

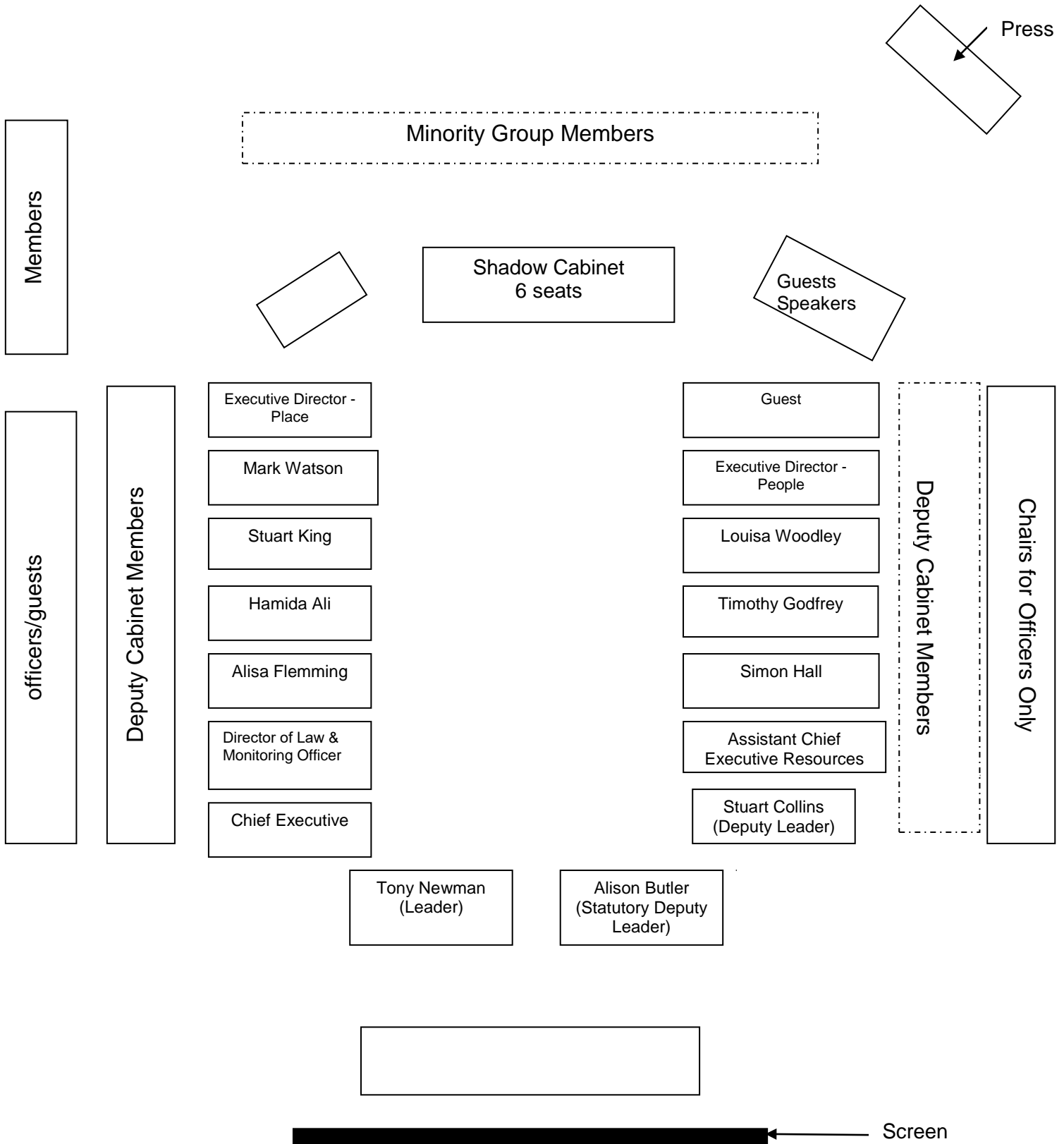


**CABINET  
AGENDA**  
for meeting on  
19 June  
2017 at  
6.30pm

# CABINET – 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 **19 JUNE 2017 at 6.30PM in THE COUNCIL CHAMBER**, The Town Hall, Katharine Street, Croydon, CR0 1NX.

Jacqueline Harris-Baker  
Director of Law and  
Monitoring Officer  
Bernard Weatherill House, 8 Mint Walk,  
Croydon CR0 1EA

Jim Simpson  
Democratic services manager  
Tel.020 8726 6000  
9 June 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](http://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 20 March 2017**  
(Page 1)
- 3. Disclosure of Interest**

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

- 4. Urgent Business (If any)**

To receive notice from the Chair of any business not on the agenda which should, by reason of special circumstances, be considered as a matter of urgency (the Chair's decision on such matters is final).

- 5. Exempt Items**

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

### **CABINET MEMBER: COUNCILLOR STUART COLLINS**

- 6. Don't Mess With Croydon – Young People Taking Pride and Campaign Update (this will include a video presentation)**  
**(page 5)**  
Officer: Shifa Mustafa, Steve Iles, Tom Lawrence  
Key decision: no

**CABINET MEMBER: COUNCILLOR TIMOTHY GODFREY**

**7. Fairfield Halls – It’s happening: Presentation**

**CABINET MEMBER: COUNCILLOR HAMIDA ALI**

**8. Community Safety Strategy 2017-2020 (this will include a presentation) (page 19)**

Officer: Shifa Mustafa, Andy Opie

Key decision: no, reserved to Council

**CABINET MEMBER: COUNCILLOR ALISA FLEMMING**

**9. Update on the development of Legacy, Croydon Youth Zone (this will include a video presentation) (page 61)**

Officer: Mark Fowler, David Butler

Key decision: no

**CABINET MEMBER: COUNCILLOR MARK WATSON**

**10. Small Business Commission (page 69)**

Officer: Shifa Mustafa, Emma Lindsell, Carol Squires

Key Decision: no

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

**11. Delivery of affordable housing (page 133)**

Officer: Richard Simpson, Jonathan Bunt

Key decision: yes

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

**12. Stage 1: Recommendations arising from Scrutiny (page 151)**

Officers: Richard Simpson, Stephen Rowan

Key decision: no

**CABINET MEMBER: COUNCILLOR SIMON HALL**

**13. Investing in our Borough  
(page 159)**

Officers: Richard Simpson, Sarah Ireland, Rose Younger  
Key decision: no

**AGENDA – PART B – none**

## CABINET

Meeting held on Monday 20 March 2017 at 6.30 pm in THE COUNCIL CHAMBER, The Town Hall, Katharine Street, Croydon, CR0 1NX.

### DRAFT MINUTES - PART A

Present: Councillor Tony Newman, Leader of the Council;  
Councillor Alison Butler, Deputy Leader (Statutory);  
Councillors Hamida Ali, Alisa Flemming, Timothy Godfrey,  
Simon Hall, Stuart King, Mark Watson and Louisa Woodley.  
Councillor Robert Canning deputised for Councillor Stuart Collins in a non-voting capacity.

Other Majority Group Members in attendance:  
Councillors Clouder, Fitzsimons, Jewitt, B. Khan, S. Khan, Lewis, Mansell, Pelling, Prince, Ryan and Young.  
Shadow Cabinet Members in attendance: Councillors Bashford and T. Pollard.

Other Minority Group Member in attendance: Councillors Bird and Buttinger.

Absent: Cabinet: Councillor Stuart Collins.

Apologies: Apologies for absence were received from Councillors Collins, Creatura, Cummings, Hale, Hopley, Perry, H. Pollard and Thomas.

Note: The meeting webcast can be accessed on [www.croydon.gov.uk](http://www.croydon.gov.uk)

### MINUTES - PART A

#### **A25/17 Part A Minutes of the Cabinet meeting held on 20 February 2017**

The Part A minutes of the Cabinet meeting held on 20 February 2017 were received. The Leader of the Council signed the minutes as a correct record.

#### **A26/17 Disclosure of Interest**

There were no disclosures of interest.

#### **A27/17 Urgent Business (if any)**

Leader of the Council, Councillor Tony Newman, made three announcements under this item.

1. The Leader of the Council read part of a letter from Chris Grayling MP, Secretary of State for Transport, on the upgrade to the Brighton mainline and supporting Croydon's development ambitions.
2. The Leader of the Council announced that the Council had won the Local Government Chronicle award for Digital Council of the Year, presented by the Council staff to Councillor Watson, and passed on his congratulations to all the staff who had worked so hard on this service.
3. The Leader of the Council congratulated Jacqueline Harris-Baker on her appointment as the Council's Director of Law and Monitoring Officer earlier that day.

(Note: the full announcements can be viewed on the meeting webcast)

**A28/17 Exempt Items**

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

**A29/17 Delivering Across the Borough**

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

RESOLVED to note the report.

**A30/17 New Addington Leisure Centre and Housing Redevelopment – Award of Contracts**

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

RESOLVED

1.1 to note that in order to effectively deliver the New Addington Leisure Centre, community centre and Housing redevelopment the Leader of the Council will be asked to agree the following delegations associated with the award of contracts to the Executive Director of Place in Consultation with the Cabinet Member of Homes, Regeneration and Planning, Cabinet Member for Finance and Treasury and, where the contract value is in excess of £5m, the Executive Director of Resources:

1.1.1 Contract award for professional services which will be appointed to include a Quantity Surveyor and an Employers Agent via a consultancy to manage delivery of the construction contract to build the leisure centre, community facilities and housing on behalf of the Council at a maximum value of £750k for a term of 2.5 years.



1.1.2 subject to detailed contractor's costs and further allocation from the capital programme as required, a contract award recommendation to a construction contractor an estimated maximum contract value of £25.563m for 2 years to further develop and build the New Addington Central Parade Leisure Centre, Community Centre and housing scheme.

1.2. Subject to the decision maker being satisfied that the Council has received satisfactory proposals from the appointed Contractor on Time, Cost and Quality, that the above delegations include any subsequent contract approvals and decisions relating to:

- variations to the Main Construction Build NEC3 Contract;
- demolition works
- associated Enabling Works Contracts;
- and any early orders which may be necessary to secure production slots
- any requirement for temporary accommodation that may be required during the Works.

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

1.4 To note that contract awards anticipated under these delegations and associated with the New Addington Central Parade Leisure Centre, community centre and housing scheme are estimated to be a value of £26.313m, subject to contractor's final costs submissions.

**A31/17            New Air Quality Action Plan 2017-2022**

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 commencement of consultation on a draft Air Quality Action Plan for 2017-2022.

**A32/17            Stage 1: Recommendations arising from Scrutiny and Overview Committee 10 January 2017 and the Streets, Environment and Homes Scrutiny Sub-Committee 31 January 2017**

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

RESOLVED to receive the recommendations arising from the meetings of the Scrutiny and Overview Committee (10 January 2017) and the Streets, Environment and Homes Scrutiny Sub-Committee (31 January 2017) and to provide a substantive response within two months (ie. at the Cabinet meeting on 19 June 2017).

**A33/17**

**Scrutiny Stage 2: Responses to recommendations from the Scrutiny and Overview Committee meeting on 1 November 2016  
Children and Young People Sub-Committee Meeting on 6 December 2016; Streets, Environment and Homes  
Sub-Committee Meeting on 22 November 2016**

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 response reports and action plans attached to the report (at Appendix A to the report) and that these be reported to the Scrutiny and Overview Committee.

**A34/17**

**Investing in our Borough**

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

RESOLVED to note:

1. The list of delegated award decisions made by the Director of Strategy Communities and Commissioning, between 19/01/2017 – 15/02/2017.
2. The contract over £500,000 in value anticipated to be awarded by the Executive Director of Place in consultation with the Cabinet Member for Homes, Regeneration and Planning, which is the subject of a separate item on this agenda (see minute A30/17).

**MINUTES - PART B**

None

The meeting ended at 9.05 pm

<b>REPORT TO:</b>	<b>Cabinet</b> <b>19 June 2017</b>
<b>AGENDA ITEM:</b>	<b>6</b>
<b>SUBJECT:</b>	<b>Don't Mess With Croydon – Young People Taking Pride and Campaign Update</b>
<b>LEAD OFFICER:</b>	<b>Shifa Mustafa, Executive Director – Place</b> <b>Steve Iles, Director of Streets</b>
<b>CABINET MEMBER:</b>	<b>Councillor Stuart Collins</b> <b>Deputy Leader and Cabinet Member for Clean Green Croydon</b>
<b>WARDS:</b>	<b>All</b>

**CORPORATE PRIORITY/POLICY CONTEXT:**

**Cleaner & Greener**

These services meet the Council's Corporate priorities to:

- 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
- Support improved use of Council assets and investment in energy and carbon management.
- Contribute to the local economy and environment through social value.

**AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS:**

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.

**FINANCIAL IMPACT**

There are no new direct finance implications arising from this report. The cost of delivering the projects are to be funded from existing Revenue and Capital budgets and were agreed as part of the budget setting report presented to Cabinet in February 2017.

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 Young People Taking 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 progress on 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, Croydon, 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 in particular, increasing involvement of young people in the borough.
- 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.
- 2.4 As a National trend, interest in environmental issues tends to be lower amongst young people than other age groups. Recently, the South London Waste Partnership (SLWP) commissioned BMG Research to carry out scientifically-robust and representative research into the views of local residents around waste management. **The research found that** Recycling behaviours are less well entrenched amongst younger residents, with 16-34 year olds significantly less likely to state that they recycle as much as they can (54%) than other age groups. 16-34 years are significantly more likely than any other age group to identify a 'lack of time' as being a barrier to recycling more.

3.

**Table 1: Importance of waste management by age (All responses)**

Waste management	16 - 34	35 - 44	45 - 54	55 - 64	65+
Very important	69%	<u>90%</u>	<u>83%</u>	<u>90%</u>	<u>88%</u>
Fairly important	<u>28%</u>	9%	17%	7%	10%
Summary: Important	97%	99%	99%	98%	97%
<b>Unweighted Bases</b>	<b>235</b>	<b>154</b>	<b>229</b>	<b>159</b>	<b>207</b>

**Table 2: Attitudes to recycling by age (All responses)**

	16 - 34	35 - 44	45 - 54	55 - 64	65+
Recycle as much as you can, even if it requires additional effort	54%	<u>75%</u>	<u>75%</u>	<u>73%</u>	<u>80%</u>
Recycle when it is made easy to do so, and only requires a little additional effort	<u>36%</u>	19%	21%	21%	16%
Only recycle if it does not require any additional effort	5%	3%	2%	6%	3%
Do not recycle	<u>5%</u>	2%	2%	0%	1%
Don't know	0%	0%	1%	0%	0%
<b>Unweighted Bases</b>	<b>235</b>	<b>154</b>	<b>229</b>	<b>159</b>	<b>207</b>

- 3.1 The ongoing success of the DMWC Campaign will be dependent on the support of the whole community, meaning both Croydon and the SLWP will need to explore new ways of communicating and engaging with young people, including the use of with Recycle for London's three-year (2017-2020) communications and education campaign which will be focused on 18-34 year olds and exploring technologies such as Apps that provide timely proactive recycling-related prompts, to remove the 'lack of time' barrier reported by this age group.
- 3.2 To this effect, the authority has launched the DMWC – Young People Taking Pride campaign, which specifically aims to engage young people with the wider objectives of the DMWC campaign.

#### **4. Developing Young People Taking Pride**

4.1 As with the wider DMWC Campaign, Young People Taking Pride (YPTP) 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. The following actions listed will feed into the wider campaign.

4.2 Employment of a dedicated Recycling Education Officer. A fully qualified and experienced teacher has been employed into the Recycling Team. This officer has reviewed the curriculum for primary schools and developed a set of classroom resources for young people which support the DMWC campaign. A selection of lesson plans is being developed so that teachers can use a 'pick and mix' approach which will encourage long term use with curriculum links. Initial approaches have been made to schools to trial these resources, with the aim of a fully developed programme being available for use in schools for the summer term. Initially schools in the areas where the resident engagement team are active will be prioritised prior to opening the programme up to schools across the borough. There are plans underway to as well as developing some summer activities for these children during the holiday period, as well as developing an additional set of resources for secondary school pupils in the autumn.

#### **4.3 Working with Schools Teachers' Survey**

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 12 responded, and one school has contacted the council directly to express an interest in helping to develop and promote the programme. As part of the 'pick and mix approach detailed in 5.2 lesson plans will be available covering the whole waste hierarchy including waste reduction and reuse.

#### **4.4 Targeting opinion formers and influencers**

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. Councillors in the areas where the resident engagement team will be working have been contacted many have supplied the details of contacts within those communities for the team to follow up this is with the aim of supplying recycling education and encouragement through a number of local communications channels.

- 4.5 A collaboration between three primary schools has seen pupils designing stickers with messages promoting clean, green Croydon with the winning designs to be displayed on the Solar Compacting litter bins in the surrounding area. Pupils from the schools involved will be in attendance at this Cabinet Meeting where the winning designs will be announced by the Cabinet Member, and this will be followed up with a photoshoot with the pupils and the Cabinet Member and the bins featuring their designs.
- 4.6 Working with the Cabinet Member and Veolia, an anti-litter poster competition amongst local schools, the winning designs will appear on Veolia vehicles as part of the Council's anti-litter campaign.

## **5. Complementing the wider DMWC Campaign**

- 5.1 The Don't Mess with Croydon, Take Pride campaign 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.
- 5.2 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.
- 5.3 To tackle some of these issues, we have put in place special fly-tip reaction teams to carry out observations at known fly tip hotspots and 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.
- 5.4 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.
- 5.5 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.
- 5.6 As part of "Ambitious for Croydon" the council has for the 1<sup>st</sup> 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. 90.1% fly tips on Council land are currently cleared within 48 hours.

- Development of My Croydon smart phone app to report fly tips, work is also underway to investigate a report back addition to the current app.
- Recruitment of 327 Street Champions and 136 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.
- 150 people have been successfully prosecuted for fly-tipping and other environmental offences with two offenders receiving jail sentences.
- 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. This has now been extended to include Selhurst, Thornton Heath and South Norwood. 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 2500 inspections since the campaign began.
- Introduced 90 dual use recycling receptacles on highways at key transport hubs, town and district centres.
- Introducing 80 Big Belly solar compacting bins in the town centres and areas of high footfall, 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.

5.7 The DMWC campaign has received national acclaim and was featured on BBC's Inside Out, The One Show, Sky News 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. 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. Croydon is now an Exemplar Member of the Keep Britain Tidy Network.



5.8 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 327 clean and green street champions and led 136 local community clear-ups on both public and private land.

## **6. Increasing Participation in the wider community**

6.1 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.

6.2 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.

6.3 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.

6.4 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.

6.5 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.

6.6 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.

6.7 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.

- 6.8 Communications will also be required to engage with relevant audiences identified by the demographics work, such as landlords and schools.

## **7. Behavioural Insights Project**

- 7.1 A project commenced in January 2017 aiming 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.
- 7.2 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.
- 7.3 The project, which is ongoing has focused on 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 are then be sent to BIT and they have developed a number of messages with the aim of encouraging increased participation. These messages are then included in a letter which is be posted out to non-recyclers, following the mailing further analysis will assess whether that address has started recycling.
- 7.4 For each contacted household there is a measurement period of 6 weeks, which starts one week after the communication is received.
- 7.5 This project commences in January 2017 and is expected to conclude in August 2017. The findings of this project will assist in developing a forward works programme to encourage and maximise participation in household recycling.

## **8. South London Waste Partnership Contract**

- 8.1 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.
- 8.2 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.

- 8.3 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.
- 8.4 Another benefit that Croydon's Officers negotiated through 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.
- 8.5 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.
- 8.6 This plan has yielded some extremely positive results with over 90% of street cleansing inspections showing streets achieving either an A or B standard, using the guidelines for assessing street cleanliness produced by Keep Britain Tidy.
- 8.7 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.
- 8.8 Following detailed talks with Veolia and the agreed training of their staff, there has been a notable rise in public recognition of the street cleaners improved performance resulting in compliments emailed to the Council and Veolia. The Council and Veolia have therefore agreed that there will be Veolia Staff Recognition Awards and that these will take place at the Council's Awards night.

8.9 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.

## **9. Capital Investment**

9.1 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, a capital investment of £1.28M has been made, which includes:

- Bringing in 4 compact mechanical sweepers split North/Central & South, these vehicles are already operational and are being used strategically to 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.

9.2 Following a successful trial, the installation 80 solar powered bins have been placed in district centres and high footfall area such as approaches to transport interchanges and high use public parks to replace the existing bins. These Solar powered street bins are able to compact waste to up to 8 times the capacity of a standard street bin. The council is also currently investing in various items through its existing capital programme. These are already funded within the budget. 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.

9.3 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.

9.4 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.

9.5 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.

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

There are no direct financial implications arising from this report. The budget for the services delivered as part of the South London Waste Partnership and the Don't mess with Croydon Campaign will be funded from existing revenue and capital budgets that have previously been agreed by Cabinet as part of the budget setting report in February 2017.

### **Future savings/efficiencies**

The financial investment in services and education of our residents will enable revenue savings to be generated which are to be reinvested into improvements in the current service prior to the new SLWP contract. The new contract when operational will also deliver significant savings for the council which have been documented in previous cabinet reports.

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

## **11. 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 on behalf of the Director of Law and Monitoring Officer).

## **12. 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)

## **13. EQUALITIES IMPACT**

13.1 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.

13.2 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.

## **14. ENVIRONMENTAL IMPACT**

14.1 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.

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

15.1 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.

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

- 16.1 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.
- 16.2 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 offences.

## **17. OPTIONS CONSIDERED AND REJECTED**

- 17.1 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, tel: 0208 726 6000 ext 52520

### **BACKGROUND DOCUMENTS:**

None.





**For General Release**

<b>REPORT TO:</b>	<b>Cabinet 19 June 2017</b>
<b>AGENDA ITEM:</b>	<b>8</b>
<b>SUBJECT:</b>	<b>Community Safety Strategy 2017-2020</b>
<b>LEAD OFFICER:</b>	<b>Shifa Mustafa - Executive Director of PLACE Andy Opie – Director of Safety</b>
<b>CABINET MEMBER:</b>	<b>Councillor Ali Cabinet Member for Communities, Safety and Justice</b>
<b>WARDS:</b>	<b>All</b>
<p><b>CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON</b>  <b>Croydon’s Community Strategy 2016-2021</b></p> <ul style="list-style-type: none"> <li>• Secure a safer, cleaner and greener borough</li> <li>• Secure a good start in life</li> <li>• A great place to work, learn and live</li> <li>• Improving the environmental wellbeing of our residents and communities</li> <li>• Importance of providing a safe clean environment to a place of success and future growth</li> </ul> <p><b>Corporate Plan/Priority projects</b></p> <ul style="list-style-type: none"> <li>• Growth</li> <li>• Independence</li> <li>• Liveability</li> </ul> <p>The report sets out the council’s partnership approach to tackle community safety, which includes, tackling the overall crime rate in Croydon, including violent crime, domestic violence, serious youth violence, property crime, reducing re-offending rates, Anti-Social Behaviour (ASB), drugs and alcohol. The strategy also focuses on increasing community confidence and addressing issues of environmental crime.</p>	
<p><b>FINANCIAL IMPACT</b></p> <p>The main resource for delivering the strategy will be the partners themselves. Partner agencies include, Police, Probation, Courts, NHS, Prisons, and the Fire Authority. The Safer Croydon Partnership is responsible for commissioning projects from the London Crime Prevention Fund. Croydon has been awarded £833,527 in 2017/18 and £583,469 in 2018/19 from the London Crime Prevention Fund, so this strategy ensures that we are clear about our local priorities and that this grant is allocated to the right projects. Funding for the final year of the strategy will be confirmed at a later date</p>	

**FORWARD PLAN 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**

- 1.1 That the Cabinet recommend to Full Council that it agree the Community Safety Strategy for Croydon 2017-2020.

**2. EXECUTIVE SUMMARY**

2.1 This report presents an overview of the Community Safety Strategy for Croydon 2017-2020 (the Strategy) and seeks a recommendation for its sign off at Full Council. The Strategy has been developed following extensive research and consultation so that the Safer Croydon Partnership has a full understanding regarding crime trends and public perception. Following the development process the 5 main priorities of the Strategy have been agreed as:

- Reduce the overall crime rate in Croydon; focus on violent crime and domestic abuse
- Improve the safety of children and young people
- Improve public confidence and community engagement.
- Tackle anti-social behaviour and environmental crime
- Improve support and reduce vulnerability for all victims of crime; focus on hate crime.

**3. COMMUNITY SAFETY STRATEGY 2017-2020**

3.1 The Safer Croydon Partnership (the Partnership) has a statutory duty in relation to reducing crime and ASB, including the misuse of drugs and alcohol and to tackle re-offending. The Partnership comprises the Council, Police, NHS, Fire Authority, Probation services, businesses and the voluntary and community sector. The statutory duties include producing a three-year Community Safety Strategy, undertaking annual reviews, regular assessments and consultation to ensure priorities and actions are clearly identified and based on good evidence.

3.2 The development of the strategy has taken place following the production of a Strategic Assessment, which analyses crime and anti-social behaviour trends together with extensive consultation with the public and partners. All of this information is then used to enable the Partnership to agree its priorities.

3.3 The Strategic Assessment interprets and presents the summary findings of an intelligence analysis of data provided from a number of different sources including the police, council, NHS, probation, fire and other partner agencies. The Strategic Assessment identifies current and possible future issues and its purpose is to help inform the Partnership work programme. The key findings from the most recent Strategic Assessment are detailed below.

### 3.4 Total Notifiable Offences (TNO)

- Overall the volume of TNO crime in Croydon, has been going down, reaching a low of 28265 TNO offences in 2014 from a base line of 34194 TNO offences in 2005.
- 2015 saw a small rise overall in the volume of TNO's to 28739 offences however this was still a 16% reduction against the baseline year of 2005.
- 2016 again saw a rise overall in the volume of TNO's to 30034 offences however this was still a 12% reduction against the baseline year of 2005.

### 3.5 Offence profile

- All violent crimes have seen increases in the last year.
- Racist and religious hate crime has seen an increase.
- Gun crime and knife crime saw reductions up until 15/16 but have then seen large increases in the last year.
- Residential burglary, and personal robbery have seen a marked reductions up until 15/16 with a small increase in 16/17.
- Theft of a motor vehicle and theft from a motor vehicle have both seen reductions up to 15/16 with increases in 16/17.
- Robbery saw a 70% reduction between 12/13 and 15/16 but has then seen a large increase in 2016/17.
- Domestic abuse continues to see an upward trend across London. In the rolling year to December 2016 there were 3800 domestic abuse offences recorded. Croydon is ranked 7<sup>th</sup> highest for domestic abuse, with 21 incidents per 1,000 population in the rolling year to December 2016.
- Fly tipping has also increased and is a concern for the public; however this may be a consequence of our successful 'Don't Mess with Croydon Campaign resulting in more people being aware of the problem.
- The current trend shows that anti-social behaviour has dropped significantly over the last few years but has seen a small increase in the last year.

### 3.6 Victims

- There were 10,698 victims of crime in Croydon. Of those victims, there were slightly more females than males.
- The peak age range for victims are aged 20 to 24, the most vulnerable age group are aged 15 to 34.

### 3.7 Offenders

- There were 2783 offenders of those there were more male offenders than female.
- The offenders most likely to commit offences of violence are aged 15 to 29. Offenders aged 15 to 19 are most likely to commit knife crime offences.
- Offenders most likely to commit offences of violence are aged 15 to 29.

### 3.8 Locations

- Croydon town centre is the key crime hot spot together with the northern wards, primarily due to their large population and transport links.

### 3.9 Time and day

- Across the week the peak time for all offences is from 3pm to 7pm and 8pm to 1am, and the peak days for crime are Sunday and Saturday
- 3.10 There is a correlation between areas of high deprivation and crime rates in Croydon; more crime is committed in the north of the borough, largely due to a higher population density, and more pockets of deprivation. Vulnerability is becoming increasingly concentrated within certain places and amongst certain individuals. According to Mayor's Office for Policing and Crime (MOPAC's) Vulnerable Localities Profile, the top 10 per cent of wards (63) are disproportionately impacted compared to other parts of London. On average, over 3 times more victims of burglary, robbery, sexual offences live in these top 10 per cent compared to the least vulnerable. It is therefore important that interventions are targeted to the most vulnerable locations.
- 3.11 One priority location moving forward will be the town center and West Croydon area. Since the summer of 2016 the town center and West Croydon has experienced anti-social behavior, which requires long term strategies to tackle. Particular issues worth highlighting are street drinking in the Queens Gardens and high volumes of school children congregating on North End with some significant disorder on a couple of occasions and a serious stabbing in early February 2017. Partnership strategies will be a priority in the forthcoming strategy, including exploring the use of Public Space Protection Orders.
- 3.12 As well as the short and medium term priorities to tackle the issues in the town centre it is important that we look to the future of Croydon and the significant growth that will be happening over the next few years. The construction phase will pose a unique set of safety and security issues but it is essential that we take every opportunity to ensure that we end up with a safe, modern, attractive space. Designing out crime through our planning processes is essential as well as reviewing our CCTV service. This includes opportunities for modernising and improving our current infrastructure as well as making better use of the CCTV Control Room as a partnership operations hub.
- 3.13 Safety and security on the transport network is a current priority for the Safer Croydon Partnership. The number of people killed or seriously injured in road traffic collisions on Croydon in 2015 is at an all-time low, having dropped from the previous record low of 71 in 2014, to 65 in 2015. The three year rolling average has fallen to 69.0, and is below the target figure of 87.8 for the year 2020. This issue was not flagged as a particular priority by the public when asked as part of the Safer Croydon survey but this remains a strategic priority for the borough. Enforcement of road safety is the responsibility of the police but there are a number of partnership interventions. These include Operation Safeway, which is a high profile tactic of engaging with driver's at the most vulnerable junctions, providing education and enforcement where appropriate. The Council and Police Safer Transport Team also work in partnership to utilise the various speed detection devices at key locations around the Borough. In addition Transport for London and the Metropolitan Police Service (MPS) work together to run Community Roadwatch - a road safety initiative which aims to reduce speeding in residential areas. If local residents want to take part they

can contact their local MPS Safer Transport team, which can be located through the Met Police website or on the following link:

[MPS Safer Transport Team](#)

## Mayor's Office for Policing and Crime

3.14 MOPAC have recently launched a new Policing and Crime Plan for London. This can be found at:

[https://www.london.gov.uk/sites/default/files/mopac\\_police\\_and\\_crime\\_plan\\_2017-2021.pdf](https://www.london.gov.uk/sites/default/files/mopac_police_and_crime_plan_2017-2021.pdf)

This sets out a focus on the following key priorities:

- Keeping children and young people safe.
- Tackling violence against women and girls.
- Standing together against extremism, hatred and intolerance.

Underpinning themes include:

- Vulnerability
- Meeting the needs of victims
- Social integration and tackling inequalities, with an aspiration that *'the place that you live in, the communities you belong to and the individual that you are should not disproportionately impact your exposure to crime'*

3.15 There are a number of proposed commitments by MOPAC including:

- 2 dedicated PCs plus 1 PCSO per ward
- Consideration of merging Borough Command Units. The current proposal is for Croydon to merge with Sutton and Bromley
- Focus on protecting vulnerable children and adults, in collaboration with statutory and voluntary sector partners.
- Invest in new technology and ways of working to keep police officers out on the front line and help them do their jobs more effectively.
- Encourage more female and BAME Londoners to join the MPS and build lasting, successful careers for all MPS officers and staff.
- Support the work of the Night Czar to deliver a safe and enjoyable night time economy.
- Work together with the MPS, TfL, British Transport Police (BTP), City of London Police and other enforcement partners to keep our transport network and roads safe.
- Work with businesses to help protect them from crime, making our city a safer place to work and do business.

3.16 Croydon welcomes the shift in focus away from the high volume crimes such as thefts and criminal damage to more of an emphasis on supporting victims and reducing vulnerability. Croydon experiences high levels of domestic abuse, sexual violence, serious youth violence, hate crimes and have already started shifting its focus for commissioned projects through the London Crime Prevention Fund (see 3.20) in line with the Mayor of London's plan.

3.17 From March 2017, MOPAC are proposing to adopt a new method for prioritising and scrutinising local (Croydon's) policing priorities. High harm crimes and protecting vulnerable people will be included in local priorities in every borough across London to ensure that the police and local partners are focused properly

on these most serious and harmful offences against vulnerable people. This includes a focus on child sexual exploitation, violence against women and girls, gangs, knife crime and gun crime.

3.18 However, the issues of greatest concern and the highest volume crimes in one borough may be very different to those of another. The Partnership have been liaising with MOPAC over its local priorities and these have been agreed as violence with injury (non-domestic), burglary and anti-social behavior.

3.19 This change in focus makes it even more crucial that the Safer Croydon Partnership works collaboratively with the Health and Wellbeing Board, and the Children’s and Adults Safeguarding Boards to ensure that there is clear leadership and responsibility where there are issues that may overlap in to different partnership agendas. The community safety strategy presents high level priorities and actions so these will be underpinned by more detailed plans that will be developed with the relevant partnerships.

**London Crime Prevention Fund (LCPF)**

3.20 The Safer Croydon Partnership was previously responsible for the management of a number of ring fenced grants although these have now ceased entirely and replaced with the London Crime Prevention Fund (LCPF) administered by the Mayor’s Office for Police and Crime (MOPAC). Direct funding to boroughs is committed for 2 years to allow for flexibility in terms of spend over a 24 month period. Croydon’s allocation is set out below;-

<b>2016/17 Allocation</b>	<b>2017/18 Allocation</b>	<b>2018/19 Allocation</b>	<b>Compared to 2016/17</b>	<b>17/18 and 18/19 combined</b>
£601,250	£833,527	£583,469	£-177,810	£1,416,996

3.21 Croydon has continued with a number of existing projects but have used the opportunity to develop some new projects, which are more in line with MOPACs new policing and crime plan. The projects confirmed for 17/18 and 18/19 are for the following areas:

- Gangs – County lines, key work and intelligence
- Knife crime prevention
- Young offenders – early interventions, education and training and mentoring
- Safer London Foundation – Child Sexual Exploitation (CSE)
- Victim Support with a focus on young victims
- Anti-Social Behaviour
- Hate Crime
- Domestic Abuse and Sexual Violence
- Integrated Offender Management

3.22 From April 2019 MOPAC are proposing a 30% top slice fund of LCPF allocations across London, which will then be used for regional commissioning projects. For Croydon this is a reduction of c£250k. The process of agreeing the priorities for the regional projects is yet to be confirmed in any detail but this does represent a risk to the delivery of the local projects currently being commissioned. It is also worth noting that this also represents an opportunity for new projects being available in Croydon. The key issue for the partnership is to ensure that is

engaging with the process and that any future regional projects take into account local needs. Discussions are underway with regional colleagues to assess joint priorities and what opportunities there may be to commission services together.

## Priority Setting

3.23 As we set out our three-year plan, we also need to consider external factors such as on-going financial pressures, the impact of Brexit, the threat of terrorism, and how crime is changing. For example, burglary offences are reducing but on-line fraud has nearly doubled during the past few years. The National Fraud Intelligence Bureau (NFIB), recorded 119,426 incidents in 2011/12 but this rose to 230,406 in 2014/15 and 85% of all identity fraud now occurs online.

3.24 Taking into account these factors, and the findings from the 2016 Strategic Crime Assessment, public consultation as well as the views from stakeholders, during the next 3 years our draft strategic priorities are:-

- **Reduce the overall crime rate in Croydon; focus on violent crime and domestic violence.**
- **Improve the safety of children and young people.**
- **Improve public confidence and community engagement.**
- **Tackle anti-social behavior and environmental crime.**
- **Improve support and reduce vulnerability for all victims of crime; focus on hate crime.**

3.25 The community safety strategy was discussed at the Scrutiny committee on 7th March 2017. The draft strategy was shared with the committee who were supportive of the draft priorities. Although the committee's conclusions and recommendations are still to be formally agreed the areas of discussion at the committee have been included in the final draft of the strategy.

3.26 The strategy supports the 2017-2021 London Police and Crime Plan and builds on a solid foundation of successful partnership working on crime and anti-social behavior in Croydon. Much of what we set out in our previous strategy has been achieved. However, we also recognise that there is still much more to do, but we are determined to work together to make Croydon a safer place to live, work and visit.

## 4. CONSULTATION

4.1 As well as analysing data provided by partner agencies, the development of the Strategy also takes into consideration the views of local communities. The SCP ran an on-line survey which started 19 September and ended 20<sup>th</sup> November 2016 (sample size of 567 respondents). The respondents to the questionnaire were self-selecting meaning that there are limitations with the conclusions that can be drawn from it. However, the sample size was significant so it does give a useful indication of public feeling.

In this most recent survey the top 5 crimes of most concern are:

- anti-social behavior
- burglary
- fly-tipping,
- people dealing or using drugs
- violent crime.

The top 5 comments identified the following issues as a concern:

- more visible policing in the borough, especially in the Town Centre at night
- more CCTV coverage for the borough
- tougher sanctions on fly tipping, littering and spitting
- more wardens patrolling housing estates
- tackling ASB in local neighbourhoods

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

**5.1** There are no direct consequences as a result of this report.

### **5.2 The effect of the decision**

The decision approves the wider strategy in relation to crime reduction but does not commit the council to any additional spend. The Safer Croydon Partnership is responsible for commissioning projects from the London Crime Prevention Fund. Croydon has been awarded £833,527 in 2017/18 and £583,469 in 2018/19 so this strategy ensures that we are clear about our local priorities and that this grant is allocated to the right projects. Funding for the final year of the strategy will be confirmed in the future and expenditure will be contained within the funding available.

### **5.3 Risks**

The main resource for delivering the strategy will be the partners themselves. This will include in particular the Police, Council, Probation, Courts, NHS and Prisons. All public sector services continue to face significant challenges in meeting budget cuts. The strategy takes into account these challenges and details a number of new ways of working in partnership to ensure that we provide efficient and effective services.



#### **5.4 Options**

No options have been identified.

#### **5.5 Future savings/efficiencies**

None have been identified which arise directly from the report recommendations.

(Approved by: Lisa Taylor, Director of Finance, Investment and Risk, and Deputy S151 officer)

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

- 6.1 The Council Solicitor advises that Section 4 of the Local Government Act 2000 imposes a duty on local authorities to prepare a community strategy for promoting or improving the economic, social and environmental well-being of their areas and contributing to the sustainable development in the United Kingdom.
- 6.2 Under the Crime and Disorder Act 1998 (as amended by Section 22 of the Police and Justice Act 2006) responsible authorities are required to work together through Crime and Disorder Reduction Partnerships. In this respect Section 6 requires these authorities to formulate and implement a Strategy for the reduction of crime and disorder in their area (including anti-social behaviour adversely affecting the local environment) and for combating the misuse of drugs, alcohol and other substances in the area
- 6.3 Regulations made under S.6 provide that the Strategy must be published and include the objectives to be pursued and the long term and short term performance targets for measuring the extent to which these objectives have been achieved.
- 6.4 Section 17 of the Crime and Disorder Act 1998 (as amended by Section 22 of the Police and Justice Act 2006) imposes a duty on local authorities and police authorities to exercise their functions with regard to effect on crime and disorder. They are required to do all they can to prevent crime and disorder in the area (including anti-social and other behaviour adversely affecting the local environment) & the misuse of drugs, alcohol and other substances.

(Approved on behalf of the Director of Law and Monitoring Officer)

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

- 7.1 There are no immediate human resource impacts arising from the recommendations within this report.
- 7.2 Approved by: Jason Singh, Head of HR Employee Relations on behalf of the Director of HR.

## **8. EQUALITIES IMPACT**

- 8.1 All activities in the Community Safety Strategy have been subject to an Equalities Impact Assessment (EIA) which highlights a range of potential positive impacts arising from the new strategy and the approach of the Safer Croydon Partnership. Positive impacts include improved services for victims of crime, which disproportionately affect young people and women, such as robbery and domestic violence. Furthermore, the strategy sets out actions to positively impact other protected groups including reducing hate crime, trafficking, violent extremism and honour based violence.
- 8.2 It also highlights the potential negative effect on young people with regard to enforcement action to tackle ASB, which should be mitigated through our work with Children's Services and community engagement generally prior to and during such an intervention. However, overall the strategy will have a positive impact on protected groups.

## **9. ENVIRONMENTAL IMPACT**

- 9.1 This is contained within the Community Safety Strategy and includes activities to deal with a range of environmental crimes such as graffiti and fly tipping.

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

- 10.1 The Community Safety Strategy is influenced by the strategic assessment, an audit of crime and disorder in the Borough and sets out a range of priorities and activities aimed at reducing the impact of crime and disorder in the community.

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

Under the Crime and Disorder Act 1998 (as amended by Section 22 of the Police and Justice Act 2006) Local Authorities are required to work together through Crime and Disorder Reduction Partnerships to formulate and implement a Strategy for the reduction of crime and disorder in their area (including anti-social behaviour adversely affecting the local environment) and for combating the misuse of drugs, alcohol and other substances in the area. The agreement of the Community Safety Strategy is therefore a statutory requirement.

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

- 12.1 There are no other options available.

---

**CONTACT OFFICER:** Andy Opie, Director of Safety

**BACKGROUND PAPERS:** Equality analysis

**Appendix to this report:**

Appendix A: Draft Community Safety Strategy 2017-20



# **Safer Croydon**

## **Community Safety Strategy**

### **2017-2020**

Introduction	page 3
Croydon Facts	page 5
Key issues 2014-2017	page 6
Strategic Assessment - Key Findings	page 11
Public Engagement Summary	page 16
Delivery Framework	page 20
Key Strategic Priorities	page 23

DRAFT

# Introduction

The Safer Croydon Partnership (SCP) acts as the statutory Community Safety Partnership for Croydon as stipulated by the Crime and Disorder Act 1998. The SCP is responsible for co-ordinating the development and implementation of Croydon's Community Safety Strategy. The partnership comprises police, council, fire, probation and health agencies, as well as businesses, community and voluntary sector organisations.

The Crime Survey for England and Wales published September 2016, estimated 6.7 million adults aged 16 and over, were a victim of at least 1 crime and that 4.6 million offences were reported in 2016, an annual rise of 7%. However, a large proportion of the rise is considered to be due to continued improvements, in crime-recording practices and processes.

The current trend for the total number of offences is up by +3.05% (893 offences) when compared to the previous financial year although the long term picture shows that crime has fallen significantly over the last 10 years. Croydon ranks 6th by volume and 19th by rate per 1,000 populations (1 being highest) when compared with all the other London Boroughs. With regards to specific crimes the trend for acquisitive crimes such as thefts and burglaries are significantly down however violent crimes are on the increase.

There is a correlation between areas of high deprivation and crime rates in Croydon; more crime is committed in the north of the borough, largely due to a higher population density, and more pockets of deprivation. Vulnerability is becoming increasingly concentrated within certain places and amongst certain individuals. According to the Mayor's Office of Policing and Crime's (MOPAC's) Vulnerable Localities Profile, the top 10 per cent 9 of wards (63) are disproportionately impacted compared to other parts of London. On average, over 3 times more victims of burglary, robbery, sexual offences live in these top 10 per cent compared to the least vulnerable. Repeat victimisation is also a key issue; around one in 10 crimes is committed against people who have been victims of crime in the previous year. Perpetrators of other crimes, such as domestic abuse, have much higher levels of repeat victimisation.

Croydon's reputation as a place is improving, but there is more work to do. The findings from the 2016 Fear of Crime Survey confirms most residents do feel safe, but 23% feel unsafe to some degree. The results of the 2016 Crime Quiz found all of the respondents thought levels of crime and anti-social behaviour in Croydon are much higher than actual reported cases. Therefore, we want to increase public confidence and reduce the fear of crime in Croydon. We believe the best way to do this is to continuously improve the way all of our local partner agencies and services work together delivering solutions to local crime and anti-social behaviour problems.

As we set out our three-year plan, we also need to consider external factors such as a growing and more diverse population, on-going financial pressures, the impact of Brexit, the threat of terrorism, and how crime is changing. For example, burglary offences are reducing but on-line fraud has nearly doubled during the past few years. The National Fraud Intelligence Bureau (NFIB) recorded 119,426 incidents in 2011/12 but this rose to 230,406 in 2014/15 and 85% of all identity fraud now occurs online.

From March 2017, following adoption of the Mayor's Police and Crime Plan MOPAC are proposing to adopt a new method for prioritising and scrutinising local policing priorities. High harm crimes and protecting vulnerable people 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. This includes a focus on child sexual

exploitation, violence against women and girls, gangs, knife crime and gun crime. The key priorities identified in the police and crime plan are:

- A better criminal justice service for London
- A better police service for London
- Standing together against hatred and intolerance
- Keeping children and young people safe
- Tackling violence against women and girls

MOPAC have recognised that 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. The additional priorities agreed with MOPAC for Croydon are violence with injury (non-domestic abuse), ASB and burglary.

This strategy therefore supports the 2017-2021 London Police and Crime Plan and builds on a solid foundation of successful partnership working on crime and anti-social behaviour in Croydon. Given the emphasis on vulnerability and supporting victims it is even more crucial that the Safer Croydon Partnership works collaboratively with the Health and Wellbeing Board, and the Children's and Adults Safeguarding Boards to ensure that there is clear leadership and responsibility where there are issues that may overlap in to different partnership agendas. The community safety strategy presents high level priorities and actions so these will be underpinned by more detailed plans that will be developed with the relevant partnerships.

Taking into account these factors, and the findings from the 2016 Strategic Crime Assessment, public consultation as well as the views from stakeholders, during the next 3 years our strategic priorities will be:-

- **Reduce the overall crime rate in Croydon; focus on violent crime and domestic abuse**
- **Improve the safety of children and young people**
- **Improve public confidence and community engagement.**
- **Tackle anti-social behaviour and environmental crime**
- **Improve support and reduce vulnerability for all victims of crime; focus on hate crime**

We have made good progress against the objectives set out in our last strategy. However, we also recognise that there is still much more to do, but we are determined to work together to make Croydon a safer place to live, work and visit.

## Croydon facts

Croydon is London's southern-most borough and covers an area of 87 square kilometres. It is one of London's biggest local retail and commercial centres, with good rail, tram and road links, more than 120 parks and open spaces and some of London's most expensive housing.

We are just about to embark on a long term Growth Programme which is a partnership between Central Government, Croydon Council, the Greater London Authority and Transport for London. The aim is to finance and deliver an infrastructure programme, at a cost of £495m, which is essential to facilitate growth in central Croydon.

Croydon is a great place to live and work in and to visit, but we still have areas that are among the most disadvantaged in the country.

Croydon's population is changing rapidly. Over the next 25 years, 75,000 more people will be living in the borough. It has one of the largest and fastest growing black and minority ethnic populations in South London (with 100 languages spoken). The population is significantly denser in wards in the north of the borough, with a fifth of all Croydon residents living in just four northern wards

Croydon has the largest population of 0-18 year olds in London at 97,200 residents (mid 2014 population estimate), which makes up 25.8% of the total population of Croydon. The number of residents aged 0-18 years will increase by approximately 8,200 residents by 2021. The Spring 2016 School Census showed there were a total of 56,565 pupils attending state funded schools in Croydon. This is an increase of 889 pupils or just under 2% compared to Spring 2015.

There were 3,701 children in need in Croydon as at 31 March 2015. This equates to 400.8 children in need for every 10,000 children higher than London and national averages. Croydon also has the highest number of looked after children of any London borough due to the high numbers of unaccompanied asylum seeking children (UASC) looked after by the borough. In 2015 there were 408 UASC looked after children and 385 local looked after children in Croydon.

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

## Key issues 2014 – 2017

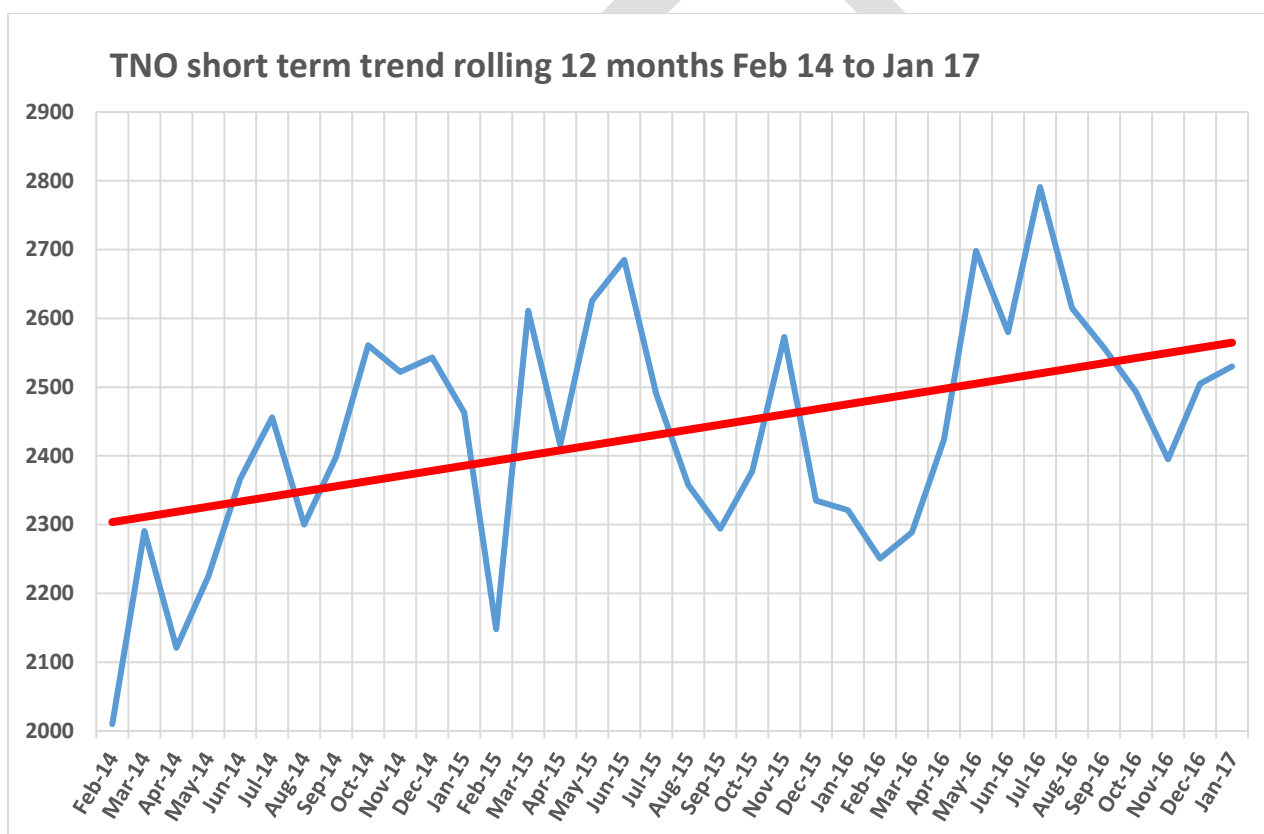
The 2014-2017 strategy set out four main objectives:

- Reduce the overall crime rate in Croydon; focus on violent crime
- Improve the safety of children and young people
- Tackle anti-social behaviour and environmental crime
- Improve public confidence and community engagement.

### Reduce the overall crime rate in Croydon; focus on violent crime

Table 1 below shows the short-term trend of TNO's by financial year for the 3 year period from April 2013 to Jan 2017. The chart shows that the short-term trend is increasing.

Table 1 TNO 3 year crime trend rolling 12 months to January 2017



The current trend is up by +3.05% (893 offences) when compared to the previous financial year Croydon ranks 6th by volume and 19th by rate per 1,000 populations (1 being highest) when compared with all the other London Boroughs.

12 months	Volume	12 months	Volume	Variance	% change
Feb 15 - Jan 16	29235	Feb 16 - Jan 17	30128	+893	+3.05%
Feb 14 - Jan 15	28257	Feb 15 - Jan 16	29235	+978	+3.36%
Feb 13 - Jan 14	28375	Feb 14 - Jan 15	28257	-118	0.41%



The table below shows Croydon police have seen 839 more incidents (29.94% increase) in the number of Violence with Injury incidents since the introduction of the MOPAC 7 performance framework in 2011/12.

<b>MOPAC 7 crime type</b>	<b>Baseline 2011/12</b>	<b>Position at 21<sup>st</sup> March 2017</b>	<b>Percentage change</b>
MOPAC 7 total	17333	14609	-15.7%
Burglary	4492	2726	-39.3%
Criminal damage	4544	3296	-7.0%
Robbery	1834	1290	-29.7%
Theft from MV	2871	1977	-31.1%
Theft from person	795	582	-26.8%
Theft of MV	995	1097	-10.3%
Violence with injury	2802	3641	29.9%

(Source: Met Police Daily Dashboard Croydon dated 21<sup>st</sup> MARCH 2017)

The increase in VWI has not just happened in Croydon but has been seen across many boroughs for the same period. The increases may in part, be due the changes the Metropolitan Police Service made in their recording systems and that all incidents are now being more accurately recorded than previously. All other MOPAC 7 crimes have seen significant decreases since 2011/12.

### Domestic Abuse and Sexual Violence

There have been increases in reports of both domestic abuse and sexual violence offences in the last year. Up to date statistics can be found on the following link

<https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-research/crime>

Croydon has the highest number of rapes in London. However, this could be due to an increase in reporting due to improved confidence in the police. Croydon has the largest Rape Crisis Centre in London and works closely with the Metropolitan Police Service Sapphire units to bring perpetrators to justice.

A complete review of our response to domestic abuse has been undertaken at both an operational and strategic level. There is a new governance structure and a multi-agency action plan in place to prevent and tackle domestic and sexual violence, links with the voluntary sector have been strengthened and the services available have been firmly embedded within the 'Think Family' model of intervention. An average of 12 service users are seen at the Family Justice Centre (FJC) each day and the highest ever number of high risk cases discussed at the Multi-Agency Risk Assessment Conference (MARAC) in Croydon was recorded in 2015/16 at 448 cases (a 32% year on year increase).

### **Outcomes**

Our partnership approach is essential to supporting the broad ranging needs of our client group. Universal services such as GPs, health visitors, schools and early years settings are joined up to the domestic abuse services through named leads, trained to help victims access pathways for support. In the past year, 94 schools and 35 GPs have nominated a lead to act as a single point of contact with the council's domestic abuse service. We have seen a 41% increase year on year referrals from health environments as a result.

Provision of support from the drugs and alcohol worker at FJC empowers vulnerable women who may otherwise not seek support at a mixed gender environment for fear of additional risk. As a result, more women with substance misuse issues are accessing support for domestic abuse issues. A thriving women's support group now meets weekly at the centre as a result of this provision.

By working closely with the police, the Independent Domestic Violence Adviser (IDVA) provides immediate support when taken along to domestic abuse call-outs. This was a scheme piloted in 2016 and has led to an IDVA being posted to the Police community safety unit on a full time basis, to support practice within the police station

An IDVA at Croydon University Hospital, working primarily in the emergency department and maternity ward, completes assessments onsite when pregnant women or those in A&E disclose domestic abuse. Advice is therefore accessed sooner as individuals often lose the impetus to report or seek support once they leave the hospital.

In addition to this we have 3 IDVA's embedded within Children's Centres in the Borough.

Coordinated action in partnership with statutory agencies and primary care providers has helped to ensure that those affected by domestic abuse but socially isolated can be reached and helped. A flexible approach has meant that support has been offered at GP surgeries and schools where a perpetrator is most likely to allow their victim to go without excessive monitoring. Through the helpline and forums that support professionals, the reach of the Family Justice Centre has extended beyond the building it occupies enabling more people to access support when affected by domestic abuse.

### Improve the safety of children and young people

A Youth Crime Prevention Plan has been implemented and is overseen by the Youth Crime Board. This sets out a range of partnership actions to deliver against the following aims:

- Helping young people change their lives to make Croydon a safer place
- To reduce levels of offending and anti-social behaviour by young people
- To disrupt and reduce gang activity
- To disrupt and reduce the number of vulnerable young people involved in "County Lines" drug dealing
- To adopt a "think family" approach building on the strengths of families and reduces risk factors
- To ensure appropriate plans are in place to safeguard young people who may be vulnerable to violence, sexual exploitation, gangs, bullying and domestic abuse
- To tackle the causes of Serious Youth Violence
- To deter Children and Young People from carrying and potentially using or being a victim of knife crime

There are many projects supporting vulnerable young victims and perpetrators of crime. This includes the Safer London Foundation who deliver workshops and engage with young people at risk of sexual exploitation; RASASC have been working in Croydon schools, colleges and PRU'S, delivering workshops around Consent, Sexual Violence, Myths, Gender stereotypes and providing referral information to young people; the gangs multi agency team targeting those at risk and involved in gang related crime; council and voluntary and community sector based youth services as well as the Youth Offending Service (YOS) itself.

## Outcomes:

### **Reduction in the number of young people enter the criminal justice system for the first time**

On target. YOS has continued to have a relatively stable number of first time entrant's with a reduction from 221 to 208 young people. In the last 12 months, the YOS and police have diverted 247 young people from prosecution with a 14% re-offending rate for this group.

### **Reductions in the numbers of young people re-offending**

Good progress has been made with the re-offending rate which has, over the last 12 months, reduced from 47% to 43% but this remains a risk area in terms of performance as it is subject to unpredictable changes in performance.

### **Improved identification and targeting of young people involved in gang activity and are provided opportunities and support to exit gangs**

30 young people involved in gang activity have been provided opportunities and support to exit gangs as part of a holistic approach across partner agencies with a focus on identification, diversion and enforcement leading to improved life chances.

### **To reduce the number of victims of youth crime**

The YOS contacted 498 victims in 2015/16, around 80% made contact to seek information, advice and support and engage in a restorative process.

### **Improved partnership working to protect young people at risk violence, sexual exploitation, gangs, bullying and domestic abuse**

The Gangs Manager attends the Multi-Agency Sexual Exploitation (MASE) Panel, Multi Agency Risk Assessment Conference (MARAC), Joint Agency Group (JAG) and Missing Persons Panel to ensure intelligence and operational information is being shared appropriately with each of these multi-agency groups.

Active engagement is also in place, to ensure young people are contributing to solutions in regard to crime issues of concern to them.

### **Tackle anti-social behaviour and environmental crime**

The partnership has improved the information and intelligence sharing around repeat ASB incidents, in relation to victims and locations. This has resulted in an increase in enforcement activity and a reduction of nearly 20% in the number of ASB reports.

- Around 1,000 Fixed Penalty Notices (FPNs) issued each year for the last two years;
- Prosecuted over 150 people as part of the Don't Mess With Croydon campaign (launched 2014)
- Carried out over 2,000 Duty of Care visits on shops across the borough to ensure they are disposing of trade waste correctly
- Around 200 Croydon residents have volunteered to become Community Champions and have removed tonnes of waste from problem areas over the last two years during the 100 community events that have taken place
- The council successfully applied for a three-year injunction to give police enforcement powers over the racing, known as the Croydon Cruise that took place on a weekly basis in Imperial Way. All persons were forbidden from participating in a

Car Cruise within the area. In addition, speed humps were installed at the location. The combination of the two interventions has effectively stopped this from taking place, having been a persistent issue at this location for many years.

### Improve public confidence and community engagement

The new policing model has seen a total restructure of the way police operate at neighbourhood level, improving its response to local issues and the way that it engages with the community. The borough is currently performing well in terms of treating everyone fairly; however, improvements should be focussed toward raising awareness of the local policing team function, as well as methods of contacting the local policing team.

The SCP has continued to publicise its work and engage with the public to get their perceptions on crime and ASB in the borough. However, we continue to experience negative perceptions in relation to crime and ASB. The most recent surveys are summarised later in the strategy.

A Safer Croydon Communications plan was delivered – ‘Taking Pride in Croydon’ with the following aims:

1. Increase awareness of the work being done to combat crime, based on the 10-point plan. The aim? To challenge perceptions and align people’s thinking with the reality that Croydon is a safe place to live, work and visit.
2. Engage with communities on a targeted localised basis with messages that will inform, help them feel safer and promote civic pride.
3. Build stronger relationships with local press and media organisations.

In addition, specific communications plans have been developed to focus on knife crime, hate crime and DASV, which has delivered a number, campaigns including White Ribbon borough accreditation and focused communications on coercion and control and messages for friends and family on how they can identify and support victims.

### Other issues

- SCP has continued to improve its multi-agency approach to the reduction of offending by tackling prolific and priority offenders and identified gang members, incorporating a risk based case management process.
- Safety and security on the transport network remains a strategic priority for the borough with a number of partnership projects underway including Operation Safeway, which is a high profile tactic of engaging with drivers at the most vulnerable junctions, providing education and enforcement where appropriate. The Council and Police Safer Transport Team have also worked in partnership to utilise the various speed detection devices at key locations around the Borough. In addition Transport for London and the Metropolitan Police Service (MPS) work together to run Community Roadwatch - a road safety initiative that aims to reduce speeding in residential areas. If local residents want to take part they can contact their local MPS Safer Transport team, which can be located through the Met Police website or on the following link [MPS Safer Transport Team](#).
- Body worn cameras initiative piloted by Croydon police, now being rolled out to all other London Boroughs is proving to be an extremely effective tool in prevention and detection of crime.

## Strategic Assessment 2016

The Strategic Assessment interprets and presents the summary findings of an intelligence analysis of data provided by the police, the council and partner agencies. The product identifies current and possible future issues from sound evidence and robust analysis. Its purpose is to help inform the SCP's work programme for the coming year and beyond.

The partnership takes a problem solving approach by analysing data from a combined victim, offender and location perspective.

The diagram below demonstrates problem solving crime prevention theory at its simplest. By addressing or removing one of the three components the chances of a crime occurring are reduced or removed altogether.

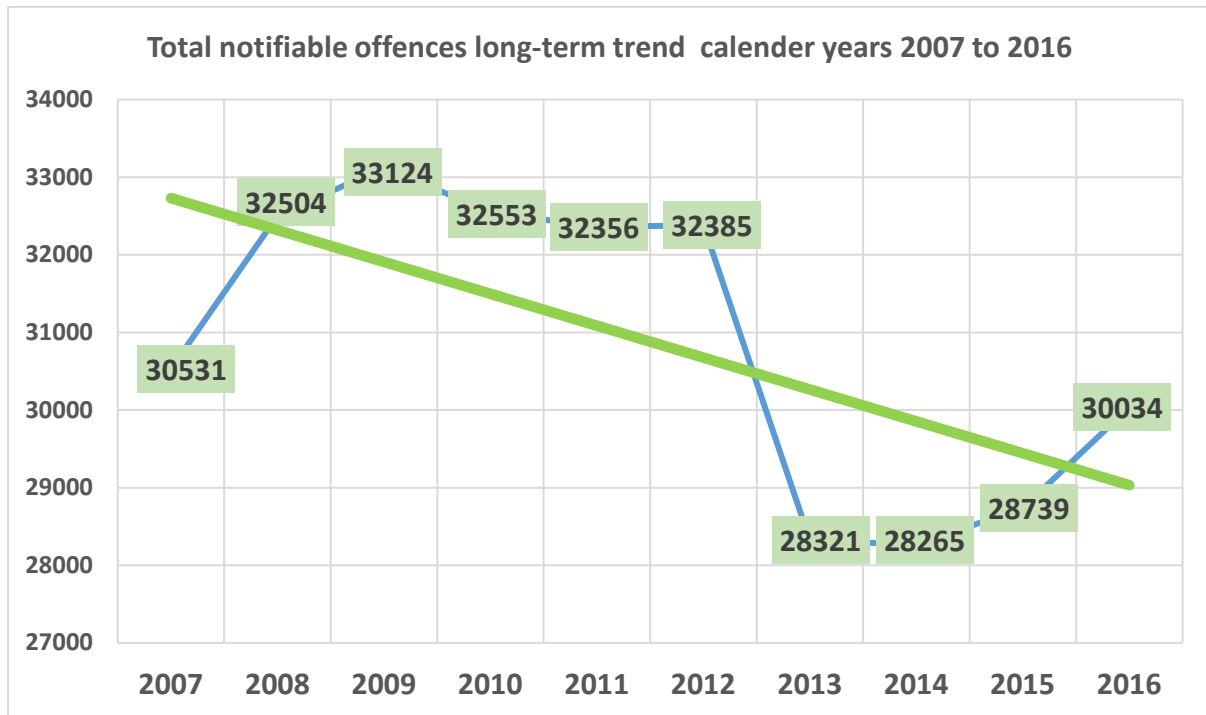
**Using this approach helps the SCP to:**

- Both target and work with offenders and potential offenders to stop and divert them from committing crime
- Provide support, advice and protection to victims, repeat victims and potential victims of crime
- Identify problem locations and reduce the opportunities for crime to occur.



# Crime Overview

Table 2. Total Recorded Crime 11-year crime long term trend calendar year from 2007 to 2016



- Overall the volume of TNO crime in Croydon, has been going down, reaching a low of 28265 TNO offences in 2014 from a base line of 34194 TNO offences in 2005
- 2015 saw a small rise overall in the volume of TNO's to 28739 offences however this was still a 16% reduction against the baseline year of 2005
- 2016 again saw a rise overall in the volume of TNO's to 30034 offences however this was still a 12% reduction against the baseline year of 2005

## Police recorded crime summary

Table 3 below shows the volume variance and percentage change for the main crime types committed, when comparing the financial 2015/16 year with the previous strategic assessment produced in 2012/13 financial year.

There were 16,809 offences recorded in the financial year 2015/16; 744 offences less than in the financial year 2012/13 a 4% reduction.

Crime type	2012/13	2015/16	Vol. variance	% change
Assault with injury (non DV)	1084	996	-88	-8%
Violence with injury	2739	3389	+650	+24%
Serious youth violence	318	286	-32	-10%
Common assault	1556	2486	+930	+60%
Gun crime	115	67	-48	-42%
Knife crime	607	389	-218	-36%
Domestic violence	2432	3737	+1305	+54%
Racist and religious crime	314	515	+201	+64%
Residential burglary	2909	1687	-1231	-42%
Theft of motor vehicle	921	694	-227	-25%
Theft from motor vehicle	2681	1996	-685	-26%
Personal robbery	1877	567	-1310	-70%
<b>Total</b>	<b>17553</b>	<b>16809</b>	<b>-744</b>	<b>-4%</b>

**Table 3. Recorded Crime**

The data above provides an overview of crime in Croydon with a focus on comparing crime statistics over a long term for the financial year 2015/16 with the previous strategic assessment produced in 2012/13

To reflect the current position and provide a complete picture the latest crime figures to 20<sup>th</sup> March 2017 are provided below.

Crime category	Offences previous rolling 12 months	Offences current rolling 12 months	Offences % change
TNO	28998	30675	5.8%
Burglary dwelling	1730	1826	5.5%
Criminal damage	3122	3296	5.6%
Robbery - person property	646	1207	86.8%
Robbery - mobile phone	273	519	90.1%
Theft from motor vehicle	1993	1977	-0.8%
Theft of motor vehicle	905	1097	21.2%
Theft person	529	582	10.0%
Theft – mobile phone	330	298	-9.7%
Violence with injury domestic abuse	1234	1311	6.2%
Violence with injury non domestic abuse	2173	2330	7.2%
Sexual offences - rape	304	335	10.2%
Sexual offences - other	435	483	11.0%
Gun crime	80	105	31.3%
Lethal-barreled gun discharge	8	7	-12.5%
Knife crime	338	658	94.7%
Knife crime victims (U25 non DA)	61	100	63.9%



## Key Findings

### Offence profile

- All violent crimes have seen increases in the last year.
- Racist and religious hate crime has seen an increase
- Gun crime and knife crime saw reductions up until 15/16 but have then seen large increases in the last year.
- Residential burglary, and personal robbery have seen a marked reductions up until 15/16 with a small increase in 16/17
- Theft of a motor vehicle and theft from a motor vehicle have both seen reductions up to 15/16 with increases in 16/17.
- Robbery saw a 70% reduction between 12/13 and 15/16 but has then seen a large increase in 2016/17
- Domestic abuse continues to see an upward trend across London. In the rolling year to December 2016 there were 3800 domestic abuse offences recorded. Croydon is ranked 7<sup>th</sup> highest for domestic abuse, with 21 incidents per 1,000 population in the rolling year to December 2016
- Fly tipping has also increased and is a concern for the public; however this may be a consequence of our successful 'Don't Mess With Croydon Campaign resulting in more people being aware of the problem
- The current trend shows that anti-social behaviour has dropped significantly over the last few years but has seen a small increase in the last year

### Victims

- There were 10,698 victims of crime in Croydon. Of those victims, there were slightly more females than males
- The peak age range for victims are aged 20 to 24, the most vulnerable age group are aged 15 to 34.

### Offenders

- There were 2783 offenders of those there were more male offenders than female
- The offenders most likely to commit offences of violence are aged 15 to 29. Offenders aged 15 to 19 are most likely to commit knife crime offences.
- Offenders most likely to commit offences of violence are aged 15 to 29

### Locations

- Croydon town centre is the key crime hot spot together with the northern wards, primarily due to their large population and transport links.



## Time and day

- Across the week the peak time for all offences is from 3pm to 7pm and 8pm to 1am, and the peak days for crime are Sunday and Saturday

## Volume variance and percentage change for the main crime types

Crime type	2012/13	2015/16	Vol. variance	% change
Assault with injury (non DV)	1084	996	-88	-8%
Violence with injury	2739	3389	+650	+24%
Serious youth violence	318	286	-32	-10%
Common assault	1556	2486	+930	+60%
Gun crime	115	67	-48	-42%
Knife crime	607	389	-218	-36%
Domestic violence	2432	3737	+1305	+54%
Racist and religious crime	314	515	+201	+64%
Residential burglary	2909	1687	-1231	-42%
Theft of motor vehicle	921	694	-227	-25%
Theft from motor vehicle	2681	1996	-685	-26%
Personal robbery	1877	567	-1310	-70%
<b>Total</b>	<b>17553</b>	<b>16809</b>	<b>-744</b>	<b>-4%</b>

## Road Safety

Since 2000, there has been a general long term downward trend in collision and casualty rates for all road users. Casualty data for 2016 is not currently available and are unlikely to be finalised for use by Local Authorities until around April 2017. As such, 2015 is the latest full year for which data is available.

The number of people killed or seriously injured in road traffic collisions on Croydon in 2015 is at an all time low, having dropped from the previous record low of 71 in 2014, to 65 in 2015. The three year rolling average has fallen to 69.0, and is below the target figure of 87.8 for the year 2020.

## Public engagement summary

The Safer Croydon Partnership undertook two separate engagement exercises in 2016 to gauge views on crime and safety. This included the annual crime survey as well as a crime quiz to test people's assumptions on how much crime actually takes place in the Borough.

The findings are drawn from an on-line survey, which started on 19 September and ended 20<sup>th</sup> November 2016. There was a sample size of 567 respondents but only people over 18 years were questioned. Respondents were also self-selecting in that they chose to complete the questionnaire, which means it cannot be representative of all views. However, they do provide a helpful steer on local opinions.

- The previous survey (2013) had 581 respondents, the top 5 crimes of most concern at that time were:
  - violent crime
  - anti-social behaviour,
  - youth crime
  - robbery
  - burglary.In this survey the top 5 crimes of most concern are:
  - anti-social behaviour
  - burglary
  - fly-tipping
  - people dealing or using drugs
  - violent crime.
- In the previous survey, 386 respondents thought anti-social behaviour in Croydon town centre is a problem; this time 104 neither agreed nor disagreed, 377 agreed anti-social behaviour in Croydon town centre is a problem and 46 did not answer the question.
- In the previous survey 359 respondents, thought crime in Croydon town centre is a problem; this time 161 neither agreed nor disagreed, 323 agreed crime in Croydon town centre is a problem, and 58 did not answer the question.
- In the previous survey, 107 respondents thought Croydon town centre is a safe place for people; this time 165 agreed crime in Croydon town centre is a safe place for people to visit.
- In the previous survey 388 respondents thought the number of police patrols including Neighbourhood Enforcement Officers (NEO's) had increased or not changed in the last 12 months; this time 150 neither agreed nor disagreed, 230 agreed the number of patrols had increased or not changed and 43 did not answer the question.
- Respondents living in Croydon were asked if crime in their local area has increased or decreased in the last year. This question was not asked in the previous survey. 58 did not answer the question, 63 did not live in Croydon, 41 said it had decreased and 255 said it had increased, with 147 respondents saying it had stayed the same.
- In the previous survey, respondents identified the following top 5 crimes in their local area as a problem: graffiti, abandoned vehicles, vehicle related nuisance, noise nuisance and nuisance behaviour. In this survey, fly tipping, burglary, drugs (dealing and using) street drinking and theft were identified as the top 5 local crimes.

- In the previous survey the top 5 comments identified the following issues as a concern:
  - more police patrols
  - praise for the police, council and SCP
  - fear of crime
  - lack of police resources
  - fly tipping.
  
- In this survey the top 5 comments identified the following issues as a concern:
  - more visible policing in the borough, especially in the Town Centre at night
  - more CCTV coverage for the borough
  - tougher sanctions on fly tipping, littering and spitting
  - more wardens patrolling housing estates
  - tackling ASB in local neighbourhoods.

The SCP note that although crime and anti-social behaviour are reducing, the fear of crime remains a concern for residents; the findings from the 2016 Crime Quiz below evidence the perception of crime is far greater than the reality.

### **2016 Croydon Crime Quiz findings**

A quiz was developed to test people's perceptions of crime and ASB in the Borough. A total of 423 replies were received. Overall, all of the respondents thought levels of crime and ASB in Croydon are much higher than they actually are. Of particular interest:

We asked respondents to think about the number of specific crimes e.g. burglary, robbery, vehicle theft, that take place on average each day in Croydon. The majority of respondents thought the figure was far higher than it actually is.

We asked respondents to think about how many young people (10 to 17) came to the attention of the youth offending service during 2014/15. All of the 353 respondents overestimated the figure. This would indicate public perception of young people and their involvement in crime and ASB is extremely negative.

We asked respondents to rank Croydon compared with other London boroughs, again the majority thought Croydon's crime rate was much higher than it actually is.

## Conclusions

Given the wide range of data sets that have been used, the views of the public and the impact of crime on individuals and local communities this matrix has been specifically designed to assist with the decision-making process to identify the strategic objectives for the new 2017/2020 Community Safety Strategy.

The matrix assesses each crime and anti-social behaviour type under 8 different categories as follows:

Categories	Definition
Volume	Total number of incidents for the period
Individual impact	The potential vulnerability of and risk and harm to individuals
Community Impact	The potential risk and harm to communities/groups
Environmental impact	The potential risk and harm to public places, retail and residential areas
Public confidence	Whether the public perceived the council and police to be dealing with the things that matter to them, high public confidence in the police and council would have a level of 0 (very low) or 1 (low)
Agency lead	The agency leading
Partnership Capacity	Current level of resources available to tackle the problem
Financial	Having sufficient financial resources in order to be able to operate efficiently and sufficiently well to tackle and reduce crime and ASB

Each of the crime and ASB categories above is scored in terms of impact and what level of impact there is for each particular crime and ASB type, the scoring key is shown in the table below.

Level of impact	Level of risk
5	Very high risk
4	High risk
3	Medium risk
2	Low risk
1	Very low risk

### Levels 1, 2 and 3

Ordinary risk or low/medium risk of harm, sufficient resources and capacity available to tackle the issue/crime.

### Levels 4 and 5

Increased potential risk of harm, high or very high risk of harm to individuals and places needing active involvement of more than one agency, low public confidence and potential for negative media reporting.

Table 7. Crime Matrix

Impact categories	Volume	Individual Impact	Community Impact	Environmental Impact	Public Confidence	Total	Safer Croydon Partnership Priority	Police and Crime Plan Priority	Total	Grand total
	<b>Crime</b>									
<b>Violent crime</b>	<b>Level of impact</b>									
Assault with injury (non DV)	4	4	4	3	5	20	3	3	6	26
Violence with injury	3	5	4	2	5	19	5	4	9	28
Serious youth violence	5	5	5	2	5	22	5	5	10	32
Gun crime	3	5	5	3	5	21	3	3	6	27
Knife crime	4	5	5	3	5	22	5	5	10	32
Domestic violence	5	5	3	2	5	20	5	5	10	30
Common assault	5	3	4	3	5	20	3	3	6	26
Racist & religious crime	3	5	3	2	5	18	4	4	8	26
<b>Total impact categories level</b>	<b>32</b>	<b>37</b>	<b>33</b>	<b>20</b>	<b>40</b>		<b>33</b>	<b>32</b>		
<b>Acquisitive crime</b>										
Residential burglary	4	3	4	2	5	18	2	3	5	23
Theft of motor vehicle	3	3	2	1	3	12	2	3	5	17
Theft from motor vehicle	2	3	2	1	3	11	2	3	5	16
Personal robbery	5	5	5	2	5	22	5	5	10	32
<b>Total impact categories level</b>	<b>14</b>	<b>14</b>	<b>13</b>	<b>6</b>	<b>16</b>		<b>11</b>	<b>14</b>		
<b>Anti-social behaviour</b>										
<b>Reported to the police</b>										
Rowdy or inconsiderate behaviour	5	5	5	4	5	24	4	3	7	31
Begging vagrancy	4	3	5	5	3	20	4	2	6	26
Street drinking	3	3	4	3	4	17	4	2	6	23
Vehicle nuisance inappropriate use	4	3	5	5	2	19	5	5	10	29
Littering/drugs paraphernalia	2	2	4	5	3	16	4	2	6	22
Animal problems	2	3	2	2	3	12	1	1	2	14
Prostitution	2	2	2	2	3	11	1	1	2	13
<b>Total impact categories level</b>	<b>22</b>	<b>21</b>	<b>27</b>	<b>26</b>	<b>23</b>		<b>23</b>	<b>16</b>		
<b>Reported to the council</b>										
Fly tipping	5	4	5	5	5	24	5	1	6	30
Harassment/abuse/assault	3	3	3	3	3	15	5	3	8	23
Noise						0	2	1	3	3
Graffiti	5	5	5	5	5	25	4	1	5	30
<b>Total impact categories level</b>	<b>13</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>13</b>		<b>16</b>	<b>6</b>		

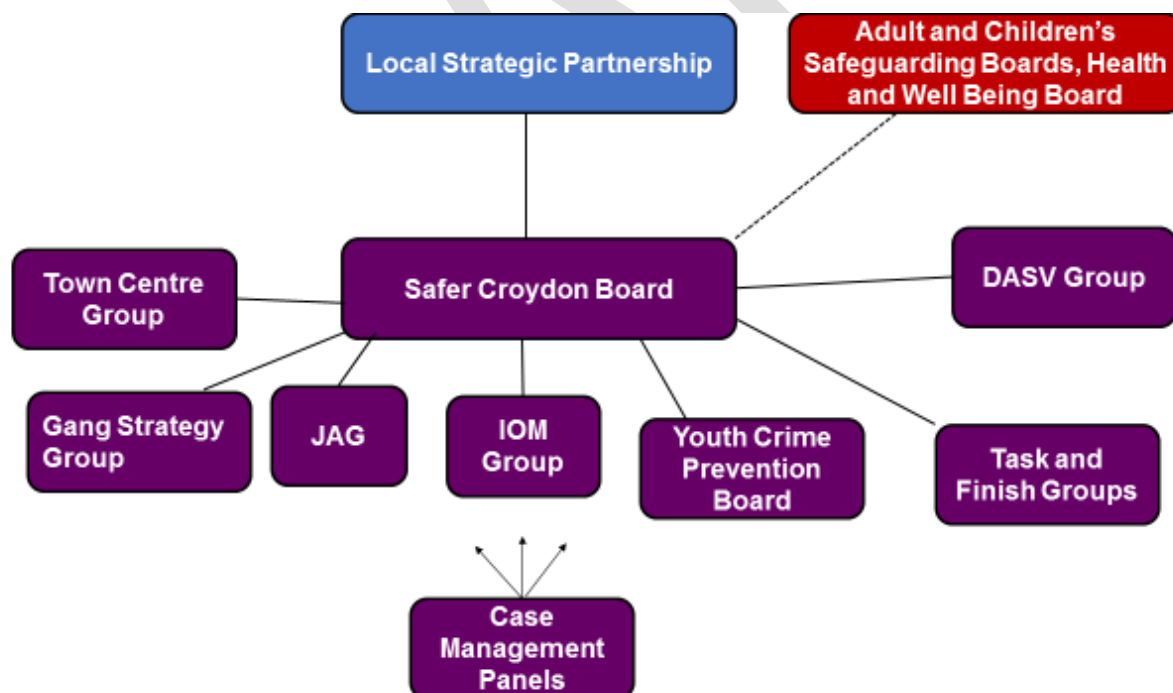
Based on all the data gathered for the 2016 Community Safety Strategic Assessment, feedback from public consultation, and input from all partner agencies the SCP's strategic priorities for 2017-2020 are:

- **Reduce the overall crime rate in Croydon; focus on violent crime and domestic abuse**
- **Improve the safety of children and young people**
- **Improve public confidence and community engagement**
- **Tackle anti-social behaviour and environmental crime**
- **Improve support and reduce vulnerability for all victims of crime; focus on hate crime**

In addition the SCP will prioritise child sexual exploitation, violence against women and girls, knife crime and gun crime. MOPAC has set out these priorities to ensure the police and local partners are focused properly on these most serious and harmful offences against vulnerable people across London.

## Delivery framework

The current delivery structure is set out below although this will be kept under review to ensure that it is fit for purpose and delivering successfully against the partnerships priorities:



**SAFER CROYDON BOARD** The Safer Croydon Partnership Board meets five times a year and is responsible for all community safety matters across the borough. This group provides strategic leadership and makes decisions regarding resources, performance management and future developments. The Cabinet Member for Community Safety is the Chair of the Board. The key responsible authorities include council, police, health, probation, and fire.

Members of partner agencies are at a level senior enough to ensure decisions are made and resources are deployed. In addition, the Safer Croydon Board has representation from the voluntary sector as well as local residents.

### **Youth Crime Prevention Board (YCPB)**

The Youth Crime Prevention has a dual role in acting as the statutory governance board for the Youth Offending Service as well as the strategic board overseeing the delivery of the Youth Crime prevention Plan requires a partnership approach to ensure preventative measures are put into place across all partner agencies. It includes key statutory partners with a number of different council teams involved as well as representation from the voluntary and community sector.

### **Joint Agency Group (JAG)**

The JAG is a multi-agency problem solving group tackling anti-social behaviour. Member agencies include, Police Neighbourhood Cluster Inspectors, Youth Offending Services, Youth Outreach, Substance Misuse Outreach Services (for individuals displaying anti-social behaviour linked to alcohol and/or drugs) Croydon Connected (multi-agency gang team) Noise Team, Council and Police ASB Team, Safer Transport Teams, Fire Service, UK Border Agency and Neighbourhood Watch.

Each problem location identified is dealt with by a dedicated team responsible for pulling together short term action plans based on problem solving techniques. These are monitored by the JAG and the Police Borough Tasking Group. On-going hot spot areas, for example the Town Centre, remain as core agenda items.

### **Integrated Offender Management Group**

A multi-agency response to reduce re-offending; by targeting the top 40 most problematic offenders the IOM framework helps to address the problems behind an offender's behaviour by effective information sharing across a range of partner agencies and jointly providing the right intervention at the right time.

### **Gangs Strategy Group**

Oversee the delivery of the Croydon Connected Gangs Strategy. This group has a weekly case management meeting and a stakeholder forum reporting into it.

### **Domestic Abuse and Sexual Violence Group (DASV)**

This group exists to have a strategic oversight of multi-agency responses to domestic abuse within Croydon, working in partnership to provide scrutiny to progress on the delivery of the DASV strategy and ensure the multi-agency management of domestic abuse is victim focused, efficient and effective.

The group brings together managers from key agencies and services whose remit has a direct impact on the domestic abuse and sexual violence strategy. Members are committed to effective partnership working based on trust and open communication and are aware of and understand the organisational frameworks within which colleagues in different agencies work.

## **Town Centre Group**

This has been established to develop both strategic and operational plans to tackle crime and ASB in the town centre, working closely with local businesses, schools colleges as well as pubs and clubs.

## **Children's Safeguarding Board (CSCB)**

The CSCB is responsible for scrutinising safeguarding arrangements across the borough. The CSCB is an independent body and challenges and holds to account the organisations working with children and young people in Croydon. The Children and Families Partnership and the CSCB work together to ensure that children and young people in Croydon are safe. Further information about the CSCB is available at <https://www.croydon.gov.uk/healthsocial/families/childproctsafe/cscb/infocscboard>

## **Adults Safeguarding Board**

The Croydon Safeguarding Adults Board (CSAB) following the Care Act is now a statutory body with the following functions:

- Assure itself that local safeguarding arrangements are in place as defined by the Care Act
- Prevent abuse and neglect where possible
- Provide a timely and proportionate response when abuse or neglect has occurred.
- The SAB must take the lead for adult safeguarding across its locality and oversee and co-ordinate the effectiveness of the safeguarding work of its member and partner agencies. It must also concern itself with a range of matters which can contribute to the prevention of abuse and neglect such as the:
  - Safety of patients in local health services
  - Quality of local care and support services
  - Effectiveness of prisons in safeguarding offenders

It fully supports such priorities as Hate Crime & Domestic Abuse and is a part of the Cross cutting domestic abuse group. Other areas of importance to the Board include Prevent

## **Local Strategic Partnership**

The Safer Croydon Partnership reports in to the LSP as the overarching partnership for the Borough. The LSP and its sub-groups is currently under review at the time of writing this strategy so it is likely that there will changes to the existing governance arrangements once this is completed.

## **Case Management**

There are also many other case management forums that link into the partnership agenda including MARAC, MAPPA, MASE, Channel Panel, ASB Forum, Channel Panel, IOM panel and Gangs panel that look at specific individuals and put in place plans to reduce offending or victimisation/vulnerability



# Priority 1: Reduce the overall crime rate in Croydon with a focus on violent crime and domestic and sexual violence

## Domestic Abuse and Sexual Violence (DASV)

Our approach to tackling DASV involves a combination of partnership approaches that include mobilising the professional and community network, building capacity and capability, shared leadership perspective that drives forward the strategic partnership priorities as well as a client facing service delivered from the specialist domestic abuse and sexual violence service, the Family Justice Centre.

At the Family Justice Centre, victims receive a multi-agency assessment of their needs to avoid the frustrating process of repeating their story to get the help they need from multiple agencies. The centre is open to the public five days a week which allows access to support from services victims might otherwise be reluctant to approach or find challenging to engage with. This is achieved through a multi-disciplinary approach delivered by Independent Domestic Violence and Sexual Violence Advocates (IDVAs), drugs and alcohol worker, housing officer, legal advisors, specialist domestic abuse social worker, health professionals, the police as well as tapping in to information systems from probation and children’s social care to ensure victims/ survivors receive rapid and holistic responses.

Rape Crisis South London (RASASC) offer a confidential service to female survivors who have experienced sexual violence, at any time in their lives, from age 5 upwards in an anonymous building close to the centre of Croydon. The office is open week days from 10am to 6pm and for appointments up to 9pm, offering a holistic service which includes long term specialist therapy to facilitate recovery, the Rape Crisis Sexual Violence Helpline open every day of the year, Independent Sexual Violence Advocates who provide information about reporting to the police and support survivors who have reported through the process to the trial itself. Outreach Service working with female survivors involved in sex work, homeless women and ex-offenders, Prevention Training about sexual violence, consent, gender and myths to professionals & workshops in schools and colleges, free therapeutic massages for clients and female self defence training.

<b>DOMESTIC ABUSE AND SEXUAL VIOLENCE - KEY ACTIONS</b>
<ul style="list-style-type: none"> <li>• Set up a Volunteer Coordinator programme to train community members to act as an extension to the professional network and these volunteers would act as community connectors, supporting those who had experienced abuse to have roots within their community</li> </ul>
<ul style="list-style-type: none"> <li>• Increase MARAC referrals and reduce numbers of repeats offences</li> </ul>
<ul style="list-style-type: none"> <li>• Deliver multi-agency training in DASV</li> </ul>
<ul style="list-style-type: none"> <li>• Actively participate in FGM champions network</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure the voice of the victim is reflected in assessments and plans.</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure the voice of children and young people impacted by domestic abuse and sexual violence is heard and that subsequent plans reflect their views.</li> </ul>
<ul style="list-style-type: none"> <li>• Regularly consult with service users to inform practice</li> </ul>
<ul style="list-style-type: none"> <li>• Build upon the launch of the local authority's domestic abuse and sexual violence HR policy by integrating information on DASV in the induction</li> </ul>

process, establishing work based ambassadors and supporting other organisations to do the same
<ul style="list-style-type: none"> <li>• Sign up Croydon schools to have DASV as an integral part of their safeguarding responsibility</li> </ul>
<ul style="list-style-type: none"> <li>• Establish leadership for domestic abuse and sexual violence within GPs to enable early identification of need and effective referral to support</li> </ul>
<ul style="list-style-type: none"> <li>• Utilise existing structures MASH, MARAC and MAPPA to disrupt perpetrators and manage high risk cases</li> </ul>
<ul style="list-style-type: none"> <li>• Increase the use of injunctive and bail measures including DVPOs and establish a mechanism for measuring effectiveness.</li> </ul>
<ul style="list-style-type: none"> <li>• Work on capacity and capability of courts to ensure positive outcomes and experiences for victims i.e. family court, DV court, family drug and alcohol courts</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain specialist services for DASV ensuring professionals are well trained and have specialist knowledge and skills to be working with victims and perpetrators of DASV</li> </ul>
<ul style="list-style-type: none"> <li>• Establish a referral process for sexual violence survivors to receive specialist ISVA support from reporting through to and including a Crown Court trial</li> </ul>
<ul style="list-style-type: none"> <li>• Upskill Croydon professionals to identify sexual violence and supporting survivors of sexual violence through specialist training and workshops</li> </ul>
<ul style="list-style-type: none"> <li>• Establish streamlined referral pathways for survivors of sexual violence to specialist organisations to help recovery</li> </ul>

### Violent Crime (non-domestic abuse)

A violent crime is a crime where the offender uses, or threatens to use, violent force upon the victim. The police record violent crime as either 'violence against the person', 'most serious violence' or 'serious youth violence'.

Violent crime is a key concern with 4 of the top 5 crimes identified in the Strategic Assessment, linked to violence.

<b>VIOLENT CRIME - KEY ACTIONS</b>
<ul style="list-style-type: none"> <li>• Reduce the harm caused by gang activity through the multi-agency gangs team</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain a visible police and partner presence in hotspots to provide reassurance, improve confidence and reduce offences</li> </ul>
<ul style="list-style-type: none"> <li>• Undertake a review of the Council's Licensing Policy to take into account the growth and regeneration of the town centre and the desire to put on my events and continue to ensure that licensed premises operate safely</li> </ul>
<ul style="list-style-type: none"> <li>• Establish Working group on use of offensive weapons to provide recommendations to schools</li> </ul>
<ul style="list-style-type: none"> <li>• Deliver Gangs awareness training to relevant partner agencies</li> </ul>
<ul style="list-style-type: none"> <li>• Engage 100% of young people involved in gangs in 1:1 interventions so that they: <ul style="list-style-type: none"> <li>○ are referred into needs-led Education, Training and Employment (ETE) provision</li> <li>○ are referred into diversionary activities</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>○ are referred into relevant mainstream services including drug/alcohol, Social Care, CAMHS/Adult Services, Housing, Functional Family Therapy and Troubled Families</li> </ul>
<ul style="list-style-type: none"> <li>• Establish structures to ensure joint agency response to targeting of prolific gang and robbery offenders with appropriate civil enforcement interventions</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure all young people charged for knife crime receive a weapons awareness programme</li> </ul>
<ul style="list-style-type: none"> <li>• Increase work to identify vulnerable people being drawn into county lines – which is the setting up of drug markets across the south of England by London drug dealers</li> </ul>
<ul style="list-style-type: none"> <li>• Targeted, intelligence based use of Stop &amp; Search to tackle knife possession</li> </ul>

### Reduce reoffending

A high volume of crime is committed by offenders described as ‘prolific or priority offenders’. Providing appropriate monitoring and supervision, and working together with offenders to tackle drug and alcohol abuse, improving their basic skills, tackling their offending behaviour and improving the chances of them getting a job has proven to help break the cycle of offending.

<b>KEY ACTIONS - REDUCING RE-OFFENDING</b>
<ul style="list-style-type: none"> <li>• Manage the small amount of offenders who cause a disproportionate amount of crime. To reduce the numbers of prolific offenders re-offending after 12 months.</li> </ul>
<ul style="list-style-type: none"> <li>• Improve the interventions we have in place against the seven pathways of reoffending:               <ol style="list-style-type: none"> <li>1. Accommodation</li> <li>2. Education, training and employment</li> <li>3. Health</li> <li>4. Drugs and alcohol misuse</li> <li>5. Finance, benefit and debt</li> <li>6. Children and families</li> <li>7. Attitudes, thinking and behaviour</li> </ol> </li> </ul>
<ul style="list-style-type: none"> <li>• Tackle the social exclusion of offenders and their families by providing additional support and guidance through mentors.</li> </ul>
<ul style="list-style-type: none"> <li>• Establish structures to ensure joint agency response to targeting of prolific offenders with appropriate civil enforcement interventions</li> </ul>
<ul style="list-style-type: none"> <li>• Continued work by the Jigsaw team in managing Violent and Sexual Offender Register (VISOR) nominals to prevent re-offending and ensure use of sanctions for non-compliance</li> </ul>

## Priority 2: Safety of children and young people

Priorities for improving the safety of children and young people include:

- Early intervention and prevention.
- Reducing re-offending
- To reduce levels of offending by young people in particular knife crime
- To disrupt and reduce gang activity
- To ensure young people are safe as possible from violence, sexual exploitation, gangs, bullying and domestic abuse

There are a number of related priorities running through the Croydon Safeguarding Children Board Business plan that link to the community safety strategy priorities. These include CSE, DASV, harmful sexual behaviour, radicalisation, gangs, knife crime and female genital mutilation. The community safety strategy presents high level priorities and actions so these will be underpinned by more detailed plans that will be developed with the relevant partnerships.

The Youth Engagement team respond to community, council or police led hotspot issues around youth crime, ASB and violence to signpost young people to the correct support structures and Early Help council offer.

The mobile vehicle is a community reassurance tool for young people and their families to safely access council staff and the wider community, voluntary and faith sector youth providers. The team particularly focus their work around the Town Centre and other community locations where children and young people gather. The Youth Locality Networks are community based and develop specific locality responses to issues passed through the JAG or police neighbourhood meetings relating to children and young people, those interventions are responsive and flexible to meet the needs of communities.

<b>KEY ACTIONS: SAFETY OF CHILDREN AND YOUNG PEOPLE</b>
<ul style="list-style-type: none"> <li>• Deliver YOS Triage/Out of Court Disposals programme to identify young people suitable for diversion from the criminal justice system and reduce the number of first time entrants.</li> </ul>
<ul style="list-style-type: none"> <li>• Joint agency approach to ensure that when young people are sentenced to custody there is a resettlement plan in place when released from custody.</li> </ul>
<ul style="list-style-type: none"> <li>• Safer Schools Partnerships to establish up to 21 Safer Schools Partnerships in Croydon to ensure more targeted support for those schools requiring closer police involvement.</li> </ul>
<ul style="list-style-type: none"> <li>• Produce 3 specialist resources (knife, gangs, and town centre) for use in schools and youth provision across Croydon. This will be aimed at all pupils in secondary schools. The resource will allow for two 45 minute workshops that will fit in to schools timetables. This will include safety messages for young people in the town centre, which has seen several knife crime incidents recently.</li> </ul>

<ul style="list-style-type: none"> <li>• Deliver 100 workshops over the space of a year, to approximately 2000- 3000 pupils.</li> </ul>
<ul style="list-style-type: none"> <li>• To contact all identified young of crime referred to the YOS to offer them relevant support as well as the opportunity to engage in direct or indirect restorative interventions</li> <li>• To obtain feedback from victims who we have made contact with in relation to the service they have received</li> </ul>
<ul style="list-style-type: none"> <li>• Improved interrogation of digital and social media to identify the risks children are exposed to and who they may be at risk from</li> </ul>
<ul style="list-style-type: none"> <li>• Seek to maximise intelligence being captured on police systems officers re CSE and safeguarding to ensure appropriate tasking</li> </ul>
<ul style="list-style-type: none"> <li>• Continued improvement in sharing of multi-agency information, making greater use of MASH triaging and enhancing multi agency decision making at an early stage</li> </ul>
<ul style="list-style-type: none"> <li>• To ensure a continued multi agency focus on child sexual exploitation to raise awareness of the issue, identify and provide support to victims and enforcement of perpetrators including increased use of Child Abduction Warning Notices and targeting of CSE perpetrators for other criminality</li> </ul>
<ul style="list-style-type: none"> <li>• Continued partnership work re missing children to establish push / pull factors and develop trigger plans accordingly.</li> <li>• Improve information capture during debriefing of missing children</li> </ul>
<ul style="list-style-type: none"> <li>• Street-Based service to engage young people at risk of getting involved in crime and ASB, with a particular focus on the town centre</li> </ul>
<ul style="list-style-type: none"> <li>• To reduce the numbers of young people re-offending after 12 months</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure joint agency response to young people involved in gangs and robberies and the use of appropriate civil enforcement interventions</li> </ul>
<ul style="list-style-type: none"> <li>• To ensure that there is a co-ordinated and safeguarding focus within schools, police and Council to “County lines” drug dealing in order to identify children at risk and ensure a comprehensive safeguarding and risk management response.</li> </ul>
<ul style="list-style-type: none"> <li>• Increase the proportion of young people under YOS supervision participating in education, training or employment and living suitable accommodation</li> </ul>

## Priority 3: Improving public confidence and community engagement

Increasing awareness of the role and work undertaken by the police and council in tackling crime and ASB is perceived to be key to improving public confidence. This is particularly important with respect to Neighbourhood Policing and understanding the role of the local council. The key is to provide local communities with information to improve their understanding of what is being done locally to respond to their crime and ASB concerns. Recorded crime data is after all, affected by the public's confidence and enthusiasm to report crime.

The Metropolitan Police service and Croydon Council are committed to reducing the number of road traffic collisions and subsequent casualties and will continue to work together to address issues of speeding and provide physical solutions or enforcement action where there are high numbers of recorded collisions, complaints or high degrees of non-compliance. We will also work in partnership to explore opportunities to reduce the illegal use of mobile phones, distracted and inattentive driving and drink and drugged driving.

<b>KEY ACTIONS TO BUILD TRUST AND CONFIDENCE</b>
<ul style="list-style-type: none"> <li>• Increase awareness of the work being done to combat crime and to challenge perceptions and align people's thinking with the reality that Croydon is a safe place to live, work and visit through a sustained communications plan.</li> </ul>
<ul style="list-style-type: none"> <li>• Develop a campaign focussed on knife crime to raise awareness of the issue for both young people and parents and professionals</li> </ul>
<ul style="list-style-type: none"> <li>• Engage with communities and explore closer working with enforcement partners on a targeted localised basis to increase visibility, improve relationships and develop messages that will inform, help them feel safer and promote civic pride.</li> </ul>
<ul style="list-style-type: none"> <li>• Build stronger relationships with local press and media organisations and be proactive in releasing positive news stories</li> </ul>
<ul style="list-style-type: none"> <li>• Develop targeted communications for under reported crimes, such as hate crime, DASV, CSE etc. to encourage victims to come forward and get support</li> </ul>
<ul style="list-style-type: none"> <li>• Work with the Safer Neighbourhood Board on monitoring police performance and confidence, to oversee the use of stop and search and to support them to effectively engage with young people and develop structure and processes that allow young people to participate meaningfully</li> </ul>
<ul style="list-style-type: none"> <li>• Develop a communications plan to systematically engage all Croydon practitioners and the wider public on the DASV agenda</li> </ul>
<ul style="list-style-type: none"> <li>• Continue to promote civic pride through the clean and green street champion scheme and increase the number of champions and community projects they are involved in.</li> </ul>
<ul style="list-style-type: none"> <li>• Work in partnership with the community to monitor road deaths and identify ways to reduce them through schemes as Operation Safeway, Community Roadwatch, use of speed display signs and ANPR systems as well as physical traffic calming measures and targeted enforcement.</li> </ul>
<ul style="list-style-type: none"> <li>• Work in partnership with the GLA to develop and deliver Vision Zero for London, a new approach to reducing road danger, setting a greater level of ambition for reducing death and serious injury on our roads.</li> </ul>
<ul style="list-style-type: none"> <li>• Work with Neighbourhood Watch to increase the number of watches and explore new ways that they can support their members</li> </ul>

<ul style="list-style-type: none"> <li>• Continue to build trust and confidence through a programme of community events, engagement activities and by supporting community networks and relations.</li> </ul>
<ul style="list-style-type: none"> <li>• Build relationships with communities using their local asset-base to set up new activities to promote their area, creating opportunities within these relationships to understand how communities prevent crime and support victims</li> </ul>

## Priority 4: Anti-social behaviour and environmental crime

These include those ‘quality of life’ measures that go a long way to indicate if an area looks and feels safe. Anti-social behaviour causes significant harm to individuals and communities; it can increase the fear of crime and impact on the quality of life for those affected. It also costs individuals, businesses and communities’ money through higher insurance and security costs and fewer local amenities due to the high cost of graffiti removal and repairing damage caused by vandalism. Key issues include:

- Drug and Alcohol related antisocial behaviour and crime
- Rowdy and inconsiderate behaviour
- Street drinking and begging
- Vehicle nuisance
- Fly tipping
- Arson

<b>KEY ACTIONS ANTI SOCIAL BEHAVIOUR</b>
<ul style="list-style-type: none"> <li>• London Fire Brigade to continue to work in partnership to deliver Crossfire programme in schools, Fire Cadets and Home Fire Safety Visits</li> </ul>
<ul style="list-style-type: none"> <li>• Work in partnership to tackle the specific issues caused in the Town Centre and, in particular, the issues that can be caused by the large numbers of young people congregating after school</li> </ul>
<ul style="list-style-type: none"> <li>• Work in partnership with BIDs, businesses and the community to identify and address issues in our district centres across the borough.</li> </ul>
<ul style="list-style-type: none"> <li>• Review all of the current public space legislation including four Drinking Ban Zones, Dog Control Orders in all parks and open spaces and 1 x Gating Order and assess whether these should be updated with PSPOs.</li> </ul>
<ul style="list-style-type: none"> <li>• Continue to deliver Don’t Mess with Croydon – Take Pride campaign 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</li> </ul>
<ul style="list-style-type: none"> <li>• Continue to increase enforcement of environmental offences through Fixed Penalty Notices, Prosecutions and the seizure of vehicles.</li> </ul>
<ul style="list-style-type: none"> <li>• Improve the look and feel of our high streets through the roll out of time banded waste collection in 19 locations</li> </ul>
<ul style="list-style-type: none"> <li>• Focus on vehicle nuisance and in particular moped related theft and anti-social behaviour</li> </ul>



<ul style="list-style-type: none"> <li>• Deliver the Safer Streets programme to target street drinking through providing access to support and treatment and in enforcement of individuals where appropriate.</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure the full range of powers are used to prevent ASB and funding including the use of civil orders such as Criminal Behaviour Orders and Injunctions.</li> </ul>

## Priority 5: Improve support and reduce vulnerability for all victims of crime; focus on hate crime

Some communities are at higher risk of becoming victims of crime, or of being exploited by others to commit criminal acts. According to the Mayor’s Office of Policing and Crime’s (MOPAC’s) Vulnerable Localities Profile, the top 10 per cent of wards (63) are disproportionately impacted compared to other parts of London. On average, over 3 times more victims of burglary, robbery, sexual offences live in these top 10 per cent compared to the least vulnerable.

Unfortunately, hate crime is a daily problem for some people who are victimised by a small minority because of who they are. There is no place for hatred and intolerance in our communities. Hate crime is not only distressing for those who experience it, but it makes victims of whole communities. The best way to reduce hate crime is to encourage greater social integration, bringing communities together and celebrating their contribution to society. Hate crime are still underreported so we must also do all that we can to give communities confidence to report issues and make it as easy and supportive as we can to enable them to do so.

At the furthest extreme of hatred and intolerance is terrorism. Radical groups of all backgrounds continue to target or communities in their efforts to radicalise others. The first line of defence against radicalisation is strong, integrated communities. Safeguarding has always been central to counter-radicalisation strategies such as in the Government’s national Prevent programme and it is vital that partners and our communities work together to identify people at risk.

<b>KEY ACTIONS TO SUPPORT VICTIMS OF CRIME</b>
<ul style="list-style-type: none"> <li>• Croydon Voluntary Action to set up and support a community-led activity base that brings people affected by hate crime together, allowing them to decide how to define their vision of safety and ways of supporting both fellow victims and people at risk of hate crime</li> </ul>
<ul style="list-style-type: none"> <li>• Engage local stakeholders - including businesses, schools, GPs, pharmacies, faith-based organisations and charities, as well as the Police – in developing the activity base and building around it an action plan to tackle hate crime</li> </ul>
<ul style="list-style-type: none"> <li>• To contact and engage all identified victims of crime by the children and young people referred to the YOS to inform them about sentencing outcomes/OOC disposals, offer them relevant support as well as the opportunity to engage in direct or indirect restorative interventions</li> <li>• To obtain feedback from victims who we have made contact with in relation to the service they have received</li> </ul>
<ul style="list-style-type: none"> <li>• Deliver a pilot in collaboration with MOPAC to test a new, whole-school approach to protecting children and young people, providing information and</li> </ul>



<p>support on safety to teachers and pupils from Year 6 onwards and making personal safety part of everyday learning.</p>
<ul style="list-style-type: none"> <li>• Educate, inform and challenge young people about healthy relationships, abuse and consent including engaging men and boys in challenging DASV</li> </ul>
<ul style="list-style-type: none"> <li>• Victim Support to work with up to 800 children and young people who have been victims of crime and/or bullying by offering advice, practical and emotional support and information through either individual casework or school and community-based engagement initiatives.</li> </ul>
<ul style="list-style-type: none"> <li>• Deliver the Empower project to support victims at risk of child sexual exploitation. Support up to 20 young women on a 1 to 1 basis and deliver 4 x 10 week group work programmes, (2 young women and 2 young men) in schools discussing areas such as sex and the law, consent, gender, sexuality, media and stereotypes, peer pressure and conflict negotiation.</li> </ul>
<ul style="list-style-type: none"> <li>• Continue to work with Croydon Community Against Trafficking to identify locations where traffickers operate and to support victims. Ensure trafficking is linked to work around County Lines</li> </ul>
<ul style="list-style-type: none"> <li>• Continue to raise the profile of Prevent and Channel including the delivery of Operation Dovetail and the delivery of training to front line professionals</li> </ul>



**For General Release**

<b>REPORT TO:</b>	<b>CABINET – 19<sup>th</sup> June 2017</b>
<b>AGENDA ITEM:</b>	<b>9</b>
<b>SUBJECT:</b>	<b>Update on the development of Legacy, Croydon Youth Zone</b>
<b>LEAD OFFICER:</b>	<b>Mark Fowler, Director of Gateway and Welfare Services David Butler, Director of Education and Youth Engagement</b>
<b>CABINET MEMBER:</b>	<b>Cllr Alisa Flemming, Cabinet Member Children, Young People and Learning</b>
<b>WARDS:</b>	<b>All</b>

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

Croydon Council is ambitious for young people. The Council's partnership with OnSide – a national charity aiming to develop a network of 21<sup>st</sup> century youth centres – demonstrates this ambition and ensures that young people in the borough are able to benefit from the first Youth Zone in South London. Legacy, Croydon Youth Zone is to be built on the site of the Whitehorse Youth Centre, on Whitehorse Road, subject to planning approval. The Youth Zone's significant array of activities will be available outside of school hours and will complement the great facilities already operating across the borough.

Based on local demographics and of the success of existing Youth Zones, OnSide anticipate that at least 3,000 young people from Croydon will register as members, and that the Youth Zone will record approximately 1,500 visits to the facility each week. An annual membership of £5, plus 50p per visit, will allow young people to access at least 20 different activities, 7 days a week, throughout the year, including weekends and holiday provision.

Legacy, Croydon Youth Zone will have a significant positive impact on young people's health, wellbeing, confidence, attendance at school and youth crime; and therefore, make major contributions to the Corporate Plan pillars of growth, independence and liveability. Youth Zones also have a positive impact on the wider community. The scheme will create up to 15 full time and about 35 part-time, local employment opportunities and will also generate a minimum of 100 regular volunteering opportunities. It will make a positive contribution to the Council's longer term ambition to refurbish and re-vitalise the wider area, and to improving community cohesion. OnSide, and each Youth Zone across the network, is committed to working with local

partner organisations and stakeholder groups to broaden the offer and strengthen links with the local community.

## **FINANCIAL IMPACT**

At the 18<sup>th</sup> January 2016 meeting, the Cabinet agreed to contribute £3.25m one-off capital, and £300k p.a. revenue contribution for three years, as well as granting a long-term lease for the land on which the Youth Zone will be developed. OnSide are committed to providing the remaining £2.75m one-off capital funding and £700k p.a. revenue funding for 3 years.

**KEY DECISION REFERENCE NO.: Not a key decision**

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

### **1. RECOMMENDATIONS**

The Cabinet is asked to note the progress made with the delivery of the Legacy, Croydon Youth Zone project.

## **2. EXECUTIVE SUMMARY**

2.1 The Council is committed to working in partnership with OnSide to develop the first Youth Zone in South London for the benefit of Croydon's young people. On 18<sup>th</sup> January 2016 Cabinet agreed, in principle, to the development of Legacy, Croydon Youth Zone at Whitehorse Youth Centre, Whitehorse Road ('the project') subject to planning approval and final site assessments. Cabinet also approved the Council's contribution of £3.25m one-off capital, and three years revenue contribution of £300k per year, as well as the grant of a lease for the land on which the project will be developed. OnSide is committed to raise the remaining £2.75m capital and £700k revenue funding needed to build the new Youth Zone and ensure its operation are fully funded for the first three years.

2.2 Since this date, significant progress has been made on the project which will help to realise the Council's ambition for young people. The new Youth Zone is due to open by the end of 2018 and particular progress has been made in the following areas.

- **Capital and revenue fundraising** – OnSide has raised 100% of the required capital funding and a significant element of the remaining three years of revenue funding thanks to the generosity of philanthropists, local businesses and charitable trusts.

- **The Young People's Development Group** – a group made up of young people from Croydon meets regularly to inform the development of the Youth Zone, to promote it to other young people, and to act as ambassadors for Croydon when meeting similar groups set up across OnSide's network of Youth Zones.
- **Naming the Youth Zone** – a record number of young people voted to name the new Youth Zone, with 'Legacy' emerging as the overwhelming choice.
- **Developing plans for the new Youth Zone** – detailed plans have been drawn up for the new Youth Zone which have been informed by a pre-application meeting with Croydon's Planning officers on 26<sup>th</sup> January 2017.
- **Incorporating the new charity** – the Croydon Youth Zone (Company No: 10405820) was incorporated on the 1<sup>st</sup> October 2016 and the application to register the charity has been submitted.
- **Engaging local partners** – OnSide has been in contact with many local groups and organisations in Croydon, and regularly attends a number of existing forums to increase awareness and understanding of the new Youth Zone.

2.3 This paper to cabinet is to update members on the progress to date for the project.

### 3. DETAIL

#### Capital and revenue fundraising

3.1 The full £6m capital funding required to develop Legacy, Croydon Youth Zone has been secured, well ahead of schedule. In addition to the £3.25m provided by the Council, £2.75m has been raised through the generosity and support of the following organisations:

- £1m funding from the Queen's Trust
- £0.5m from the Stone Family Foundation
- £0.25m from the Fidelity Foundation
- £1m from an anonymous funder

3.2 OnSide has committed to raise the remaining revenue (estimated at £700k pa) needed by the Youth Zone to operate for the first three years, further to the £300k pa provided by the Council for this period. This will ensure the new charity has a sound financial footing from which to deliver a full programme of high quality activities. Significant progress has been made, with £350k pa raised for the first three years, again thanks to the generosity of some of OnSide's supporters. OnSide has appointed a revenue fundraiser to ensure a minimum of £1.05m (£350k pa for the first three years) is raised in advance of the opening of the Youth Zone.

#### The Young People's Development Group

3.3 During the development of all new Youth Zones, OnSide encourage local young people to become members of a Young People's Development Group (YPDG).

Legacy, Croydon Youth Zone's YPDG meet every other week and perform a key role in ensuring young people play an active part in the development of the Youth Zone, encouraging the support of potential partners and funders, and spreading the word to other young people in Croydon.

- 3.4 The YPDG meet every other week in the normal course of business and participate in local events and forums, such as the Youth Council 'Clocktower' event in February. Members of Croydon YPDG also join with YPDGs from other London Youth Zones as part of the Ambassadors for London group which meets weekly at City Hall. The group will take part in the President's Cup which pits them against other YPDGs from across the OnSide network in a series of activities taking place over a weekend this summer in Carlisle.
- 3.5 The YPDG is a major asset to the new Youth Zone, ensuring a strong, active youth voice throughout its development, and it also provides unique experiences for members, which help develop their confidence and skills. The group has prepared a presentation to Cabinet to showcase what has been achieved since the group was established.

### **Naming the Youth Zone**

- 3.6 A key first task of Croydon's YPDG was to lead the branding process for the new Youth Zone. The group worked with the London design agency, 'Sea Design' to come up with two possible options for the Youth Zone's name ('Legacy' and '365'), with associated logos and brand values for each name.
- 3.7 The group then went about collecting the 2,715 votes from schools and colleges as well as from young people they met in the centre of Croydon. Thanks to the group's efforts, more people took part in the Youth Zone's branding process than any other in the UK. 'Legacy' was the overwhelming favourite, receiving 1,603 votes, and is the official name of the Youth Zone as a result.

### **Developing plans for the new Youth Zone**

- 3.8 OnSide is working with John Puttick Associates (the project architects) and Council officers to develop plans for Legacy, Croydon Youth Zone that give both the necessary 'wow factor' for the new building to attract and excite young people, while attempting to mitigate any possible planning issues and site-specific challenges.
- 3.9 OnSide attended a pre-application planning meeting with the Council's Planning Officers on the 26<sup>th</sup> January 2017 to better understand likely challenges to the planning application. The plans have been amended significantly as a result of this meeting, and OnSide will attend a second pre-application planning meeting prior to a full planning application being submitted.

- 3.10 A public consultation event was held on Tuesday 11th April 2017, at the Whitehorse Road site to gain the views of local residents and organisations in advance of submitting a planning application. Close to 10,000 invitations were sent to residents and businesses in the neighbourhood to encourage them to make their views known. The turnout was fairly low compared to similar events held for other Youth Zones. However, the low turnout, and the positivity of those that did attend, suggests the Youth Zone is generally viewed neutrally, or better, by the public.
- 3.11 Latest visuals for the external design of the building are shown below. Presentation boards with further visuals of the latest external and internal designs for the building have also been made available to Cabinet. These plans are likely to change following the second pre-application planning meeting and prior to planning approval.



### **Establishing the new charity**

- 3.12 As with all Youth Zones, Legacy, Croydon Youth Zone will be established as a newly-formed, locally-led charitable organisation. The Croydon Youth Zone (Company No: 10405820) was incorporated on the 1<sup>st</sup> October 2016 and an application has been submitted to register the new organisation as a charity.
- 3.13 All Youth Zones are governed by a private sector-led Board of Trustees responsible for strategic vision and the long-term sustainability of the charity, and including representatives from the Council. The current Members and Directors of the new company are Kay Andrews (acting Chair), Mark Fowler (nominated by Croydon Council) and Mark Ward (nominated by OnSide). OnSide is undertaking a search to identify a suitable permanent Chair after which it will work with them to appoint fellow Trustees.

### **Engaging local partners**

- 3.14 Legacy, Croydon Youth Zone's aim is to work in partnership with all existing providers of services and support to young people to enhance the offer to them and make the sum greater than the individual parts. It is not to duplicate, or replace existing provision. This includes making the new, modern facilities of the Youth Zone available to other organisations to deliver their services from, provided the facilities are used appropriately.

- 3.15 OnSide's Partnership Development & Community Engagement Manager has been attending a number of forums to engage with other local voluntary organisations and community groups, helping them understand the opportunities Legacy, Croydon Youth Zone will bring to young people. This includes representing OnSide at:
- Three Area Locality Youth Network meetings, the 'Big' annual Localities meeting and the new, termly borough-wide meetings where information is shared and contact made with a large number of other organisations
  - Weekly sessions run by DropIn in Croydon's town centre
  - Sessions with schools to publicise the Youth Zone amongst young people and encourage them to join the YPDG
  - Forums organised by Croydon Voluntary Action, including the Young People & Families' Network and the Borough Forum.
- 3.16 Engagement at this stage is focused on sharing information with local organisations to limit any misconceptions that might exist about the new Youth Zone. As the opening of the Youth Zone comes closer, focus will shift to more detailed planning on how the Youth Zone can work with these organisations and to engaging directly with young people through schools, social media and other channels to encourage them to become members.

## **TAKING THE PROJECT FORWARD – OUR NEXT STEPS**

The key next steps for the development of Legacy, Croydon Youth Zone are as follows<sup>1</sup>:

- Submit planning application – Summer 2017
- Appoint building contractor – Autumn 2017
- Start on site – Autumn 2017
- Building project completion / soft-launch – Autumn 2018
- Formal opening of the new Youth Zone – before the end of 2018

## **4. CONSULTATION**

- 4.1 Onside will continue to consult with and engage the community and young people for the benefit of the project throughout the period leading up to and after the opening of the new Youth Zone.

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

### **REVENUE AND CAPITAL CONSEQUENCES**

- 5.1 There are no further financial consequences to those presented in the paper approved by the Cabinet on 18 January 2016.

---

<sup>1</sup> These dates are indicative at this stage as it will depend on a number of factors such as the time taken for the planning process.



It should be noted that as detailed in section 3.1 above the full £6m capital funding required to develop Legacy, Croydon Youth Zone has been secured, well ahead of schedule.

- 5.2 It should also be noted as detailed in 3.2 above that significant progress has been made towards raising the revenue funding, and that OnSide has appointed a revenue fundraiser to ensure a minimum of £1.05m (£350k pa for the first three years) is raised in advance of the opening of the Youth Zone.

## **RISKS**

- 5.3 There are no risks further to those presented in the paper approved by the Cabinet on 18 January 2016.

Approved by :- Lisa Taylor – Director of Finance, Investment and Risk

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

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

Approved on behalf of the Director of Law and Monitoring Officer.

## **7. HUMAN RESOURCES IMPACT**

- 7.1 There is no impact to Council employees as noted in the paper approved by the Cabinet on 18 January 2016.

Approved by:Debbie Calliste

## **8 EQUALITIES IMPACT**

- 8.1 Please see background paper for purposes of the report.

## **9. ENVIRONMENTAL IMPACT**

- 9.1 There are no environmental impacts further to those presented in the paper approved by the Cabinet on 18 January 2016.

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

- 10.1 There are no crime and disorder reduction impacts further to those presented in the paper approved by the Cabinet on 18 January 2016.

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

11.1 To advise members on the progress made in developing the new Youth Zone.

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

12.1 There are no options considered further to those presented in the paper approved by the Cabinet on 18 January 2016.

---

**CONTACT OFFICER:** Mark Fowler, Director of Gateway and Welfare Services  
(0208 726 6000 ext 19503)

**BACKGROUND PAPERS: Cabinet Paper 18/01/2016 - Investing in our Young People - Onside Youth Zone -**

<https://secure.croydon.gov.uk/akscroydon/users/public/admin/kabatt.pl?cmte=CAB&meet=44&href=/akscroydon/images/att6626.pdf>

**Equality Analysis**

**For General Release**

<b>REPORT TO:</b>	<b>Cabinet 19<sup>th</sup> June 2017</b>
<b>AGENDA ITEM:</b>	<b>10</b>
<b>SUBJECT:</b>	<b>Small Business Commission</b>
<b>LEAD OFFICER:</b>	<b>Shifa Mustafa, Executive Director – Place Emma Lindsell, Director of Economic Growth</b>
<b>CABINET MEMBER:</b>	<b>Councillor Mark Watson – Cabinet Member for Economy &amp; Jobs</b>
<b>WARDS:</b>	<b>All Wards</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT:</b>	
<p>The Small Business Commission seeks to understand the barriers and challenges Croydon’s business community face in order to grow. This links to the Council’s Growth Plan.</p> <p>The Council’s Growth Plan will sit alongside the Independence and Liveability Plan for the Borough and outline how sustainable growth will be delivered for residents, businesses and investors across the Borough.</p> <p>This report will set out how supporting Croydon’s Small and Medium Sized Enterprises (SMEs) will create enhanced growth within our economy supporting them to provide more job opportunities and enhance their ability to pay the London Living Wage. SMEs which are growing and able to pay the London Living Wage are in turn able to support independence for residents as well as creating a welcoming, pleasant place people will wish to live in.</p>	
<b>FINANCIAL IMPACT</b>	
There is no direct financial impact to the council.	
<b>KEY DECISION REFERENCE NO.:</b> 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:

## **1.0 RECOMMENDATIONS**

The Cabinet is recommended to

- 1.1 Consider the draft Small Business Commission Report and action plan and endorse, in principle, the draft report.
- 1.2 Delegate finalisation of the report and action plan to the Cabinet Member for Economy & Jobs.

## **2. EXECUTIVE SUMMARY**

- 2.1 The Small Business Commission was set up by Croydon Council in January 2017 to explore the barriers to and opportunities for growth of Croydon's SMEs now and in the coming years. The Commission is a business led group chaired by Andrew Bauer, Centre Director of the Whitgift Centre. It aims to speak to businesses and stakeholders to understand the real issues affecting businesses so that collectively, businesses, business support agencies and the Council can work together to unleash Croydon's SME growth potential. The appointment of Commissioners took into consideration their ability to represent Croydon's diverse business community.
- 2.2 Following discussions with various SMEs, the Commission has produced an interim report (available at Appendix 1) and summarised here which sets out the vital part that SMEs play in Croydon's economy, the challenges and barriers they face, opportunities and potential for growth. From this the Commissioners have agreed a series of recommendations and the accompanying action plan to be delivered over the coming years.

## **3.0 BACKGROUND**

- 3.1 According to the Office for National Statistics, 99% of Croydon's business community are small to medium sized businesses (up to 250 employees as defined by the European Union). These businesses are consistently described as the backbone of the UK economy, driving growth, opening new markets and creating jobs and therefore their contribution is vital to ensure Croydon's growth potential. Supporting SME start up and accelerating SME growth is central to the Council's growth promise.
- 3.2 Today our business community is experiencing new challenges and opportunities, delving into the unknown of Brexit, rising costs, new markets to be explored and accessed and pressures on productivity. It is ever more pressing that the public and private sector work in partnership to ensure that Croydon continues to have a growth that is sustainable, encouraging new and innovative businesses but also nurturing and supporting the existing local business community.

## **4.0 The Commission's Approach**

4.1 The Commission adopted a varied approach to gathering information including:

- A survey circulated to 1500 businesses;
- Face to face listening exercises in group and 1:1 settings; and
- Desktop research and best practice.

The Commissioners were selected as specialists in their field who have access to a wide ranging business network.

## **5.0 Key Commission themes and recommendations**

### **5.1 Business Rates**

5.1.1 During the survey, tax; NI; PAYE; and business rates were identified as the top barriers preventing growth for businesses. The qualitative data proved that business rates were considered as the top issue for businesses within the borough. However, it is important to note that the timing of this research coincided with the 2017 national revaluation exercise of the rateable value of commercial premises, which has resulted in some businesses located in the London area seeing a significant increase in their billing rates; timing may have had an impact on the importance placed on the issue.

5.1.2 Findings from the Small Business Commission focus groups highlighted that businesses were unaware of how the business rates were distributed i.e. Croydon Council receive 30%, GLA receive 20% and the DCLG receive 50% of the rates collected. As Croydon Council collected the rates the perception was that the Council were responsible for the initiation and implementation of the rates increase. There was a general lack of awareness on the distribution and use of money collected from the rates. It is interesting to note that Croydon Council have been working with the Croydon Business Community to lobby Government for a change in the way business rates are calculated.

5.1.3 The recommendations of the Small Business Commission to address its findings on business rates include:

- Communication on rate distribution and support available for businesses on rate relief;
- Collective and coordinated lobbying for London to be treated in a fairer way when rateable values are set as it operates in a unique microcosm; and
- Research models of best practise from other Councils use of using retained business rates for economic growth delivery.

## **5.2 Access to Funding**

- 5.2.1 The findings of the Small Business Commission shows that Croydon's small business community are confused and often unaware of the funding available to them. Issues around raising finance were found to be significant with 36% of businesses emphasising this as a salient barrier to growth.
- 5.2.2 As entrepreneurial businesses grow and develop, the sources of finance they rely on changes. It is therefore seen as critical that access to the right kind of capital funding is developed at the right stage in a company's lifecycle to ensure success.
- 5.2.3 Perceptions within the business community are that the financial landscape is confusing, time consuming and intimidating. However, the offering of business support and advice within Croydon is seen as significantly strong. Impartial advice is available from a variety of networks and advisors that can support SME's through the services they provide. This advice is tailored to meet the needs of Croydon's diverse business community including those BAME businesses that may need to access information in different languages.
- 5.2.4 Financial support to access other market opportunities, such as international trade contracts and joining procurement chains of large companies, was found to be seen as critical.
- 5.2.5 The recommendations of the Small Business Commission to address the findings on access to funding includes:
- Supporting and promoting Jigsaw opportunities (jigsaw is the term that refers to combining grant and private funding to achieve the funding a business requires);
  - Continue Croydon Enterprise Loan Fund to address funding gaps;
  - Work with partners/providers to source a dynamic offering of funding opportunities;
  - Utilise the Croydon Business Network to provide a communication network that signposts businesses to impartial and professional advice; and
  - Promote investor opportunities within the borough working with partners/providers such as Sussex Innovation Centre, Croydon Tech City, Rangewell, Enterprise for London

## **5.3 Accessing Talent - Employment & Skills**

- 5.3.1 The quantitative data that was collected placed recruiting skilled staff as the third highest barrier to growth, this was confirmed by qualitative data that was collected by the focus groups and interviews. 35% of the businesses that responded to the survey felt that a workforce development and management service would assist them in developing their business growth.
- 5.3.2 Croydon Tech City hosted a focus group that vocalised a feeling from those within Tech industries that there was disconnect between the education system and skills needed within the industries (cyber security skills were highlighted predominantly).

5.3.3 The Small Business Commission noted that whilst it was clear that businesses felt that the skills gap created an obstacle for growth it was difficult to establish exactly which technical and soft skills were needed for them to achieve a more productive workforce. Customer service/communication and information technology skills were cited as the most popular skills that would be needed within the next 3-5 years to drive their business forward.

5.3.4 The Small Business Commission findings noted that there was a need to consider highlighting job prospects in key industries. This could be met by informing businesses of various opportunities such as offering work experience placements, internships and apprenticeships. This could create a pipeline of local talent that would create socio-economic value for residents and help businesses to retain local staff. It would also support young people so that they are not disadvantaged by a lack of opportunities in specific industries.

5.3.5 The Small Business Commission recommendations are:

- Promote the services of Croydon Works and other key employment support stakeholders (Croydon Works is a job brokerage service, delivered by a partnership between Croydon Council, Croydon College and Job Centre Plus, to provide employability support and a free to use recruitment service for the residents and businesses of Croydon);
- Working with the Employment & Skills Board map future skills needs and provision within the borough;
- Better position Croydon to benefit from the devolution of the adult skills budget to be implemented 2019/2020;
- Increase the opportunities to showcase industries by enabling work experience placements and apprenticeships and upskill residents creating socio-economic value;
- Investigate targeted interventions to support hard to reach groups into employment; and
- Engage with programmes that can increase digital literacy in businesses.

## **5.4 International Trade**

5.4.1 In all the focus groups that were held by the Small Business Commission, it was established that links formed by Croydon's diverse population was seen as a fantastic opportunity to create further links when trading internationally. With the UK's second-largest airport (Gatwick), a diverse workforce, and a variety of different sectors spread out across the region, the area already has the foundations in place to make this happen.

5.4.2 According to the Department for International Trade (DIT), businesses new to exporting experience on average a 34% increase in productivity in the first year, and are 11% more likely to survive. The current thrust of Government growth policy has a heavy focus on trade and exporting. As part of the growth corridor, which connects Croydon to Brighton along the A23 (Coast to Capital) there are emerging opportunities for the area which could be significant in future economic development of the region. The Coast to Capital area already boasts an export figure of £9.1bn per year.

- 5.4.3 Combine this with a tourist income of £3.6bn, the area is well-known on the international stage for its business capability and willingness to trade across borders as well as accommodate visitors. There remains a large amount of potential for growth, which is why a key strategic aim of Coast to Capital, London Economic Action Partnership (LEAP) and the Department for International Trade (DIT) is to increase international trade.
- 5.4.4 With organisations like South London Export Club, London and Partners DIT and Chamber of Commerce ready to assist companies to trade internationally it is interesting to note that despite this support there is a general feeling that businesses could be doing more to access markets abroad and may be missing out on exporting opportunities. Gatwick airport are developing new routes, many in growth markets and are continuing to build on their business traffic. Croydon Council supports the growth of Gatwick and welcomes the economic benefits to Croydon.
- 5.4.5 Only 31 out of the 154 respondents to the business survey confirmed that they were already exporting. To ensure that the Commission understood businesses trading internationally a further group of 34 businesses were brought together to consider opportunities and issues facing exporters and importers within the borough. These were identified as follows:

### **Opportunities**

- Great business support for exporters available within the borough;
- Great transport links close to the City and three airports – good conference facilities;
- Open and supportive SME culture with strong networks of support;
- Croydon Business Culture;
- High concentration of number of businesses within the borough;
- Skilled workforce.

### **Barriers**

- Leaving the European Union;
- Road infrastructure is poor in capacity/quality;
- Need more courses on how to export & trade;
- Publicity & information (marketing);
- Increase the support for small businesses to develop and grow by accessing new markets;
- Parking;
- No COBRA (complete business reference advisor factsheets) or business library resource;
- Croydon has a serious image problem and needs help to improve image;
- Needs more promotion of Croydon as an attractive target for foreign direct investment (FDI) companies;
- More information about opportunities in sectors which need more input from the council in engaging with businesses;
- Communication on support activities is fragmented.



It is important to note that the Brexit effect was very keenly felt by exporters who were worried about the future of their businesses.

5.4.6 The recommendations of the Small Business Commission recommendations to address the findings on international trade includes:

- Working with Coast to Capital, London and Partners, South London Export, Department for International Trade, and Chamber of Commerce to deliver a series of international trade workshops to support businesses trading abroad;
- Position Croydon as a key player within the International Community – “Open for Business” working with partners and stakeholders such as Gatwick Airport;
- Promote contract opportunities available through DIT, South London Export, and Enterprise Europe Network (EEN); and
- Promote a positive image of Croydon through the Croydon Urban Edge and other media channels

## **5.5 Procurement**

5.5.1 The Small Business Commission findings showed that small businesses needed more support to access procurement opportunities available from public sector contracts and large private sector companies.

5.5.2 SME's, whose presence in communities is vital for grassroots economies, strongly voiced their need for further support to enter into supply chains and stressed that Croydon Council should be seen to lead the way.

5.5.3 There was a general lack of awareness for the work already completed by Value Croydon. Value Croydon is about Croydon Council working together with businesses, the community and other public sector agencies to provide social value in Croydon.

5.5.4 The aim is that Croydon Council uses its purchasing power to support local businesses and generate jobs for local people. The Council will also work in partnership with external partners and contractors to maximise the social value for local communities.

In practice, this means

- A strong focus on supporting the creation of job opportunities for local people;
- Investing in local business growth; and
- Opening up more commissioning opportunities for local businesses, the voluntary community and the social enterprise sector to compete for council contracts.

5.5.5 Despite the award winning work of Value Croydon, many SME's were unaware of the opportunities that were available to them through the programme. The findings of the Commission showed a need of further promotion of the Value Croydon project, combining showcasing contract opportunities with

encouraging and enabling larger businesses to place their contracts onto the Value Croydon website – providing a one stop shop for SME's to find information on potential new contracts. These should be supported with workshops that enable small businesses to write BIDs that will increase the potential for successful tenders.

5.5.6 The recommendations of the Small Business Commission to address the findings on procurement includes;

- Clarify and promote the Value Croydon offering for business use, to include contracts under £100,000;
- Croydon Council to create tier one improvement target of their procurement contracts to be issued to local businesses;
- Croydon Council to ensure that feedback is provided to SMEs when their tenders have not been successful;
- Creation of a dynamic programme of workshops to support SMEs in writing successful BIDs and meet the buyer events to broker relationships;
- Work with Gatwick Airport to promote their annual meet the buyer event to Croydon companies;
- Work with large companies in Croydon Council's supply chain to encourage procurement opportunities to be accessed by local businesses; and
- Create a single platform to promote contract opportunities for local businesses.

## **5.6 Inward Investment – Brand Croydon**

5.6.1 The Small Business Commission qualitative data collected clearly showed that most businesses felt that Croydon was a great place to conduct business. However there was a general feeling that Croydon needed a coordinated marketing piece to address the negative image that the borough receives nationally, which would then create a positive brand image of Croydon. It was felt that Croydon Council should lead on this using the Croydon Urban Edge website as a showcase for working, living and doing business in the borough.

5.6.2 The Council houses an inward investment service, branded as Croydon Urban Edge ([www.croydonurbanedge.com](http://www.croydonurbanedge.com)), which provides dedicated assistance to businesses seeking to locate, relocate or expand in Croydon. Businesses are allocated a customer-focused account manager as part of the Croydon Urban Edge concierge package to facilitate their search for premises borough-wide. The Croydon Urban Edge service is open to businesses of all sizes and are assisted by a member of the inward investment service from initial enquiry through to starting business operation to ensure this process is as seamless as possible. Since summer 2016, the inward investment team has assisted over 50 companies, predominantly SMEs, with their search for new premises. This has primarily been within the commercial and retail sectors, but a leisure focus has also been prominent. During this time, large companies – including The Body Shop, Superdrug and EDF Energy – have located their headquarters in Croydon, exemplifying the attractive business opportunities Croydon can offer. The Commission noted that businesses within the borough were not aware of

the Croydon Urban Edge service and there was an opportunity to promote this service as part of a business support package to companies within the borough.

5.6.3 The recommendations of the Small Business Commission to address the findings on inward investment include:

- Improve the visibility of information and support available from the Council;
- Work with appropriate organisations such as Coast to Capital Foreign Direct Investment Group, London & Partners, Department for Industry and Trade to encourage foreign direct investment.
- Continue campaigns via MIPIM, London Real Estate Forum and London & Partners to promote the borough; and
- Create a dedicated welcome business pack for the borough.

## **5.7. Employment Land**

5.7.1 The Council has undertaken several studies into space available for business or industrial use i.e. employment land. This was done as part of the development of its new planning policy framework, the Croydon Local Plan. These studies have assessed the amount of business floorspace in Croydon and its change over time, informing the updated policies to be included in the borough's planning policy.

5.7.2 The Employment Technical Paper, published in January 2017, summarises the key issues the borough faces in terms of planning for employment up to 2036. These include:

- Land for industry and warehousing will need to have continued protection to support key sectors in the future;
- There is approximately 30% vacant office floorspace in Croydon Metropolitan Centre and current low rents do not support the development of new office floorspace, although some speculative office development is being built out;
- Poor public realm in Croydon Metropolitan Centre and the district and local centres discourages businesses from locating in Croydon and attracting visitors;
- Competition from other areas in London and the South East for inward investment in both office and retail markets;
- Increasing Croydon population and planned housebuilding will increase the need for local jobs; and
- Contracting of retail uses within district and local centres, and increased vacant premises along with poorly designed conversions to other uses.

The Council's draft planning policy addresses the above employment-related issues through the following proposed policies:

- Apply a presumption in favour of employment-related development, provided it meets the standards of the employment policy and other applicable policies of the development plan;

- Adopt a '4-tier' approach to the retention and redevelopment of land and premises relating to industrial/employment activity;
- Promote the growth and expansion of cultural and creative industries;
- Support the temporary occupation of empty buildings and cleared sites through meanwhile uses where they contribute to regeneration and enhance the character and vitality of the area;
- Promote and support the development and flexibility of B1 uses (including office, light industrial and research and development), retail, leisure (including evening/night-time economy uses), visitor accommodation, and housing and community facilities within Croydon Metropolitan Centre and the district and local centres;
- Promote and support measures to improve the quality of the borough's stock of retail and office premises, particularly in Croydon Metropolitan Centre;
- Favourably consider net increases to the stock of retail premises in Croydon Metropolitan Centre, seek to maintain as a minimum, the current amount of retail floorspace in Croydon, enhance the quality of retail floorspace in Croydon and seek to reduce Class A use vacancy;
- Promote and support the development of new and refurbished office floorspace in Croydon Metropolitan Centre.

5.7.3 The Small Business Commission has identified several challenges related to employment space for SME growth and expansion in the borough. Whilst Croydon has several move-on spaces for SMEs, a number of businesses commented on the lack of affordable move-on space for those employing four or more people. SMEs felt that they couldn't benefit from economies of scale when upgrading from a per desk cost to a per office cost, which hampers their ability to grow. Similarly, several businesses commented on the shortage of light industrial/warehousing supply. This threatens the Council's ability to attract and retain inward investment from businesses seeking such premises, and this issue is already known to the Council which is addressing this through planning policy. Businesses also commented on the longevity of lease contracts, stating that the minimum lease length (10 or more years) was too long and something small businesses are unable to commit to. Landowners should consider the circumstances of small businesses more favourably as to not discourage this significant occupier market.

5.7.4 The conversion of commercial premises to residential units through permitted development rights, however, has resulted in a significant loss of commercial floorspace in the town centre, which has been reflected in increasing commercial rental values. This was reflected in the survey results with an average score of 6.2 and 5.9 for availability and cost of business accommodation, respectively. Whilst other developments in the town centre, such as Westfield and Boxpark, were commented upon positively, concern was expressed over the impact of such developments on increasing rental values. Approximately 88% of respondent's intend on keeping their businesses in Croydon but several businesses commented upon using rent reviews and lease breaks as opportunities to reconsider Croydon as a business location. The Council recognises that occupier demand supersedes current supply and that major developments may increase commercial rental values locally, and will encourage commercial landowners to retain rents at affordable levels for

Croydon businesses.

5.7.5 The recommendations of the Small Business Commission to address their findings on employment space includes:

- Croydon Council to undertake a market assessment to look at the feasibility of utilising its suitable vacant assets to create affordable and flexible move-on space for SMEs employing three or more people;
- Develop a consortium of SME friendly landowners to encourage the provision of affordable business floorspace in the borough to ensure Croydon remains one of the most affordable business locations in London;
- Croydon Council to seek to adopt the amended draft employment-related planning policy into the final Croydon Local Plan; and
- Croydon Council to track the level of commercial, retail and leisure development more closely to identify what premises will become available and when.

## **5.8 Infrastructure**

5.8.1 Transport is seen as a significant contributor to why Croydon is great for business, with good road, rail and airports links. Croydon is seen as a gateway in to London without the City prices for houses and office space. However the focus groups highlighted issues with move on space (as emphasised previously).

5.8.2 Quantitative and qualitative data also placed broadband as a barrier for business growth. Further clarification was sought to get behind the problems businesses were facing however this was difficult and the Small Business Commission would recommend that further research is needed on coverage and quality of the broadband for businesses with the borough to ensuring that the offering is fit for purpose.

5.8.3 The tech focus group expressed their concern that a substandard broadband service would have a detrimental impact on business growth and if Croydon was to achieve the ambitions it was placing on its reputation in supporting the Tech industry then it was felt by the group that Croydon Council should be asked to look at delivery options across the borough.

5.8.4 The recommendations of the Small Business Commission to address their findings on infrastructure includes:

- Croydon Council to map broadband provision within the Borough.

## **5.9 Markets**

5.9.1 Markets play an important role in the ambience of the Croydon town street scene, with historic Surrey Street market undergoing major refurbishment in order to regenerate the market area and increase the footfall within the area.

5.9.2 Traders were invited to contribute to the Commission by survey, of which the findings were as follows:

- Barriers to Growth included a decrease in footfall caused by a decline in people within the Surrey Street area and an increase in parking charges for the town.
- Opportunities highlighted were the regeneration planned for the market which should be completed by June 2017,
- Traders felt that a partnership approach should be taken to increase footfall which could be through a series of events within the marketplace or by creating a street scene ambience that would attract clients to the area such as street entertainers creating a cultural vibe.

5.9.3 The recommendations of the Small Business Commission on Markets include:

- Croydon Council to work with traders to create a programme of events throughout the year to increase the footfall within the market.
- Croydon Council to work with partners to increase the cultural attractiveness of the market, using music/art to attract more footfall creating a better visitor experience within the market area.

## **5.10 District Centres**

5.10.1 Thriving district centres are just as important as a vibrant town centre, with a myriad of businesses located in the region and all facing challenges within the area. Focus groups and in depth interviews with Purley and New Addington Business Improvement Districts (BIDS) and an emerging Coulsdon Business Partnership emphasised that many independent retailers were seeing more demands on increased costs than ever before. Rising business rates, auto pension enrolment, living wage and a rise in costs for goods were putting a pressure on profits with many independents only just breaking even (this is also reflective of independents within the Town Centre).

5.10.2 The district centres also found challenges around wayfinding signage (including signage to car parks), parking costs and availability of spaces. In areas such as Coulsdon and Purley it was felt that there was a lack of footfall because of the bypass/gyratory and lack of signage for parking meant that people were just driving through the towns rather than stopping to shop. The Coulsdon focus group also emphasised that an option to pay for additional parking within the town would be beneficial to them (this would be a one hour free parking with an option to pay for an additional hour). A suggestion for increasing cycling opportunities (cycle lanes) was offered as an alternative to creating further parking spaces and also promote health and wellbeing within the borough.

5.10.3 Attracting the correct mix of shops in order to create the right offering for the public was seen as critical for the district centres, representatives from the independent retail community felt that there needed to be a more proactive approach for this although it was recognised that this was very difficult to achieve in some areas. Suggestions included a website to promote Croydon's District Centres. There was also a general feel by representatives that Croydon Districts needed some positive marketing messages.

5.10.4 The recommendations of the Small Business Commission to address their findings on District Centres include:

- BIDS, relevant business forums and Croydon Council to look at ensuring the wayfinding signage is fit for purpose within the district centres;
- BIDS, relevant business forums and Croydon Council to look at ensuring the parking signage is fit for purpose within the district centres;
- To add an option for visitors to pay for an additional hour on top of the already available one hour free parking within the relevant District Centres.
- Croydon Council to work with partners to promote the district centres on the Croydon Urban Edge website; and
- Croydon Council to create and promote an online business directory to encourage residents to buy local and promote all businesses within the borough.

## **5.11 Business Support**

5.11.1 Advice and support is critical for SME's at every stage of their business journey, the differing needs of start-ups to growing businesses means that we need to ensure that our Croydon Business Network is offering support at all levels. Whether it's networking, leadership and management, financial planning or marketing training the Commission wanted to investigate the quality of support available and how businesses were accessing it.

5.11.2 Croydon has a very active business support network which includes Croydon Chamber of Commerce, Federation of Small Businesses FSB, Business Improvement Districts (BIDS), Croydon Tech City, Start Up Croydon, Shaking Hands and Sussex Innovation Centre (plus many more). Although it was interesting to note that in the business survey the top four ways that businesses accessed support was:

- Accountant
- Website/Own Research
- Friends Relatives
- Solicitors/Legal Advisers

5.11.3 Businesses over 10 years old were the most prevalent at accessing support, which could be an indicator of why they have achieved longevity in their respective industries.

5.11.4 Croydon Businesses had a variety of opportunities to access new markets and increase business contacts through networking however the focus groups indicated that there was a lack of awareness for these opportunities. It was felt that the Council could provide an impartial conduit through the Croydon Business Network to communicate support opportunities to the business community. It was felt that this would also show that the Council was "open to business".

5.11.5 The survey did highlight that it was felt that training masterclasses especially in marketing and social media for SME's would be provide opportunities for their businesses (67%).

5.11.6 The recommendations of the Small Business Commission to address their findings on Business Support include:

- Croydon Council to create an email newsletter for businesses, to be sent on a bi monthly basis which highlights opportunities for grants, funding, networking and information that will support SME's. Informed through the Croydon Business Network;
- Croydon Council to work with the Croydon Business Network to run a series of bi monthly training opportunities for businesses; and
- Explore increasing the accessibility of the Good Employer accreditation for all SMEs to ensure that SMEs can also be represented as "Good Employers".

## **5.12 Technology**

5.12.1 With the support of organisations like Croydon Tech City and Sussex Innovation Centre, Croydon is now seen as London's fastest tech start up cluster. To support this eco system the Commission ran a focus group with (34 attendees) specially designed to look at the opportunities and issues that the Tech sector were facing.

### **Opportunities**

- Transport Connections;
- Tech support organisations Croydon Tech City, Sussex Innovation Centre;
- Collaborative work space – SINC, TMRRW Hub, My Outspace etc;
- Networking;
- The Tech Vibe; and
- Croydon is Open for Business – development and regeneration

### **Barriers for Growth**

- Parking costs;
- Lack of information when starting a business in Croydon;
- Available open data;
- Negative images from the national media of the borough of Croydon;
- Skills ;
- Access to Funding;
- Business Rates; and
- Cost of Commercial Premises.

5.12.2 The group emphasised the need for an organisation to take "ownership" of the tech sector within Croydon. It was felt that the Croydon Tech Scene was now at a stage where it needed further facilitation to help it achieve its ambition and that the Council should work with Croydon Tech City and SINC to progress this for the future.

5.12.3 The recommendations of the Small Business Commission to address their findings on the tech sector includes:

- Croydon Council to create a welcome to Croydon pack for new businesses (this could be electronic); and
- Croydon Council to work with Croydon Tech City and SINC to look at appropriate ways to support the Tech Community in a facilitated way.



## **6.0 CONSULTATION**

- 6.1 The Small Business Commission's approach included an initial quantitative exploration of SME's within the borough. Working with the Croydon Business Network; a collaboration of business support organisations that represent over 2000 Croydon businesses, the Commission surveyed 1495 businesses (and received 155 responses, a sample which was felt to be representative of the 13915 SME's that are located within the borough). This included descriptive data which would help us to ensure that our sample was representing all sectors and focused on examining the businesses understanding of the current opportunities and issues that they may be facing within today's trading climate. The survey also looked at where businesses were currently accessing business support and any areas where they felt that there was a lack of support.
- 6.2 In order to delve deeper into really understanding the outcome of the survey a series of facilitated focus groups and individual interviews were carried out by the Commission across the Borough (it was important to ensure that businesses within the District Centres were also represented within the data). The aim of this qualitative data was to explore the key findings of the survey and areas of learning and best practice within the Croydon business scene. In total 5 focus groups (two of which focused around the Tech sector and International Trade) and a series of 25 interviews were held which represented in depth analysis of 141 companies.

## **7.0 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

### **1 Revenue and Capital consequences of report recommendations**

There are no direct financial considerations arising from this report at this time. There could be financial implications in the future should the number of small businesses within the borough significantly change as this will impact on the level of Business Rates collected.

### **2 Risks**

Key risks include:

- The Small Business Commission's recommendations could conflict with Council policy and strategy.
- The Small Business Commissions review could highlight areas of need that the Council are unable to support.

### **3 Future savings/efficiencies**

It should be noted that the effective support of SME's will help create economic growth and increase job opportunities to the local area. The economic growth of the area will bring further investment in to the borough of Croydon.

Approved by – Lisa Taylor. Director of Finance, Investment and Risk

## **8.0 COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER**

- 8.1 The Council Solicitor comments that there are no direct legal implications arising from the considerations in this report.

Approved on behalf of the Director of Law and Monitoring Officer.

#### **9.0. HUMAN RESOURCES IMPACT**

- 9.1 There are no human resources impacts arising from the considerations in this report

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

#### **10.0. EQUALITIES IMPACT**

- 10.1 A full EQiA will need to be produced and ensure that Growth for All will reach all aspects of Croydon residents and businesses. This will be completed with the Delivery Plan stage.

#### **11.0. ENVIRONMENTAL IMPACT**

- 11.1 There are no environmental impacts arising from this report.

#### **12.0 CRIME AND DISORDER REDUCTION IMPACT**

- 12.1 There are no crime and disorder impacts arising from this report.

### **13.0 REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

- 13.1 To update Members on the Small Business Commission findings and progress establishing appropriate support for SME's within the borough of Croydon.

### **14.0 OPTIONS CONSIDERED AND REJECTED**

- 14.1 The report currently shows a series of recommendations that could be adopted if the Council feel that the considerations will support business growth within the borough. It is concluded that the draft report is the initial stages of the development of these recommendations for considerations.

---

**CONTACT OFFICER:** Carol Squires, Economic Development Manager, Extn 18302

**BACKGROUND PAPERS:** none

**Appendix to report**

Small Business Commission Interim Report



# Small Business Commission

## Interim Report

June 2017

Report prepared for the Cabinet of Croydon Council

# Contents

<b>Executive Summary</b> .....	<b>3</b>
<b>Introduction</b> .....	<b>6</b>
Background and Context.....	6
Purpose of the Report.....	6
Methodology.....	7
<b>Key Findings</b> .....	<b>8</b>
State of the Overall Economy.....	9
Taxation.....	9
Access to Funding.....	10
Employment and Skills: Access to Talent.....	11
Employment and Skills: Skills Shortages.....	13
International Trade.....	15
Procurement.....	18
Inward Investment: Brand Croydon.....	20
Employment Land.....	21
Transport and Infrastructure.....	23
Markets.....	24
District Centres.....	24
Business Support.....	25
Technology.....	28
<b>Conclusion and Next Steps</b> .....	<b>29</b>
Draft Action Plan.....	32
<b>Meet the Commissioners</b> .....	<b>39</b>
<b>Appendix</b> .....	<b>43</b>
Annex 1: Sectoral Breakdown of Responses.....	44
Annex 2: Age of Business by Business Support Provider Used Survey Results.....	45

# Executive Summary

# 01

The Small Business Commission, led by several Croydon business figures and independent of the Council, explored qualitative and quantitative methods to understand the opportunities and barriers to growth for Croydon businesses. In doing this the Commission, chaired by Andrew Bauer, Centre Director of The Whitgift Centre, provides a sound understanding of the economic conditions which SMEs are facing in order to inform key strategic decisions for stakeholders within Croydon that will support the borough's economic growth. The appointment of Commissioners took into consideration their ability to represent Croydon's diverse business community.

Key themes arising from the findings include:

- Increased taxes and rising costs restricting business growth;
- Confusion for businesses accessing finance;
- An underlying need to landscape future skills within the borough;
- Innovation of Croydon tech SMEs;
- Innovation of Croydon tech SMEs;
- Pressure on employment land; and
- Opportunities to access local and international markets.

This interim report includes a series of recommendations that will provide a basis for informed discussion, inviting feedback from businesses and stakeholders in order to provide a narrative that will inform a dynamic deliverable plan of action, culminating with a final report in September 2017.



*The Small Business Commission Commissioners (from left-to-right: Malcolm Brabon; Sarah Luxford; Annabel Fogden; Andrew Bauer; Councillor Mark Watson; and Benedict Selvaratnam).*



# Introduction



## Introduction

### Background and Context

Croydon has transformed over the past five years and is continuing to experience unprecedented growth with over £5 billion worth of investment already underway. With high levels of growth planned over the next few years, the Commission's aim was to work closely to support the local business community in order to help them to achieve their full growth potential.

SMEs account for 99.9% of all private sector businesses nationally, employing 15.7 million people (60% of all private sector employment in the UK). SMEs generate a combined annual turnover of £1.8 trillion, representing a 47% share of all private sector turnover in the UK<sup>1</sup>.

99% of Croydon's business community are small- to medium-sized businesses<sup>2</sup>. These businesses are consistently described as the backbone of the UK economy as they drive growth, open new markets and create jobs, and their contribution is therefore vital to unlock Croydon's full growth potential.

Small businesses are known as seedbeds for innovation as they encourage competition and bring fresh ideas that challenge the status quo. This stimulus in turn incentivises others to adapt and innovate.

Today, Croydon's business community is experiencing new challenges and opportunities, delving into the unknown of Brexit, rising costs, new markets to be explored and accessed, and pressures on productivity. It is ever more pressing that the public and private sectors work in partnership to ensure that Croydon continues to have sustainable growth, encouraging new and innovative businesses but also nurturing and supporting the existing local business community.

In order to promote sustainable growth success for Croydon businesses, the Small Business Commission, launched in January 2017, was set up as a business-led independent body, and chaired by Andrew Bauer, Director of The Whitgift Centre. The aim of the commission was to research and report on the challenges and opportunities that Croydon SMEs face in order for the Council to look at the best way that the Council can work in partnership to create an enterprising culture that maximises on the entrepreneurial activities of Croydon's small business community.

### Purpose of the Report

This report aims to provide a robust understanding of the barriers and opportunities that Croydon SMEs are facing, focusing on impartially reporting on current issues and areas that may impede or assist the growth of SMEs within the borough.

It aims to assist the borough in understanding the relationship that small- and medium-sized enterprises have within the Croydon economy, identifying areas of need where support should and

---

<sup>1</sup> Source: Federation of Small Businesses (2016).

<sup>2</sup> European Union definition of businesses employing up to 250 people.

could be implemented. It is hoped that the findings of this report will provide a platform of information that will help Croydon Council and other public bodies to strategically plan activities that will create an even better socio-economic climate for local SMEs, assisting Croydon's ambition for its businesses and residents.

## Methodology

The Small Business Commission's approach included an initial quantitative exploration of SMEs within the borough. Working with the Croydon Business Network – a collaboration of business support organisations that represent 2,000 Croydon businesses – the Commission surveyed 1,495 businesses and received 155 responses, a sample which was felt to be representative of the 13,915 SMEs that are located within the borough (see Annex 1). This included descriptive data which would help to ensure that the sample was representing all sectors and focused on examining the businesses' understanding of the current opportunities and issues that they may be facing within today's trading climate. The survey also looked at where businesses were currently accessing business support and any areas where they felt that there was a lack of support.

In order to delve deeper into fully understanding the outcome of the survey a series of facilitated focus groups and individual interviews were carried out by the Commission across the borough, including the district centres to ensure that businesses located there were also represented. The aim of this qualitative data was to explore the key findings of the survey, areas of learning and best practice within the Croydon business scene. In total 5 focus groups, 2 of which focused around the tech sector and international trade, and 25 interviews were held which represented in-depth analysis of 141 companies.

# Key Findings

OSB

## State of the Overall Economy

With rising costs, inflation and a weak pound, responses from the Small Business Commission showed that businesses felt that the overall economy was the second most popular barrier to their growth over the next year or so (39%). With businesses facing the uncertainty or opportunity of Brexit (depending on their individual perspectives), what is known is that businesses are unsure of the future of the economy and that uncertainty causes its own issues, especially if it stalls decisions or investment. Whilst on a national level it may be difficult to influence external factors as a borough, there has never been a more important time to create partnerships that maximise on supporting SMEs to take opportunities that are available to them.

## Taxation

During the survey tax, national insurance, pay as you earn, and business rates were identified as the top barriers for growth for businesses. The qualitative data underpinned that business rates were seen definitively as the top issue for businesses within the borough, however it is important to note that the timing of this research coincided with the 2017 national revaluation exercise of the rateable value of commercial premises which has resulted in some businesses located in the London area seeing a significant increase in their rates bill. London operates a unique economic microcosm which has meant that London values have increased between 46.2% (Hackney) and 8.2% (Barking & Dagenham). In Croydon:

18.6%

average increase

11%

average increase  
for retail  
properties

18.8%

average increase for  
industrial properties

17.3%

average increase  
for office  
accommodation

30.8%

average increase for other  
types of property

7.4%

average cash impact on  
businesses

1,156

businesses have seen their  
rateable value increase by  
over 60% (most are in the  
metropolitan centre where  
land values have increased  
fastest)

The rise comes at a time when there are several other cost increases for small businesses such as:

- Apprenticeship levy<sup>3</sup>;
- Upswing in purchasing costs caused by Brexit;
- Recent fall in the value of the pound; and
- Introduction of pension auto enrolment.

<sup>3</sup> A tax levied on organisations with a wage bill over £3 million per annum.

Currently, central government control the setting of business rates and income is shared between the Treasury, Greater London Authority and the London Borough Croydon. However findings from the Small Business Commission focus groups highlighted that businesses were unaware of the distribution of business rates and as Croydon Council collected the rates the perception was that the Council were responsible for the initiation and implementation of the rates increase. There was a lack of awareness on the distribution and use of money collected from the rates.

It is interesting to note that Croydon Council has been working with the Croydon business community to lobby national government for a change in the way in which business rates are calculated. In December 2016, the London Borough of Croydon introduced a new discretionary business rates relief policy to support inward investment and to increase/safeguard jobs in the borough. To date, 5 applications have been received.

### Recommendations:

- Communication on rate distribution and support available for businesses on rate relief;
- Collective and coordinated lobbying for London to be treated in a fairer way when rateable values are set as it operates in a unique microcosm; and
- Research models of best practice of other Councils use of retaining business rates for economic growth delivery.

### Access to Funding

The findings of the Small Business Commission show that Croydon's small business community is confused and often unaware of funding available to them. Issues around raising finance are seen as a significant issue for businesses, with 36% emphasising this as a significant barrier to growth.

As entrepreneurial businesses grow and develop, the sources of finance they rely on changes so it is seen as critical that the right kind of capital is developed at the right stage in a company's lifecycle to ensure success.

Rangewell (the preferred Access to Finance partner for Coast to Capital) has asked the Commission to strongly consider:

- Recognising that Croydon partners are already market-leading and considered to be considerably more proactive than most areas;
- Continue to strongly support the services being provided locally whilst identifying further market sectors (e.g. scaling companies, innovative business sectors and growing micro regions) that require more detailed support;
- Encourage local advisors and local support networks to cross-refer more appropriately; and
- Explore ways to engage further and more deeply with all local companies, including those who are currently not aware or not involved in local initiatives.

Perceptions within the business community are that the financial landscape is confusing, time consuming and intimidating. However, the offering and advice network within Croydon is seen as

significantly strong with impartial advice available from a variety of networks and advisors that can support SMEs. This advice could be tailored to meet the needs of Croydon's diverse business community including those BAME businesses that may need to access information in different languages.

The qualitative data collected by the commissioners also emphasised that many businesses felt that there was a lack of grant opportunities within the borough. Those businesses who vocalised this need tended to be start-up businesses in the first three years of trading.

Finance to support accessing other market opportunities, such as international trade contracts and entering procurement chains of large companies, were seen as critical to being able to source these opportunities. Underlying research undertaken by the Commission showed a lack of awareness of alternative financial opportunities, such as the Croydon Enterprise Loan Fund, however, businesses highlighted the work that Croydon Tech City and Sussex Innovation Centre do to implement investor opportunities for innovative tech businesses.

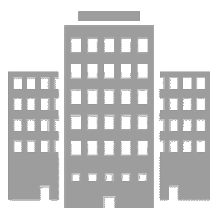
### Recommendations:

- Supporting and promoting jigsaw opportunities<sup>4</sup>;
- Croydon Enterprise Loan Fund to address funding gaps;
- Work with partners/providers to source a dynamic offering of funding opportunities;
- Utilise the Croydon Business Network to provide a communication network that signposts businesses to impartial and professional advice; and
- Promote investor opportunities within the borough by working with partners/ providers, such as Sussex Innovation Centre, Croydon Tech City, Rangewell and Enterprise for London.

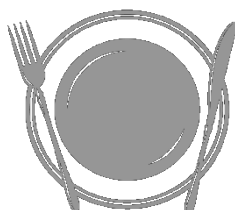
## Employment and Skills: Access to Talent

The quantitative data that was collected placed recruiting skilled staff as the third highest barrier to growth. This was underpinned by qualitative data collected through the focus groups and interviews. 35% of the businesses that responded to the survey felt that a workforce development and management service would assist them in developing their business growth.

It is worth noting that Croydon has a relatively high employment rate compared to the London average, with residents more likely to be employed in lower-wage, lower-skilled jobs in the business administration, support and retail sectors. The largest employment sectors in the south sub-region are:



Health and  
Social Work



Retail



Professional, Real Estate,  
Scientific and Technical

---

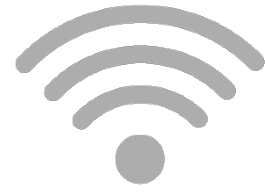
<sup>4</sup> A combination of grant and private funding to achieve the funding a business requires.



### Administration and Support



### Education



### Information and Communications

Although Croydon’s unemployment rate is slightly lower than the London average, the employment rate is rising. It is important to note:

## 13,000

economically inactive working age adults in the borough

## Over 55s

BAME groups, people with disabilities and women are some demographic groups more likely to be out of work and/or on benefits than others

## Geographic

variations show that people in the north of the borough and in areas such as New Addington are more likely to be out of work and/or on benefits

## Over 20%

of Croydon residents are in low-paid work

## Over 25%

of jobs in Croydon are low-waged

## 23.2%

of children in the borough in 2015 were living in families affected by income deprivation

Businesses and employers are consistent in their message that many people presenting for interview do not have the skills, attitudes and aptitudes required for work; this is particularly the case for younger people:

- Croydon’s growth employment sectors are Science & Technology; Creative & Cultural; Retail; Hospitality; Leisure & Tourism; and Business & Finance; and
- There are recruitment challenges and skills shortages nationally and locally in health & social care and teaching.

The proportions of high skill and labour intensive roles in Croydon are below average, with middle skill and service intensive roles above average<sup>5</sup>. There are less professional jobs, with more administration and clerical, caring, leisure and other services, more sales and customer services and more elementary staff than average.

<sup>5</sup> Source: UK Commission for Employment and Skills (UKCES).

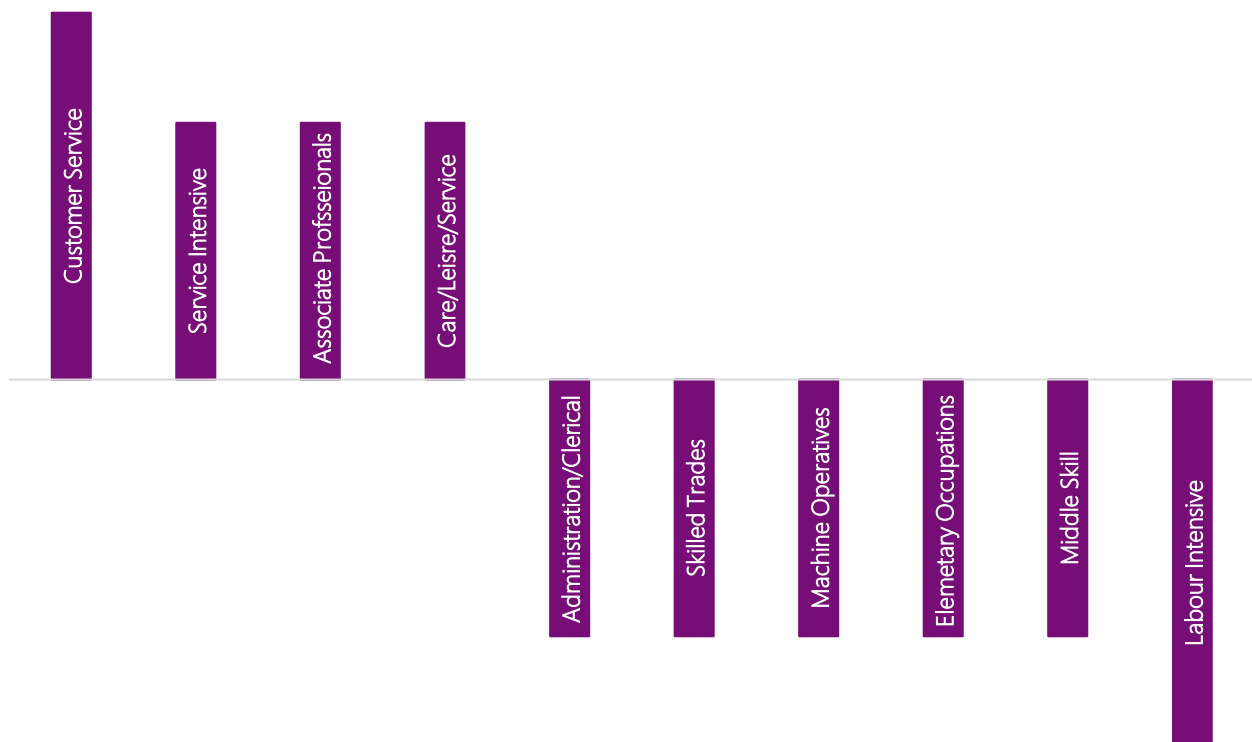


There are some local strengths such as care and service sectors, where there has been consistent regional growth in recent years. Developments in the borough are well aligned with forecast growth in several sectors – culture at College Green, professional and business services at Ruskin Square, and retail at Boxpark and Westfield/Hammerson.

Croydon Tech City hosted a focus group that vocalised a feeling from those within tech industries that there was disconnect between the education system and skills needed within the industries (cyber security skills were highlighted predominantly).

## Employment and Skills: Skills Shortages

The overall level of Skills Shortage Vacancies<sup>6</sup> (SSVs) and Hard to Fill Vacancies<sup>7</sup> (HFVs) in Croydon is slightly higher than the national average. There are however notable variations in the level of SSVs in different sectors/skill levels:



Where the proportion of SSVs is higher or significantly higher than average, this implies either a lack of suitably skilled candidates locally (or willing to travel to work in the borough) and/or a particular concentration of businesses in these sectors.

It should be noted that the sectors with high levels of SSVs correspond to growing sectors, so there is good reason to focus on these sectors when considering issues such as the area review, skills devolution, and more locally the focus of employment and skills activity in the borough<sup>8</sup>.

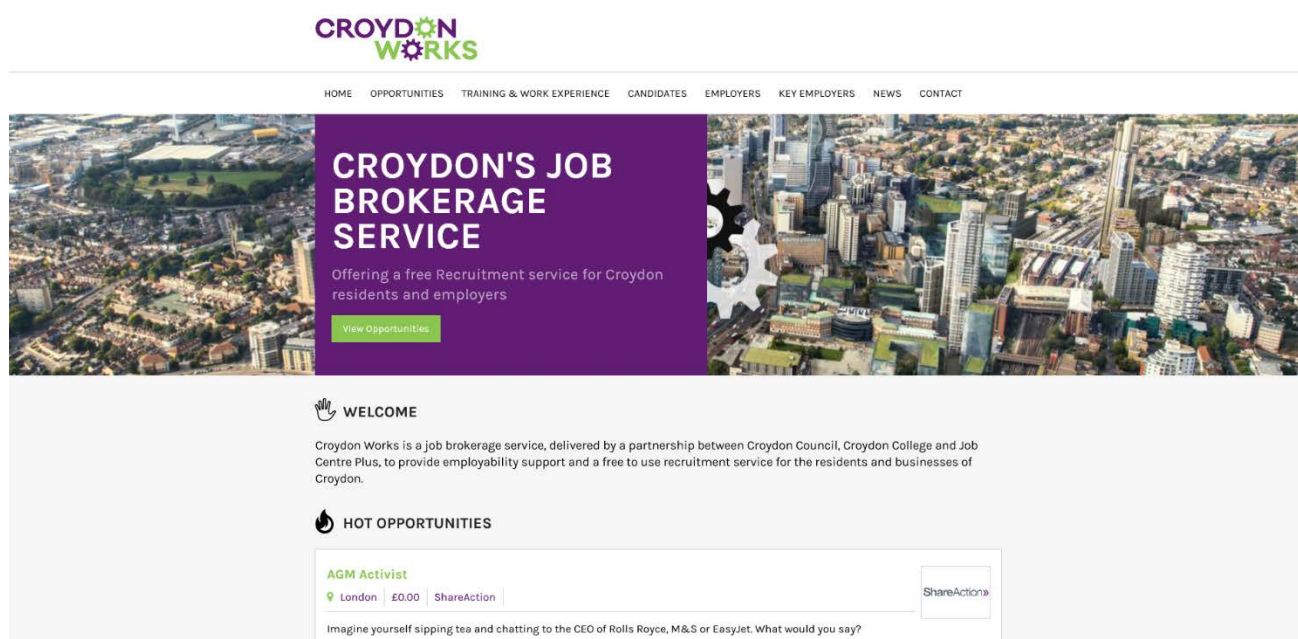
<sup>6</sup> Vacancies difficult to fill due to candidates lacking suitable skills.

<sup>7</sup> All vacancies difficult to fill.

<sup>8</sup> Source: Croydon Local Authority Briefing – Employment and Skills (2017).

The Small Business Commission noted that whilst it was clear that businesses felt that the skills gap was creating an obstacle for growth it was difficult to get behind exactly which technical and soft skills were needed for them to achieve a more productive workforce. Customer service/communication and information technology skills were cited as the most popular skills that would be needed within the next 3-5 years to drive their business forward.

The Commission noted that businesses were interested in utilising the services of Croydon Works, a free job brokerage service which is run by the Council in partnership with Croydon College and Job Centre Plus. The survey showed that four businesses had already accessed the service, however, 36% said that they would like to be keen to use Croydon Works in the future.



Croydon Works website – [www.croydonworks.co.uk](http://www.croydonworks.co.uk)

The Small Business Commission findings noted that there was a need to look at highlighting job prospects in key industries, this could be met by opening up businesses to opportunities that might be found by offering work experience placements, internships and apprenticeships that could create a pipeline of local talent that would create socioeconomic value for residents and help businesses to retain local staff. It would also support young people so that they are not disadvantaged by a lack of opportunities in specific industries.

### Recommendations:

- Promote the services of Croydon Works<sup>9</sup> and other key employment support stakeholders;
- Working with the Employment & Skills Board map future skills needs and provision within the borough;

---

<sup>9</sup> Croydon Works is a job brokerage service, delivered by a partnership between Croydon Council, Croydon College and Job Centre Plus, to provide employability support and a free to use recruitment service for the residents and businesses of Croydon.

- Best position Croydon to benefit from the devolution of the adult skills budget to be implemented 2019/2020;
- Increase the opportunities to showcase industries by enabling work experience placements and apprenticeships and upskill residents creating socioeconomic value;
- Investigate targeted interventions to support hard to reach groups into employment; and
- Engage with programmes that can increase digital literacy in businesses.

## International Trade

In all the focus groups that were held by the Small Business Commission, links formed by Croydon's diverse population were seen as a fantastic opportunity to create further links when trading internationally. With the UK's second largest airport (Gatwick), a diverse workforce, and a variety of different sectors spread out across the region, the area already has the foundations in place to make this happen.

Firms new to exporting experience on average a 34% increase in productivity in the first year, and are 11% more likely to survive<sup>10</sup>. The current thrust of Government growth policy has a heavy focus on trade and exporting. As part of the Growth Corridor, which connects Croydon to Brighton along the A23 (Coast to Capital), there are emerging opportunities for the area which could be significant for the future economic development of the region. The Coast to Capital area already boasts an export figure of £9.1 billion per year.

Combine this with a tourist income of £3.6 billion, the area is well known on the international stage for its business capability and willingness to trade across borders as well as accommodating visitors. There remains a large amount of potential for growth, which is why a key strategic aim of Coast to Capital, London Economic Area Partnership (LEAP) and Department for International Trade (DfIT) is to increase international trade.

With organisations like South London Export Club, DfIT and Chamber of Commerce all ready to assist companies to trade internationally it is interesting to note that despite this support, there is a general feeling that businesses could be doing more to access markets abroad and may be missing out on exporting opportunities. Gatwick Airport is developing new routes, many in growth markets, and are continuing to build on their business traffic. Croydon Council supports the growth of Gatwick Airport and welcomes the economic benefits to Croydon.

Only 31 out of the 154 respondents to the business survey confirmed that they were already exporting. To ensure that the Commission understood businesses trading internationally a further group of 34 businesses were brought together to look at opportunities and issues facing exporters and importers within the borough. These were identified as:

---

<sup>10</sup> Source: Department for International Trade (DfIT).

Opportunities	Barriers
<ul style="list-style-type: none"> <li>• Great business support for exporters available within the borough;</li> <li>• Great transport links close to the City and three airports;</li> <li>• good conference facilities;</li> <li>• Open and supportive SME culture with strong networks of support;</li> <li>• Croydon business culture;</li> <li>• High concentration of businesses within the borough; and</li> <li>• Skilled workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Brexit;</li> <li>• Road infrastructure needs additional capacity;</li> <li>• Need more courses on how to export and trade;</li> <li>• Publicity and information (marketing);</li> <li>• Increase the support for small businesses to develop and grow by accessing new markets;</li> <li>• Parking;</li> <li>• No COBRA or business library resource;</li> <li>• Increase the positive promotion of Croydon to celebrate opportunities and areas of best practice in order to promote it as the place to live, work and do business;</li> <li>• Increase activity to promote Croydon as an attractive target for FDI companies;</li> <li>• More information about opportunities in sectors which need more input from the council in engaging with businesses; and</li> <li>• Communication on support activities is fragmented.</li> </ul>

It is important to note that the Brexit effect was very keenly felt by exporters who were worried about the future of their businesses.

#### Recommendations:

- Working with Coast to Capital, South London Export, Department for Trade & Industry and Chamber of Commerce to deliver a series of international trade workshops to support businesses trading abroad;
- Position Croydon as a key player within the international community - "open for business" working with partners and stakeholders such as Gatwick Airport.
- Promote contract opportunities available through DIT, South London Export, and Enterprise Europe Network (EEN); and
- Promote a positive image of Croydon through Croydon Urban Edge brand and other media channels.



## Procurement

The Small Business Commission findings showed that small businesses needed more support to access the procurement opportunities available from public sector contracts and large private sector companies.

SMEs, whose presence in communities is vital for grassroots economies, strongly voiced their need for further support to enter into supply chains and stressed that it was felt that Croydon Council should be seen to lead the way.

SMEs were interested to understand more about the work already completed by Value Croydon – an initiative about Croydon Council working together with businesses, the community and other public sector agencies to provide social value in Croydon. The aim is that Croydon Council uses its purchasing power to support local businesses and generate jobs for local people. The Council will also work in partnership to maximise the social value for local communities from contractual relationships with external partners.

In practice, this means:

- A strong focus on supporting the creation of job opportunities for local people;
- Investing in local business growth; and
- Opening up more commissioning opportunities for local businesses, the voluntary community and the social enterprise sector to compete for council contracts.

Despite the award winning work of Value Croydon, many SMEs were unaware of the opportunities that were available to them through the programme. The findings of the Commission showed a need of further promotion of the Value Croydon project, combining showcasing contract opportunities with encouraging and enabling larger businesses to place their contracts onto the Value Croydon website – providing a one stop shop for SMEs to find information on potential new contracts. These should be supported with workshops that enable small businesses to write bids that will provide successful tenders.





#### What is Value Croydon?

Value Croydon represents a different way of doing business for Croydon Council. The Value Croydon ethos is about maximising the benefits available through our business activities. It is about working in partnership with businesses, the community

#### Croydon's Vision

The council's vision is that Croydon as a place, benefits from the expenditure in the borough, that contracts deliver positive impacts and outcomes and improves residents lives for the better. The council will maximise the number of opportunities

Value Croydon website – [www.valuecroydon.com](http://www.valuecroydon.com)

#### Recommendations:

- Clarify and promote the Value Croydon offering for business use, to include promoting contracts under £100,000;
- Croydon Council to create a tier one improvement target of their procurement contracts to be issued to local businesses;
- Croydon Council to ensure that feedback is provided to SMEs when their tenders have not been successful;
- Create a dynamic programme of workshops to support SMEs in writing successful bids and meet the buyer events to broker relationships;
- Work with Gatwick airport to promote the opportunities of their annual meet the buyer event to Croydon companies;
- Work with large companies within Croydon Council's supply chain to encourage procurement opportunities to be accessed by local businesses; and
- Create a single platform to promote contract opportunities for local businesses.

## Inward Investment: Brand Croydon

The Small Business Commission qualitative data collected clearly showed that most businesses felt that Croydon was a great place to do business in. However, there was a general feel that Croydon needed a coordinated marketing piece that negated the negative image that the borough receives nationally in order to create a positive brand image of Croydon. It was felt that Croydon Council should lead on this using the Croydon Urban Edge website as a showcase for working, living and doing business in the borough.



*Croydon Urban Edge website – [www.croydonurbanedge.com](http://www.croydonurbanedge.com)*

Croydon Urban Edge provides dedicated assistance and support to businesses seeking to locate, relocate or expand in Croydon. Businesses are allocated a customer-focused account manager as part of the Croydon Urban Edge concierge package to facilitate their search for premises borough-wide. The Croydon Urban Edge service is open to businesses of all sizes and are assisted closely from initial enquiry through to starting business operation to ensure this process is as seamless as possible. Since summer 2016, the Council has assisted over 50 companies, predominantly SMEs, with their search for new premises. This has primarily been within the commercial and retail sectors, but a leisure focus has also been prominent. During this time, large companies – including HMRC, Home Office, The Body Shop, Superdrug and EDF Energy – have located their headquarters in Croydon, exemplifying the attractive Croydon offer for businesses. The Commission noted that businesses within the borough were not aware of the range of information and support already in place.

### Recommendations:

- Improve the visibility of information and support available from the Council;
- Work with appropriate organisations such as Coast to Capital Foreign Direct Investment Group, London and Partners and Department for Trade and Industry to encourage foreign direct investment



- Continue campaigns via MIPIM, London Real Estate Forum and London & Partners to promote the borough; and
- Create a dedicated welcome business pack for the borough.

## Employment Land

The Small Business Commission has identified several challenges related to employment space for SME growth and expansion in the borough. Whilst Croydon has several move-on spaces for SMEs, a number of businesses commented on the lack of affordable move-on space for those employing four or more people. SMEs felt that they could not benefit from economies of scale when upgrading from a per desk cost to a per office cost, hampering their ability to grow. Similarly, several businesses commented on the shortage of light industrial/warehousing supply. This threatens the Council's ability to attract and retain inward investment from businesses seeking such premises, and this issue is already known to the Council which is addressing this through planning policy. Businesses also commented on the longevity of lease contracts, stating that the minimum lease length (10 or more years) was too long and something small businesses are unable to commit to. It was noted by the Commission that landowners should consider the circumstances of small businesses more favourably as to not discourage this significant occupier market.

The Council has undertaken several studies into employment land space across the borough as part of the development of its new planning policy framework, the Croydon Local Plan. These studies have assessed the amount of business floorspace in Croydon and its change over time, informing the updated policies to be included in the borough's planning policy.

The Employment Technical Paper, published in January 2017, details issues and actions to ensure economic growth, highlighting areas of protection such as land for industry and warehousing; competition for inward investment from other areas in London and the South East; an increasing population with demands for housing and local jobs; and a growing number of vacant premises with poorly designed conversions to other uses.

The Council's draft planning policy addresses these employment-related issues through policies that presume favour of employment related development; retaining land and premises relating to industrial employment; promoting growth and expansion of cultural and creative industries; supporting measures to improve the borough's quality stock of retail and office; and promote and support the development of new and refurbished office floorspace in Croydon Metropolitan Centre. Article 4, which restricts permitted development rights in Croydon Metropolitan Centre, has also reduced the amount of conversions of employment land to residential.

The conversion of commercial premises to residential units through permitted development rights, however, has resulted in a significant loss of commercial floorspace in the town centre, which has been reflected in increasing commercial rental values. This was reflected in the survey results with an average score of:

6.2/10

5.9/10

availability of business accommodation in  
Croydon

cost of business accommodation in  
Croydon

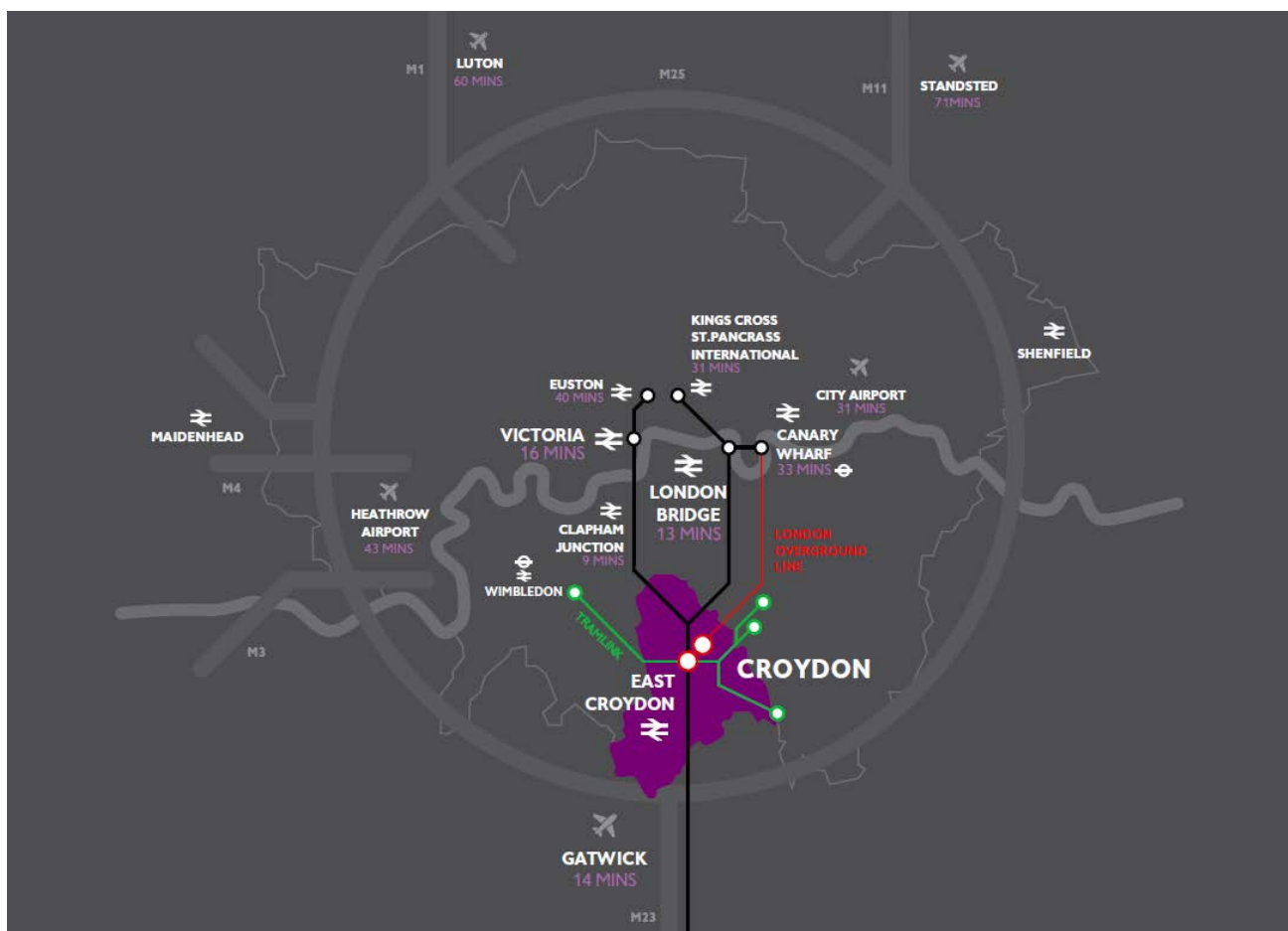
Whilst other developments in the town centre, such as Westfield and Boxpark, were commented upon positively, concern was expressed over the impact of such developments on increasing rental values. Approximately 88% of respondent's intend on keeping their businesses in Croydon but several businesses commented upon using rent views and lease breaks as opportunities to reconsider Croydon as a business location. The Council recognises that occupier demand supersedes current supply and that major developments may increase commercial rental values locally, and will encourage commercial landowners to retain rents at affordable levels for Croydon businesses.

### Recommendations:

- Croydon Council to undertake a market assessment to look at the feasibility of utilising its suitable vacant assets to create affordable and flexible move-on space for SMEs employing three or more people;
- Develop a consortium of SME friendly landowners to encourage the provision of affordable business floorspace in the borough to ensure Croydon remains one of the most affordable business locations in London;
- Croydon Council to seek to adopt the amended draft employment-related planning policy into the final Croydon Local Plan; and
- Croydon Council to track the level of commercial, retail and leisure development more closely to identify what premises will become available and when.

## Transport and Infrastructure

Transport is seen as a significant contributor to why Croydon is great for business, with good road, rail and airports links. Croydon is seen as a gateway into London without the central London prices for houses and office space. However, the focus groups highlighted issues with move-on space (as emphasised previously).



*Croydon's transport connections.*

Quantitative and qualitative data also placed broadband as a barrier for business growth. Further clarification was sought to get behind the problems businesses were facing, however, this was difficult and the Small Business Commission would recommend that further research is needed on coverage and quality of the broadband for businesses within the borough to ensuring that the offering is fit for purpose.

The tech focus group vocalised their concern that a substandard broadband service would have a detrimental impact on tech business growth and if Croydon was to achieve the ambitions it was placing on its tech reputation, then it was felt by the group that Croydon Council should be asked to look at delivery options across the borough.

### Recommendations:

- Croydon Council to map broadband provision within the borough.

## Markets

Markets play an important role in the ambience of the Croydon town street scene, with historic Surrey Street market undergoing major refurbishment in order to regenerate the market area and increase the footfall within the area.

Traders were invited to contribute to the Commission by survey, of which the findings were as follows:

Opportunities	Barriers
<ul style="list-style-type: none"><li>• Regeneration planned for the market (due to be completed by June 2017);</li></ul>	<ul style="list-style-type: none"><li>• Decrease in footfall caused by a decline in people within the Surrey Street area; and</li><li>• Increase in parking charges.</li></ul>

Concerns were raised that a partnership approach should be taken to increase footfall. This could be through a series of events within the marketplace or by creating a street scene ambience that would attract clients to the area, such as street entertainers, therefore creating a cultural vibe.

### Recommendations:

- Croydon Council to work with traders to create a programme of events throughout the year to increase the footfall within the market; and
- Croydon Council to work with partners to increase the cultural attractiveness of the market, using music/art to attract more footfall to create a better visitor experience within the market area.

## District Centres

Thriving district centres are just as important as a vibrant metropolitan centre, with a myriad of businesses located in the region and all facing challenges within the area. Focus groups and in-depth interviews with Purley and New Addington BID and an emerging Coulsdon Business Partnership emphasised that many independent retailers were seeing more demands on increased costs than ever before. Rising business rates, auto pension enrolment and a rise in costs for goods were putting a pressure on profits with many independents only just breaking even (this is also reflective of independents within the metropolitan centre).

The district centres also found challenges around wayfinding signage (including signage to car parks) and parking costs and availability of parking spaces. In areas such as Coulsdon and Purley, it was felt that there was a lack of footfall because of the bypass/gyratory and lack of signage for parking meant that people were just driving through the towns rather than stopping to shop. The Coulsdon focus group also emphasised that an option to pay for additional parking within the town would be beneficial to them (this would be a one hour free parking with an option to pay for an additional hour). A suggestion for increasing cycling opportunities (cycle lanes) was offered as an

alternative to creating further parking spaces and also promote health and wellbeing within the borough.

Attracting the correct mix of shops in order to create the right offering for the public was seen as critical for the district centres. Representatives from the independent retail community felt that there needed to be a more proactive approach for this although it was recognised that this was very difficult to achieve in some areas. Suggestions included a website to promote Croydon's district centres. There was also a general feel by representatives that Croydon districts needed some positive marketing messages.

### Recommendations:

- BIDS, relevant business forums and Croydon Council to look at ensuring wayfinding signage is fit for purpose within the district centres;
- BIDS, relevant business forums and Croydon Council to look at ensuring parking signage is fit for purpose within the district centres;
- To add an option for visitors to pay for an additional hour's parking on top of the already available one hour free parking within the relevant District Centres. This will create the option for visitors to be able to park for two hours.
- Croydon Council to work with partners to promote the district centres on the Croydon Urban Edge website; and
- Croydon Council to create and promote an online business directory to encourage residents to buy local and promote all businesses within the borough.

### Business Support

Advice and support is critical for SMEs at every stage of their business journey. The differing needs of start-ups to growing businesses means that the Council needs to ensure that its Croydon business network is offering support at all levels. Whether it is networking, leadership and management, financial planning or marketing training the Commission wanted to investigate the quality of support available and how businesses were accessing it.

Croydon has a very active business support network which includes Croydon Chamber of Commerce, the Federation of Small Businesses; Business Improvement Districts; Croydon Tech City; Start-Up Croydon; Shaking Hands; and Sussex Innovation Centre (plus many more). Although it was interesting to note that in the business survey the top four ways that businesses accessed support were:



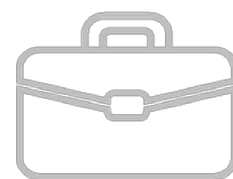
Accountant



Website/  
Own Research



Friends and/or  
Relatives



Solicitors/  
Legal Advisers

Businesses over 10 years old were the most prevalent at accessing support, which could be an indicator of why they have achieved longevity in their respective industries (see Annex 2).

Croydon businesses had a variety of opportunities to access new markets and increase business contacts through networking, however, the focus groups indicated that there was a lack of awareness for these opportunities. It was felt that the Council could provide an impartial conduit through the Croydon business network to communicate support opportunities to the business community. It was felt that this would also show that the Council was "open to business".

The survey did highlight that it was felt that training masterclasses, especially in marketing and social media for SMEs, would provide opportunities for their businesses.

### **Recommendations:**

- Croydon Council to create an email newsletter for businesses, to be sent on a bi monthly basis which highlights opportunities for grants, funding, networking and information that will support SMEs. Informed through the Croydon Business Network; and
- Croydon Council to work with the Croydon Business Network to run a series of bi monthly training opportunities for businesses.
- Explore increasing the accessibility of the Good Employer accreditation for all SMEs to ensure that SMEs can be represented as "Good Employers".



## Technology

With the support of organisations like Croydon Tech City and Sussex Innovation Centre, Croydon is now seen as London's fastest tech start up cluster. To support this ecosystem the Commission ran a focus group with 34 attendees, specifically designed to look at the opportunities and issues that the tech sector were facing:

Opportunities	Barriers
<ul style="list-style-type: none"><li>• Transport connections;</li><li>• Tech support organisations such as Croydon Tech City and Sussex Innovation Centre;</li><li>• Collaborative workspace such as Sussex Innovation Centre, TMRW Hub and My OutSpace;</li><li>• Networking;</li><li>• The Tech vibe; and</li><li>• Croydon is open for business – development and regeneration.</li></ul>	<ul style="list-style-type: none"><li>• Parking costs;</li><li>• Lack of information when starting a business in Croydon;</li><li>• Available open data;</li><li>• Negative images from the national media of Croydon;</li><li>• Skills shortages;</li><li>• Access to Funding;</li><li>• High business rates; and</li><li>• Cost of commercial premises.</li></ul>

The group emphasised the need for an organisation to take “ownership” of the tech sector within Croydon. It was felt that the Croydon tech scene was now at a stage where it needed further facilitation to help it achieve its ambition and that the Council should work with Croydon Tech City and Sussex Innovation Centre to progress this for the future.

### Recommendations:

- Croydon Council to create a welcome to Croydon pack for new businesses (this could be electronic); and
- Croydon Council to work with Croydon Tech City and Sussex Innovation Centre (SINC) to look at appropriate ways to support tech community in a facilitated way.



# Conclusion and Next Steps

04

## Conclusion and Next Steps

The Small Business Commission concludes that Croydon's SME business community are dynamic and innovative and Croydon is seen as a borough with ambition and opportunity. However, the pressures of doing business in today's competitive global market as seen within this report and a combination of rising business rates and increased costs mean that Croydon must not be complacent. Its stakeholders must work together to create the right economic climate for businesses and residents to thrive.

This interim report is an opportunity to discuss the content and evaluate the support and action needed to move forward. We invite you to comment and help mould the final report and action plan which will be finalised and published in September 2017, after which a completed plan of action will be delivered.



## Draft Action Plan

Recommendation	Action	Owner	Complete
<b>Taxation</b>			
<ul style="list-style-type: none"> <li>Communication on rate distribution and support available for businesses on rate relief.</li> </ul>	<ul style="list-style-type: none"> <li>Revise website business pages to provide relevant information on website.</li> <li>Provide information to the Croydon Business Network in order to support businesses</li> </ul>	<ul style="list-style-type: none"> <li>Croydon Council</li> </ul>	October 2017
<ul style="list-style-type: none"> <li>Collective and coordinated lobbying for London to be treated in a fairer way when rateable values are set as it operates in a unique microcosm.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate and action lobbying campaign.</li> </ul>	<ul style="list-style-type: none"> <li>Croydon Council</li> <li>Croydon Business Network</li> <li>BIDs</li> <li>Relevant partners</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>Research models of best practice of other Councils use of retained business rates for economic growth delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Investigate other council's use of retained business rates.</li> </ul>	<ul style="list-style-type: none"> <li>Croydon Council</li> </ul>	November 2017
<b>Access to Funding</b>			
<ul style="list-style-type: none"> <li>Supporting and promoting jigsaw opportunities that combine grant and private funding mix.</li> </ul>	<ul style="list-style-type: none"> <li>Work with partners provide information on funding mix.</li> </ul>	<ul style="list-style-type: none"> <li>Croydon Council</li> <li>Rangewell</li> <li>Coast to Capital LEP</li> <li>Relevant stakeholders</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>Work with partners to promote Croydon Enterprise Loan Fund opportunities</li> </ul>		Ongoing

- Croydon Enterprise Loan Fund to address funding gaps.
  - Work with partners/providers to source a dynamic offering of funding opportunities.
  - Utilise the Croydon Business Network to provide a communication network that signposts businesses to impartial and professional advice.
  - Promote investor opportunities within the borough working with partners and providers such as Sussex Innovation Centre, Croydon Tech City, Rangewell and Enterprise for London.
- Revise website business pages to provide relevant contact on website.
  - Create social media content to be aimed at promoting funding opportunities to businesses in the borough.
  - Create a newsletter for businesses to promote available grant and funding opportunities.
  - Create information events for access to funding to businesses in Croydon.
- Croydon Council
  - Croydon Council
  - Croydon Business Network
  - Partners
- September 2017
- Starting September 2017
- Starting September 2017-Ongoing
- January 2018

### Employment and Skills: Accessing Talent

- Promote the services of Croydon Works and other key employment support stakeholders
  - Map future skills needs and provision within the borough.
- Raise profile with Croydon Work's celebration event.
  - Create media campaign with partners.
  - Facilitated event with relevant businesses to focus on skills gaps and needs.
- Croydon Council
  - Croydon Business Network,
  - JCP
  - BIDs
  - Relevant partners
- 19 July 2017
- 24 May 2017

- |   |  |  |                      |
|---|--|--|----------------------|
| <ul style="list-style-type: none"> <li>• Best position Croydon to benefit from the devolution of adult skills budget to be implemented 2019/2020.</li> </ul>  | <ul style="list-style-type: none"> <li>• Work with stakeholders to better benefit from devolution</li> </ul>   | <ul style="list-style-type: none"> <li>• Croydon Council/Stakeholders</li> </ul>   | <p>Ongoing</p>       |
| <ul style="list-style-type: none"> <li>• Increase opportunities to showcase industries by enabling work experience placements and apprenticeships and upskill residents creating socio-economic value.</li> </ul> | <ul style="list-style-type: none"> <li>• Create a campaign to promote the benefits of work experience placements and apprenticeships to businesses.</li> </ul>               | <ul style="list-style-type: none"> <li>• Croydon Council/Stakeholders</li> </ul>   | <p>October 2017</p>  |
| <ul style="list-style-type: none"> <li>• Investigate targeted interventions to support hard to reach groups into employment.</li> </ul>   | <ul style="list-style-type: none"> <li>• Map provision and create a strategy that engages targeted interventions to support hard to reach groups into employment.</li> </ul> | <ul style="list-style-type: none"> <li>• Employment &amp; Skills Board, Croydon Council</li> </ul>                           | <p>December 2017</p> |
| <ul style="list-style-type: none"> <li>• Engage with programmes that can increase digital literacy in businesses.</li> </ul>  | <ul style="list-style-type: none"> <li>• Map provision of programmes available to provide digital literacy in businesses (business surgeries).</li> </ul>                    | <ul style="list-style-type: none"> <li>• Employment &amp; Skills Board, Croydon Council, Croydon Business Network</li> </ul> | <p>December 2017</p> |

## International Trade

- |  |   |  |                |
|--|---|--|----------------|
| <ul style="list-style-type: none"> <li>• Working with Coast to Capital, South London Export, DIT and Chamber of Commerce to deliver a series of international trade workshops to support businesses trading abroad.</li> </ul> | <ul style="list-style-type: none"> <li>• Create, promote and deliver events, training and support.</li> </ul> | <ul style="list-style-type: none"> <li>• South London Export</li> <li>• London Chamber of Commerce</li> <li>• Croydon Council</li> <li>• Croydon Business Network</li> <li>• Croydon Council</li> <li>• Gatwick Airport</li> </ul> | <p>Ongoing</p> |
| <ul style="list-style-type: none"> <li>• Position Croydon as a key player within the international community that is "open for</li> </ul>  |   |  | <p>Ongoing</p> |

<ul style="list-style-type: none"> <li>business/opportunity" working with partners and stakeholders such as Gatwick Airport.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver Croydon campaigns such as MIPIM, London Real Estate Forum through the Croydon Urban Edge brand.</li> </ul>	
<ul style="list-style-type: none"> <li>Promote contract opportunities available through DIT, South London Export and EEN.</li> </ul>	<ul style="list-style-type: none"> <li>Create Communication tools that promotes contract opportunities for businesses (enewsletter and Value Croydon).</li> </ul>	<ul style="list-style-type: none"> <li>Croydon Council</li> <li>South London Export</li> <li>Chamber of Commerce</li> <li>London &amp; Partners</li> <li>Enterprise Europe Network</li> </ul> <p>October 2017</p>
<ul style="list-style-type: none"> <li>Promote a positive image of Croydon through the Croydon Urban Edge brand and other media channels.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver inward investment activity as per campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>Croydon Chamber</li> <li>Croydon Council</li> <li>London &amp; Partners</li> </ul> <p>Ongoing</p>

## Procurement

<ul style="list-style-type: none"> <li>Clarify and promote the Value Croydon offering for business use to include promoting contracts under £100,000.</li> </ul>	<ul style="list-style-type: none"> <li>Website and online app to be produced</li> </ul>	<ul style="list-style-type: none"> <li>Croydon Council</li> </ul> <p>February 2018</p>
<ul style="list-style-type: none"> <li>Croydon Council to create tier one improvement target of their procurement contracts to be issued to local businesses</li> </ul>	<ul style="list-style-type: none"> <li>Croydon Council to create a tier one improvement target of their procurement contracts to be issued to local businesses.</li> </ul>	
<ul style="list-style-type: none"> <li>Creation of a dynamic programme of workshops to support SMEs in writing successful BIDS and meet the buyer events to broker relationships</li> </ul>	<ul style="list-style-type: none"> <li>Create a dynamic programme of workshops to support SMEs in writing</li> </ul>	

- |   |   |  |                               |
|---|---|--|-------------------------------|
| <ul style="list-style-type: none"> <li>• Work with Gatwick airport to promote opportunities of their annual meet the buyer event to Croydon companies.</li> </ul>   | <p>successful bids and meet the buyer events.</p>   | <ul style="list-style-type: none"> <li>• Croydon Council/Gatwick Airport/Croydon Business Network</li> </ul> | <p>September/October 2017</p> |
| <ul style="list-style-type: none"> <li>• Work with large companies in Croydon Councils supply chain to encourage procurement opportunities to be accessed by local businesses.<br/>Create a single platform to promote contract opportunities for local businesses</li> </ul> | <ul style="list-style-type: none"> <li>• Promote Gatwick Airports meet the buyer event to Croydon companies</li> <li>• Work with large companies within Croydon.</li> </ul> |  |                               |

### Inward Investment

- |   |  |  |
|---|--|--|
| <ul style="list-style-type: none"> <li>• Improve the visibility of information and support available from the Council;</li> </ul>   | <ul style="list-style-type: none"> <li>• Revise and update relevant sections of the Croydon Urban Edge and Croydon Council website</li> </ul>  | <ul style="list-style-type: none"> <li>• Croydon Council</li> <li>• London &amp; Partners</li> <li>• DTI</li> <li>• Coast to Capital</li> <li>• Relevant stakeholders</li> </ul> |
| <ul style="list-style-type: none"> <li>• Work with appropriate organisations such as Coast to Capital Foreign Direct Investment Group, London &amp; Partners and Department for Industry and Trade to encourage foreign direct investment and continue campaigns via MIPIM, London Real Estate Forum and London &amp; Partners to promote the borough; and</li> </ul> | <ul style="list-style-type: none"> <li>• Work with relevant partners and Inward Investment Team Croydon Council to continue to promote the borough</li> <li>• Campaigns via MIPIM</li> <li>• Complete pilot with London &amp; Partners to promote the borough</li> </ul> |  |



- Create a dedicated welcome business pack for the borough.
- Create a dedicated welcome business pack for the borough.

### Transport and Infrastructure

- Croydon Council to map Broadband provision and identify business needs within the borough.
- Croydon Council to map broadband provision and identify business needs within the Borough to understand issues and develop strategies to improve access and capacity across the network.
- Croydon Council

### Markets

- Increase the attractiveness of markets within Croydon in order to increase footfall.
- Create a programme of events throughout the year to increase the footfall within the market.
- Increase the cultural attractiveness of the market, using music/art to attract more footfall creating a better visitor experience within the market area.
- Croydon Council

### District Centres

- Increase the profile of the each district centre's offering.
- Use Croydon Urban Edge website to promote the district centre offering
- Create a social media campaign to promote district centre offerings and events.
- Create and promote an online business directory to encourage residents to buy local and promote all businesses within the borough.
- Croydon Council
- BIDs

- Ensure that way and parking signage is fit for purpose
- To look at the option of a paid for hour of parking in addition to the free hour of parking available within the car park. To create a two hour parking option in relevant areas.
- Renew way finding and parking signage and develop future strategy.
- Croydon Council to look at the implementing an additional paid for hour of parking to be added to the free hour creating a two hour parking option.

### Business Support

- |  |  |  |                       |
|--|--|--|-----------------------|
| <ul style="list-style-type: none"> <li>• Engage businesses and increase the profile of business support available within the borough.</li> </ul>   | <ul style="list-style-type: none"> <li>• Create an email newsletter for businesses which highlights opportunities for grants, funding, networking and Information that will support SMEs.</li> </ul> | <ul style="list-style-type: none"> <li>• Croydon Council</li> </ul>                          | <p>September 2017</p> |
| <ul style="list-style-type: none"> <li>• Working with partners create learning opportunities and networks for SMEs.</li> </ul>   | <ul style="list-style-type: none"> <li>• Training programme for SMEs created</li> </ul>  | <ul style="list-style-type: none"> <li>• Croydon Business Network/Croydon Council</li> </ul> | <p>December 2017</p>  |
| <ul style="list-style-type: none"> <li>• Explore increasing the accessibility of the Good Employer accreditation for all SMEs to ensure that SMEs can be represented as "Good Employers".</li> </ul> | <ul style="list-style-type: none"> <li>• Support created for SMEs accreditation to the Good Employer Charter.</li> </ul>   | <ul style="list-style-type: none"> <li>• Partners</li> <li>• Croydon Council</li> </ul>      | <p>November 2017</p>  |

### Technology

- |   |   |  |                     |
|---|---|--|---------------------|
| <ul style="list-style-type: none"> <li>• Provide relevant information to support tech businesses within the borough.</li> </ul> | <ul style="list-style-type: none"> <li>• Create a 'Welcome to Croydon' pack for new tech businesses (this could be electronic) showcasing support available.</li> </ul> | <ul style="list-style-type: none"> <li>• Croydon Council</li> <li>• Croydon Tech City</li> <li>• SINC</li> </ul> | <p>January 2018</p> |
| <ul style="list-style-type: none"> <li>• Support tech clusters to reach their full potential.</li> </ul>                        | <ul style="list-style-type: none"> <li>• Work in partnership to explore the best way to support the tech community in a facilitated way.</li> </ul>                     |  |                     |

# Meet the Commissioners

05



## Andrew Bauer

Chair of the Small Business Commission and Centre Director of The Whitgift Centre

Andrew holds thirty years' experience in retail and estate property management. With significant shopping centre management experience, Andrew takes an active role in local regeneration issues, and has been a Croydon BID board members for the past nine years and its chairman for the past four. Andrew also initiated the Croydon Business Crime Reduction Partnership (CBCRP) and remains an active member of the CBCRP Board.

Andrew is a strong advocate of retaining the benefits of Croydon's regeneration as far as possible for the local population to create a virtuous circle of opportunity, employment and a sustainable local economy. It is for this reason that he is engaged in the Small Business Commission as he sees local entrepreneurial businesses being a vital component of Croydon's future economic growth into the regional powerhouse for South London.



## Annabel Fogden

Head of Branch Chambers Team, London Chamber of Commerce and Industry (LCCI)

Annabel has over 25 years' experience of helping SMEs grow both locally and internationally. In her role with Croydon Chamber of Commerce over the last four years, Annabel has developed a strong connection with the Croydon business community through networking events and business services she provides.



## Benedict Selvaratnam

Owner, Freshfields Market

A keen businessman since the age of 16, Benedict has grown a wine merchant business into south London's leading supplier of wines, craft beers and spirits. After introducing local fresh fruit and vegetables into his outlets, he expanded operations to encompass wholesale division that now caters for a significant number of restaurants, bars and pubs in the Croydon area. In April 2015, Benedict opened Freshfields Market in Central Croydon, an independent supermarket with a strong emphasis on freshly sourced produce.

Benedict has been nominated for several awards, including Best Beer Retailer in the South (2016) and Convenience Drinks Retailer of the Year (2017). This recognition led to him working closely with Croydon Council to organise Croydon's 1<sup>st</sup> Craft Beer Festival, Purley's 1<sup>st</sup> Craft Beer Festival, Croydon's 1<sup>st</sup> Pride Fest and numerous other projects.



## Councillor Mark Watson

Lead Cabinet Member for Economy & Jobs, Croydon Council

In his role as Cabinet Member for Economy and Jobs, Councillor Mark Watson has a key role to play in spreading opportunities for Croydon's economy. He moved to Croydon in 1991, and was first elected to the Council in May 2002. He has held key positions, including Cabinet Member for Equalities and Community Partnerships, Cabinet Member for Community and Safety, and was eGovernment Champion.

He has worked as Chief Operating Officer for the BioRegional Development Group – an international environmental charity – and One Planet Products, an award-winning social business. His professional memberships include the Institute of Directors, the Chartered Management Institute, and the Royal Geographical Society.



## Malcolm Brabon

Head of Services, Coast to Capital LEP

As the Head of Services, Malcolm is responsible for delivering strategies to manage the business navigator growth hub service, as well as increase business enterprise and international trade across the Coast to Capital area. Previously Malcolm was Business Support Manager.

Malcolm has worked with companies of all sizes from start-up firms to multinational organisations. Prior to joining Coast to Capital, Malcolm led his own consultancy, specialising in connecting UK and overseas business service providers with potential clients. He was also Partnership Manager for Business Link London, based in Croydon. A keen advocate of entrepreneurship, Malcolm is also 'Start Up Britain Champion' for Croydon and a committee member of the South London Export Club.



## Robert O'Sullivan and Laurence Grant

Founders, Shaking Hands

Croydon-born Robert founded Shaking Hands with the intention of giving back to his community. Six months into a publishing contract, Laurence was approached by fellow Croydonian Robert to join Shaking Hands. Together with their wide array of skills, Robert and Laurence utilise these to benefit the Croydon business community.



## Sarah Luxford

Director, Croydon Tech City

Sarah is an innovator, connector, business founder and advisory board member with a passion for technology, talent and community. Sarah is one of the Co-Founders of Croydon Tech City, which inspires and champions tech businesses, skills and opportunities in South London. She is voted in the Top 50 Most Influential Women in Tech in the UK and Top 4 Power 100 UK Entrepreneurial Influencers.

# Appendix



## Annex 1: Sectoral Breakdown of Responses



- Arts, Creative & Culture
- Engineering & Manufacturing
- Life & Medical Sciences
- Retail & Wholesale Services
- Catering & Hospitality
- Financial & Professional Services
- Multiple
- Construction
- Information Technology
- Other



## Annex 2: Age of Business by Business Support Provider Used Survey Results

	<12 months	12-24 months	2-5 years	5-9 years	10+ years	Grand Total
Accountant	3	7	8	14	44	76
Website/Own research	6	8	10	17	32	73
Friends/Relatives	3	6	9	15	24	57
Solicitor/Legal Adviser	1	4	1	9	24	39
Chamber of Commerce	2	4	5	8	19	38
Federation of Small Businesses (FSB)		2	2	8	23	35
Bank Manager	1	3		6	25	35
Trade/Professional Association	1		4	7	22	34
Start Up Croydon/Croydon Business Venture	1	2	3	6	12	24
Croydon Council		2	3	5	13	23
Shaking Hands	2	4	2	3	7	18
Other	1	1	2	3	5	12
Property Agents				2	8	10
Croydon Tech City	1	3	1	2	3	10
Sussex University Innovation Centre (SINC)		1	2	2	4	9
Government Helpline				3	4	7
University/FE Institution			2		3	5
Croydon Works		1		2	1	4
TMRW Hub			1	1	2	4



**For General Release**

<b>REPORT TO:</b>	<b>CABINET 19th JUNE 2017</b>
<b>AGENDA ITEM:</b>	<b>11</b>
<b>SUBJECT:</b>	<b>Delivery of affordable housing</b>
<b>LEAD OFFICER:</b>	<b>Executive Director Resources - Richard Simpson</b>
<b>CABINET MEMBER:</b>	<b>Alison Butler, Cabinet Member for Homes, Regeneration and Planning Simon Hall, Cabinet Member for Finance and Treasury</b>
<b>WARDS:</b>	<b>All</b>

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

To provide a decent, safe and affordable home for every local resident who needs one.  
 To help families be healthy and resilient and able to maximize their life chances and independence.  
 To protect children and vulnerable adults from harm and exploitation.  
 To create a place that communities are proud of and want to look after as their neighbourhood.  
 To be innovative and enterprising in using available resources to change lives for the better  
 To drive fairness for all communities, people and places.

**FINANCIAL IMPACT**

The proposed limited liability partnerships once fully operational, through a combination of the lease agreements, interest income and removing subsidies currently in place, will generate a general fund benefit of approximately £1.4m per annum.

The LLPs will utilise an estimated £25m of right to buy receipts that the Council does not currently have the capacity in the housing revenue account to use and therefore enable the borough to benefit from their application rather than having to repay to central government.

The proposals will see the Council take on further debt of approximately £50m to lend to the LLPs. The financial models demonstrate the ability of the LLPs to repay these debts over 40 years in line with the length of the initial period of the proposed leases.

**FORWARD PLAN KEY DECISION REFERENCE NO. 04.17.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**

The Cabinet is recommended to:

- 1.1 Agree to set up and enter in to separate limited liability partnerships with a new charity for the purpose of managing:
  1. The affordable rent properties to be developed by Brick by Brick (Croydon) Ltd;
  2. The street properties purchased by the Council at market rates; and
  3. The affordable rent properties to be developed by Hub at the former Taberner House site.
- 1.2 Agree to enter in to leases with the respective limited liability partnerships for:
  1. The land to be developed by Brick by Brick (Croydon) Ltd for the affordable rent units;
  2. The completed affordable rent units on the former Taberner House site/the land to be developed by Hub at the former Taberner House site.
- 1.3 Delegate authority to the Executive Director Resources in consultation with the Cabinet Member for Finance and Treasury to agree to set up and enter in to a limited liability partnership with a new charity for the purpose of managing the street properties purchased by the Council at market rates.
- 1.4 Agree to the granting of retained right to buy receipts to the respective limited liability partnerships to use to increase designated affordable housing for borough residents.
- 1.5 Agree, where permissible, to grant relevant commuted Section 106 monies for affordable housing to the LLPs for the delivery of appropriate units.
- 1.6 Agree the proposed rent levels for the affordable rent properties developed by or acquired by the respective limited liability partnerships be a maximum of 65% of market rent, and not more than the Local Housing Allowance.
- 1.7 Delegate authority to the Executive Director Resources, in consultation with the Cabinet Member for Finance and Treasury, to agree and enter in to arms length loans with the respective limited liability partnerships at appropriate market normative rates for the purposes outlined in this report.
- 1.8 Instruct the Executive Director Resources to update the agreed treasury management strategy to reflect the borrowing requirement and lending agreements with the respective limited liability partnerships for formal approval by Council.
- 1.9 Delegate authority to the Executive Director Resources, in consultation with the Cabinet Member for Finance and Treasury, to take such steps as are necessary to appropriate land from the Housing Revenue Account to the General Fund to the extent that this is required to successfully implement the above recommendations and proposals set out in this paper.

## **2. EXECUTIVE SUMMARY**

- 2.1 To enable the increase of the provision of affordable housing in the borough, the Council, potentially via wholly owned entities, intends to enter in to three separate limited liability partnerships (LLPs) with a local charity to develop units across the borough and street purchased properties as affordable rented homes.
- 2.2 The LLPs will be able to utilise the Council's retained right to buy receipts, which it is unable to due to the limited resources in the housing revenue account, with the Council acting as lender for the balance of the funds for the purchase of the leases and development of the sites. If the Council did not use the right to buy receipts in this manner, they would have to be repaid to central government with interest.
- 2.3 The Council will retain a long term interest in the properties via the freehold of the sites or properties and receive an income stream in to the general fund from each LLP. The impact on the Council's general fund, once all properties are fully available, is an ongoing benefit of £1.4m. Additionally, there will be capital gains on the previously purchased units and, through arms lengths agreements with the LLPs, a contribution to the Council's fixed costs.
- 2.4 These proposals will, as a result of the Council's initiative and support, enable 340 affordable rent properties to be created in the borough without public subsidy.
- 2.5 The properties will be at rents that would be affordable for couples working at the London Living Wage or in receipt of the local housing allowance (LHA). The homes would also be let on longer tenancy agreements to provide greater certainty and security to local residents.

## **3. BACKGROUND**

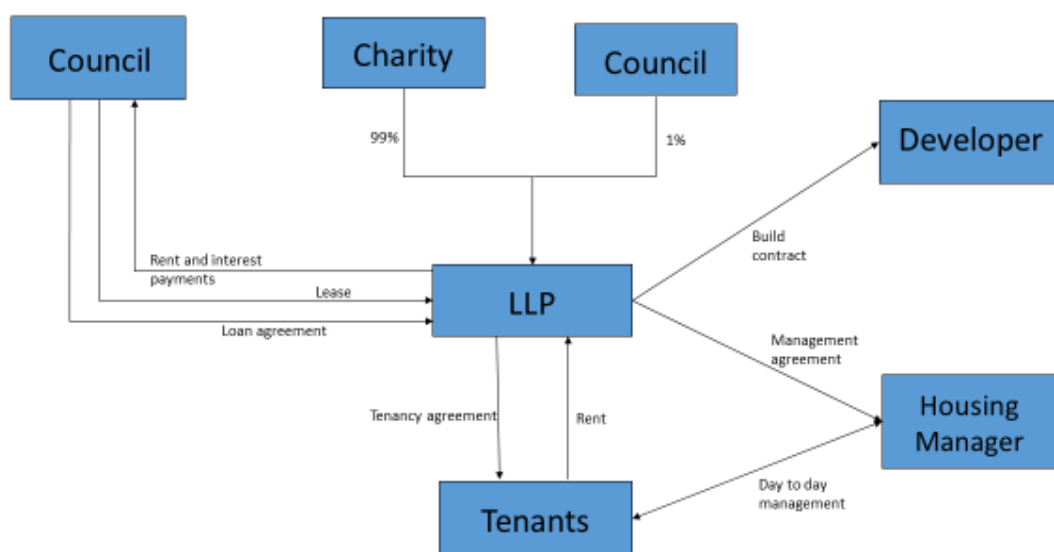
- 3.1 The Council has an ambition to significantly increase the provision of affordable housing available to local residents within the borough and to provide a vehicle to provide much needed affordable rented product in Croydon.
- 3.2 The Land Registry House Price Index shows that Croydon has seen a near 70% rise in the average price of a property over the last 5 years. The ease of travel into Central London, comparative affordability for both first time buyers and the growing number of renters migrating from central London plus potential for capital growth has seen property values in Croydon rise significantly.
- 3.3 Research by Countrywide in 2014 showed that 93% of landlords own just one property. However, this landscape is changing with an increase in institutional investment, which is estimated to rise nationally from £15bn in 2015 to £50bn by 2023, and this will result in much more supply into the private rented market. It is unclear how much of the investment will be targeted towards social and private social tenures.

- 3.4 The prospect of increasing demand, changing landlord attitudes and competition from neighbouring authorities limits our ability to place households in suitable accommodation. The Council is at risk of becoming increasingly reliant on nightly charged rates for bed & breakfast accommodation for a growing proportion of households, which is both unsustainable and potentially non-compliant with our responsibilities. There are also limits to the availability of emergency accommodation, which puts the council at risk of having to use commercial hotels in extreme circumstances. Finally, placing families in to emergency accommodation is highly detrimental to their welfare and is therefore only ever used as a last resort.
- 3.5 As a result, there is a need to bring forward initiatives to enable the delivery of affordable rent properties quickly. These includes the development of Council owned sites and a review of residential units previously purchased by the council at market rates and used, with a significant subsidy, for temporary accommodation
- 3.6 The development of sites by Brick by Brick (Croydon) Ltd will lead to an increase in the number of affordable rented properties in the borough. The Council is also undertaking a review of properties previously purchased by the Council at open market value.
- 3.7 The Council will then seek a solution that enables it to take forward opportunities for affordable rent units on other sites with other developers. The first of these is with Hub at the former Taberner House site.
- 3.8 A central driver to the development of the recommended solutions in this report is ensuring that the models can be made to work at a rent level which is truly affordable for the residents of the borough. Whilst the definition of affordable rented properties allows for weekly rents of 80% of market rent, these proposals are based on letting the units at up to 65% of market rent. That equates to target rents of approximately £900-£1150 per month for a two bedroom property.
- 3.9 By targeting rents at this level, it puts these properties within the reach of a couple in work on the London living wage whilst by establishing their rent at approximately 1/3 of their incomes. Similarly, the local housing allowance for Croydon is £915 or £1153 per month depending on which part of the borough a property is located in making the properties affordable for those in receipt of that support via housing benefit or universal credit.
- 3.10 Many of the same properties could be let in excess of £1400 per month and still meet the government definition of affordable rented properties. At that level, however, the homes would not be affordable to many Croydon residents and, therefore, significantly reduce the social and economic benefit of the enabled investment.

- 3.11 A further factor to consider in developing the recommended models is that the Council's Housing Revenue Account (HRA) is under significant financial pressure due, notably, to the government imposed 1% annual rent cut. As a result, to balance the most recent HRA business plan, the housing new build programme was cut with the limited available capital resources focusing on delivering decent homes and improvements for existing Council tenants.
- 3.12 The impact of this is to leave approximately £25m of capital receipts that can only be used towards new properties which are unused by the end of the 2016/17 financial year. As such monies can only fund 30% of total development cost, and there is no HRA capacity to find the balance, the £25m will have to be repaid to central government (together with interest) unless an alternative route can be found to utilise the funds.

#### **4 Proposed delivery structure for affordable rent homes**

- 4.1 As a result of there being no available headroom within the HRA, to make use of the available right to buy receipts, the monies have to be utilised through an entity in which the Council does not have a controlling interest. The proposed solution, therefore, is to create a special purpose vehicle (SPV), as a limited liability partnership (LLP), between a new local charity and the Council, or a wholly owned Council entity, with the latter taking a minority interest. As the majority partner of the SPV, the charity will have the controlling interest in it.
- 4.2 The SPV will lease the affordable rent units or develop them on land leased from the Council and be responsible for their ongoing management. Accordingly, it would be required to put in place the relevant agreements to ensure each of these. The Council will provide loan finance at an acceptable rate on market normative terms to the LLP to meet the cost of developing the schemes or purchasing the lease.
- 4.3 This structure has been chosen to prevent unnecessary tax leakage (the LLP is tax transparent and so the members of the LLP remain the taxable parties). Surpluses are likely to arise over time and under the this structure these would flow to the General Fund (GF) as lease payments.
- 4.4 Similarly, the Council could pursue a Community Benefit Society (CBS), which would also allow the use of Right to Buy receipts, but, crucially, any funds that build up inside the CBS can only be used by it for its purposes and cannot flow back to the Council to support the General Fund.
- 4.5 The development of the sites will be led by either Brick by Brick or Hub and, therefore, a separate development agreement between the LLP and the relevant developers, i.e. Brick by Brick and Hub, will have to be entered into.



4.6 The lease, together with the nominations agreement which follows from the granting of right to buy receipts, enables the Council to specify the rent levels and lettings policy for the units ensuring priority for Croydon residents. The key points that the lease will specify are:

- Properties will be let in line with the Choice Based Lettings policy;
- Rents at a maximum of 65% of market rent;
- No rent reviews for existing tenants with increases limited to inflation at the point specified in the tenancy agreement;
- Rents to be reviewed to realign to 65% of market rent only when properties become vacant;
- Tenancies should be for a minimum of three years.

This will ensure that the properties remain genuinely affordable for local people and provide them with greater security and certainty in their homes.

4.7 It is not intended that the LLPs undertake the heavily resourced housing manager duties. Instead, an experienced provider will be appointed to fulfil that role. This will require the development of a detailed service specification with appropriate performance standards, incentives and penalties between the LLP and the housing manager. The intention is that this role is provided by the Council's Housing Solutions service on open market terms subject to the agreement of the LLP.

4.8 The LLP will need a level of administration, governance and finance support to ensure the processing of relevant transactions, oversee the finances of the partnership and monitor the contractual performance of the housing manager. It is proposed that this is provided by the Council in the first instance, on market terms, with an estimate of 1.5 – 2.0 FTE assumed for planning purposes.

4.9 In addition to the use of right to buy receipts, the Council will seek to ensure that the LLPs are able to receive any commuted section 106 monies from developers made in lieu of providing affordable housing. Where this occurs, it will reduce the reliance on debt by the LLPs.



4.10 For each vehicle, an allocation will be made as a retention inside the LLP which the charity will be able to access to reflect its activity and risk as the majority member under each structure. This also ensures that the LLP is not viewed as a corporate body for tax purposes. The charity has the freedom to use these monies as it sees fit in line with its charitable objectives.

## **5 Programme 1 – Brick by Brick led developments**

5.1 In June 2016, building on a number of earlier reports that had outlined Members priorities for housing, Cabinet agreed for a number of sites in Council ownership across the borough to be developed for housing.

5.2 Cabinet also agreed that all of those sites were to be developed by the newly created, wholly owned development company, Brick by Brick, and this is reflected in the subsequently agreed Brick by Brick business plan in February 2017. Brick by Brick do not, however, intend to operationally manage the affordable rent units, however, and therefore an appropriate structure needs to be developed and put in place for that purpose.

5.3 The initial tranches of sites put forward for planning by Brick by Brick will see the construction of a maximum of 151 affordable rent units across a range of sites.

5.4 The original intention was for all sites to transfer to Brick by Brick to be built out and then for the affordable rent units to be sold back to the Council (or another vehicle) on completion. Whilst this structure has the benefit of simplicity and delivers the requisite units, it does not enable both the use of the Council's right to buy receipts and to subsequently benefit from any surpluses or capital appreciation achieved from the properties. As a result, it was identified that an alternative approach was needed and one that has the potential to be applied more broadly.

5.5 The proposed structure is in line with section 4 above with the land leased to the LLP who will enter in to a development agreement with Brick by Brick to build units on the site.

5.6 The LLP will be able to use right to buy receipts to meet 30% of the relevant permitted development cost with the Council providing an arms length loan on market normative terms for the balance of the funding required.

## **6 Programme 2 – Review of existing owned residential units**

6.1 Between 2013 and 2014, the Council purchased 96 properties at market rates which it has subsequently made available as temporary accommodation to mitigate the high cost of homelessness in the borough and to ensure that families are not spending long periods in bed and breakfast.

- 6.2 Whilst these properties are substantially cheaper to operate than expensive bed and breakfast placements, because they were purchased at full market cost, there is a net cost to the Council of operating them of £278k per year, as shown in the table below. This excludes any provision for insurance, the creation of a life cycle maintenance fund and any specific provision for bad debts.

	<b>2017/18 £000</b>
Rental income	(873)
Management/Mtnce	190
Voids	42
Interest	481
Repayment of borrowing	438
<b>Deficit/(Surplus)</b>	<b>278</b>

- 6.3 If the units were let at a full market rent, the Council could anticipate an additional £400-600k in income and that is a truer reflection of the subsidy currently being provided.
- 6.4 Though letting at full market rent is an attractive financial solution for the Council, that would not increase the supply of affordable housing for local residents so, as an alternative, it is proposed to transfer the units to another provider who would formalise the properties as affordable. This provider would pay a premium for the 96 units but, as they are becoming recognised affordable rent units, could, through the right structural solution, qualify for the use of right to buy receipts.
- 6.5 The income from the premium for the lease enables the Council to realise the capital appreciation in the value of the 96 properties since purchasing in 2013 and 2014.
- 6.6 The long leasehold of the units based on the current rent has been independently valued by GVA to satisfy S123 of the Local Government Act 1972 that the Council has obtained best consideration for the grant of the lease to the LLP.
- 6.7 As part of the terms of the transfer, the Council would retain nomination rights for the units. The residents of the properties, who are currently occupying under a licence, would be issued with new shorthold assured tenancy agreements. This would enable the Council to discharge its statutory homelessness duty for these households under the Housing Act 1996, part VII as amended by the Homelessness Act 2002 and the Localism Act 2011.
- 6.8 As the properties will become designated affordable properties upon transfer, as opposed to market rent properties the Council is subsidising, the LLP will be able to utilise right to buy receipts to meet 30% of the cost of the premium. The balance will be loaned to the LLP on arms lengths market normative terms by the Council.

- 6.9 In order to reduce the level of outstanding debt to the Council, it is proposed that the LLP will forward sell for a specified period part of the annual income it receives from the 96 units to an investment fund and specialist advisers have been appointed to ensure the value of the receipt. This will generate a one off receipt for the LLP which it will use to repay part of the debt and reduce its annual interest charge. It will also enable the Council to clear all debt it has in relation to the 96 units. As part of the agreement with the investor, it is anticipated that the LLP will need to create a reserve in which to hold at least one year of payments to the fund. The cost of doing so has been incorporated in to the total cost of the programme.
- 6.10 To date, the Council has earmarked 96 appropriate properties but this could potentially increase if further suitable units are identified.

## **7 Programme 3 – Taberner House development**

- 7.1 The former Council offices site is to be developed by Hub along with the regeneration of the Queens Garden. The proposed scheme will deliver approximately 500 units and the planning application identifies c93 affordable rent units.
- 7.2 The proposal is to lease these units to an LLP who will be able to utilise right to buy receipts for 30% of the development cost. The balance will be loaned to the LLP on arms lengths market normative terms by the Council.

## **8. Next steps and timescale**

- 8.1 The key stages in the implementation of the proposed structure are:
- 1) Form charity
  - 2) Form LLP(s)
  - 3) Grant of lease of land or properties from the Council to LLP(s)
  - 4) Draft loan agreement(s) between Council and LLP(s)
  - 5) Draft either:
    - (i). Development agreement between Brick by Brick and LLP; or
    - (ii). Development agreement between the Hub and LLP
  - 6) Draft management agreement(s) between Housing Manager and LLP(s)
  - 7) Draft nominations agreement
  - 8) Draft tenancy agreement between LLP(s) and tenants
- 8.2 Based on the agreement of the recommendations in this report, it is expected that stages 1-4 can be completed for programme 2 by the end of September to enable expenditure by the LLP in quarter two of the 2017/18 financial year. This will enable the granting of right to buy receipts by the Council to the LLP in that period rather than having to repay to central government.
- 8.3 To enable the implementation of the proposed structure, the Council has appointed K&L Gates as external legal advisers to work alongside the in house team.

## 9. CONSULTATION

- 9.1 Full consultation of the contents of this report has taken place with the relevant Cabinet Members, Council officers and external advisers.
- 9.2 The new build development schemes will be subject to the normal planning application and consultation processes.

## 10 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

### Financial Model Assumptions

- 10.1 The profit and loss account for the LLPs are based on a number of assumptions which, if varied, have an impact on the projected surplus. The key assumptions are:
- Rents at a maximum of 65% of market rent
  - A rate of interest of 3.5% subject to advice on compliance with State Aid rules
  - Council borrows at 2.75% providing a margin of 0.75% on debt lent to the LLP
  - Development period interest being rolled up and added to the loan for programmes 1 and 3
  - All loans to be fully repaid by the LLP over 40 years
  - A life cycle/major maintenance fund being established from the fifth year of operation for programmes 1 and 3 (to reflect the warranty on new build properties) and immediately for programme 2 (which are all over five years old)
  - An income strip sale of £350k on programme 2 as the income flow is already established and enables the Council to clear all of the original debt relating to the purchase of the properties via a cheaper source of funds to the LLP. Once the other programmes are implemented, the same approach could be considered to refinance some or all of the debt in the other LLPs.

### Level of Investment

- 10.2 The forecast development/purchase cost of all three programmes, including development period interest and implementation costs, is £86.241m. This will be funded by a loan from the Council to the LLP of £61.309m and £24.932m right to buy receipts.

	<b>Total £m</b>
Total cost	86.241
RTB Receipts	(24.932)
Debt financing	61.309

## LLP Consolidated Profit & Loss Account

- 10.3 Whilst all three programmes stand alone as decisions, pulling the three in to a single account, though this does not reflect the legal structure, demonstrates the scale of the housing operations being delivered.

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Rent	(542)	(1,812)	(2,975)	(3,836)	(4,414)	(4,525)
Management/Mtnce	96	309	496	635	727	745
Insurance	24	77	124	159	183	187
Voids/Bad Debt	22	72	118	155	179	184
Clienting/Support	10	33	53	68	79	82
Interest	136	637	1182	1549	1795	1795
Repayment of loan	36	148	229	248	267	286
Life Cycle fund	27	54	56	57	159	226
<b>Net Rent</b>	<b>(191)</b>	<b>(482)</b>	<b>(717)</b>	<b>(965)</b>	<b>(1,025)</b>	<b>(1,020)</b>
Income sold	175	350	359	368	377	386
LLP Retention	13	43	76	106	109	111
<b>Deficit/(Surplus)</b>	<b>(3)</b>	<b>(89)</b>	<b>(282)</b>	<b>(491)</b>	<b>(539)</b>	<b>(523)</b>

- 10.4 The LLP retention, as noted in 4.10 above, is for the majority partner charity to spend in line with its objectives for the benefit of the local area and local residents.
- 10.5 This consolidated P&L is purely illustrative as the three LLPs are entirely stand alone legal entities albeit with the same partners and, therefore, such an account would not be legally required or produced.
- 10.6 Once fully operational, the financial benefit from the LLP surpluses, interest income and subsidy provided by the general fund homelessness budget is approximately £1.4m.

	£000
LLP Surplus	539
Net interest on LLP loans	596
Existing homelessness subsidy	278
<b>Total</b>	<b>1,413</b>

- 10.7 As noted in the assumptions above, all models are based on a maximum rent of 65% of market rent.

## Right to Buy receipts

10.8 The forecast available right to buy receipts are:

Year	Unused receipts £m
2014/15	5.272
2015/16	8.067
2016/17 (forecast)	11.542
<b>Total – Current</b>	<b>24.881</b>
2017/18 (forecast)	10.000
2018/19 (forecast)	10.000
<b>Total – Forecast</b>	<b>44.881</b>

10.9 The three programmes in total use an estimated £24.932m of receipts and therefore utilise anticipated receipts in 2017/18 in addition to those available at the end of March 2017.

	2017/18	2018/19	2019/20	2020/21	Total
Receipts b/f	24.881	26.861	27.079	30.579	
New receipts	10.000	10.000	8.000	8.000	36.000
Programme 1	(0.900)	(3.225)	(4.500)	(2.700)	(11.325)
Programme 2	(7.050)	-	-	-	(7.050)
Programme 3	-	(6.557)	-	-	(6.557)
Receipts c/f	26.861	27.079	30.579	35.879	

10.10 By incorporating Right to Buy receipts as, effectively, grant to the schemes, the reliance on borrowing is reduced by up to 30%. If the full £24.932m of receipts currently available are utilised through this structure, it would reflect an annual reduction in interest and repayment costs of £1.5m based on a 40 year loan at 3.5%.

10.11 If the right to buy receipts are not used, the monies would have to be repaid to central government with an interest charge on the unutilised funds. The HRA has budgeted for this eventuality with a provision of £3.4m for the interest over the next three years. As a result of these proposals, these funds can be released within the HRA for the benefit of Council tenants.

10.12 The SPV, by virtue of being an LLP, is a separate legal entity with its own legal personality. It is not a subsidiary of the Council (and the Council has no controlling interest in the LLP) and therefore there is no possibility that it is a relevant landlord in relation to which occupational tenants could acquire or accrue the Right to Buy or Right to Acquire. This removes a substantial risk that could exist in the financial model of a reducing income generating asset base.

## Programme Costs

10.13 It is expected that all programme costs, including any implementation resources within the Council and legal fees, will be charged to the respective LLPs. These will be capitalised by the LLPs and funded from the loans from the Council.

10.14 The estimated implementation costs across all three programmes are £1.4m including approximately £900k of external and internal legal costs. The highest costs relate to programme two due to the additional workstream of the income sale to an investor.

### **Treasury Management**

10.15 Both the Council and the LLP will seek to manage their cash flows to avoid the cost of carrying expensive loans for significant periods of time before the monies are either on lent or paid over to the developer.

10.16 The Council has received advice from its appointed treasury management advisors, Capita Asset Services, on compliance with the regulations on state aid and that it can lend to the LLPs at a rate of 3.5%. The Council will have the option to charge an arrangement fee to the LLPs as a commercial lender would.

10.17 For the Council, it will seek to use its working cash balance, currently c£120m earning an average rate of return of c0.5%, to meet interim calls from the LLP. It will then enter in to long term loan agreements to match the loan terms agreed with the LLP. It is anticipated that the Council will be able to secure the funding below the 3.5% agreed with the LLP and therefore can expect to make a margin from lending.

### **Minimum Revenue Provision**

10.18 The Council will need to develop and agree with the External Auditor a suitable minimum revenue provision policy, i.e. how it will and how much it will set aside for the future repayment of any loans taken out to on lend to the LLP.

10.19 The nature of the assets that the loans will provide, the expectation that they will substantially increase in value over the life of the loan and that they will revert to the Council under the terms of the lease in the future, gives significant flexibility over the development of such a policy. The policy will need to balance prudence, future financial risks and the need for cash returns in a climate of government cuts.

### **Payment Mechanism**

10.20 As part of agreeing the lease and loan, the Council will wish to specify the payment mechanism and, more particularly, the order in which payments are made to protect its position as freeholder and lender. This order would be to prioritise the payment of insurance and the life cycle fund ahead of the housing manager. In the case of programme two, it will also prioritise the payment of the income sale ahead of everything except the insurance costs.

10.21 The LLP will want to develop a suitable payment mechanism with the housing manager to incentivise performance with appropriate rewards and deductions according to delivery.

### **Client Management and Support**

10.22 To deliver its organisational duties as a landlord, the LLP will need an element of administration, finance and contract support. This will ensure that regular meetings are held, the housing manager performance is monitored and the annual accounts are prepared. This resource has been estimated as 1.5-2.0 FTE over the course of a year and has been built in to the profit and loss account above. For modelling purposes, this has been split 50% to programme 1 and 25% each to programmes 2 and 3 approximately in proportion with the units in each.

### **Housing Demand**

10.23 It is considered that for at least the next 10 years that the housing market in London and the South east will be characterised by rising demand and increased barriers to entry caused by rising house prices, rising rents and population growth. Beyond 10 years it is difficult to say with any certainty what housing policy will be in place or what structural housing market changes may have occurred and, therefore, given the length of the investment in these properties, there is a residual demand risk which cannot be mitigated.

### **New Homes Bonus**

10.24 The changes to New Homes Bonus mean there is not direct relationship between the homes developed through the programmes in this report and the grant received by the Council. The units developed through programmes 1 and 3, however, will contribute to achieving the threshold above which New Homes Bonus is paid and bringing that source of funding in to the Council.

Approved by – Lisa Taylor, Director of Finance, Investment and Risk

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

11.1 On behalf of the Director of Law and Monitoring Officer it is commented that the Council has taken extensive and detailed advice on the structure detailed in this report and the legislative framework and powers relevant to this structure. Of particular relevance is Section 1 of the Localism Act 2011 which gives the Council (subject to certain restrictions) the power to do anything that individuals generally may do. Section 111 of the Local Government Act is also relevant. Under section 111, the Council may do anything which is calculated to facilitate, or is conducive to or incidental to, the discharge of any of its functions, whether or not involving expenditure, borrowing or lending money, or the acquisition or disposal of any rights or property.

11.2 In implementing the recommendations set out in this report, and in order for the housing units to be accounted for in the Council's General Fund it will be necessary for the Council to appropriate the land upon which those units are to be situated from the Housing Revenue Account into the General Fund. Depending on the circumstances this may need to be done either through the Housing Act 1985 or section 122 of the Local Government Act 1972. Officers will consider the appropriate route at the time, taking advice as necessary and taken into consideration any comments made following any public notifications of the intention to appropriate. The recommendation in this report delegates authority to the Executive Director of Resources, acting in consultation with the



Cabinet Member of Finance and Treasure, to take such steps as necessary to effect any necessary appropriation from the Housing Revenue Account to the General Fund.

- 11.3 Where the Council provides financial assistance to the LLP(s) the Council may use its power under section 24 of the Local Government Act 1988 (the 1988 Act) to do so. The exercise of this power is subject to Secretary of State consent. There is an existing General Consent under section 25 of the Local Government Act 1988 under which “a local authority may provide any person with any financial assistance (other than the disposal of an interest in land or property).” In due course, Officers will take advice on whether this General Consent may be relied on or whether a specific consent is needed. This will depend in part upon detailed valuations. Similarly the Council will need to be mindful of State Aid and Procurement considerations, ensuring that any lending to and/or trading with the LLP(s) is market compliant and meets any necessary procurement regulations. Officers will keep under review and take advice on this as necessary whilst the proposals set out in this report progress, ensuring that all arrangements are structured so as to be State Aid and Procurement compliant.
- 11.4 In the context of the existing proposals the also statutory provisions are also relevant:
- Section 8 of the Housing Act and Part 7 of the Housing Act 1996 under which the Council is required to consider housing conditions and needs within the Borough including addressing homelessness. Providing accommodation which helps discharge this duty can be via an LLP set up by the Council. This duty can be discharged.
  - Section 123 of the Local Government Act 1972, under which the Council must obtain the best consideration reasonably available in connection with disposals of land and Section 120 of the Local Government Act 1972 and the Council's land acquisition powers.
  - Section 12 of the Local Government Act 2003 and the Council's powers to invest for any purpose relevant to its statutory functions or for the purposes of prudent management of its financial affairs.

## **12. HUMAN RESOURCES IMPACT**

- 12.1 There are no immediate human resource impact.

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

### **13. EQUALITIES IMPACT**

- 13.1 The range of solutions being developed for providing more affordable housing in Croydon will impact positively upon homeless families in reducing the amount of time spent in bed and breakfast and move them to more suitable forms of housing.

Previous analysis carried out in relation to the housing strategy and the housing allocations scheme identified a number of different groups with protected characteristics that are more likely to be in housing need or homeless. Homeless households with “family commitments”\* (which is the group this report is concerned with), when compared to the general population, are

- more Likely to be younger
- more Likely to be from the BME community,
- more likely to be headed by a female, and
- as a household are more likely to be headed by a lone parent
- more likely to have dependent children
- more likely to be pregnant

### **14. ENVIRONMENTAL IMPACT**

- 14.1 None

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

- 15.1 None

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

- 16.1 The proposed LLP structures enable the Council to utilise its available right to buy receipts to ensure the delivery of affordable housing in the borough whilst retaining the freehold interest in the housing sites and properties so it benefits from the long term capital appreciation that is anticipated.
- 16.2 The leasehold structure also allows the Council to have significant influence over the rent levels and lettings policies of the LLPs to ensure they are appropriate for borough residents.
- 16.3 The delivery structure also ensures that any revenue surpluses generated by the LLPs flow back to the Council via the lease mechanism.

### **17. OPTIONS CONSIDERED AND REJECTED**

- 17.1 The alternative options considered for the delivery of the units were:
- Do nothing – this would not see additional affordable housing created in the borough and require the Council to repay significant sums of unused right to buy receipts.
  - Deliver within the HRA – unable to progress due to lack of available borrowing capacity due to government cap.

- Direct right to buy receipts through an existing housing association/registered provider – no provider identified that would deliver units at a sufficient scale to utilise the level of right to buy receipts held by the Council.
  - Create a company limited by shares – could not utilise the available right to buy receipts and any surpluses would be subject to corporation tax.
  - Create a charity/community benefit society – would be able to utilise the right to buy receipts but any surpluses and capital appreciation of the assets would not benefit the Council.
- 

**CONTACT OFFICER:** *Richard Simpson Executive Director of Resources*

**BACKGROUND PAPERS**

The following constitute background papers :- None.



<b>REPORT TO:</b>	<b>CABINET 19<sup>TH</sup> June 2017</b>
<b>AGENDA ITEM NO:</b>	<b>12</b>
<b>SUBJECT:</b>	<b>STAGE 1: RECOMMENDATIONS ARISING FROM SCRUTINY</b>
<b>LEAD OFFICERS:</b>	<b>Richard Simpson, Executive Director Resources and S151 Officer Stephen Rowan – Head of Democratic Services and Scrutiny</b>
<b>LEAD MEMBER:</b>	<b>Councillor Sean Fitzsimons Chair, Scrutiny and Overview Committee</b>
<b>WARDS:</b>	<b>All</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT:</b>	<b>The constitutional requirement that Cabinet receives recommendations from scrutiny committees and to respond to the recommendations within two months of the receipt of the recommendations.</b>

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

## **1. DRAFT RECOMMENDATIONS**

Cabinet is asked to:

- 1.1 Receive the recommendations arising from the meetings of the Scrutiny and Overview Committee (7 March 2017) and the Streets, Environment and Homes Scrutiny Sub-Committee (28 February 2017 and 28 March 2017) and to provide a substantive response within two months (ie. at the next available Cabinet meeting on **17 July 2017**)

## **2. EXECUTIVE SUMMARY**

- 2.1 Recommendations that have been received from the Scrutiny and Overview Committee and its Sub-Committees since the last Cabinet meeting are provided in the body of this report. The constitution requires that an interim or full response is provided within 2 months of this Cabinet meeting.

## **3. 7 MARCH 2017 – SCRUTINY AND OVERVIEW COMMITTEE RECOMMENDATIONS**

- 3.1 The Committee undertook a Question Time session with the Cabinet Member for Communities, Safety and Justice and also considered an item on the Community Safety Strategy. In addition to the Cabinet Member, present at the meeting were the Director of Safety, the Director of Strategy Communities and Commissioning, and the Metropolitan Police borough commander for Croydon.

### **Question Time**

Subsequent to questions to those present, the Committee came to the following conclusions:

- 1) The impact of Universal Credit had been negative on the provision of emergency temporary accommodation and put vulnerable residents at risk of not getting emergency accommodation when it was needed. The Committee endorsed the Council's campaign to change these rules.
- 2) Many thousands of Croydon citizens will lose their right to vote in local elections after 2018. It was important for community cohesion that the right of EU citizens to vote in local elections was upheld.
- 3) The Gateway service and Community Connect were vital Council schemes in protecting Croydon's most vulnerable residents from the worst effects of the changes to social welfare.

The Committee made the following recommendations:

- 1) That Croydon Council should campaign to protect the rights of all its citizens, including the right of EU citizens to vote and participate in local elections.

### **Community Safety Strategy**

Subsequent to questions to those present, the Committee came to the following conclusions:

- 1) The Mayor of London's new policy focus for policing was welcomed by the Committee.
- 2) The Community Safety Strategy should not contain too many priorities but establish some key overriding principles.
- 3) The Committee were concerned with the survey conducted for the strategy, which by design was self-selecting for respondents. It was accepted that financial constraints were a considerable barrier to conducting a more extensive poll, but the Committee concluded that the strategy should place little weight on the outcome of the survey due to the unrepresentative nature of the data.
- 4) Overall the strategy was a good policy document.
- 5) The Committee was concerned by the new Public Space Protection Orders (PSPOs) and how they would be implemented in the future. The use of such orders must be for a clearly defined problem and there should be a robust review mechanism in place to monitor their use to prevent misuse.
- 6) The Committee noted that the space given to road safety in the strategy was very small considering the number of people killed and injured on Croydon's roads.

The Committee made the following recommendations:

- 1) That more contextual information be provided in the strategy that posits Croydon within the broader picture of crime rates in neighbouring boroughs and across

London.

- 2) That road safety should be more thoroughly addressed within the strategy as a community safety issue:
  - a. The section should cover crimes associated with illegal use of mobile phones, distracted and inattentive driving, drink and drugged driving, and excessive speeding.
  - b. The strategy should take up the suggestion of the Borough Commander that support on this should come from the relevant Met Police specialist traffic team.

#### **4. 28 FEBRUARY 2017 – STREETS, ENVIRONMENT AND HOMES SCRUTINY SUB-COMMITTEE RECOMMENDATIONS**

- 4.1 The Sub-Committee undertook a Question Time session with the Cabinet Member for Transport and Environment and also received an update on the felling of street trees and considered an item on Highway Vehicle Crossover Policy. Present was the Cabinet Member for Transport and Environment and officers including the Director of Safety and Director of Streets.

##### **Question Time**

The Committee made the following recommendations:

- 1) To the Cabinet Member for Transport and Environment, that consideration be given to how best to improve communication with the public on future bridge repairs; and
- 2) Request that the next Cabinet Member bulletin for the Council meeting in April 2017 include updates on car clubs and playstreets.

##### **Update – Felling Street Trees**

Subsequent to questions to those present, the Sub-Committee came to the following conclusions:

- 1) Thanked officers for the report and discussion; and
- 2) Suggested that in the briefing for new councillors some information of tree maintenance be included.

The Committee made the following recommendations:

- 1) Recommend to the Cabinet Member for Transport and Environment that a specific budget for tree replacement be established;
- 2) Recommend to the Cabinet Member for Transport and Environment that a regular report on which trees are being removed be circulated to Members;
- 3) Recommend to the Cabinet Member for Transport and Environment that limited access to the new software be provided to Councillors to enable them to review which trees had been felled;
- 4) Recommend that more S106 money be used for tree replacement and encourage the use of the Community Ward Funds for tree replacement;
- 5) Recommend to the Cabinet Member for Transport and Environment that a list of empty tree pits be provided to Councillors to enable engagement with residents regarding possible replanting;
- 6) Recommend to the Cabinet Member for Transport and Environment that a tree replacement programme which plans for trees being replaced when removed be considered; and

- 7) Recommend to the City of London Corporation that they notify ward councillors of tree works in the area.

### **Highway Vehicle Crossover Policy**

Subsequent to questions to those present, the Sub-Committee came to the following conclusions:

- 1) Thanked officers for the report and discussion;
- 2) Agreed that different parts of the boroughs faced different parking pressures and that the recently introduced policy had tried to address those concerns by introducing a degree of flexibility;
- 3) That Members understood the pressures officers were under to assess crossover applications; however believed there were further amendments which could be made to improve the policy further;
- 4) Noted that areas with a predominantly early 20th Century Street scene were at more risk of off-street parking having a detrimental impact on the visual look of the local streets, due the small frontages of their gardens;
- 5) Noted that in CPZ areas that Croydon Council could lose on-going revenue from a parking bay, if the bay was removed to allow a cross over. Also noted that some other boroughs did not allow cross over in areas with parking bays;
- 6) Noted the restrictions the council could apply to turn down crossovers applications, including in areas of high parking stress, but no evidence was provided to this being used;
- 7) Noted that granting of crossovers reduced the number of parking spaces in the street permanently and can cause a domino effect. The reduction of on-street parking in one street can then increase the parking stress in neighbouring streets. It also reduced the amount of parking for visitors and trades to the area;
- 8) Expressed concern as to whether the policy's rules in regards environmental impact of water run-off were adequate;
- 9) Expressed concern that the rules in regards the size of cars and minimum space standards were too relaxed, and rules should be based on the size of largest cars sold, so to avoid oversized cars overshadowing the houses or parts of the car hanging over the edge of the pavements; and
- 10) Sought further clarification as the rules in regards to whether vehicles could park horizontal to a property, especially about how they entered or exit the off-street space.

The Committee made the following recommendations:

- 1) Recommend the Cabinet Member for Transport and Environment makes further amendments to the Vehicle Crossover policy, with the aim to preserve the street scene of those parts of borough in a manner that would not cause further parking stress;
- 2) Recommend the rules in regards parallel parking are revisited as part of the review;
- 3) Recommend the Council consider whether to designate some areas of Croydon as high parking stress areas and to consider the appropriate level of restrictions on cross-overs in those areas; and
- 4) Recommend the Council review the policy to ensure it has adequate safeguards in regards water run-off.



## 5. 28 MARCH 2017 – STREETS, ENVIRONMENT AND HOMES SCRUTINY SUB-COMMITTEE RECOMMENDATIONS

5.1 The Sub-Committee considered an item on Vision Zero: Road Safety; present were the Cabinet Member for Transport and Environment and the Cabinet Member for Homes, Regeneration and Planning. Officers present included the Director of Streets, Highways Management officers and representatives from Transport for London, So-mo, Vision Zero UK, and 20s Plenty. Subsequent to questions to those present, the Sub-Committee came to the following conclusions:

- Adopting Vision Zero approach to road safety has significantly improved road safety in Sweden over the last 20 years.
- Recognised that Croydon has over the years implemented many of the good practice suggestions in regards road safety and that accidents have reduced in both numbers and severity.
- Recognised that Croydon Council is trying to improve the public realm infrastructure of Croydon to make it easier to walk and cycle.
- Recognised the budgetary constraints that Croydon Council officers worked under.
- Protecting vulnerable road users, such as pedestrians and cyclists, should be Croydon's priority in regards its policy towards road users.
- For Vision Zero to be a success, residents must be involved in the process and their cooperation attained.
- A "one size fits all" approach would not work for Vision Zero to succeed; different parts of the borough would require different solutions for implementation.
- The rates of road incidents will never be accurate if police statistics alone are relied upon. Data from hospitals was critical in achieving an accurate data set on road safety incidents, particularly for vulnerable road users, whose accidents are likely to be under reported. Evidence from Stockholm City showed the importance of this data.
- The key to success of Vision Zero in Croydon would be a combination of behavioural change coupled with modal change; the more residents that took up walking and cycling, the safer those options would become.
- A critical lesson from the Stockholm experience was the support for Vision Zero from local and central government and the multi-agency approach to implementation.
- That road traffic collisions and injuries created a significant cost to the economy, as noted in the report the Committee received. This put the borough's spending on road traffic measures into a context of potential savings for the Council.
- Vision Zero will have a benefit in terms of improving air quality as one of its aims is to reduce congestion by smoothing out traffic speeds, which would decrease emissions.

The Sub-Committee made the following recommendations:

The Sub-Committee **RESOLVED** to recommend to Cabinet that:

1. They give strong consideration to making Vision Zero an integral part of Croydon's Road Safety strategy, which should strongly inform the creation and implementation of a Mobility Strategy.

2. The dataset on road safety incidents used by officers must include hospital statistics alongside police data, and in the short-term acknowledge that vulnerable road users' accidents have likely been under-reported in the past.
3. Working with Croydon Public Health, transportation officers should undertake a review to see how unreported accidents of vulnerable road users can be collected from local hospitals and health centres, and used to inform decision making.
4. Council should consider a behavioural change policy, especially with the introduction of 20mph zones across Croydon, to encourage adherence to speed limits. In particular to work with local police teams, community organisations and schools to achieve this.
5. Croydon Council should ensure that if Vision Zero is adopted that this feeds through to other strategies and plans such as planning, new school place planning, public health, school travel plans, etc.
6. Consider supporting UN Global Road Safety Week of 8-14th May 2017 as a sign of its commitment to road safety.

The Sub-Committee **RESOLVED** to recommend to Mayor Of London and Transport for London that:

1. To work together with Croydon Council to help support a Vision Zero approach.
2. To recognise that the current dataset on road accidents used by TFL is likely to undercount the number of accidents experienced by vulnerable road users.
3. If Vision Zero for London is to be truly effective the datasets on road safety incidents used by transport planners must include hospital statistics alongside police data.
4. To consider whether TFL and the Met Police traffic division could work in partnership to trial the use of Average Speed Cameras on a select number of roads in Croydon including some with 20mph.
5. To consider supporting a behavioural change programme for Croydon.

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

Not relevant for the purposes of this report.

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

The Council Solicitor comments that 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, 17 July 2017** is the next available meeting).

Approved on behalf of Jacqueline Harris-Baker, Director of Law and Monitoring Officer

## 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](mailto:stephen.rowan@croydon.gov.uk)

**BACKGROUND DOCUMENTS:**

**Background document 1:** Reports to the Scrutiny and Overview Committee on 7 March 2017.

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

**Background document 2:** Reports to the Streets, Environment and Homes Sub-Committee on 28 February 2017.

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

**Background document 3:** Reports to the Streets, Environment and Homes Sub-Committee on 28 March 2017.

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



# Croydon Council

<b>REPORT TO:</b>	<b>CABINET 19<sup>th</sup> June 2017</b>
<b>AGENDA ITEM:</b>	<b>13</b>
<b>SUBJECT:</b>	<b>Investing in our borough</b>
<b>LEAD OFFICER:</b>	<b>Richard Simpson, Executive Director Resources Sarah Ireland, Director of Commissioning and Improvement</b>
<b>CABINET MEMBER:</b>	<b>Councillor Simon Hall Cabinet Member for Finance and Treasury</b>
<b>WARDS:</b>	<b>All</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</b> Effective outcome based commissioning and prudent financial transactions contribute to all corporate priorities.  The Council's commissioning strategy sets out the approach to commissioning and procurement and puts delivery of outcomes at the heart of the decision making process. As the Council develops more diverse service delivery models, it is important to ensure that our contractual and partnership relationships are not only aligned to our corporate priorities but also represent value for money for citizens and taxpayers, contributing to the growth agenda for Croydon. The contracts (awarded or recommended for award) and partnership arrangements included in this report will support the Council to achieve the Ambitious for Croydon outcome "to be innovative and enterprising in using available resources to change lives for the better."	
<b>FINANCIAL SUMMARY:</b> There are no direct costs arising from this report.	
<b>KEY DECISION REFERENCE NO.:</b> There are key decisions mentioned in this report, but approval of the recommendations in Section 1 of the report would not constitute key decisions.	

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

## 1. RECOMMENDATIONS

1.1 The Cabinet is requested to note:-

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

1.1.2 The list of delegated award decisions made by the Director of Commissioning and Improvement, between 13/03/2017 – 17/05/2017

1.1.3 Property acquisitions and disposals to be agreed by the Cabinet Member for Finance and Treasury before the next meeting of Cabinet.

## **2. EXECUTIVE SUMMARY**

- 2.1 This is a standard report which is presented to the Cabinet, for information, at every scheduled Cabinet meeting to update Members on:
- Contracts anticipated to be awarded under delegated authority from the Leader by the nominated Cabinet Member, in consultation with the Cabinet Member for Finance and Treasury and with the Leader in certain circumstances, before the next meeting of Cabinet.
  - Delegated contract award decisions made by the Director of Commissioning and Improvement 13/03/2017 – 17/05/2017.
  - 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.
- 3.2 Section 4.2 of this report lists the delegated award decisions made by the Director of Commissioning and Improvement, between 13/03/2017 – 17/05/2017.
- 3.3 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.
- 3.4 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](#)
- 3.5 The Council's Procurement Strategy and Tenders & Contracts Regulations are accessible under the Freedom of Information Act 2000 as part of the Council's Publication Scheme. Information requested under that Act about a specific procurement exercise or contract held internally or supplied by external organisations, will be accessible subject

to legal advice as to its commercial confidentiality, or other applicable exemption, and whether or not it is in the public interest to do so.

#### 4. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

##### 4.1 Proposed contract awards

4.1.1 Revenue and Capital consequences of contract award decisions to be made between £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 EXTENSIONS					
Contract Title	Value of Contract to Date	Revenue value of Extension Term	Total Revenue value including extension term	Contract Capital Budget	Dept/Cabinet Member
Wellington House Support Worker – Contract Extension (Croydon Reach Rough Sleepers’ Support Service)	£1,175,911	£53,110	£1,229,021	NIL	People/ Cllr Louisa Woodley

##### 4.2 Delegated award decisions made by the Director of Commissioning and Improvement

4.2.1 Revenue and Capital consequences of delegated decisions made by the Director of Commissioning and Improvement 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
Adults Information System for a maximum 2 year term	Total contract term £242,000 Approx. annual value £121,000		Resources

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept
Just Live Well – Secondary Care Provision for a maximum term of 2 years with option to extend for a further 1 year	Total contract term £420,000 Approx. annual value £140,000		People

**4.3 Property acquisitions and disposals over £500,000 to be agreed by the Cabinet Member for Finance and Treasury.**

Contract Title	Disposal/income	Acquisitions/ expenditure	Dept
Award of Lease for the former Ashburton Library	£703,000		Resources

Approved by: Lisa Taylor, Director of Finance, Investment and Risk 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.

Approved on behalf of Jacqueline Harris-Baker, Director of Law and Monitoring Officer

**6. HUMAN RESOURCES IMPACT**

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

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



## **7. EQUALITY IMPACT**

- 7.1 An Equality Analysis process has been used to assess the actual or likely impact of the decisions related to contracts mentioned in this report and mitigating actions have been defined where appropriate.
- 7.2 The equality analysis for the contracts mentioned in this report will enable the Council to ensure that it meets the statutory obligation in the exercise of its functions to address the Public Sector equality duty (PSED). This requires public bodies to ensure due regard to the need to advance equality of opportunity; foster good relations between people who share a “protected characteristic” and those who do not and take action to eliminate the potential of discrimination in the provision of services.
- 7.3 Any issues identified through the equality analysis will be given full consideration and agreed mitigating actions will be delivered through the standard contract delivery and reporting mechanisms.

## **8. ENVIRONMENTAL IMPACT**

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

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

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

### **CONTACT OFFICER:**

<b>Name:</b>	Rose Younger
<b>Post title:</b>	Head of Commissioning and Improvement (Resources)
<b>Telephone no:</b>	60584

### **BACKGROUND DOCUMENTS:**

The following public background reports are not printed with this agenda, but are available as background documents on the Croydon Council website agenda which can be found via this link [Cabinet agendas](#)

- *Wellington House Support Worker – Contract Extension (Croydon Reach Rough Sleepers’ Support Service)*
- *Award of Lease for the former Ashburton Library*

**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 Lease for the former Ashburton Library*