been programmed according to the following criteria:
- D1 needs identification through condition surveys or further inspection
 - Urgent health and safety issues
 - Items which could lead to school closure (predominantly roofing and heating works)
- 3.57 The resulting 2017/18 and 2018/19 programmes are set out in Appendix 2. The programme is set at the level of the base budget of £2.5m per year from 2017 based on the valuation of identified works.
- 3.58 In setting this programme we have allocated a proportion of the budget (£200,000) to emergency and reactive works. These are particularly common in the winter months and in previous years other planned works have had to be stopped in order to fund unplanned events; in most cases these were issues that could not have been predicted by the condition surveys.
- 3.59 Plans will be put in place to use any of the provisions for emergency and reactive works that may be unspent in the final months of the financial year on smaller projects from the programme.

3.60 As in previous years, the programmes set out in this report are based on estimated costs and not tendered prices. The Executive Director, People, should retain the delegated authority to vary the programme to reflect actual prices and new urgent issues that may arise, including authorising spend against the allowance for emergency and reactive works.

Procurement

3.61 Once the updated programme has been agreed, the relevant schools concerned will be engaged in detail on the works in advance of final procurement. The procurement strategy will be set for each scheme ensuring best value for money.

SCHOOL ADMISSIONS

3.62 The Council is the Admission Authority for Community schools and is therefore responsible for consulting on, determining and applying the admission arrangements for community schools.

3.63 The Governing Body or Academy Trust is the admission authority for Foundation, Voluntary Aided schools and Academies. All schools which are their own admission authority are responsible for consulting, determining and applying their own admission arrangements and criteria. Details of any consultation on these admission arrangements will be found on each school's website.

3.64 The Council retains the co-ordinating role for reception, junior and secondary transfer. This means that all offers are made by the Council and that every child should receive one offer only. Admission Authorities, including Local Authorities are responsible for ensuring that admission arrangements are compliant with the School Admissions Code 2014.

3.65 This includes consulting on any proposed changes to admission arrangements annually or at least every 7 years where there have been no changes. In addition, Admission Authorities are required to determine their admission arrangements on an annual basis.

Co-ordinated scheme

3.66 All local authorities must formulate and publish on their website a scheme to co-ordinate admissions arrangements for the relevant admissions year, by 1 January every year for all publicly funded schools within their area. Where the scheme is substantially different from the scheme adopted for the previous academic year, the Council must consult the other admission authorities in the area and any other local authorities it determines necessary.

3.67 Where the scheme has not changed from the previous year, there is no requirement to consult. However, the Council must consult on the scheme at least once every seven years, even if there have been no changes during that period. Following any such consultation, which must be undertaken with a view to ensuring the admission of pupils in different local authorities is, as far as reasonably practicable, compatible with each other, the local authority must

determine the qualifying scheme and must take all reasonable steps to secure its adoption. A Council must inform the Secretary of State whether it has secured the adoption of a qualifying scheme by 28 February 2017.

- 3.68 Croydon has participated in a Pan London arrangement for the Co-ordinated Admissions rounds for both primary and secondary applications for several years. This arrangement allows all boroughs to exchange data and facilitate choice for parents by offering places across borough boundaries within the same parameters and timetable. However as well as agreeing to a core set of admissions principles across London, the Council has the ability (within the confines of the School Admissions Code) to add provisions to the scheme which will best serve the residents of Croydon.

Fair Access Protocol (FAP)

- 3.69 Every local authority must have a Fair Access Protocol which is agreed with the majority of schools in the area. The protocol was last reviewed in 2013 so it is timely to consult with stakeholders on how the protocol can be improved to ensure that young people are speedily placed when it has not been possible to place them through the 'in year' process.
- 3.70 In preparation for consultation, the Council has worked with a core group of schools to undertake a first review of the protocol. The protocol is currently administered through primary and secondary FAP meetings and as these meetings have evolved, changes to the protocol are being proposed to strengthen and build upon existing performance.

Consultation

- 3.71 For the 2018/19 academic year, Admission Authorities are required to consult on their admission arrangements for a minimum of 6 weeks between 01 October 2016 and 31 January 2017, with arrangements determined by 28 February 2017.
- 3.72 Consultation took place between 10 November 2016 and 16 January 2017. Stakeholders were asked their views specifically on the proposed changes to the Admission Arrangements and the Fair Access Protocols and also for any other comments they might have.
- 3.73 The consultation document was provided online as well as a paper document to enable stakeholders to have a choice in responding to the consultation.

Consultation feedback

- 3.74 Consultation questionnaire

A total of 12 completed questionnaires have been received, of which the majority of respondents are in support of the proposed changes. A detailed breakdown of the responses is attached in Annex A.

Summary of responses for each proposed change:

- Proposal 1 - The definition of the sibling criterion
 - 9 – Support
 - 3 – Do not support

- Proposal 2 - The definition of the distance criterion
 - 8 – Support
 - 1 – Not affected/ Does not wish to answer
 - 3 – No response

- Proposal 3 - How children are added to waiting lists
 - 3 – Support
 - 4 – Against
 - 1 – Not affected/ Does not wish to answer
 - 4 – No response

- Proposal 4 - The definition of the medical criterion
 - 6 – Support
 - 1 – Against
 - 1 – Not Sure
 - 4 – No response

- Proposal 5 - How first preference offers are recorded
 - 8 – Support
 - 4 – No response

- Proposal 6 - Applicants requesting to be added to the waiting list for lower preferences
 - 6 – Support
 - 1 – Not affected/ Does not wish to answer
 - 5 – No response

- Proposal 7 - The linked infant to junior criterion
 - 5 – Support
 - 2 – Not affected/ Does not wish to answer
 - 5 – No response

- Proposal 8 - Clarification to the procedure setting out when a child with an Education, Health and Care Plan will be considered by the Fair Access Panel (FAP).
 - 5 – Support

- 2 – Not affected/ Does not wish to answer
 - 5 – No response
- Proposal 9 - Strengthening of the procedures at the pre Fair Access Panel meeting
 - 5 – Support
 - 2 – Not affected/ Does not wish to answer
 - 5 – No response
 - Proposal 10 - The number of other vulnerable and challenging pupils recently admitted to schools will be taken in to account when placement decisions are made
 - 6 – Support
 - 6 – No response
 - Proposal 11 - Clarification of the categories of vulnerable pupils considered at the panel to ensure they are compliant with the School Admissions Code.
 - 5 – Support
 - 1 – Not affected/ Does not wish to answer
 - 6 – No response

3.75 Full details of all responses to the consultation are given in the consultation analysis report provided in Appendix 3.

3.76 As a result of the consultation and the number of respondents against Proposal 3 – How children are added to waiting lists, the following changes to the admission arrangements are proposed:

- Children who apply for a school place through the in-year admission process and who receive an offer at a lower preference school would no longer be automatically placed on the waiting list for higher preference schools. Parents/carers would be required complete the waiting list request form available on the LA website in order to be added to waiting lists.
- Children who receive an offer at a lower preference school through the coordinated admission process (Reception, Junior and Secondary transfer) would continue to be automatically placed on the waiting list for higher preference schools. Parents/carers would not be required to complete the waiting list request form available on the LA website in order to be added to waiting lists.

3.77 These changes are set out in the Co-ordinated Schemes in Appendix 5. It is proposed that all other changes that were consulted upon should be agreed.

4 ACCESSIBILITY STRATEGY

4.1 To comply with legislative requirements set out in Schedule 10 of the Equality

Act 2010 every local authority must have an accessibility strategy for disabled pupils in maintained schools for which it is the responsible body.

Disabled person

- 4.2 A person is disabled if they have a physical or mental impairment that has a substantial and long term adverse effect on their ability to carry out normal day to day activities. A physical or mental impairment includes learning difficulties, mental health conditions, medical conditions and hidden impairments such as dyslexia, autism and speech, language and communication impairments (Equality Act 2010).

Special educational needs

- 4.3 It is important to note that some disabled pupils may also have special educational needs (SEN) and may be receiving support through the school-based SEN provision or an education, health and care plan (EHC plan). There is a requirement for schools to make reasonable adjustments so that disabled pupils with or without SEN are provided with the best possible education.

Maintained schools

Maintained schools include: community schools; special schools; voluntary aided schools; voluntary controlled schools; voluntary aided special schools; voluntary controlled special schools; and foundation schools where the school employs the staff and has responsibility for admissions.

- 4.4 The draft Accessibility Strategy (Appendix 7) will cover a period of 3 years. It sets out ways in which the Council will ensure that disabled pupils can take part fully in the education and facilities delivered by schools; and have the right access to the curriculum, physical environment and information. The strategy is to ensure that disabled pupils are not placed at a disadvantage compared to non-disabled pupils.
- 4.5 The draft strategy takes account of DfE 2014 guidance (The Equality Act 2010 and Schools) and responses from initial engagement with a number of schools, including governors, pupils and parents/carers. Details of this engagement is given in Appendix 7.
- 4.6 The next step is to further refine the draft Accessibility Strategy to ensure it is clear and contains sufficient information. This will be done through consultation with schools, parents/carers, pupils, staff, governors and with people who have special knowledge which can inform the Council's approach, such as disability equality groups and other relevant special interest organisations. The strategy will also be reviewed by the Education Estates working group.
- 4.7 It is proposed that consultation should take place in the Spring term using the document set out in Appendix 7, which will be available online and as a paper document.

- 4.8 Following consultation it is proposed that the Leader delegates the decision to agree the strategy to the Lead Member in consultation with the Executive Director for People.

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 Forecast Outturn £'000	2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000
<u>Capital Budget available</u>	71,368	63,731	20,469	2,380
Effect of decision from report				
Primary permanent expansions	43,220	43,698	5,866	380
Secondary school Places	7,740	150	0	0
Delivery of SEN places	7,182	13,500	12,603	0
Major maintenance	3,960	2,000	2,000	2,000
Other education schemes	9,266	4,383	0	0
Total expenditure	71,368	63,731	20,469	2,380
Remaining budget	0	0	0	0
<u>Funding Sources</u>				
Targeted Basic Needs	8,579	0	0	0
Basic Needs	48,319	0	0	0
School Condition maintenance funding	2,497	2,104	2,000	0
EFA other funding	878	0	0	0
Borrowing	11,095	60,889	18,451	2,380
S106 funding	0	738	18	0
Total funding	71,368	63,371	20,469	2,380

5.2 The effect of the decision

The use of free schools to provide school places within the borough has led to a reduction in the requirements from the future capital programme. The Council has not been granted any Government funding for the delivery of school places beyond 2016/17. The only Government funding available in 2017/18 and 2018/19 is the school conditions maintenance grant. The majority of the funding from 2017/18 will be provided through Council borrowing. The updated Capital Programme will be approved in February 2017 as part of the annual budget report

5.3 Risks

If the proposed expansion projects are not approved, there is likely to be a shortage of primary school places for the 2017/18 and 2018/19 academic years, resulting in the Council not fulfilling its statutory duty. A decision is required for the implementation of the 2017/18 projects in order for planning application process to commence, and if permission is granted, building works can start at the schools. A decision is required for the 2017/18 proposed expansion projects so that the statutory process can start.

5.4 Future savings/efficiencies

If additional free school providers are interested in opening schools in Croydon, the cost to the Council could be reduced further in the future years. Also the Council borrowing requirement may also be reduced if any further funding is allocated by the Department for Education.

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

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Solicitor to the Council comments that the local authority, as an admissions authority must set ('determine') admission arrangements annually. Under paragraph 1.42 of the School Admission Code 2014, where a local authority proposed changes to their admission arrangements, they must consult on the proposed admission arrangements. Local authorities have a general duty to consult on their admission arrangements at least once every 7 years, even if no changes are proposed.
- 6.2 The Council Solicitor notes that for the 2018/19 academic year, Admission Authorities are required to consult on their admission arrangements for a minimum of 6 weeks between 01 October 2016 and 31 January 2017, with arrangements determined by 28 February 2017. The local authority consulted on their admission arrangements between 10 November 2016 and 16 January 2017, and therefore this requirement is fully met.
- 6.3 The Council solicitor comments that the local authority has a duty to prepare accessibility strategies for the schools for which they are responsible under Schedule 10 of the Equality Act 2010.

- 6.4 Section 14(1) of the Education Act 1996 provides that a local education authority has a duty to secure that there are sufficient schools for providing education in their area.

(Approved by Jacqueline Harris-Baker Acting Council solicitor and Acting Monitoring Officer)

7. HUMAN RESOURCES IMPACT

- 7.1 There are no direct HR implications arising from this report. Any resultant future increases or changes in staffing will be handled by schools' governing bodies in accordance with the appropriate school/council policy and procedures.

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

8. EQUALITIES IMPACT

- 8.1 An equality analysis has been undertaken to help us to understand whether people with protected characteristics, as defined by the Equality Act 2010, will be disproportionately affected by the proposed changes in the Education Estates Strategy report.
- 8.2 The proposed changes will help the Council meet its statutory duty to provide sufficient school places for protected and non-protected groups. Croydon schools provide diverse educational provision in terms of type/category, size and educational sponsors. These include special schools, enhanced learning provision at mainstream schools; pupil referral units and Academies /Free Schools. Pupils are allocated a school place based on admissions criteria which aim to promote fair access to schools and are compliant with the Admissions Code.
- 8.3 The draft accessibility strategy for disabled pupils will ensure that the Council is concordant with the requirement Schedule 10 of the Equality Act 2010 to prepare an Accessibility Strategy for disabled pupils in the schools for which they are responsible.
- 8.4 The equality analysis indicates that the proposed changes are likely to have a neutral or positive impact on equality groups that share a "protected characteristic" in terms of disability, race/ethnicity, gender, age, and religion/belief. Although the analysis focuses on specific equality groups, it is recognised that some people may fit into more than one group.
- 8.5 Some of the proposed changes in the report are recommendations to start consultation on proposed permanent expansion of schools and draft accessibility strategy for disabled pupils. Subject to Cabinet approval, formal consultation will take place when those with an interest and/or will be affected by the change, will be able to express their views / make representations on the proposals. Consultation feedback, including equality and diversity monitoring will be used to identify and respond to any differential impact on protected groups.

- 8.6 The Council will ensure that the proposed changes / policies and procedures / are fair and equitable and non-discriminatory to school staff, current and prospective pupils and parents/carers, particularly those with protected characteristics.
- 8.7 The proposed strategy is in line with the Council's Equality and Inclusion Policy and will enable the delivery of the following priorities:
- Make Croydon a place of opportunity and fairness by tackling inequality, disadvantage and exclusion.
 - Close gaps in educational attainment by working with local businesses and community groups to enable people of all ages to reach their full potential through access to quality schools and learning.
 - Work in partnership to lift people out of poverty by increasing employment opportunities across the borough ensuring local people have a pathway into employment, education and training.
- 8.8 The proposed strategy is consistent with the Council's general equality duty to have due regard to the need to eliminate unlawful conduct under the Equality Act 2010; to advance equality of opportunity and foster good relations between persons who share a protected characteristic and those who do not.

9. ENVIRONMENTAL IMPACT

9.1 N/A

10. CRIME AND DISORDER REDUCTION IMPACT

10.1 N/A

11. REASONS FOR RECOMMENDATIONS

The recommendations of this report are set out to:

- ensure that action can be taken to consult on new school places thus ensuring every child has access to a school place,
- agree an update to the maintenance plan to ensure that the limited budget provided to maintain community schools is distributed transparently to areas of greatest need,
- ensure the admission arrangements are agreed before they are determined by Full Council
- ensure that we consult on the statutory accessibility strategy so that a strategy can be formulated by the borough that is compliant with the law and developed in consultation with residents.

12. OPTIONS CONSIDERED AND REJECTED

School Place Planning

12.1 Detailed consideration has been given to how additional school places should be proposed for delivery. Projection information has been used to inform the council of the geographical areas where places should be delivered. Previous Education Estates Report (January and July 2016) have set out the new schemes to deliver new school places through the free school route.

CONTACT OFFICER: Jennifer Duxbury, Head of School Place Planning and Admissions, 020 8604 7156

Appendices printed separately:

Appendix 1 – Detailed programme budget 2016/17 to 2019/20

Appendix 2 – School Maintenance Plan (including assigned budgets)

Appendices 3-6 will be subject to change before the Cabinet meeting as the consultation ends on 16/01/17. An addendum will be circulated to detail the changes if there are any.

Appendix 3 – Analysis of the Admission Consultation

Appendix 4 – Proposed Admissions Arrangements 2018/19

Appendix 5 – Proposed Co-ordinated schemes

Appendix 6 – Proposed Fair Access Protocols

Appendix 7 – Draft Accessibility Strategy

Background documents provided as link on website agenda

1. School Place Planning Projections
2. a. School Place Planning Areas (Mainstream Primary)
b. School Place Planning Areas (Mainstream Secondary)
3. Statutory steps of proposed school expansion consultation.
4. Equality Analysis Form

REPORT TO:	CABINET 23 JANUARY 2017
AGENDA ITEM:	12
SUBJECT:	Developing options to regionalise adoption
LEAD OFFICER:	Barbara Peacock Executive Director People
CABINET MEMBER:	<i>Cllr Alisa Flemming, Cabinet Member for Children, Young People and Learning</i>
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:	
<p>Successive governments have emphasized the importance of enabling as many children as possible to benefit from adoption. There have been concerns about delays in the process and the variation in performance between local authorities.</p> <p>The Department for Education (DfE) paper, <i>Regionalising Adoption</i> proposed the move to regional adoption agencies in order to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Speed up matching <input type="checkbox"/> Improve adopter recruitment and adoption support <input type="checkbox"/> Reduce costs <input type="checkbox"/> Improve the life chances of vulnerable children. <p>The government has reinforced their policy ambition through provisions in the Education and Adoption Bill. The DfE's ambition is for all local authorities to be part of a regionalised service by 2020.</p> <p>Through <i>Adoption: a vision for change</i>, the Department highlighted the need to draw on the best of both the statutory and voluntary sectors to ensure that systems are designed around the needs of children. It also reinforced the vision to ensure that the voice of children and adopters is at the heart of policy making and service delivery.</p> <p>A successful and effective adoption service accords with Croydon Council's Corporate Plan 2015-18 independence priorities, namely: -</p> <p>To protect children and vulnerable adults from harm and exploitation To help families be healthy and resilient and able to maximise their life chances and independence</p>	

FINANCIAL IMPACT - There are no direct financial implications arising from this report. There could however be financial implications for Croydon in the future once the model is developed and these will be reported back to the Executive Director of People and Lead Member for Children's services.

KEY DECISION REFERENCE NO.: This is not a Key decision

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

1. RECOMMENDATIONS

- (i) Agree, in principle, to join a London Regional Adoption Agency, subject to detailed financial analysis and business case; and
- (ii) Authorise the Executive Director People, in consultation with the Cabinet Member for Children, Young People and Learning, to progress arrangements relating to the development and Implementation of the London Regional Adoption Agency model.

2. EXECUTIVE SUMMARY

- 2.1 Following the publication of the DfE paper, *Regionalising Adoption* (June 2015), the Department invited councils and Voluntary Adoption Agencies to submit Expressions of Interest in becoming part of new regionalised arrangements. There is an expectation that every Local Authority will be engaged in a regionalized arrangement by 2020. In response, the Association of London Directors of Children's Services (ALDCS) submitted a London proposition, which was approved for development in 'scope and define' phase. Through the development of regional agencies, the DfE and ALDCS aspire to speed up matching, improve adoption support and achieve cost efficiencies.
- 2.2 A number of possible models for the London Regional Adoption Agency have been explored. ALDCS have recommended the creation of a new local authority owned entity operating in a hub and spoke approach. The model is expected to retain a strong local link. It is recognised that local knowledge and relationships will be essential. The in principle agreement to join a London Regional Adoption Agency is required to release the funding from the Department of Education to complete the work required to produce a detailed financial, legal and operational model.
- 2.3 London Borough of Croydon, along with each London authority will need to formally agree whether they wish to join the ALDCS Regional Adoption Arrangements, or seek other arrangements to join. The final detailed operational arrangements are expected to be developed by September 2017. Cabinet is requested to agree that the final decision is delegated to the

Executive Director of People in conjunction with the Lead Member for Children's Services when this details information is available.

3. BACKGROUND

3.1 Adoption as a permanency option

3.1.1 Adoption is a way of providing new families for children who cannot be brought up by their biological parents. It is a legal process in which all parental rights and responsibilities are transferred to the adoptive family. Once an adoption has been granted, it cannot be reversed. Alternative permanency options include special guardianship orders (SGOs) and long term fostering.

3.1.2 Successive governments have raised concerns that children in care may experience poorer outcomes due to a low rate of adoption as well as delays in the process. Children in care are more likely to be unemployed, to experience mental health problems, to become homeless and to have their own children removed from them. It should be noted that children in care often arrive in care with significant issues that contribute to poor outcomes; however, a poor care experience can exacerbate rather than remedy these issues. Conversely, a well-timed and good placement match can make a significant and positive difference to the long-term outcomes of children who have difficult and damaging pre-birth and early year's experiences which lead to an adoptive placement.

3.2 The policy background to regionalisation

3.2.1 In order to improve outcomes for children in care, the Coalition Government introduced *An Action Plan for Adoption: tackling delay*¹ with legislative changes to the monitoring of the adoption process through an Adoption Scorecard. This set targets for Local Authorities to speed up the adoption process. In many authorities, those targets have not been met and the speed of adoption remains a local corporate parent and central government concern.

3.2.2 The Department for Education (DfE) paper, *Regionalising Adoption*² proposed the move to regional adoption agencies in order to:

- Speed up matching
- Improve adopter recruitment and adoption support
- Reduce costs
- Improve the life chances of vulnerable children.

¹ An Action Plan for Adoption: tackling delay (DfE, 2012)

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/180250/action_plan_for_adoption.pdf

² Regionalising Adoption (DfE, 2015)

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/437128/Regionalising_adoption.pdf

- 3.2.3 The government has reinforced their policy ambition through provisions in the Education and Adoption Bill. The DfE's ambition is for all local authorities to be part of a regionalised service by 2020.
- 3.2.4 Through *Adoption: a vision for change*³, the Department highlighted the need to draw on the best of both the statutory and voluntary sectors to ensure that systems are designed around the needs of children. It also reinforced the vision to ensure that the voice of children and adopters is at the heart of policy making and service delivery.
- 3.2.5 There has been no ministerial change following the changes in government during July and the DfE has, since those changes, reaffirmed a commitment to this policy. A communication from the DfE to DCSs on 15th September 2016 stated 'RAAs will make an enormous difference to some of our most vulnerable children... We and the team would welcome any further feedback on how we can best work together to deliver the great potential which RAAs have to offer...'

3.3 Working together to improve adoption services in London

London boroughs and VAAs have a history of working together to improve adoption services.

3.3.1 Pan-London joint working

In 2013, the London Adoption Steering Group was set up to enable pan-London good practice sharing and development. This group transitioned to the London Adoption Board in 2014. The London Adoption Board includes London boroughs and voluntary adoption agencies (VAAs) and is sponsored by the CVAA. The London Adoption Board has supported the collection of adoption data, facilitated best practice showcase events, advocated with external groups on behalf of London, and enabled the development of standards for adoption services. The Board is currently chaired by Ian Lewis, the Croydon Director of Early Intervention and Children's Social Care.

3.3.2 Consortia arrangements

All London boroughs belong to an adoption consortium. These consortia allow best practice sharing between local authorities and enable joint working on some aspects of the service. In some cases, services are carried out jointly between boroughs via these consortia arrangements. Examples of service areas that are carried out jointly include adopter training, recruitment activity, and joint subscriptions. There is a range of levels of integration within the different consortia. Figure 1 shows the current consortia regions.

³ Adoption: a vision for change (DfE, 2016)
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/512826/Adoption_Policy_Paper_30_March_2016.pdf

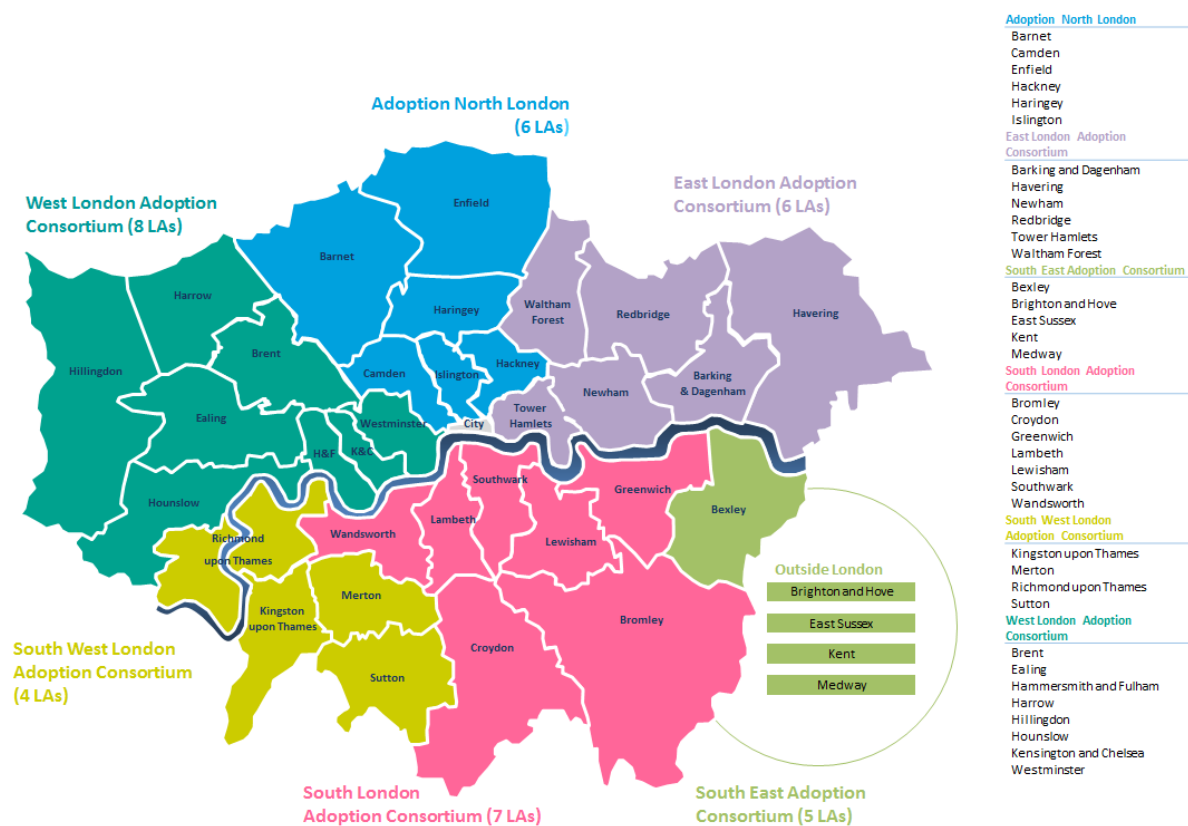


Figure 1. London adoption consortia arrangements

The engagement between boroughs and VAAs ranges from individual service contracts and spot purchase arrangements with VAAs to outsourcing the full adoption service. Many VAAs are involved in the consortia arrangements shown above. As can be seen, Croydon are members of the South London Adoption Consortium.

4. The London Regionalised Adoption Project

4.1 Governance

4.1.1 Following the publication of this paper the Department invited councils and Voluntary Adoption Agencies to submit Expressions of Interest in becoming part of new regionalised arrangements. In response, the Association of London Directors of Children's Services (ALDCS) submitted a London proposition in late 2015. The DfE subsequently approved the ALDCS proposition as a "scope and define" project.

4.1.2 ALDCS set up and chair a Regionalisation Project Steering Group that has driven the development of the initial recommendations outlined in this document. The Regionalisation Steering Group sits under the governance of ALDCS and makes operational decisions to drive the project forward. An ALDCS reference group (5 DCS members) has also been set up to support the Regionalisation Steering Group Chair with ensuring that the views of

London as a whole are represented at a senior level. A diagram of the governance arrangements is shown in Figure 2.

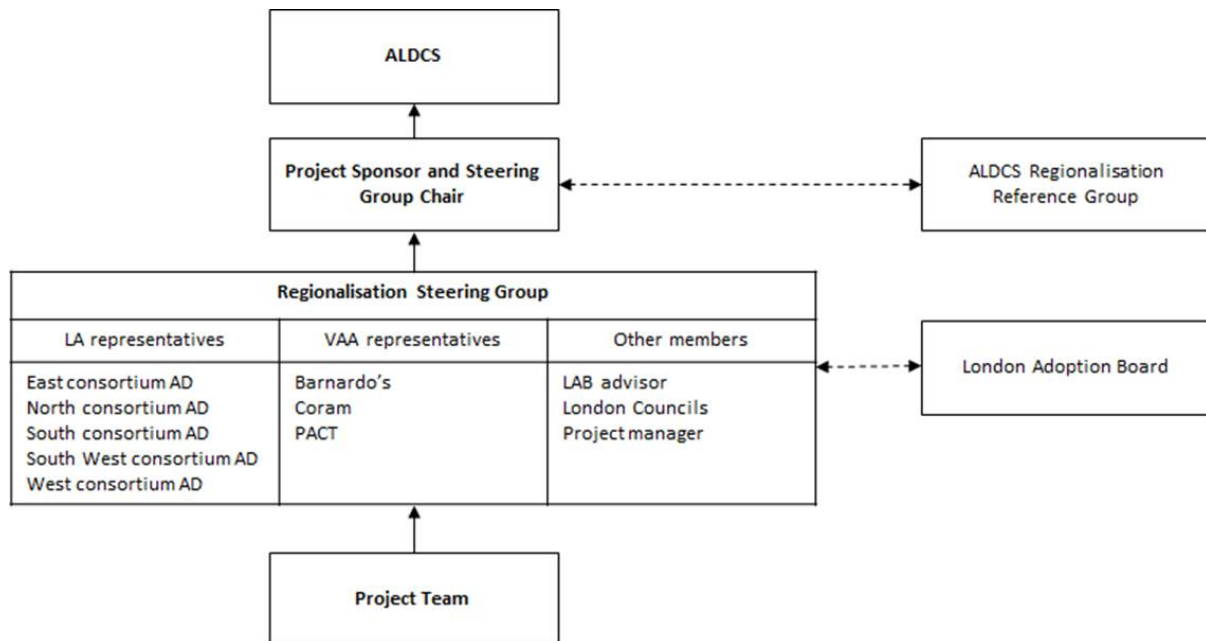


Figure 2. London Regional Adoption project governance and membership

4.2 The vision for London

4.2.1 The development and assessment of models for the London Regional Adoption Agency was preceded by the development of a vision for London. This vision was agreed by Directors and engaged upon with stakeholder groups.

4.2.2 The core of this vision is to ensure that all London's children who require adoptive families receive excellent services that meet their needs leading to excellent outcomes for them and their adoptive family. See **appendix 1** for the vision statement.

4.3 Opportunity for London

The vision highlighted a focus on achieving the best outcomes for all London's children in need of an adoptive placement and reducing any current postcode lottery of provision across the capital.

4.3.1 Outcome performance for children and adoptive families

With regards to the current outcome performance, the majority of London boroughs do not achieve the national average waiting time from entry to care to moving in, and there is wide variation in performance on this metric and the timeline from placement order to matching.

- 4.3.2 An activity survey carried out in the first phase of the project showed variable practice regarding the use of adopters approved by other agencies (other LA or VAA), and variation in the use of the adoption support fund. These practice differences may influence the placement timelines.
- 4.3.3 Adopter focus groups reinforced the need to improve equality in service provision across London. In particular, they raised concerns that training availability was limited in some areas and there was inconsistent access to adoption support.
- 4.3.4 Within these performance metrics, there is some clustering of performance seen within some consortia groups. This suggests that there is opportunity to improve through closer integration, but may also be influenced by the cohorts of adopters and children in these regions.

4.3.5 Cost and efficiency performance

For local authorities, the vision cites a need to support cost efficient and effective delivery that enables future flexibility. Figure 3 shows the variation in adoption numbers by borough during 2015-16. This shows that adoption is a very small service within many boroughs, which may result in inefficiencies and may reduce focus on this area within staff training and development.



Figure 3. Number of children adopted from care Q1-3 2015/16, ALB data set (unrounded)

- 4.3.6 There is also significant variation in cost per adoption, which partially relates to the efficiency aspects described above, but also reflects savings opportunities. An economic analysis during the first phase of work estimated the average cost per adoption in local authorities was £58,900, based on submissions from 21 local authorities, compared to an interagency fee

average spend of £33,300. This does not include indirect costs, adoption allowances, Adoption Support Fund spend, and third party payments. Further analysis is required to confirm the data and identify which tasks are carried out by local authorities and not by external agencies. This will provide an indication of the window of opportunity for efficiency improvement.

- 4.3.7 The greatest area of saving potential was identified within staffing, but the potential models are hypothetical and need further testing in the context of the service design. Further analysis is required of local authorities with low cost per adoption and good performance on timeliness and quality to identify whether these achievements are possible to extend to other areas. The London RAA will measure performance against Adoption Leadership Board statistics, quality metrics including breakdowns, process efficiency and satisfaction. Proactive tracking and problem solving processes will be a core function of the RAA.

5. Development of the Service and Delivery Model

- 5.1 The Regionalisation Steering Group considered a number of options for the delivery model, and recommended two for further investigation. In order to be able to advise Boroughs, ALDCS has sought legal advice regarding the proposed London scheme. In addition, there have been two events for elected members, as well as engagement with adopters, prospective adopters, and adopted young people.

5.2 Development of the high level service model

To create a London Regional Adoption Agency that best meets the needs of children and adopters in line with the expected Government guidance there was a need to consider the types of delivery vehicles and models that would make the difference in improving our specified outcomes. In January 2016, the project team held an options development workshop with LA, VAA and adopter representatives. Participants were provided with information collated from throughout the project engagement to date, and asked to identify the outcomes expected from each aspect of the adoption journey in order to achieve the vision. Groups then identified the commissioning and delivery scale required to achieve the outcomes. A diagram showing the outcomes identified in this workshop can be seen in **appendix 2**.

5.3 Options analysis on the delivery model

Building on this service design, the workshop participants were introduced to the potential delivery vehicles and structures. They agreed the desirability and feasibility criteria for scoring these vehicle/ structure combinations. These criteria were agreed by ALDCS.

5.3.1 Delivery vehicles considered

The following delivery vehicles were considered as part of the options appraisal process at either the pan-London level or the creation of multiple regional agencies:

- Single LA hosting on behalf of other LAs
- New LA owned entity
- LA-VAA joint venture
- Outsourcing to existing London VAAs

Within the above delivery models, a number of structures were considered:

- Fully centralised: a single London body
- Hub and spoke: central hub for London-wide co-ordination, commissioning and delivery, with sub-regional spokes for delivery and local commissioning under the same organisation.
- Tiered approach: top strategic tier, second strategic/ operational tier, third delivery tier.
- As-Is+: current arrangement with more formalised partnerships.

5.3.2 Recommendation on preferred models

The Regionalisation Steering Group carried out scoring of desirability and feasibility criteria and held a discussion of the available options based on engagement with stakeholders and other data captured. The group recommended the following options for further investigation:

- LA trading company delivery model with a strategic VAA partnership operating in a hub and spoke structure (Option 1).
- LA-VAA joint venture operating in a hub and spoke structure (Option 2).

A summary of the assessment of the individual options can be found in **appendix 3**.

5.3.3 At the March meeting of ALDCS, Directors received a report of stakeholder engagement in respect of the potential delivery models which could form the model for a future regionalised offer. Those preferences, based on guidance from stakeholders including VAAs, were a local authority trading company and a joint venture. Directors supported this recommendation.

5.4 Legal advice on the potential delivery models

On the direction of ALDCS, legal advisors were appointed to produce detailed advice on the two preferences.

5.4.1 Report coverage

The report is now complete and covers the following areas for the preferred models:

- Benefits and limitations of VAA involvement in the ownership and/or strategic partnership, with advice on the joint venture options.
- Governance implications with regard to the need for accountability to the LAs responsible for the child.

- Legal entities that would be appropriate for securing the optimum balance with non-statutory organisations.
- Income and tax implications of the models, including VAT treatment and the ability to trade with other regional agencies.
- Procurement implications of these models, with reference to Teckal exemption.
- Implications for registered charities including charitable assets and income.
- Potential staff transfer implications.

5.4.2 Recommended model

The report received from the legal advisors recommends that the Agency would be a not-for-profit community benefit society which is jointly owned by all of the LAs (Option 1) who wish to participate in the project from the outset (Founding Councils). The figure below shows the structure of the recommended model.

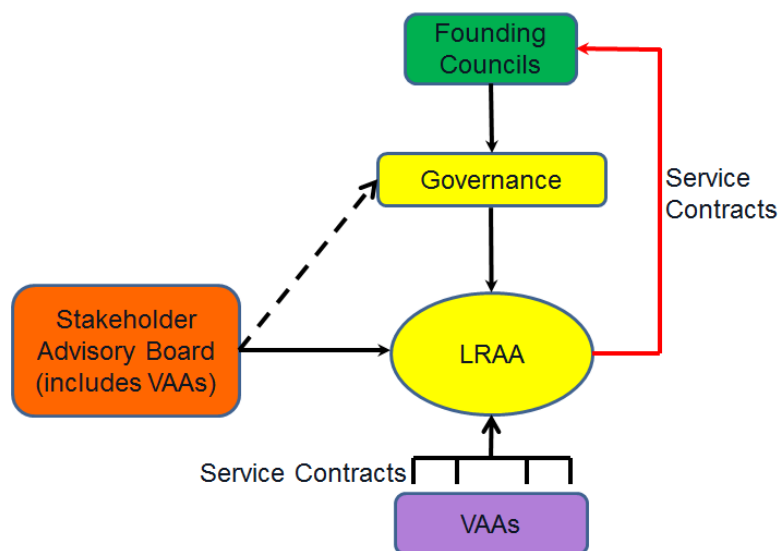


Figure 4. A multi-LA owned corporate entity working in partnership with VAAs to deliver adoption services

The Founding Councils' involvement in the Agency would be governed by a Members' Agreement. The Agency would be managed by a board of directors including officers of the Founding Councils, with places reserved for elected VAAs, and potential for other service user or stakeholder involvement. This model is quicker and cheaper to set up, and retains close VAA partnership working.

Further details on the distinctions between the two models can be seen in **appendix 4**.

6. Proposal

6.1 Proposal requiring local decision

Each London Borough is asked to reach their own decision on whether to join in principle the London Regional Adoption Agency.

London Borough of Croydon Council will need to formally agree

- (i) Agree, in principle, to join a London Regional Adoption Agency, subject to detailed financial analysis; and
- (ii) Authorise the Director of Children's Services, in consultation with the Cabinet Member for Children's Services, to progress arrangements relating to the development of the Agency model.

6.2 Alternatives to joining the ALDCS regional adoption arrangements

- 6.2.1 The London Regional Adoption Agency has been developed to meet the needs of London Boroughs. It would operate in a similar manner to the London Admissions and London Grid for Learning Teams, with governance through ALDCS and London Councils.
- 6.2.2 The DfE require all local authorities to join a regional agency by 2020, therefore 'do nothing' is not an available option within the current policy and political landscape.
- 6.2.3 Alternatives to the London option would be to join another developing regional agency or create a new model. Other developing regional agencies have not been developed with the involvement of London boroughs. No other regional agencies have proposed a model linked to the governance of London local authorities. The London model is being developed with the complexity of the borough and provider landscape in mind. Many of the models being developed in other regions e.g. single LA host, would not be appropriate to meet this complexity of need.
- 6.2.4 Any new agency being developed would have the same timescale requirements and would need to access development funding independently. ALDCS identified that using existing arrangements (e.g. consortia) would not remove the performance and service variation across London and most current consortia regions would not achieve the DfE aims for scale. A sub-divided London would lose the benefit of the wider pool of adopters and the standardisation of service offering.
- 6.2.5 Given the the policy drive from the Government and examples of good joint working in other areas of children's services, an RAA as described in this paper is considered to be the only viable option at present.

6.3 Other implications

6.3.1 Risk management

The London Regional Adoption Project carries out risk assessment throughout the project with escalation via the Regionalisation Steering Group and ALDCS. The project plan includes expert advice on transition planning and change management. DfE funding to enable the implementation of the model is dependent on borough sign up.

6.3.2 Our staff have been and will be involved in shaping the development of the new agency. The project team will work closely with staff from all founding councils to identify, mitigate and manage any risk. The final model design will be subject to consultation.

6.3.3 If the London Regional Adoption Agency does not progress there is a risk that London Borough of Croydon could be instructed to join another Regional Adoption Agency, and may have to join an RAA that it has not been part of developing.

6.3.4 Safeguarding children

Adoption of the recommendations will contribute to the Council's objectives to improve the wellbeing of children in the Borough, reduce inequalities and ensure Looked After Children have the best opportunities to transition to a secure family environment permanently, where they are not able to return to their own family.

6.3.5 Practice expertise will be utilised in transition planning to ensure safeguarding children during transition to the new agency.

6.3.6 The London Regional Adoption Agency plans to improve collaboration with universal services for adopted children and their families through the development of the collective voice and through the increased scale of commissioning. This will support safeguarding links with universal services.

6.3.7 The further development of the London Regional Adoption Agency is likely to have implications for the Adoption Panel. The Agency will establish Adoption Panels that will approve adopters and agree the matching of children with adopters. The further scoping of the operations of the Agency will clarify how these Panels would work in practice. The agreement that the plan for a child should be adoption will remain with the relevant Local Authority.

7. Engagement and Consultation

7.1 London-level member engagement

- 7.1.1 In July 2015, London Councils published a Member Briefing⁴ on the Department's regionalisation policy platform and informed members that ALDCS had submitted an Expression of Interest. This was followed by a report to London Councils' Executive in October 2015 setting out regionalisation project in high level terms and seeking Executive's in principle support, which was agreed.
- 7.1.2 In November 2015, a London Councils Member Event⁵ was hosted by the project team. The feedback from members subsequently informed the project vision and detailed project plan. In July 2016, a further London Councils Member Event was held to share the initial options analysis and the report on legal implications of the potential models.

7.2 Other stakeholder engagement

- 7.2.1 The Project Development Group has engaged with voluntary adoption agencies, adopters and prospective adopters, and children and young people during the development of the recommendations. A list of these engagement sessions can be found in **appendix 5**.

8. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 8.1 At this stage there are no direct financial implications as this paper is seeking support for joining the future London Regional Adoption Agency subject to detailed financial analysis which will be undertaken and presented to the Executive Director of People and Lead Member for Children's Services once greater certainty on the proposals has been established, to enable them to decide on the best approach for Croydon.

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

9. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 9.1 Cabinet is asked to support London Borough of Croydon joining in the development of a London Regional Adoption Agency which aims to improve adoption services, and deliver all adopter recruitment, matching and support functions for all of the London Boroughs.
- 9.2 A legislative framework for the regionalisation of adoption services came into existence through the Education and Adoption Act 2016 (the Act) on 16 March 2016. The Council is required to join a regional adoption agency or can be forced by the Secretary of State do so.

⁴ <http://www.londoncouncils.gov.uk/members-area/member-briefings/children-and-young-people-member-briefing/regionalising-adoption>

⁵ Reforming Adoption in London. Nov 6th 2015.

- 9.3 The Council has anticipated the implementation of the Act. It joined the Regional Adoption Agency Project for London. All London Boroughs and 10 Voluntary Adoption Agencies are included, and the continued involvement in the London RAA will best ensure an effective pan-London service. The approval of Cabinet is required to enable the Council to participate in negotiations about the delivery model for the adoption services through the London Regional Adoption Agency.

10. HUMAN RESOURCES IMPACT

10.1 Staffing issues

An engagement session was held on 30th November 2016 with staff from the Adoption service and Business Support staff who currently work within the Adoption Service. The engagement session was chaired by the Director of Early Intervention and Children's Social Care and was attended by Human Resources and senior managers. The proposal may affect up to 17 staff. These staff have been given the opportunity to hear about the provisional proposals and to ask for any points of clarification. The proposals will be presented to Unions prior to Cabinet for their comments. The London Regional Adoption Agency model recognises the need for local links with children and families, alongside a central team. As the model is developed staff will continue to be engaged and consulted as required. The final model is likely to involve current adoption teams being transferred over to the London Team via TUPE.

11. EQUALITIES IMPACT

- 11.1 A key priority for the Council is ensuring that we work with our partners to make Croydon a stronger and fairer place for all our communities. The impact of the proposals that have been and/or will be delivered through the structures outlined in this report are expected to have a positive impact on residents with different protected characteristics. Children from BME communities and Children with Disabilities have generally been harder to place for adoption. More effective adoption services will make it more likely that all children for whom this is appropriate will be placed in a timely way. The proposed Regional Adoption Agency will have their organisational equality objectives and policies to meet their obligations of the Public Sector Equality Duty.

12. ENVIRONMENTAL IMPACT

- 12.1 None

13. CRIME AND DISORDER REDUCTION IMPACT

- 13.1 None

14. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 14.1 That the Council notes the effectiveness of the Croydon Safeguarding Adult Board in ensuring the safeguarding of vulnerable adults in Croydon.
- 14.2 That the Council notes the effectiveness of the Croydon Safeguarding Children Board in ensuring the safeguarding of vulnerable children in Croydon.

15. OPTIONS CONSIDERED AND REJECTED

- 15.1 None
-

REPORT AUTHOR AND CONTACT: Ian Lewis,
Director of Children, Family Intervention and Childrens Social Care

Background documents: none

Appendices:

- 1. ALDCS (Nov 2015) Regionalising Adoption: A vision for London Councils*
- 2. Adoption journey outcome summary (Jan 2016)*
- 3. ALDCS (March 2016) London Adoption Regionalisation – Project Update – Section 2*
- 4. ALDCS (July 2016) London Adoption Regionalisation – Project Update – Section X*
- 5. ALDCS (May 2016) London Adoption Regionalisation – Project Update – Section X*

Appendix 1 – Vision for London

Regionalising Adoption

Vision for London

Background

The DfE paper *Regionalising Adoption* proposes the move to regional adoption agencies in order to speed up matching, improve adopter recruitment and adoption support, reduce costs, and improve the life chances of London's most vulnerable children. London is committed to ensuring that regionalisation delivers the best, most timely outcomes and experiences for both children and adopters.

This paper sets out the vision for London based on extensive consultation.

Vision

Our vision is to ensure that all London's children who require adoptive families receive excellent services that meet their needs leading to excellent outcomes for them and their adoptive family.

For children where adoption is the best option, we will:

- Ensure that the child and the child's journey is foremost in the new service design.
- Maximise the opportunity to find a loving family as quickly as possible.
- Provide support from the start of their journey through to adulthood, with a proactive and flexible offer to meet their educational, health and emotional needs.
- Involve children and young people in the development of the regionalised service.

For prospective adopters and adopters, we will:

- Provide clear, realistic and welcoming communication from first enquiry to post-adoption.
- Ensure that they are equipped to meet their children's current and future needs through high quality training and guidance.
- Deliver evidence-based assessment and approval processes within a consistent timeframe.
- Reduce time taken from approval to matching.
- Provide consistent post-adoption support across the region.
- Increase the diversity of adoptive parents.
- Engage with potential adopters and adoptive parents in the design of the regionalised service.

For birth parents of children being adopted, we will:

- Provide consistent access to support throughout London e.g. counselling and contact.

For local authorities (LAs), we will:

- Share learning across the region, and between the local authority and voluntary sector.
- Achieve savings and cost efficiencies, making the best use of public money.
- Match the supply of adopters to the children awaiting adoption across the region.
- Minimise complexity and ensure that barriers are not created between organisations.
- Be adaptable and responsive to manage future changes e.g. demand, legislation.
- Develop a model that allows flexibility in the level of service for individual LAs.

- Engage with universal services to enable consistent provision of adoption support.
- Identify opportunities for regionalised services to support other routes to permanence.
- Involve practitioners working in adoption services in the development of the model.
- Engage with VAAs and ASAs throughout the development of the regionalised model.

For voluntary adoption agencies (VAAs) and adoption support agencies (ASAs), we will:

- Create an organisation that recognises and utilises the expertise within the voluntary sector.
- Recognise and respond to demand and funding challenges in the voluntary sector.
- Engage with VAAs, ASAs and LAs throughout the development of the regionalised service.

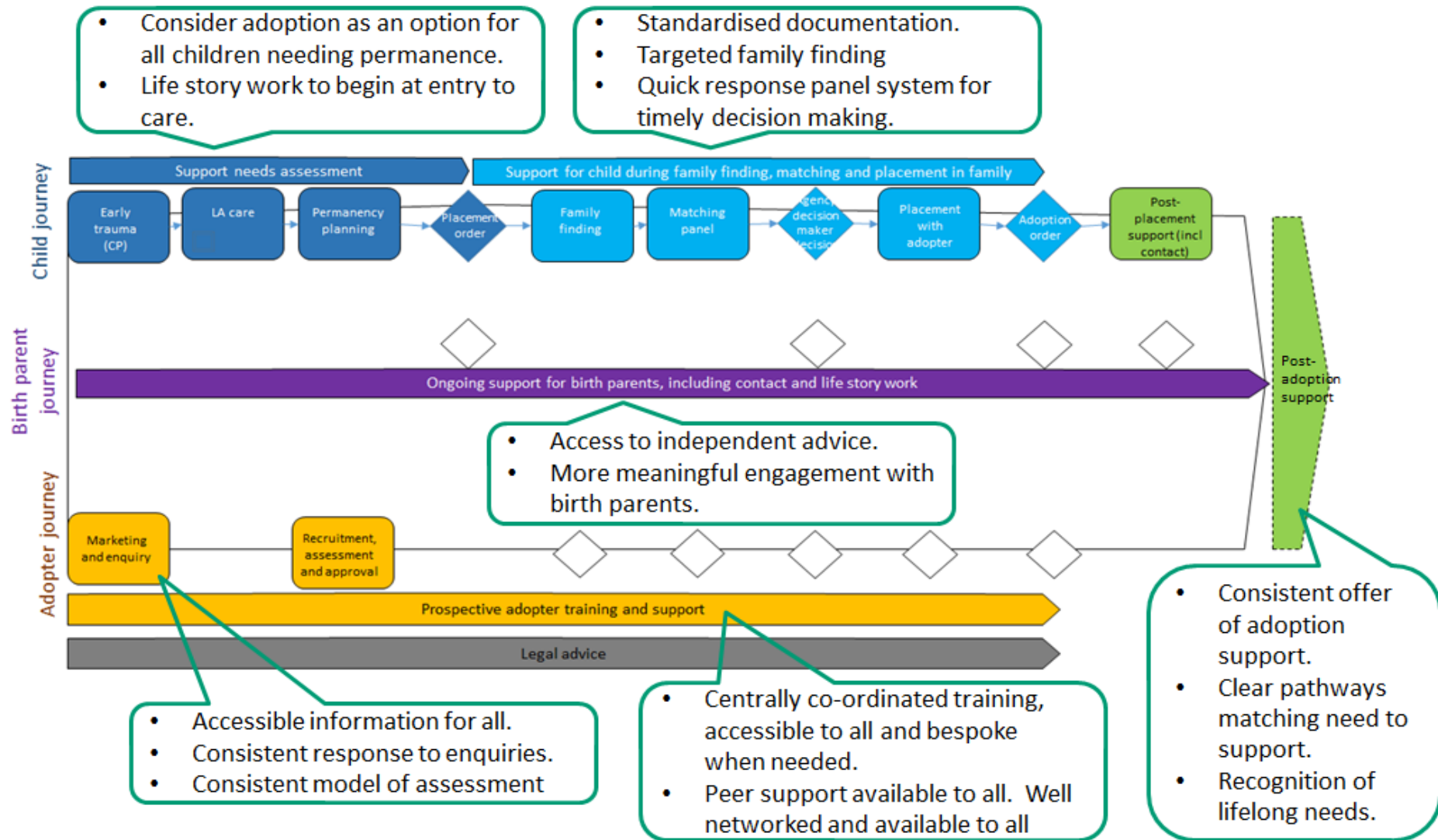
Key Design Criteria of model

- Child-centred, focussed on achieving the best outcomes for all London’s children in need of an adoptive placement.
- Pan-London solution ensuring sufficient numbers of children and reducing any “postcode lottery” of provision across the capital and improving support for adopters.
- Regional focus on capacity and sufficiency ensuring equality of provision.
- Effective and high quality delivery of all statutory duties in relation to adoption and adoption support across London, utilising “Freedoms and Flexibilities” available to local authorities enshrined in amendments to the Children and Young Persons Act 2008.
- Creates an ability to work flexibly around a new London offer.
- Encompasses aspects of other permanency options into the future.
- Commits to close collaboration between all stakeholders.
- Considers the options for pooling resources and sharing responsibilities, including the legal functions currently performed by individual boroughs.
- Maintains and builds a clear relationship with London boroughs who remain responsible for the journey of the child.
- Works closely with VAA partners.
- A cost efficient and effective delivery approach enabling local authorities to deliver significant cost savings in adoption services whilst maintain high quality provision to children and families.
- The majority of funding for the regionalised model will go towards direct work to increase stable, secure, adoptive families for London’s children.

Governance

Partners will work together under the strategic leadership of ALDCS, LAB as the multi-agency responsible body, and an executive steering group made up of representatives from LAs, VAAs and London Councils.

Appendix 2 – Adoption journey outcome summary



Appendix 3 – Assessment of potential delivery models

2. Preferred Delivery Models

The Regionalisation Steering Group meeting held on 24th February used scoring of the models and information collected throughout the phase to drive a discussion on the preferred models. The models were considered as combinations of delivery model (entity type) and structure (organisational configuration).

1. Delivery Models

The following delivery models were considered as part of the options appraisal process:

Model	Key points
Single LA hosting on behalf of other LAs	Steering group agreed that this option was not viable due to: <ul style="list-style-type: none"> <input type="checkbox"/> Scale and complexity is too large for a single LA to manage. <input type="checkbox"/> Organisational culture would be strongly influenced by the individual LA identified. <input type="checkbox"/> Likelihood of limiting membership of some LAs for political and geographical reasons.
LATC – a new LA owned entity	The steering group agreed that this model should be explored further. Key areas of discussion included: <ul style="list-style-type: none"> <input type="checkbox"/> Potential for strategic partnership with VAAs in a new LA-owned entity. <input type="checkbox"/> Lower procurement risk in this model.
LA-VAA joint venture	The steering group agreed that this model should be explored further. Key areas of discussion included: <ul style="list-style-type: none"> <input type="checkbox"/> VAAs would prefer to be around the table. <input type="checkbox"/> The commissioning income stream is vital to VAAs. <input type="checkbox"/> Greater potential for competition and income generation.
Outsource to existing London VAA	This was eliminated prior to scoring as VAAs attending stakeholder forum identified significant concerns with this model as indicated in the single LA host commentary.

2. Structures

Within the above delivery models, a number of structures were considered:

Structure	Key points
Fully centralised: single London body	Steering group agreed that this option was not viable due to: <ul style="list-style-type: none"> <input type="checkbox"/> Inability to deliver the adoption journey as mapped <input type="checkbox"/> Reduces benefit of local knowledge and relationships.

<p>Hub and spoke: Central hub for London-wide co-ordination, commissioning, and delivery. Sub-regional spokes for delivery and local commissioning under the same organisation (not necessarily using current consortia).</p>	<p>Steering group agreed preference for this structure. Key points of discussion were:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Local enough to maintain relationship with child and adopter at centre. <input type="checkbox"/> Good balance of delivery at scale while retaining clear organisational structure. <input type="checkbox"/> Configuration flexibility – elements to be commissioned or delivered in hubs or spokes <input type="checkbox"/> Long term contract options for providers servicing spokes.
<p>Tiered approach: top strategic tier, second strategic/ operational tier,</p>	<p>Steering group agreed that this option was not viable due to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Similarity to current arrangements likely to lead to continuation of postcode lottery. <input type="checkbox"/> Additional tiers adding complexity to management and funding arrangements.
<p>As-Is+: current arrangement with more formalised partnerships</p>	<p>This was eliminated prior to scoring as DfE learning events identified that this would be viewed as insufficient change.</p>

3. Recommendation

The steering group recommends the following preferred models for further investigation with regards to their governance, legal implications, procurement and financial implications:

- LA trading company delivery model with a strategic VAA partnership operating in a hub and spoke structure
- LA-VAA joint venture operating in a hub and spoke structure.

Please see appendix 1 for further summary regarding the identification of these models.

Appendix 4 – Summary of legal advice on two preferred models

3. Legal advice on the potential models

3.1 Introduction

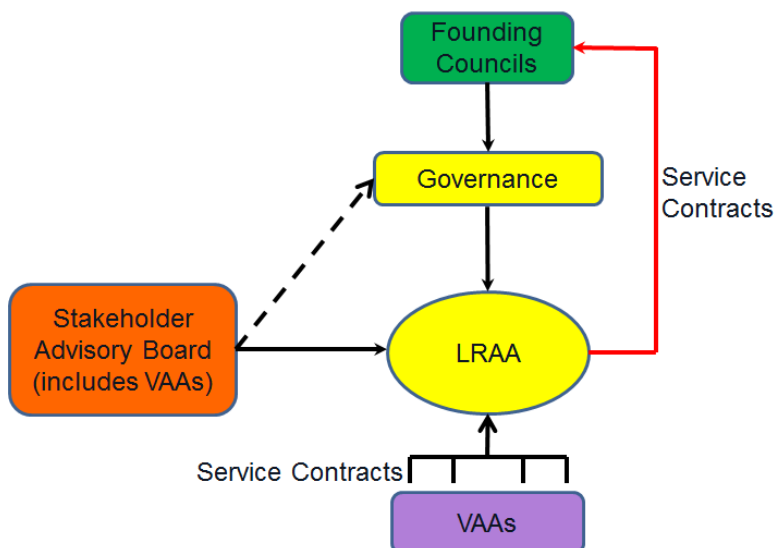
At the March meeting of ALDCS, Directors received a report of stakeholder engagement in respect of the potential legal entities which could form the model for a future regionalised offer. On the direction of ALDCS, legal advisors were appointed to produce detailed advice on the two preferences which Directors supported. Those preferences, based on guidance from stakeholders including VAAs, were a local authority trading company (Option 1) and a joint venture (Option 2).

The report has now been completed and covers the following areas for the preferred models:

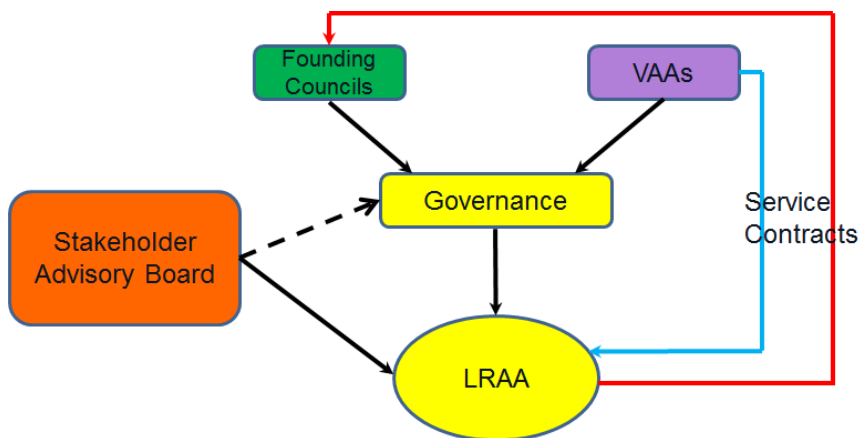
- Benefits and limitations of VAA involvement in the ownership and/or strategic partnership, with advice on the joint venture options and whether joint venture partners would need to be procured.
- Governance implications with regard to the need for accountability to the LAs responsible for the child.
- Legal entities that would be appropriate for securing the optimum balance with non-statutory organisations within these models.
- Income and tax implications of the models, including VAT treatment and the ability to trade with other regional agencies.
- Procurement implications of these models, particularly with reference to Teckal exemption.
- Implications for registered charities including charitable assets and income.
- Potential staff transfer implications.

3.2 Structure of the two options

Option 1 – the development of a multi-LA owned corporate entity working in partnership with VAAs to deliver adoption services



Option 2 – the development of a corporate entity involving both the LAs and VAAs as members/ shareholders to deliver adoption services



3.3 Comparison of the two options

The key comparison points of the two options are shown in the table below:

	Option 1 – LA owned	Option 2 – Joint venture
Governance	<ul style="list-style-type: none"> <input type="checkbox"/> Teckal company – can be set up from day one. 	<ul style="list-style-type: none"> <input type="checkbox"/> Joint venture would need to run procurement to identify VAA owner-partners.
Role of VAAs	<ul style="list-style-type: none"> <input type="checkbox"/> Role on advisory board, as well as directorships reserved for VAAs. <input type="checkbox"/> Service contracts. 	<ul style="list-style-type: none"> <input type="checkbox"/> Full role in governance structure.
Procurement	<ul style="list-style-type: none"> <input type="checkbox"/> Teckal exemption would apply as Agency would be wholly owned and controlled by the Founding Councils and will carry out the majority (>80%) of its work for those Founding Councils. <input type="checkbox"/> The Agency could use a restricted procurement procedure to establish a framework for VAAs for service contracts. 	<ul style="list-style-type: none"> <input type="checkbox"/> VAAs are private sector for procurement purposes, and so cannot rely on Teckal. <input type="checkbox"/> Competitive dialogue would be needed to establish terms of governance and award of service contracts. A larger exercise could prevent some smaller VAAs from taking part.
Tax	<ul style="list-style-type: none"> <input type="checkbox"/> Should be capable of satisfying HMRC’s requirement for ‘mutual trade’ status, meaning there would be no corporation tax on surpluses. <input type="checkbox"/> Service supplies by the Agency to LAs would be VAT exempt. This means that irrecoverable VAT would be incurred by the LRAA. 	<ul style="list-style-type: none"> <input type="checkbox"/> Application of mutual trade exemption would be problematic due to the lack of a trade with the VAAs. Therefore, unless the Agency had charitable status, it would need to include provision in its business plan for payment of corporation tax.

Pensions	<input type="checkbox"/> May be considered a Designated Body if the 'connected with' test is met.	<input type="checkbox"/> Less certainty of the 'connected with' test being met to gain Designated Body status. <input type="checkbox"/> A number of VAAs operate occupational salary-related pension arrangements, subject to regulatory oversight by the Pensions Regulator.
Other		<input type="checkbox"/> VAA constitutions would need to be reviewed. A number of VAAs would need to satisfy themselves that participation in the Agency is consistent with their charitable objects.

3.4 Notes relevant to both options

- Legal form – It is recommended that the Agency would be a not-for-profit community benefit society. At this stage, it is suggested that the Agency is not established as a charity. As a community benefit society, it should be possible to achieve charitable status in the future by adopting charitable objects.
- Governance – It is recommended that member of the Agency collectively elect the board of management of the Agency. This allows members to retain the ultimate control of the board, but also permits a smaller, more focused board that has the best suited individuals on it. A board size of 8-12 is suggested, with the majority of board members elected from candidates drawn from participating LAs.
- Staff – TUPE would apply where any services currently delivered by the Founding Councils and/ or participating VAAs are transferred to the LRAA. If there are certain functions which can only be provided by an employee of a Local Authority, alternative staffing models including secondment and joint employment or dual employment could be considered.
- Future flexibility – Processes for exit from or entry to the Agency at a later date can be agreed within the Members' Agreement.

3.5 Recommended model

The report received from Trowers & Hamblins recommends that the Agency would be a not-for-profit community benefit society which is jointly owned by all of the LAs (Option 1) that wish to participate in the project from the outset (Founding Councils). The Founding Councils' involvement in the Agency would be governed by a Members' Agreement. The Agency would be managed by a board of directors including officers of the Founding Councils, with places reserved for elected VAAs, and potential for other service user or stakeholder involvement.

This model is quicker and cheaper to set up, and retains close VAA partnership working.

3.6 VAA feedback on the report

As part of their role on the steering group, VAA representatives have sought the views of the VAA stakeholder group on the legal report. A response has been received raising the following:

- A query on the consideration of Teckal as a key factor in the decision making between an LA owned entity and a joint venture.
- The viability of an option not covered in the report for the creation of an Innovation Partnership.
- Whether it allows continuation of independent VAA sales.

Appendix 5 – Engagement tracker (1st June 2016)

Group	Engagement	Dates/Frequency	Coverage for Project Specific Events
Adopters	Regionalisation members/DCS event	Nov	1 + 2 professional
	Regionalisation options development workshop	Jan	1 + 2 professional
	Regionalisation adopter forum I	Jan	19 adopters
	Regionalisation adopter forum II	Mar	26 adopters
	We Are Family: regionalisation discussion	Mar	1 adopter / 5 prospective
	LAB representation	Monthly meeting agenda item	1 LAB adopter rep
Children	Regionalisation drop-in event	Mar	No attendees - new approach needed
	Research and existing reports. We worked with the Coram Adoptables group to identify the experiences and ideas of children and young people. Coram have produced a detailed report focused on the needs of young people and their thoughts on regionalisation	May	Focus group: 8 young people Wider group: 100 young people Desktop research and assimilation of existing studies (studies ranging from 100 – 208 young people)
	Call for other existing research / reports from other organisations	May	Sent to newsletter database of 116
LAs	Regionalisation members DCS / event	Nov	
	QA doc for DCS	Planned - June	
	Regionalisation steering group	Monthly	Consortia–AD representation
	ALDCS meeting	Jan	
	London Adoption Board	Monthly agenda item	
	Regionalisation options development workshop	Jan	65% LAs represented
	Regionalisation panel advisors workshop	Jan	50% LAs represented
	Adoption and Fostering Network meeting attendance	Dec	
	Consortia meetings	4 x Jan, 2 x Feb	All consortia attended
	PAC-UK event: regionalisation presentation	Feb	
	LAB innovation event: regionalisation presentation	Mar	

	Heads of Communications – attendance at monthly meeting requested	TBC - July	
VAA s	Regionalisation members/ DCS event	Nov	
	Regionalisation steering group	Monthly	30% VAAs represented
	Regionalisation VAA stakeholder forum I	Dec	60% VAAs represented
	Regionalisation VAA stakeholder forum II	Jan	100% VAAs represented
	Regionalisation VAA stakeholder forum III	Feb	50% VAAs represented
	Regionalisation ALDCS-led VAA stakeholder forum	Jan	100% VAAs represented
	Regionalisation option development workshop	Jan	70% VAAs represented
	London Adoption Board	Monthly agenda item	
	Consortia meetings	4. x Jan, 2 x Feb	All consortia attended
Elected members	Elected members events	Nov June	
ALL / Additional	Regionalisation Newsletter	Monthly	116 subscribed, 41 % avg open rate
	Workforce Engagement Sessions: panels and all workers in adoption	May and June (9 sessions over 4 days at different venues)	183 invited 68 registered to date 58 attended to date 21 to attend in June 19 follow up surveys received to date

For General Release

REPORT TO:

Cabinet 23 January 2017

AGENDA ITEM:

13

SUBJECT:

LONDON COUNCILS GRANTS SCHEME 2017/18

LEAD OFFICERS:

**Sarah Ireland
Director of Strategy, Communities and Commissioning**

CABINET MEMBERS:

**Councillor Hamida Ali
Cabinet Member for Communities, Safety and Justice**

WARDS:

All

CORPORATE PRIORITY/POLICY CONTEXT:

Approval of the 2017/18 budget for the London Councils Grants Scheme and Croydon Council's contribution to the Scheme

AMBITIOUS FOR CROYDON & WHY WE ARE DOING THIS:

The Grants to Voluntary Organisations (Specified Date) Order 1992 which came into effect on 2nd November, 1992 and remains in force, as read with Section 48(3) of the Local Government Act 1985, provides that two-thirds of constituent Councils must agree the London Councils Grants Committee's budget by 1st February each year. If it is not agreed, the overall level of expenditure is deemed to be set at the same level as was approved or deemed to be approved for the preceding financial year, in this instance the sum approved for the 2016/17 year, a larger sum than is proposed for 2017/18.

FINANCIAL SUMMARY:

Approval of the Council's contribution of £335,088 to the London Councils Grants Scheme for 2017/18. This amounts to a decrease of £61,267 compared with the Council's contribution to the Scheme in 2016/17. London Councils is also proposing a one off return of payment to boroughs in 2017/18. For Croydon this would amount to a return to the borough of £6,817. The net contribution taking account of the one off return to the borough would be £328,271.

FORWARD PLAN KEY DECISION REFERENCE NO: 01/17/CAB

This is a Key Decision as defined in the Council's Constitution. The decision may be implemented from 1300 hours on the expiry of 5 working days after it is made, unless the decision is referred to the Scrutiny & Overview Committee by the requisite number of Councillors.

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

1. RECOMMENDATIONS

- 1.1 In order to meet the deadline of 1 February 2017 for setting the London Councils Grants Scheme budget by two-thirds of constituent Council's, Cabinet is recommended to agree the recommendation of the London Councils Leaders Committee to:
- (a) Approve the London Councils Grants Scheme budget for 2017/18 of £8.899m; and
 - (b) Agree Croydon Council's 2017/18 contribution to the London Councils Grants Scheme budget amounting to £335,088.

2. EXECUTIVE SUMMARY

- 2.1 This report seeks approval for the London Councils Grants Scheme (LCGS) budget in 2017/18 set at £8.9m, and Croydon Council's contribution to that budget of £335,088, being the level recommended by the London Councils Leaders Committee at their meeting on 6 December 2016.

3. DETAIL

3.1 Budget

- 3.1.1 The London Councils Grants Scheme (the Scheme) was established in accordance with the Local Government Act 1985, following the abolition of the Greater London Council in 1986. The Scheme is now governed by the London Councils Grants Committee and membership comprises all the London Borough Council's and the City of London.

- 3.1.2 Notification has been received from the Chief Executive of London Councils that, following a recommendation as to proposals for expenditure under the Scheme for 2017/18, the London Councils Leaders' Committee agreed on 6 December 2016 to make the following recommendation to constituent Councils:

Overall level of expenditure of £8.899m 2017/18 comprising:

	£m
Grants	8.128
Administrative Expenditure	0.555
London Funders Membership	0.060
One-off repayment to boroughs from reserves	<u>0.156</u>
	8.899
Income would comprise:	
European Social Fund grant	1.000
Borough contributions	7.668
Transfer from uncommitted Grants Committee reserves	<u>0.231</u>

- 3.1.3 The recommendation to constituent Councils from the London Councils Leaders Committee proposes an overall budget in 2017/18 of £8.9 million. This budget will require constituent council contributions of £7.7 million, (£1.3million less than the gross contribution for the current year). For 2017/18 the Leaders Committee proposed a one off repayment to boroughs amounting to £156,000, reducing the net contribution from Boroughs to £7.512m. However, this one off repayment may not be available for 2018/19. The actual cost to individual boroughs in 2018/19 may therefore be higher than in 2017/18 even if the gross borough contribution remains the same for both years. Population changes also affect the levels of contribution due from each constituent council and percentage reduction.
- 3.1.4 For 2017/18 the apportionment is based on the Office for National Statistics mid-year estimates for 2015 as revised to take account of boundary changes which took place on 1 April 1995 and the overall proposed programme budget as detailed in para 3.1.3 above. For Croydon the net subscription position can be summarised as follows:-

2016/17- before any in year rebate from the LGCS reserves	Impact of repayment to boroughs	Impact of revised grant programme and population changes	Actual 2017/18
£396,354	-£6,817	-£61,267	£328,271

3.2 Commissioning 2013-2017

- 3.2.1 Following its review, the London Councils Leaders' Committee have agreed a revised set of priorities for services commencing on 1 April 2017. The LCGS will no longer support capacity building for the third sector. However, these three priority areas remain,
- Homelessness
 - Sexual and Domestic Violence
 - Poverty
- 3.2.2 The priorities of the scheme are still closely aligned with some of the Ambitious for Croydon priorities.
- 3.2.3 A full list of the commissioned services is available on the London Councils website at <http://www.grants.londoncouncils.gov.uk/croydon>
- 3.2.4 As the most populous borough and therefore the highest contributor to the LCGS, it has been difficult in the past to demonstrate Croydon receives a

proportionate benefit from the scheme. However, the size of the scheme has continued to reduce and the programme has become more focussed on priority areas which have an impact on both inner and outer London and are genuinely cross borough.

- 3.2.5 The LCGS provides monitoring data to demonstrate the benefits to individual boroughs from commissioned services. LCGS data shows that the proportion of new service users of commissioned services from Croydon were broadly proportionate to the borough's 4.4% of the total population of London in the priorities Homelessness (4.9%), Sexual and Domestic Violence (4.2%) and Support for London's VCOs (3.6%). Poverty was slightly lower at less than 3%. Overall in the past year over 1,000 Croydon residents have accessed early intervention, prevention and, youth homelessness services.
- 3.2.6 Croydon has a very positive relationship with some of the LCGS funded homelessness services. In December 2016 Croydon's People's Gateway Enablement and Welfare Service won second prize in the prestigious London Homelessness Awards sponsored by the London Housing Foundation, Crisis, Shelter and the London Housing Directors. The borough has been shortlisted in five categories for the Local Government Chronicle Awards 2017. The Croydon's People's Gateway Enablement and Welfare Service was also recognised and is a finalist in the Innovation category.
- 3.2.7 The Council will continue to work with London Council's to ensure the programme impact is maximised in Croydon.

4. CONSULTATION

- 4.1 The Council is required by statute to contribute to the London Councils Grants Scheme as set out in paragraph 6 below

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 As set out in paragraph 6 below, the Council is required under statute to contribute to the London Councils Grants Scheme in proportion to the population of the borough. The level of expenditure for the Scheme varies from year to year as does the estimated population of Croydon as a proportion of the total estimated population of Greater London. It is therefore not possible to accurately predict the precise level of the Council's contribution from year to year.

The costs are updated annually and the Council's contribution for 2017/18, based on a population of 379,030 (4.37% of the population of Greater London), results in a reduction of £61,267 in the contribution required from Croydon. However, as set out in 3.1.4 above, taking account of the effect of the repayment made from London Councils' reserves in 2017/18, the overall effect is a reduction of £68,084 from last year.

- 5.2 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
Revenue Budget available				
Expenditure	396	328	0	0
Income	0	0	0	0
Effect of decision from report				
Expenditure	396	328	0	0
Income	0	0	0	0
Remaining budget	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Capital Budget available				
Expenditure	0	0	0	0
Effect of decision from report				
Expenditure	0	0	0	0
Remaining budget	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

5.3 Risks

- 5.3.1 If the Council fails to make a decision by the statutory deadline of 1 February 2017 there is a risk that the Secretary of State will order the 2017/18 budget should be set at the rate agreed for 2016/17. This could result in the scheme having insufficient resources to meet its obligations to current grantees. However, agreement of only 66% of the constituent councils is required for London Councils to set a budget for the scheme. The Secretary of State would only have the power to intervene if eleven councils failed to approve the recommended budget by 1 February 2017.

5.4 Options

- 5.4.1 The Council is required to contribute to the London Councils Grants Scheme under the provisions of the 1985 Local Government Act if the proposals recommended by the Leaders Committee are agreed by $\frac{2}{3}$ of the constituent councils by 1 February 2016.

5.5 Savings/ future efficiencies

- 5.5.1 The Council's contribution to the scheme is updated annually dependent upon the agreed level of expenditure, the population of the borough as a proportion of the total population of Greater London and minor variables such as the use of reserves and balances by the Scheme. The Council may influence the

total level of expenditure through its membership of the scheme but is bound by the $\frac{2}{3}$ majority decision of the Grants Committee.

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

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Council Solicitor comments that under Section 48(3) of the Local Government Act 1985 and Regulation 6(8) of the Levying Bodies (General) Regulations 1992, member authorities are required to contribute financially to the Scheme in proportion to their respective populations.
- 6.2 The Grants to Voluntary Organisations (Specified Date) Order 1992 which came into effect on 2nd November 1992 and remains in force, as read with Section 48(3) of the 1985 Act, provides that two-thirds of constituent Councils must agree the London Councils Grants Committee's budget by no later than 1st February annually. If it is not so agreed, the overall level of expenditure is deemed to be set at the same level as was approved or deemed to be approved for the preceding financial year, in this instance the sum approved for the 2015/16 year.
- 6.3 While the Council is not directly responsible for administration of the Scheme, as a participant Council in the Scheme it must still be mindful of its general equalities duty under the Equalities Act 2010 and take such appropriate as are appropriate to consider this duty, as indicated by the equalities impact assessment.

Approved, for and on behalf of Jacqueline Harris Baker, Acting Council Solicitor and Acting Monitoring Officer

7. HUMAN RESOURCES IMPACT

- 7.1 There are no staffing considerations arising from this report.

Approved by Jason Singh, Head of HR Employee Relations on behalf of the Director of HR.

8. EQUALITIES IMPACT ASSESSMENT

- 8.1 London Councils is responsible for assessing the impact of individual funding decisions but constituent councils must consider the overall impact of changes to the budget available to the London Councils Grants Committee.
- 8.2 An initial EqIA has been carried out on the likely impact of the proposals in the report. This indicates that the Council's decision on this matter will have no significant impact on people with protected equalities characteristics.

9. ENVIRONMENTAL AND CRIME AND DISORDER REDUCTION IMPACTS

9.1 There are no additional impacts in these areas arising from the report.

10. REASONS FOR RECOMMENDATIONS

10.1 The main reason for the recommendation set out in paragraph 1 above is that, if the Council failed to agree the recommendations of the London Councils Leaders' Committee, there is a risk that the requisite majority of boroughs could fail to agree the proposals by the statutory deadline and the budget will be deemed to be set at the 2016/17 level which, as is set out within the body of the report, is a greater sum than that which is proposed for the 2017/18 level. This could result in the scheme having insufficient resources to meet its obligations to current grantees.

11. OPTIONS CONSIDERED AND REJECTED

11.1 The options available to the Council are to agree or reject the recommendations of the London Councils Leaders Committee. If rejection is considered, unless the Council was reasonably sure it could secure the support of at least $\frac{2}{3}$ of the constituent councils, it would be futile to seek agreement for an alternative budget. As the Leaders Committee which put forward the proposals is made up of the Leaders of all the constituent councils, it is extremely unlikely a sufficient number would be minded to support an alternative budget to that which they had already agreed.

11.2 For reasons set out in 11 and 12.1 above, rejecting the recommendation made by the London Councils Leaders' Committee is not the proposed option.

Report Author: Genine Whitehorne, Head of SCC Resources (extn: 60584)

Background Documents: Initial Equalities Impact Assessment
London Councils Chief Executive's Circular 03/16 and
appendices

REPORT TO:	Cabinet 23 January 2017
AGENDA ITEM NO:	14
SUBJECT:	STAGE 1: RECOMMENDATIONS ARISING FROM: CHILDREN AND YOUNG PEOPLE SUB-COMMITTEE MEETING ON 6 DECEMBER 2016 STREETS, ENVIRONMENT AND HOMES SUB-COMMITTEE MEETING ON 22 NOVEMBER 2016
LEAD OFFICERS:	Richard Simpson, Executive Director 'Resources' and S151 Officer Stephen Rowan – Head of Democratic Services and Scrutiny
LEAD MEMBER:	Councillor Sean Fitzsimons Chair, Scrutiny and Overview Committee
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT:	The constitutional requirement that Cabinet receives recommendations from scrutiny committees and to respond to the recommendations within two months of the receipt of the recommendations.

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

1. RECOMMENDATIONS

Cabinet is asked to:

- 1.1 Receive the recommendations arising from the meetings of the Children and Young People Sub-Committee (6 December 2016), the Streets, Environment and Homes Sub-Committee (22 November 2016) and to provide a substantive response within two months (ie. at the next available Cabinet meeting on **20 March 2017**)

2. EXECUTIVE SUMMARY

- 2.1 On 6 December, the Children and Young People Sub-Committee considered an item on Youth Employability. At the meeting the Sub-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.

- 2.2 On 22 November, the Streets, Environment and Homes Sub-Committee (22 November 2016). considered an item on the South London Waste Partnership and Question Time with the Cabinet Member Clean Green Croydon. At the meeting the Sub-Committee made recommendations to Cabinet and these are contained in Section 3 of this report

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

3. CHILDREN AND YOUNG PEOPLE SUB-COMMITTEE RECOMMENDATIONS

The Children and Young People Sub-Committee at its meeting on 6 December 2016 resolved to ask Cabinet the following:

1.1 In view of:

- the proven effectiveness of mentoring in raising young people's aspirations as they prepare for exams and explore future careers
- current budget constraints currently restricting access to this form of support

The Council is recommended to work with schools, businesses and the third sector to identify innovative ways of increasing the pool of effective local mentors, to encourage all pupils in the borough to raise their aspirations and work towards more ambitious qualifications and careers.

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

4. STREETS, ENVIRONMENT AND HOMES SUB-COMMITTEE RECOMMENDATIONS

The Streets, Environment and Homes Sub-Committee at its meeting on 22 November 2016 resolved to:

Question Time: Cabinet Member Clean Green Croydon

1. Recommend the Cabinet Member for Clean Green Croydon lobby for the requirement for businesses, cafes, shops and restaurants to publicise waste licences;
2. Recommend the Cabinet Member for Clean Green Croydon works to ensure all landlords provide appropriate waste facilities;

3. Recommend the Cabinet Member for Clean Green Croydon keep councillors aware of the results of the surveys carried out at the recycling centres;
4. Recommend the Cabinet Member for Clean Green Croydon circulate information to all councillors regarding the disposal of paint waste service and publicise the information more for residents;
5. Recommend the Cabinet Member for Clean Green Croydon lobby government for a national campaign, similar to the Keep Britain Tidy campaign, on the proper disposal of waste by supporting recycling and the reporting of flytipping; and
6. Recommend the Cabinet Member for Clean Green Croydon support a local educational engagement campaign on recycling.

South London Waste Partnership

1. Recommend that any savings in the new contract be reviewed as to whether they can be brought forward into the current contract;
2. Recommend that the Cabinet Member and officers review the role of Street Champions in view of increasing the number of Street Champions and to review their remit so they have a greater engagement and understanding of the new contract;
3. Recommend that a future update to the app will enable users to provide feedback on the report and the opportunity to report litter; and
4. Recommend that the Council and Veolia ensure they futureproof any new technology and reporting mechanisms.

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

6. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

Not relevant for the purposes of this report.

7. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER

The recommendations are in accordance with the constitution.

This requires that the Scrutiny report is received and registered at this Cabinet Meeting and that a substantive response is provided within 2 months (ie. **Cabinet, 20 March 2017** is the next available meeting).

8. HUMAN RESOURCES IMPACT

Not relevant for the purposes of this report.

9. EQUALITIES IMPACT

Not relevant for the purposes of this report.

10. ENVIRONMENTAL IMPACT

Not relevant for the purposes of this report.

11. CRIME AND DISORDER REDUCTION IMPACT

Not relevant for the purposes of this report.

CONTACT OFFICER:

Stephen Rowan, Head of Democratic Services
and Scrutiny
T: 020 8726 6000 X 62529
Email: stephen.rowan@croydon.gov.uk

BACKGROUND DOCUMENTS:

Background document 1: Reports to the Children and Young People Sub-Committee on 6 December 2016.

<https://secure.croydon.gov.uk/akscroydon/users/public/admin/kab14.pl?operation=SUBMIT&meet=29&cmte=CYP&grpId=public&arc=1>

Background document 2: Reports to the Streets, Environment and Homes Sub-Committee on 22 November 2016.

<https://secure.croydon.gov.uk/akscroydon/users/public/admin/kab14.pl?operation=SUBMIT&meet=3&cmte=SEH&grpId=public&arc=1>

SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
At its meeting on 6 December 2016, the Children and Young People Scrutiny Sub-Committee RESOLVED to:						
<p>1.1 In view of:</p> <ul style="list-style-type: none"> the proven effectiveness of mentoring in raising young people's aspirations as they prepare for exams and explore future careers current budget constraints currently restricting access to this form of support <p>The Council is recommended to work with schools, businesses and the third sector to identify innovative ways of increasing the pool of effective local mentors, to encourage all pupils in the borough to raise their aspirations and work towards more ambitious qualifications and careers.</p>						CYP TBC June 2017

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
At its meeting on 22 November 2016, the Streets, Environment and Homes Sub-Committee Committee RESOLVED that::						
Question Time: Cabinet Member Clean Green Croydon 1. Recommend the Cabinet Member for Clean Green Croydon lobby for the requirement for businesses, cafes, shops and restaurants to publicise waste licences;						SEH 28 March 2017
2. Recommend the Cabinet Member for Clean Green Croydon works to ensure all landlords provide appropriate waste facilities;						SEH 28 March 2017
3. Recommend the Cabinet Member for Clean Green Croydon keep councillors aware of the results of the surveys carried out at the recycling centres;						SEH 28 March 2017
4. Recommend the Cabinet Member for Clean Green Croydon circulate information to all councillors regarding the disposal of paint waste service and publicise the information more for residents;						SEH 28 March 2017

SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
5. Recommend the Cabinet Member for Clean Green Croydon lobby government for a national campaign, similar to the Keep Britain Tidy campaign, on the proper disposal of waste by supporting recycling and the reporting of flytipping; and						SEH 28 March 2017
6. Recommend the Cabinet Member for Clean Green Croydon support a local educational engagement campaign on recycling.						SEH 28 March 2017
South London Waste Partnership 1. Recommend that any savings in the new contract be reviewed as to whether they can be brought forward into the current contract;						SEH 28 March 2017
2. Recommend that the Cabinet Member and officers review the role of Street Champions in view of increasing the number of Street Champions and to review their remit so they have a greater engagement and understanding of the new contract;						SEH 28 March 2017
3. Recommend that a future update to the app will enable users to provide feedback on the report and the opportunity to report litter; and						SEH 28 March 2017

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. Recommend that the Council and Veolia ensure they futureproof any new technology and reporting mechanisms.						SEH 28 March 2017

Croydon Council

REPORT TO:	CABINET 23 January 2017
AGENDA ITEM:	15
SUBJECT:	Investing in our borough
LEAD OFFICER:	Sarah Ireland, Director of Strategy Communities and Commissioning
CABINET MEMBER:	Councillor Simon Hall Cabinet Member for Finance and Treasury
WARDS:	All
<p>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON: Effective outcome based commissioning and prudent financial transactions contribute to all corporate priorities.</p> <p>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."</p>	
<p>FINANCIAL SUMMARY: There are no direct costs arising from this report.</p>	
<p>KEY DECISION REFERENCE NO.: There are key decisions mentioned in this report, but approval of the recommendations in Section 1 of the report would not constitute key decisions.</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

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 detailed in section 4.2 of this report made by the Director of Strategy Communities and Commissioning, between 10th November 2016 – 22nd January 2017.

2. EXECUTIVE SUMMARY

- 2.1 This is a standard report which is presented to the Cabinet, for information, at every scheduled Cabinet meeting to update Members on:
- Contracts anticipated to be awarded under delegated authority from the Leader by the nominated Cabinet Member, in consultation with the Cabinet Member for Finance and Treasury and with the Leader in certain circumstances, before the next meeting of Cabinet. As at the date of this report there are none.
 - Delegated contract award decisions made by the Director of Strategy Communities and Commissioning [10th November 2016 – 22nd January 2017]
 - 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.
 - Contract awards to be agreed by the Cabinet at this meeting which are the subject of a separate agenda item; As at the date of this report there are none
 - Partnership arrangements to be agreed by the Cabinet at this meeting which are the subject of a separate agenda item; As at the date of this report there are none

3. DETAIL

- 3.1 Section 4.1 of this report lists those contracts that are anticipated to be awarded by the nominated Cabinet Member. As at the date of this report there are none
- 3.2 Section 4.2 of this report lists the delegated award decisions made by the Director of Strategy, Communities and Commissioning, between [10th November 2016 – 22nd January 2017].
- 3.4 Section 4.3 of this report lists the property acquisitions and disposals to be agreed by the Cabinet Member for Finance and Treasury before the next meeting of Cabinet.
- 3.5 Section 4.4 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. As at the date of this report there are none
- 3.6 Section 4.5 of this report lists the partnership arrangements recommended to the Cabinet for approval at this meeting. These partnership arrangements are the subject of separate agenda items and are itemised in this report for information only. As at the date of this report there are none
- 3.7 Procurement strategies where the value of the proposed contract is above £5,000,000 and approved under the Leaders delegation by, as

appropriate, Executive Directors for Place, People and Resources departments in consultation with the Cabinet Member for Finance and Treasury are available on the Croydon Council website found via this link [Procurement Strategies](#)

- 3.8 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 £500,000 to £5,000,000 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
Award of Contract for a Managing Agent for Advertising Assets*			Resources/ Cllr Hall

*This contract is in the range £500k to £5m however due to the nature of the market and the partner selected this information is considered to be commercially sensitive.

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 £100,000 & £500,000 and contract extension awards (no limit to value) that were previously approved as part of the original contract award recommendation.

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept
Croydon Multi-Disciplinary Consultancy Services (Growth Zone)		Total Contract award value £149,902	Place

4.3 Property acquisitions and disposals over £500,000 to be agreed by the Cabinet Member for Finance and Treasury.

The final sale of JWH was completed on the 9th January 2017. The sale value achieved was £4.25m. This has also resulted in the released of 39 Tamworth Road which will be handed back to the council by June 2017.

4.4 Revenue and Capital consequences of contract award decisions to be taken by Cabinet which are the subject of a separate agenda item.

None.

4.5 Revenue and Capital consequences of decisions to be taken by Cabinet to establish partnership arrangements, which are the subject of a separate agenda item.

None.

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 contained within this report is required to be reported to Members in accordance with the Council's Tenders and Contracts Regulations and the council's Financial Regulations in relation to the acquisition or disposal of assets.

5.2 The partnership arrangements referred to for the purposes of this report are those entered into pursuant to statutory powers for the delivery of services. As at the date of this report there are none.

Approved by: for and on behalf of Jacqueline Harris-Baker, Acting Council Solicitor and Acting 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: Jason Singh, HR Business Partner on behalf of the Assistant Director of Human Resources.

7. EQUALITY IMPACT

- 7.1 An Equality Analysis process has been used to assess the actual or likely impact of the decisions related to contracts mentioned in this report and mitigating actions have been defined where appropriate.
- 7.2 The equality analysis for the contracts mentioned in this report will enable the Council to ensure that it meets the statutory obligation in the exercise of its functions to address the Public Sector equality duty (PSED). This requires public bodies to ensure due regard to the need to advance equality of opportunity; foster good relations between people who share a “protected characteristic” and those who do not and take action to eliminate the potential of discrimination in the provision of services.
- 7.3 Any issues identified through the equality analysis will be given full consideration and agreed mitigating actions will be delivered through the standard contract delivery and reporting mechanisms.

8. ENVIRONMENTAL IMPACT

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

9. CRIME AND DISORDER REDUCTION IMPACT

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

CONTACT OFFICER:

Name:	Genine Whitehorne
Post title:	Head of Strategy, Communities and Commissioning (Resources)
Telephone no:	60584

BACKGROUND DOCUMENTS:

The following public background reports are not printed with this agenda, but are available as background documents on the Croydon Council website agenda which can be found via this link [Cabinet agendas](#)

Award of a Concession Contract for a Managing Agent for Advertising Assets**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).

Award of a Concession Contract for a Managing Agent for Advertising Assets