

# Scrutiny & Overview Committee Agenda



To: Councillor Sean Fitzsimons (Chair)  
Councillor Jan Buttinger (Vice-Chair)  
Councillors Carole Bonner, Patsy Cummings, Stephen Mann and  
Vidhi Mohan

Reserve Members: Sherwan Chowdhury, Mario Creatura, Bernadette Khan,  
Joy Prince, Sue Winborn and Callton Young

A meeting of the **Scrutiny & Overview Committee** which you are hereby  
summoned to attend, will be held on **Tuesday, 6 March 2018 at 6.30 pm** in **Council  
Chamber - Town Hall**

JACQUELINE HARRIS-BAKER  
Director of Law and Monitoring Officer  
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Monday, 26 February 2018

Members of the public are welcome to attend this meeting.  
If you require any assistance, please contact the person detailed above, on the  
righthand side.

N.B This meeting will be paperless. The agenda can be accessed online at  
[www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)



## **AGENDA – PART A**

**1. Apologies for Absence**

To receive any apologies for absence from any members of the Committee.

**2. Minutes of the Previous Meeting (Pages 5 - 12)**

To approve the minutes of the meeting held on 30 January 2018 as an accurate record.

**3. Disclosure of Interests**

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 to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative 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 of any business not on the agenda which in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

**5. Children's Improvement Plan Update (Pages 13 - 36)**

To update the Committee on the Improvement Plan

**6. Question Time: Cabinet Member for Communities, Safety and Justice (Pages 37 - 48)**

Question time for the Cabinet Member for Communities, Safety and Justice, Councillor Hamida Ali.

**7. Work Programme (Pages 49 - 52)**

To note the Work Programme for the 2017/2018 municipal year.

**8. Exclusion of the Press and Public**

The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder of a meeting:

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

## Scrutiny & Overview Committee

Meeting of held on Tuesday, 30 January 2018 at 6.30 pm in Council Chamber - Town Hall

### MINUTES

- Present:** Councillor Sean Fitzsimons (Chair);  
Councillor Jan Buttinger (Vice-Chair);  
Councillors Patsy Cummings, Stephen Mann, Joy Prince and Vidhi Mohan
- Also Present:** Councillor Timothy Godfrey, Councillor Mark Warson
- Apologies:** Councillor Carole Bonner gave her apologies. Councillor Joy prince attended in her absence

### PART A

1/18 **Minutes of the Previous Meeting**

**RESOLVED:** that the minutes of the meeting held on 12 December 2017 be approved as a correct record subject to the inclusion of Councillor Sue Winborne in the list of Members present at the meeting.

2/18 **Disclosure of Interests**

There were none.

3/18 **Urgent Business (if any)**

There were no items of urgent business.

4/18 **Children's Improvement Plan**

The Executive Director of People and the Director of Children, Family Interventions and Children's Social care were in attendance to provide an update on the progress of the Children's Improvement Plan.

The Committee was informed that that the following progress had been made since the last update:

- Key Performance Indicators (KPI) overview was presented at the December 2017 meeting of the children's improvement board for in depth analysis
- Key challenges such as high demand, work load of staff and use of agency staff continue to be addressed

- The Executive Director's primary role was centred on the improvement of children's services and as a result there had been a reconfiguration of directors that report to her to ensure minimal distraction from her core role in delivering the Children's Services Improvement Plan.
- 'Line of Sight' document had been produced which outlined the work and actions to be taken by the lead members of children's services to ensure compliance with regulatory guidance and practices.
- Regular auditing of cases
- Cross practice working
- Bi Monthly meeting with Assessed Supported Year in Employment (ASYE) social workers,
- Monthly meeting with social workers and front line staff

Members' questioned what had been done differently to communicate effectively with staff and to ensure that they were aware that their 'voice' was being heard. Officers responded that staff had been encouraged to make use of the staff suggestion box as a forum to give opinions on matters important to them. There was a staff group, aside from the social work forums where they were able to share experiences, group discussions and reflection opportunities were made available to ensure staff felt supported and are able to obtain different perspectives on cases.

The Committee further learned that the Executive Director of People had ensured that her presence was more visible to front line staff by regularly engaging to gain an understanding of daily issues and had been working with managers in each department on effecting a change of culture. The Director of Children's Services informed the Committee that time had been spent accompanying social workers to visits in order to have insight into the department's customs and practices.

In response to a Member question on recruitment and retention of social workers, officers advised that a new recruitment strategy had been agreed and a new children's social care microsite website had been launched to encourage recruitment of good social workers. The department was continually working to encourage locum social workers to take up permanent contracts into achieve a stable workforce in all teams.

The Committee was informed that the Croydon Staff Survey would close shortly and be ready to report on in a few weeks. Members commented that it was important that as many responses as possible were received as they were key to the improvement of the service. Officers advised that they had been working with human resources department and staff reference group to determine ways to encourage increased returns and participation.

The Committee learned that outcomes in the Adoption service were robust and compared favourably with national figures. In relation to Return Home Interviews (RHI), Members were informed that a full report would be presented at the Children's Scrutiny Sub- Committee the following week. Progress had been made in this area, as provisional figures for January 2018 showed a total of 80% RHI's offered and 66% taken up. The total rewards

scheme that was mentioned at the December 2017 meeting was still in the development stage with the hope of going to consultation in the next few months.

In response to a Member query on addressing challenges with staff caseload, officers stated that they were looking at ways to reduce pressure on social workers so they would concentrate on core areas. In order to achieve balance, there had been increased business support staff recruited to posts. There was ongoing work to ensure that the recording systems used were practitioner friendly. There had been extra funding made available for recruitment of good quality social workers.

Members requested an update on the partnership with Camden Council, key observations taken that could be applied to Croydon and lessons learnt. Officers responded that many lessons had been learnt and this was an ongoing process. Senior managers had visited Camden to observe their process and practices. There has been some work done with their Quality Assurance Department and they had supported Croydon with the audit of cases completed recently. The structure of the Corporate Parenting Panel of Camden has also been replicated in Croydon in order to set a different style and tone. An emphasis on strong youth voice and those working directly with young people such as foster carers had been incorporated through wider elected group representation to the panel.

Officers acknowledged that the support received from Camden had assisted in understanding how the failures in the service had occurred and had assisted in understanding how to improve outcomes for the children and families that were supported by the Council.

The Committee noted poor levels of achievement against some performance indicators to which officers responded that the detrimental impact on some performance indicators were as a result of the continuous increase in volumes of contacts and referrals to the service. This increase affected adherence to timescales of assessment and caseload figures. Following a review, deputy managers had been put into the assessment teams to address the increase of families requiring assessments.

The Chair thanked officers for their response to questions asked.

RESOLVED: That

- 1 The Children's improvement Plan and the Minister's agreement that Croydon should continue to manage its own improvement, in line with the Commissioner's recommendations be noted.
- 2 The progress on delivering the actions outlined in the improvement plan in December be noted.
- 3 The priority performance indicators for November 2017 be noted.

5/18

**Question Time: Cabinet Member for Culture, Leisure and Sport**

Councillor Timothy Godfrey, Cabinet Member for Culture, Leisure and Sport was in attendance.

A presentation focused on the key areas of his portfolio and highlighted the following: Libraries, Museum Heritage, Arts and Culture, Leisure Centres, Sport & Physical Activity, Parks & Open Spaces and Registrars and Bereavement.

**Libraries-** The library service was brought back in-house following Carillion PLC's announcement of liquidation. There was an increase in visitors to the libraries of 2% on 2016/2017. There had been a range of programmes to attract visitors including working with local schools and provision of activities and events aimed at families and young groups. There were proposed works for the development of a new South Norwood Library building. Public consultation had taken place over the proposals. There had been a drive to regenerate Norbury Library and there was consideration taking place on options of creating a community space within the library.

**Museum & Heritage** – An exhibition to celebrate the 150th anniversary of the Croydon School of Art was on display until April 2018 in the Croydon Clocktower. Community engagement was strengthened through the delivery of various arts exhibitions, displays and event and by supporting two Heritage Lottery Fund (HLF) funded community led projects. Two apprentices had been recruited to the cultural heritage apprenticeship scheme.

**Arts & Culture** – Croydon had submitted its bid to become the first London Borough of Culture. The borough's first cultural congress was held in January and had attracted a large number of delegates. Various cultural events, projects and activities such as the light festival, had taken place successfully. The Fairfield Hall development had progressed as planned and BH live had been appointed to be the operator following the refurbishment.

**Leisure Centres** – There were proposed new partnerships with emphasis on traditional sporting provision, wider engagement and outdoor activity. GLL Greenwich had been amounted as the new contractor for leisure services as of 1 March 2018 following the end of the 10 year contract with Fusion Leisure Services. The mobilisation of the new contract would result in various developments such as the refurbishment of leisure centres, New Addington leisure centre development and the delivery of proposed accessible activities across various parks. Future priorities would include a focus on provision of free outdoor physical activities, supporting sports clubs and strengthening sporting infrastructure.

**Sport & Physical Activity** – There had been various successes in the last year, such as the London youth games where the borough came 8th. This year and going forward, partnerships with continue to be forged to facilitate participation. Norbury BMX track was built and was now open and free to use by all in the community. A range of activities had been coordinated in Wandle park as part of Lottery Heritage funding projects.



**Parks & Open Spaces** – The work on the Parks agenda was continuous and had seen various outcomes such as increased work with volunteer groups. There had been successful partnerships with groups on delivery of improvements to the borough's parks and open spaces. Various funding streams and grants had been accessed to support park improvements and promote community events. Six parks had been chosen, consultation had taken place with final plans developed on proposed improvement of the parks

**Registrars & Bereavement** – A new structure in the Registrars Service was implemented in September 2017 to improve customer service, capitalise on income and manage workload. The administrative software was due to be upgraded this summer and the digitalisation of some services was due to be introduced.

Members acknowledged the extensive work that had been completed to promote community activities and the events that had been provided such as the Thornton heath light festival which was well received and attended.

Members welcomed the decision for the library services to be brought back in house and questioned what would be done to improve the libraries, such as book stock and services offered. Officers responded that an overhaul of the library service was planned with a focus on connecting with the community.

In response to Member comments regarding the decline of cricket facilities, officers responded that this was an area that was lobbied regularly. The Council had been working with partners on facilities and venues to promote the sport.

Members acknowledged that the GLL contact was positive for the borough's leisure facilities but raised concerns on competition presented by the wave of budget gyms in the borough. Officers responded that this was a trend that affected all regions. The new contractor would look to compete through the provision of activities normally offered and diversification of services.

Members questioned Croydon's chances of being awarded the London borough of culture. Officers responded that Croydon was in a good position to be awarded and would continue to develop many of the programmes planned regardless of the outcome. The work completed and professional relationships forged would be maintained.

In response to a Member request for an update on Ashburton Hall, the Committee was advised that the development would be handed over to GLL and a full programme of works would be published thereafter. The long term prospects were promising with a proposed revamp of the site which included facilities for a café, gym, cultural and sporting activities as well as various events.

In response to a Member question on what remained the biggest challenge across his portfolio, the Cabinet Member responded that the development of Parks and Open spaces remained a challenge due to the funding, investment

and planning required to realise each sites potential and the time needed to imbed change.

The Chair thanked the Cabinet Member for all the work completed in the last four years and in his previous role as a successful Scrutiny Chair.

6/18

### **Question Time: Cabinet Member for Economy and Jobs**

Councillor Mark Watson, Cabinet Member for Economy and Jobs was in attendance.

A presentation was provided to the Committee which focused on the challenges and successes on the key areas of his portfolio.

**Jobs-** The Committee was informed that Croydon had experienced a 2% growth in jobs comparable to London and National averages. The employment rate was slightly below the London average however the highest area of employment growth had been in the scientific sector. Croydon had been doing well in creating new businesses with 90% being small businesses. Croydon was in a good position as it continuously attracted new business to the borough. The good employer charter had been set up and was focused on employment of local people through the Croydon Works service who work with departments such as the gateway service to get local people into employment. This had made a fundamental contribution to the community and economy of Croydon. Croydon launched its apprenticeship scheme in 2017 and had employed over 85% of BME apprentices and 90% are Croydon residents.

**Growth Zone-** There had been many infrastructure projects developed and the Council had explored the use of grants to assist in the growth of the borough. The pedestrianisation of the high street had been successful. Many businesses were relocating to Croydon as a result of box park which has attracted hundreds of thousands of people to over 150 events that took place in 2017. As a result of concern over turnover of businesses in Box Park, support had been provided to the small independent businesses to assist in marketing themselves in order to attract clientele.

**Redevelopment of the Whitgift Centre-** This had been approved by the Mayor of London, funding was in place to manage operations whilst the re-development took place. There was confidence that the programme would be delivered and work would commence in 2019. As part of the section 106 agreement it was expected that 50% of jobs would be for local people and work was being done with schools and colleges to build a skills network. Employers were being encouraged to adopt the good employers' charter.

**Night Time Economy-** There were challenges in this area and there were ongoing works to establish a robust night time economy in the borough. There had been successful ventures such as the Good Evening Croydon event which has been an innovative and successful venture. Box Park had also

been a popular destination for people. More programs and event would be offered to attract people to the centre of Croydon.

**District Centres-** There had been ongoing work on the regeneration of Thornton Heath high street. Completion of the Purley car park upgrade was successful. New Addington redevelopment is in progress.

**Croydon Urban Edge** – The Croydon year of business was launched in January 2018 which aimed to encourage growth, development of business and creation of jobs in the borough through a programme of events. The events planned throughout the year would include training opportunities and lobbying of topics such as the way business rates were calculated for businesses in London compared to the rest of the UK. Through investment services to assist business to relocate and invest in Croydon, the focus had been on marketing, improved visibility and making the most of partnerships by maintaining reputation and satisfaction. Consultation took place with the community on projects such as the redevelopment of Surrey Street Market and investment in lighting, and the launch of the Sunday market which had attracted new traders.

Members raised concerns over the poor advertising of events at Box Park and that there was a need for increased diversification of events. The Cabinet Member responded that conversations had taken place with the CEO of box park regarding marketing and the programmes of events. The Council had also offered a package of support to business to encourage further events to take place.

Members asked if the Council would be working with Crystal Palace Football Club on their expansion and redevelopment programme to ensure that the proposed creation of 700 jobs would be directed at local people. The Cabinet member advised the Committee that Croydon Works would be used by the club to ensure jobs were directed to local people. There had also been work with the club and foundation to encourage provision of the London living wage for their staff

In response to Member comments on the impact of Brexit on the Growth Zone, the Cabinet Member stated that the uncertainty around the level of impact was a worry for the whole country. Croydon's current economic position was good and there was place a robust support programme of advice and guidance for business to steer them during this period.

In response to a Member question on the challenges to Croydon's economy in the next three years and the priorities to focus on, the Cabinet Member responded that managing the redevelopment of the Whitgift Centre should be paramount. Increasing the Night Time and evening economies must be addressed through attracting more businesses to the borough. An increase to the London Living Wage should also be a priority of focus in the coming year. Croydon should be proud of its Good Employer charter and must continue to encourage businesses to sign up to the scheme.

The Chair thanked the Cabinet Member for his detailed presentation and the Committee thanked him for his engagement with Scrutiny over the years.

7/18 **Work Programme**

The Committee NOTED the work programme for the remainder of the 2017/18 municipal year.

8/18 **Exclusion of the Press and Public**

This was not required.

The meeting ended at 9.40 pm

**Signed:**

**Date:**

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# Agenda Item 5

<b>REPORT TO:</b>	<b>Scrutiny and Overview committee 6 March 2018</b>
<b>SUBJECT:</b>	<b>Update on Children's Improvement</b>
<b>LEAD OFFICER:</b>	<b>Barbara Peacock Executive Director (People)</b>
<b>CABINET MEMBER:</b>	<b>Alisa Flemming Cabinet Member for Children, Young People and Learning</b>

<b>ORIGIN OF ITEM:</b>	<b>This item follows the OFSTED inspection of the council's children's services in June and July 2017.</b>
<b>RECOMMENDATIONS</b>	Members are invited to: <ul style="list-style-type: none"><li>i) Note progress on delivering the actions outlined in the improvement plan, including key achievements and challenges</li><li>ii) Note the priority performance indicators for January</li><li>iii) Note the preparations for and focus the next Ofsted monitoring visit on 20<sup>th</sup> and 21<sup>st</sup> of March 2018</li></ul>

## 1. EXECUTIVE SUMMARY

1.1 Following the publication of the Ofsted report on children's services in Croydon on 4th September 2017 the Secretary of State for Education (the Secretary of State) issued a Direction to the Council to co-operate with Eleanor Brazil as the Children's Services Commissioner for Croydon (the Commissioner), who was charged with making recommendations to the Minister for Children and Families (the Minister) on the best course of action for the future of children's services in Croydon. The Commissioner's report was submitted to the DfE on 4th December 2017 (available via this link: [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/676364/Ways\\_forward\\_for\\_children\\_s\\_services\\_in\\_Croydon.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/676364/Ways_forward_for_children_s_services_in_Croydon.pdf)) and a letter was sent to the Leader of the Council on 19th December setting out the Ministerial response to the Commissioner's recommendations.

1.2 The final Children's Improvement Plan was approved at Cabinet on 20<sup>th</sup> November 2017 and submitted to Ofsted and the DfE on the 8th December. The plan has been published on the council's website (available via this link: [https://www.croydon.gov.uk/sites/default/files/articles/downloads/Croydon\\_Children%27s\\_Improvement\\_Plan\\_Nov\\_2017.pdf](https://www.croydon.gov.uk/sites/default/files/articles/downloads/Croydon_Children%27s_Improvement_Plan_Nov_2017.pdf)) and hard copies distributed to staff across Children's

Services. Progress against the plan is monitored and challenged at a monthly Children's Improvement Board, which has an independent chair and includes the Commissioner and Elected Members in its membership.

1.4 Ofsted carry out quarterly monitoring visits to Children's Services departments judged inadequate to assess progress. The first monitoring visit to Croydon took place on 12<sup>th</sup> and 13<sup>th</sup> December 2017. Initial monitoring visit reports are not published but are shared with the Local Authority and the DFE. Subsequent monitoring visit letters will be published on the Ofsted website.

1.5 A revised Direction was published by the DFE on 25th January 2018 alongside a copy of the Commissioner's report, revoking the previous Direction and requiring Croydon to agree an intensive peer support proposal with Camden Council. The Commissioner's contract has been extended until 31st March 2018 to broker appropriate support arrangements between Croydon and Camden Councils and provide an assessment of the proposals including a view on the appropriateness of these to address the shortcomings in Croydon's performance identified by the Office for Standards in Education (Ofsted).

1.6 A report detailing progress around developing support arrangements with Camden was presented to Cabinet on the 26<sup>th</sup> February. Areas for immediate support, advice and expertise between Camden and Croydon have been agreed as phase one and senior officers are developing a one year intensive support plan to be implemented from April 2018 as phase two, supported by the Commissioner as broker.

1.7 At its meeting on 30<sup>th</sup> January 2018 Scrutiny and Overview committee were presented with an update on progress against the Children's Improvement Plan, and questioned the Executive Director, People (DCS) and Interim Director of Early Help and Children's social care on improvements around their line of sight, knowing 'what good looks like', changes the Croydon Safeguarding Children Board (CSCB), the quality assurance framework frontline and staff engagement and feedback opportunities (including the staff survey). The Committee also discussed challenges around recruiting and retaining good quality staff and the role of Camden in supporting Children's Services to improve, and were updated on emerging learning from visits, including a visit to Camden's Corporate Parenting Board.

1.8 This report seeks to provide an overview of progress across the plan to date, including key achievements, challenges and mitigations. It also provides an update on progress against the priority performance indicators in January (attached as appendix 1) and a brief discussion around preparation for the next Ofsted monitoring visit on the 20<sup>th</sup> and 21<sup>st</sup> of March.

## 2. PROGRESS UPDATE ON THE CHILDREN'S IMPROVEMENT PROGRAMME

### 2.1 Overview of progress reporting against the plan

2.1.1 Progress against the improvement plan will be reported to the Children's Improvement Board on 6<sup>th</sup> March, including an overview of the completed actions across the programme to date and any risks to delivery. However, a high-level summary of the key achievements and challenges in February is set out below.

2.1.2 The performance discussion at the Improvement Board focuses on the impact of these actions. Evidence and impact assurance is sought by the improvement team around completed actions to ensure that they are having a positive impact on frontline practice, and, if not, what further action needs to be taken to ensure that changes are making a difference.

2.1.3 Where there is a risk that actions are unlikely to be completed by the programmed deadline, mitigations will be put in place for each of these actions to ensure progression at pace and, where necessary, lead officers may request a change of deadline. A robust change control process is in place, whereby requests to change an action, lead officer or deadline are signed off by the Senior Responsible Officer (SRO) for each work stream before being interrogated by the independent chair and taken to the Children's Improvement Board for final approval.

### 2.2 Key achievements

Key achievements across each of the work streams, and the priorities and actions that these relate to are set out below.

#### 2.2.1 Practice

- **Strengthening families roll out (priority 1):** Good progress is being made to establish a clear social work practice framework (Strengthening Families), with training for all staff starting w/c 12/2 [action 1.5]. Leaflets for practitioners and families have been produced and formal launch events for partners and Children's Services staff are scheduled for March.
- **Early Help (priority 2):** An Early Help workshop for partners took place on 31/1 to develop a common understanding of what 'Early Help' is and means. The First Early Help Task and Finish Group took place on 19/2, chaired by the Executive Director for People (DCS) with good multi-agency engagement and commitment [action 2.2a]. This group will report into the CSCB. This work is also being supported by Camden who will be sharing their good practice in this area to help Croydon develop a single point of contact (single front door) in March.
- **Support for children who go missing (priority 5):** Investment in additional capacity (new posts) to conduct return home interviews for children who go missing has led to significant improvements in both the number of children who are offered an interview and the number of completed interviews [see KPI MC3 and MC4], this means that we have a better understanding of the reasons why children go missing and can put in support arrangements (e.g. safety plans) to reduce risks and help keep them safe. The Head of Service for Targeted Services has also launched new

procedures around missing, including a flow chart to help social workers. Camden will also be supporting our work to improve practice for young people who are at risk of sexual exploitation (CSE), by strengthening the Multi-Agency Sexual Exploitation (MASE) panel.

### 2.2.2 People and performance

- **‘Spotlight Scorecard’ performance clinics (priority 8):** A series of performance clinics with Unit Managers and Service Leads began on 2/2, starting with the Care Planning Service [action 8.10]. These sessions are led by the Executive Director (DCS) and Director for Early Help and Children’s Social Care. The sessions ensure a clear line of sight into performance at a team (unit) level and an opportunity to challenge poor performance through the ‘scorecard’ mechanism.
- **Exit interviews (priority 7):** An improved exit interview process (as suggested by frontline staff in the ‘Recruitment and Retention’ sprint sessions before Christmas) has been implemented leading to a 65% completion rate of interviews for permanent staff. Common reasons for leaving were around career progression and better work/life balance.
- **Croydon Local Strategic Partnership (priority 6):** A review of the Local Strategic Partnership (LSP) has resulted in sweeping changes to the partnership, that include agreed changes to structure, governance, strategy, transparency and co-ordination [action 6.5]. There is also agreement to focus on young people across the partnership. In addition, a significant amount of work is progressing to ensure an appropriate level of resource to support the new LSP, with co-ordination, forward business planning, project and policy support.

### 2.2.3 Partnerships (priority 10)

- **SCR learning themes:** At the last two board meetings the CSCB has considered an overview of the learning themes identified in all SCRs undertaken and published, since 2016, including a list of SCRs and Learning Reviews which are in the pipeline but have not yet been published. An overview of these themes was presented to the Children’s Improvement Board on 6 February. Themes included a lack engagement with fathers or step fathers, disrupted education, domestic violence and mental health issues.
- **Awareness of Early Help amongst partners:** The CSCB received a presentation on the proposed Early Help arrangements and strategy in January and will continue to ensure that all partners are aware of and engaged in this work (for example, through the task and Finish Group) [action 10.12].

### 2.2.4 Platforms (priority 11)

- **Increasing the base budget for Children’s Services (action 11.2c):** A new base budget of £10.9m for Children’s Services has been set (excluding the £3.8m commitment to fund improvement) and will go to cabinet on 26th February for final approval.
- **Children’s Recording System (CRS) forms (action 1.4 and 11.4):** Work is underway to streamline and simplify forms in CRS and ensure they are aligned to the new social work practice model (Strengthening Families). Workshops took place



throughout February to redesign these forms alongside practitioners and testing is scheduled for March, with an expected go live date for the forms of 1 April.

- **Business support improvements (actions 11.3a and 11.3b):** In addition to extra capacity (34 additional business support posts added since July 2017) to provide dedicated support for each team (unit) and address recording backlogs, the previous Business Support Service Level Agreements have been reviewed to include more tasks (e.g. further support for meetings, allocated time dedicated to support social workers, support to Unit managers). Proposals on the Business Support model/offer and resourcing levels for 2018-19 was taken to the Children's Services Management Team on 1 February with a follow-up session on 22 February for further discussion and decision-making.
- **Pre-paid cards (action 11.4):** In order to reduce petty cash payments and the administrative burden that accompanies this, pre-paid cards for children and families were rolled out in the assessment and care planning services on 19/2. These cards enable the service to upload immediate payments online as needed which will help to support those who receive regular financial support and those who cannot come into Croydon (e.g. those fleeing domestic violence).

### 2.3 Challenges and mitigations

- **Increasing demand (more referrals leading to assessments)**
  - **Risk/issue:** The service continues to see a rise in the number referrals leading to assessments and current trends suggest this will continue. This means that caseloads cannot be reduced in the assessment service and they are likely to increase in care planning once more as the service cannot recruit fast enough to meet the demand. Increased demand also leaves staff feeling like nothing has changed and with insufficient space and time to improve their practice and spend more time with families.
  - **Mitigations:** Four 'surge' teams added to the care planning service in addition to a new structure in the assessment service which went live in January.
- **High caseloads in the assessment service;**
  - **Risk/issue:** Average caseloads in the assessment service remain very high (34 per per social worker in January) due to rising demand (referrals) [see KPI - W1a]. This is a major barrier to improving practice (as set out above) and described as feeling 'relentless' by staff.
  - **Mitigation/s:** A new team structure in the assessment service went live in January (with 9 social workers, one deputy team manager and one team manager per unit). However, this additional capacity has been absorbed and referral trends indicate that the demand for assessments will remain high.

- **Recruitment and retention;**
  - **Risk/issue:** The vacancy figure (41%) continues to be a concern with a low number of successful applications through the microsite and a slow rate of locums converting to become permanent staff (most citing pay as the main barrier). Increased demand in assessment and care planning is also making the service more reliant on temporary staff, and as performance expectations become stronger, several agency staff have been asked to leave.
  - **Mitigation/s:** The application process has been streamlined to improve ease, a wider workforce strategy has been drafted and a review of pay and grades is underway. Exit interviews are also taking place across the service to identify the main reasons why people are leaving.
  
- **Supervision;**
  - **Risk/issue:** Performance information on supervision and management oversight demonstrates a mixed picture, with some staff not receiving supervision from their manager with the regularity required to improve practice and provide them with sufficient professional or emotional support.
  - **Mitigation/s:** A tracker has been created in order to monitor performance in relation to the frequency of supervision and recording is also improving. The expectations around the frequency of supervision have been made clear to all managers and supervision is discussed as part of the team (unit) and service level performance 'spotlight scorecard' clinics.

### 3. UPDATE ON PROGRESS AGAINST KEY PERFORMANCE INDICATORS

3.1 The priority performance indicators for January have been included as an Appendix to this report (see Appendix 1). A summary on key areas and strength and development is set out below.

3.2 It should be noted that the council continues to see a significant increase in the volume of contacts and referrals into Children's Services, which is having a detrimental impact on some performance indicators, including caseload figures in the assessment service and adherence to timescales for assessment and child protection work.

3.3 Areas of strength or improvement for the month of January include;

- Caseloads for newly qualified social workers (ASYE's) have now returned to a manageable average level of just under 11 per social worker, following the graduation of the previous cohort [see KPI W2]
- Performance in the front door continues to be strong, despite the increase in demand [see KPI FD3]
- A slight improvement in the rate of Child in Need (CIN visits), since December although this still falls short of the 75% target [see KPI CIN 4]
- A significant improvement in the number of child protection conferences (CPC's) in timescales (50%, up from 26% in December) when compared the figures for Sep-Dec 17, although this is still significantly below the target of 80% [see KPI CP5]

- More child and young people subject to Child Protection plans being seen on time (92%) [see KPI CP 13]
- A significant improvement in the number of Return Home Interviews (RHI's) offered to children and young people who go missing (86%) and the completion or 'take up' rate (55%) [see KPI's MC3 and MC6]
- An increase in the % of annual foster carer reviews completed on time (82%) [ see KPI F3]
- There has been further improvement in the average time between a child entering care and moving in with the adoptive family [see KPI AD7]
- More care leavers having an up to date pathway plan (78%, up from 59% in December) [see KPI CLa]

3.4 Areas of development include;

- Continuing high caseloads in the assessment service (average of 34 cases per social worker) due the increase in referrals at the front door [see KPI W1a]
- A fall in the number of child & family (C&F) assessments completed on time [see KPI AMT2]
- Continued poor performance in relation to Child in Need (CIN) reviews in timescales [see KPI CIN 5]
- Below target performance in relation to visits and reviews for looked after children (LAC) [see KPI LAC 10 and 11]
- Although there has been an increase in the % of cases subject to supervision or other management oversight within timescales (50% for Jan, up from 39% in December) this figure is still concerning. Measures have been put in place to improve recording and understand the regularity of supervision across teams and services to ensure that all social workers are sufficiently supported [see KPI QA1]

#### **4. PREPARATION FOR OFSTED MONITORING VISIT 20<sup>th</sup> and 21<sup>st</sup> MARCH**

4.1 The second monitoring visit on 20th and 21st March will assess how effectively risk is identified and addressed for vulnerable children and young people, including those who go missing from home or care, those at risk of child sexual exploitation (CSE), gang involvement, serious youth violence and other crime.

4.2 A number of actions in the Children's Improvement Plan relate to the areas of focus for this visit and these have been closely monitored to ensure they are achieved. In addition, a tight and robust action plan has been put in place to ensure that risks are clearly identified, including areas where practice needs to improve, and mitigating actions are in place that will lead to long term, sustained improvements. The phase one partnership support from Camden Council is a feature of this work.

4.3 Work is also underway to improve internal quality assurance processes (e.g. audits) in light of feedback from the December Ofsted monitoring visit, to ensure that internal audits are providing an accurate picture of quality across the service and grade boundaries are clearly understood. Camden will be supporting Croydon with this work and the Head of Service for Quality Assurance in Camden will be in Croydon for one day per week.

## 5. NEXT STEPS

5.1 Key priorities and actions for March include;

- Completing the Strengthen Families training roll out and launching the new model with staff and partners.
- CRS form development and testing ready for the 'Go live' date of 1<sup>st</sup> April
- A new single point of contact for early help and children's social care will be launched on 5 March
- Agree protocols for attendance at strategy meetings with police, health and education partners to and seek agreement through CSCB.
- Develop, publish and disseminate a clear set of social work practice standards to drive improvements in performance
- Develop consultation mechanisms with representative groups of Children and Young People to ensure their views are reflected in our service development and the lived experience of the child is known and understood.

## 6. RECOMMENDATIONS

6.1 The sub-committee is asked to:

- i) Note progress on delivering the actions outlined in the improvement plan, including key achievements and challenges
- ii) Note the priority performance indicators for January
- iii) Note the preparations for and focus of the next Ofsted monitoring visit on 20<sup>th</sup> and 21<sup>st</sup> of March 2018

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**CONTACT OFFICER:** Fern Barber, Service Development and Improvement Manager

**BACKGROUND DOCUMENT:** None

**APPENDICES:** Appendix 1. Priority performance indicators



OUR  
FOCUS

# Appendix 1 - Update on Children's Improvement

## January 2018

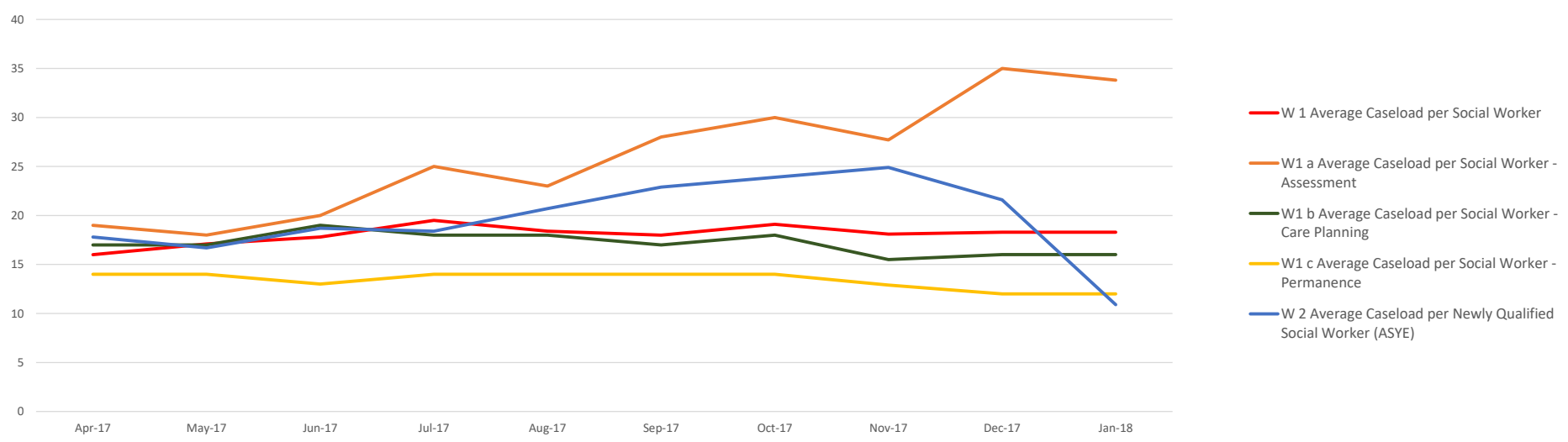
Ref	Indicator Title	RAG Last Period	Current RAG
<b>WORKFORCE</b>			
P1	Vacancy Rate		
W 1	Average Caseload per Social Worker		
W1 a	Average Caseload per Social Worker - Assessment		
W1 b	Average Caseload per Social Worker - Care Planning		
W1 c	Average Caseload per Social Worker - Permanence		
W1 d	Average Caseload per Social Worker - CWD		
W 2	Average Caseload per Newly Qualified Social Worker (ASYE)		
<b>FRONT DOOR</b>			
FD 3	Percentage of completed contacts received in the month which were actioned within 1 working day		
FD 8	Percentage of re-referrals within 12 months		
<b>ASSESSMENT</b>			
AMT 2	Percentage of C&F assessments completed within 45 working days		
<b>CHILDREN IN NEED OF HELP AND PROTECTION</b>			
CIN 4	Percentage of CIN* for whom a visit has taken place within last 4 weeks		
CIN 5	Percentage of CIN* for who had review on time (excludes those allocated to CWD teams)		
CP 5	Percentage of children for whom CPC was held in the month within 15 working days of the Strategy discussions		
CP 13	Percentage of children subject to Child Protection Plan for whom a visit has taken place within last 4 weeks		
CP 10	Number of current Child Protection Plans lasting 2 years or more		
MC 1	Number of missing episodes in the month		
MC 6	Percentage Missing Episodes that result in a completed RHI		
LE 2	Percentage of cases concluded within 26 weeks of issue		
LE 3	Number of cases in proceedings		
<b>LOOKED AFTER CHILDREN</b>			
LAC 10	Percentage of LAC for whom a visit has taken place within statutory timescales		
LAC 11	Percentage of LAC cases which were reviewed within required timescales		
LAC 19 (12m)	Percentage of LAC that have been in care for 12+ months, that have had same social worker for last 12 months		
LAC 20	Percentage of LAC under 16 in care for more than 2.5 years: in the same placement for 2+ years		
<b>FOSTERING AND ADOPTION</b>			
F 3	Percentage of Annual Reviews of Foster Carers completed on time		
AD 7	Average time between a child entering care and moving in with the adoptive family (days)		
<b>CARE LEAVERS</b>			
CL a	Care Leavers with Up-to-Date Pathway plan		
CL 1	Number of Care Leavers in employment, education, or training (EET) on their 17th to 21st Birthday		
CL 1a	Percentage in employment, education, or training (EET) on their 17th to 21st Birthday		
CL 2	Number not in employment, education, or training (NEET) on their 17th to 21st Birthday		
CL 3	Number of Care Leavers in suitable accommodation on their 17th to 21st Birthday		
CL 3a	Percentage in suitable accommodation on their 17th to 21st Birthday		
<b>QUALITY ASSURANCE</b>			
QA 1	Percentage of children who had their supervision and was within the timescales		
QA 2	Number of Cases Audited that are Good or Outstanding		
QA 3	Percentage of Cases Audited that are Good or Outstanding		

**WORKFORCE**

Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	2017-18 Target	Target Owner	RAG	RAG Methodology
P1	Vacancy Rate	SIB							43%	43%	42%	41%	24%	PS	Red	24% or below Green 25%-34% Amber 35% and above Red
W 1	Average Caseload per Social Worker	SIB	16	17	18	20	18	18	19	18	18	18	17	PS	Yellow	17 or below Green 18.1-20 Amber 20.1 and above Red
W1 a	Average Caseload per Social Worker - Assessment	SIB	19	18	20	25	23	28	30	28	35	34	20	PS	Red	20 or below Green 20.1-22 Amber 22.1 and above Red
W1 b	Average Caseload per Social Worker - Care Planning	SIB	17	17	19	18	18	17	18	16	16	16	16	PS	Green	16 or below Green 16.1-18 Amber 18.1 and above Red
W1 c	Average Caseload per Social Worker - Permanence	SIB	14	14	13	14	14	14	14	13	12	12	16	PS	Green	16 or below Green 16.1-18 Amber 18.1 and above Red
W1 d	Average Caseload per Social Worker - CWD	SIB	18	18	18	16	16	19	20	16	17	16	17	PS	Green	16 or below Green 16.1-18 Amber 18.1 and above Red
W 2	Average Caseload per Newly Qualified Social Worker (ASYE)	SIB	17.8	16.7	18.7	18.4	20.7	22.9	23.9	24.9	21.6	10.9	14	PS	Green	14 or below Green 14.1-16 Amber 16.1 and above Red

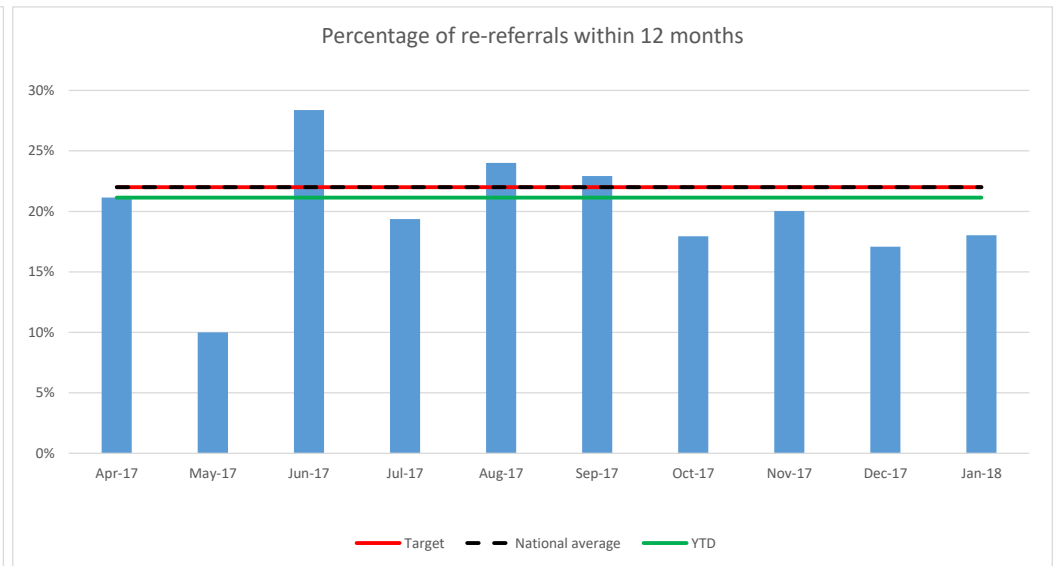
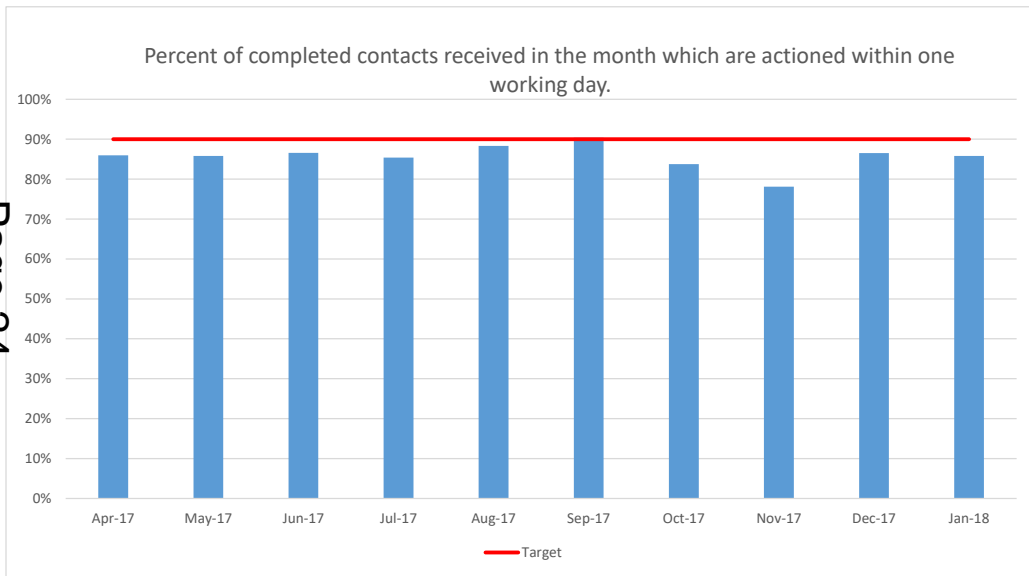
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Graph 1



FRONT DOOR																
Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	2017-18 Target	Target Owner	RAG	RAG Methodology
FD 3	Percentage of completed contacts received in the month which were actioned within 1 working day	BIB	86%	86%	87%	85%	88%	90%	84%	78%	87%	86%	90%	IL	Yellow	90% or above Green 85%-89% Amber 84% and below Red
FD 8	Percentage of re-referrals within 12 months	SIB	21%	10%	28%	19%	24%	23%	18%	20%	17%	18%	22%	IL	Green	22% or below Green 21% - 25% Amber 26% and above Red

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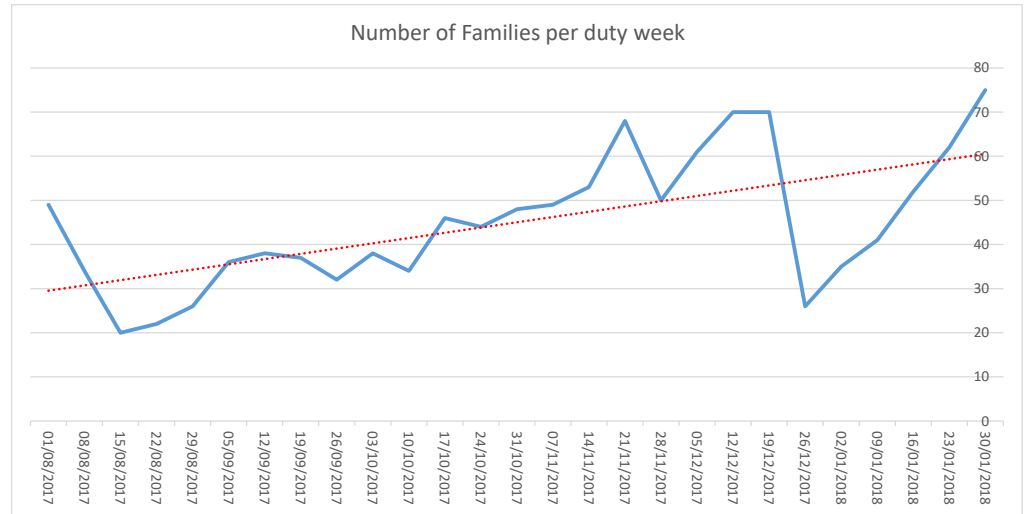
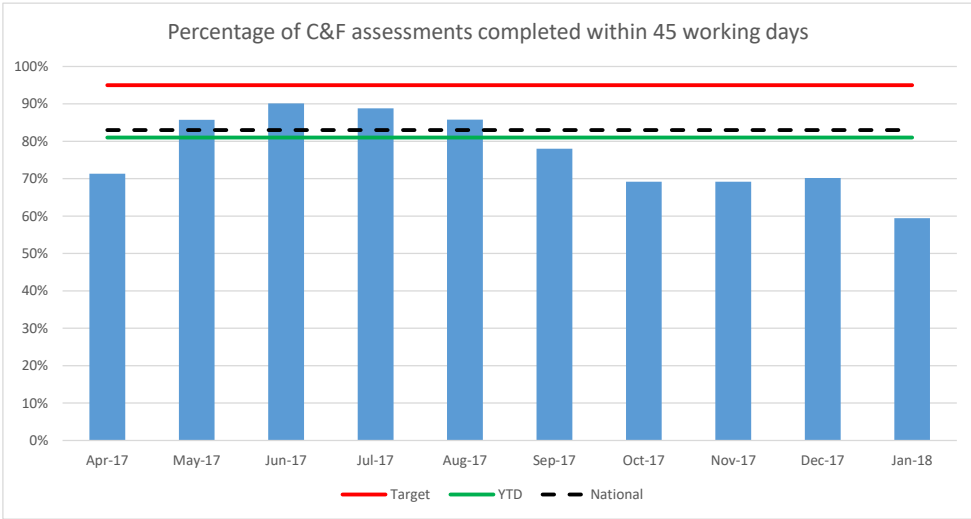


Note: Columns BELOW the target line are "good" performance



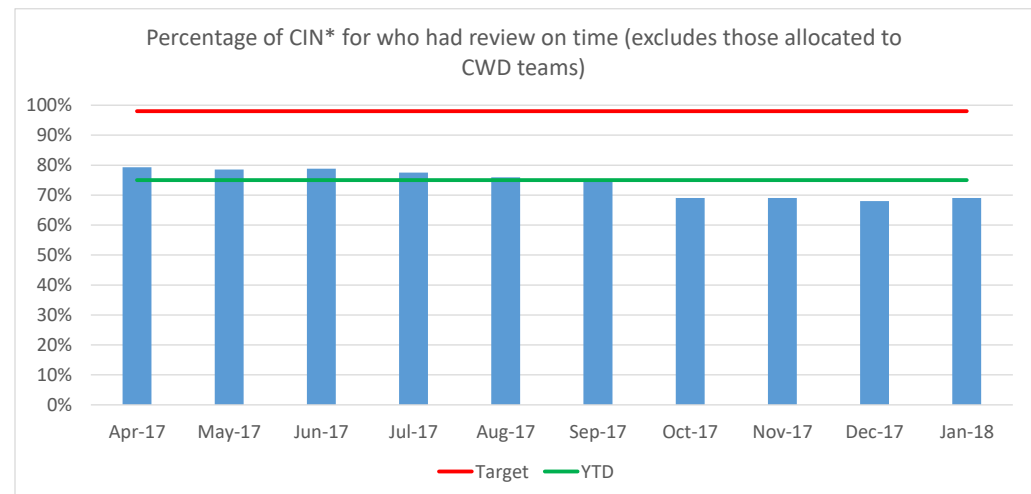
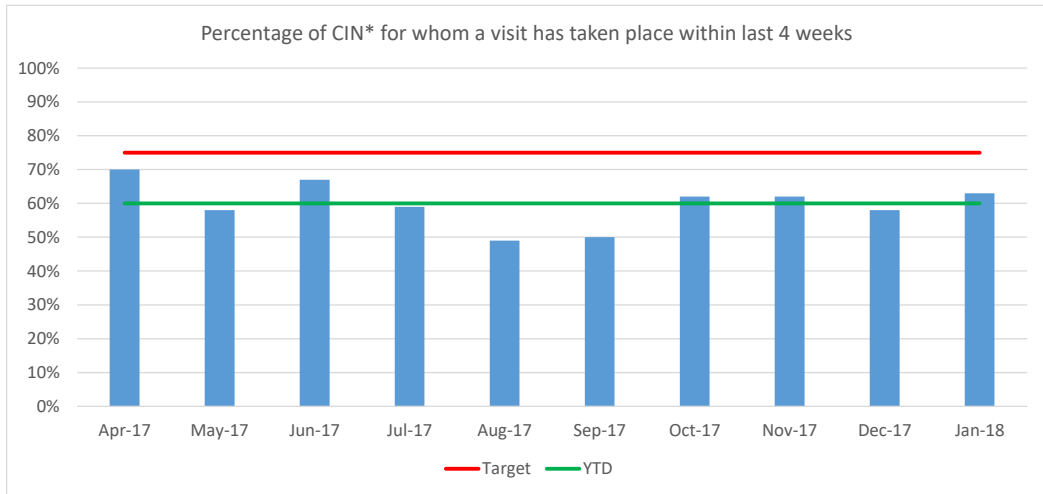
ASSESSMENT

Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	2017-18 Target	Target Owner	RAG	RAG Methodology
AMT 2	Percentage of C&F assessments completed within 45 working days	BIB	71.3%	85.8%	90.1%	88.8%	85.8%	78.0%	69.2%	69.2%	70.2%	59.5%	95.0%	MK		95% or above Green 85%-94% Amber 84% and below Red



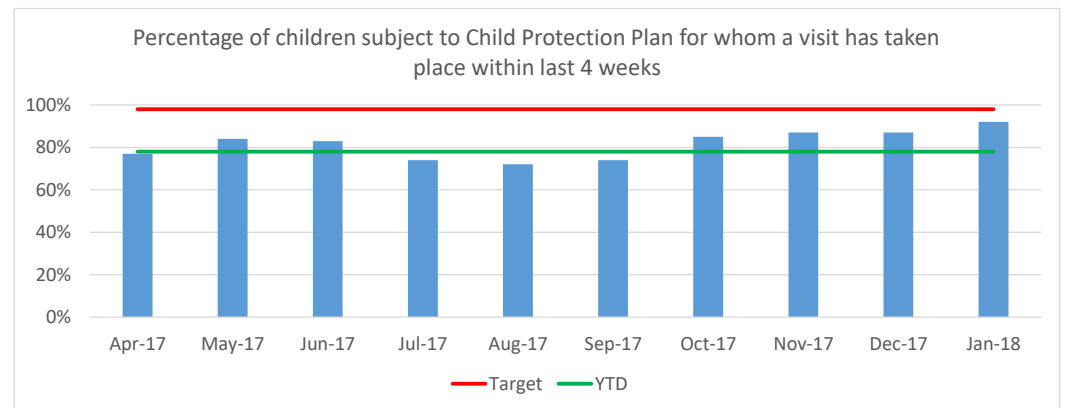
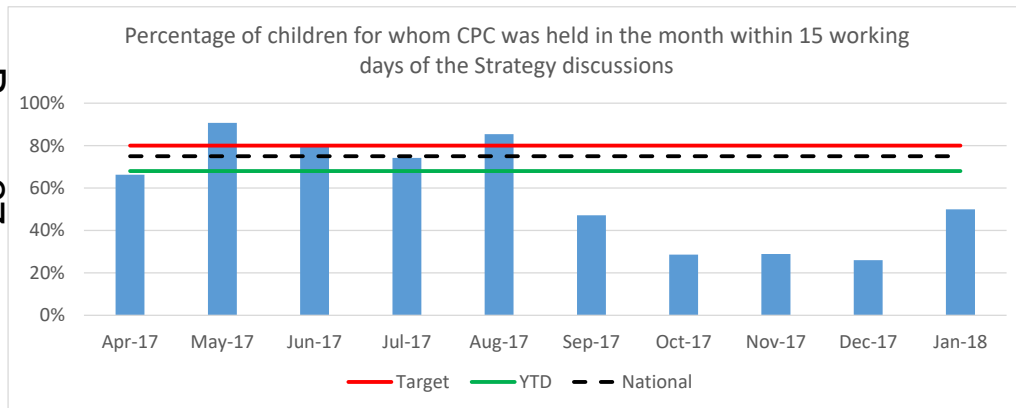
**CHILDREN IN NEED OF HELP AND PROTECTION**

Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	2017-18 Target	Target Owner	RAG	RAG Methodology
CIN 4	Percentage of CIN* for whom a visit has taken place within last 4 weeks	BIB	70%	58%	67%	59%	49%	50%	62%	62%	58%	63%	75%	MK	Red	98% or above Green 90%-97% Amber 89% and below Red
CIN 5	Percentage of CIN* for who had review on time (excludes those allocated to CWD teams)	BIB	79%	79%	79%	78%	76%	75%	69%	69%	68%	69%	98%	MK	Red	98% or above Green 90%-97% Amber 89% and below Red



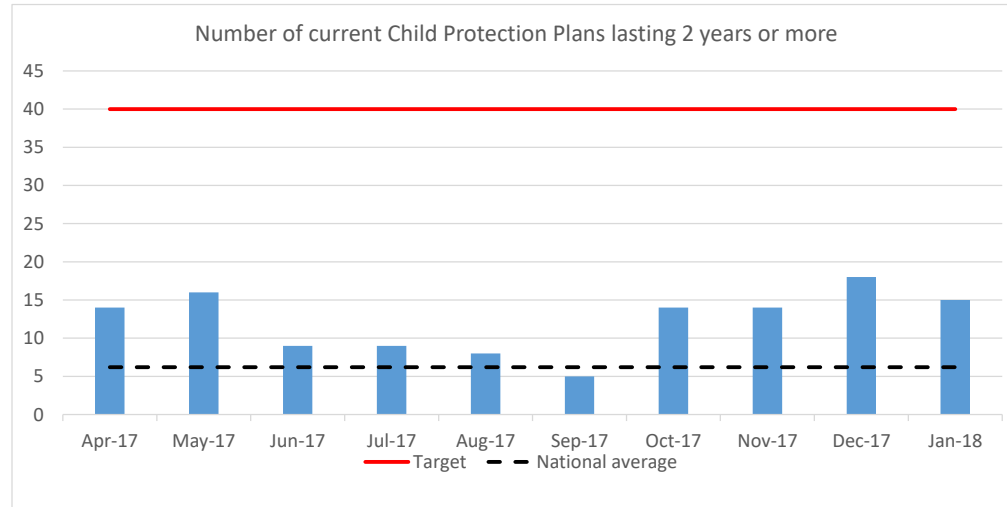
CHILDREN IN NEED OF HELP AND PROTECTION

Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	2017-18 Target	Target Owner	RAG	RAG Methodology
CP 5	Percentage of children for whom CPC was held in the month within 15 working days of the Strategy discussions	BIB	66%	91%	81%	74%	85%	47%	29%	29%	26%	50%	80%	TS		80% or above Green 70%-79% Amber 69% and below Red
CP 13	Percentage of children subject to Child Protection Plan for whom a visit has taken place within last 4 weeks	BIB	77%	84%	83%	74%	72%	74%	85%	87%	87%	92%	98%	MK		98% or above Green 90%-97% Amber 89% and below Red



CHILDREN IN NEED OF HELP AND PROTECTION

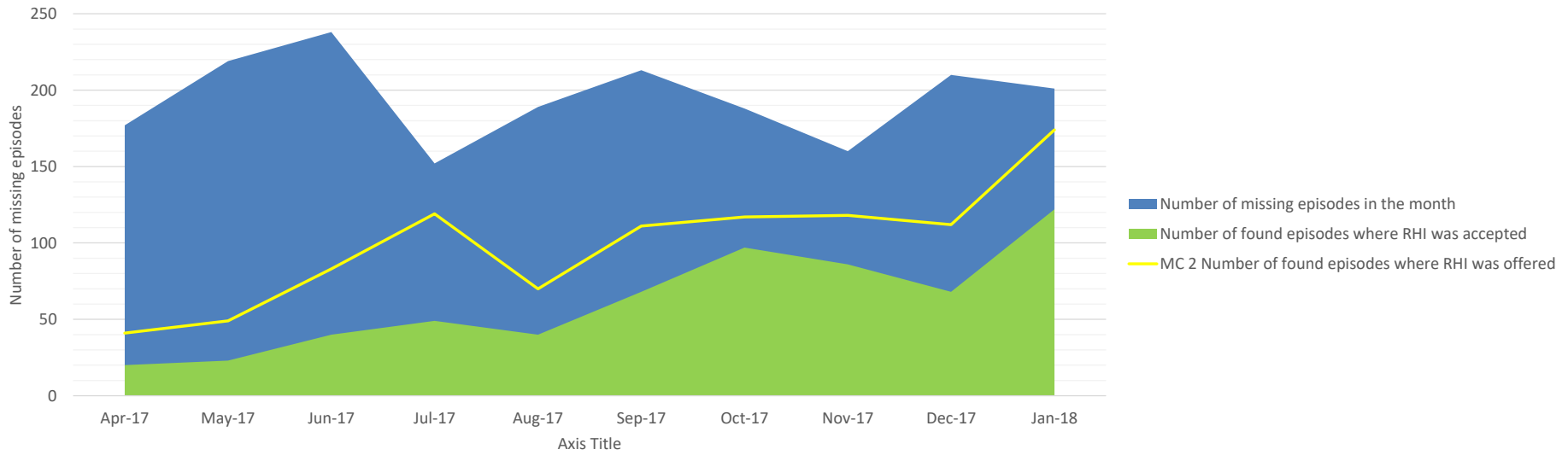
Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	2017-18 Target	Target Owner	RAG	RAG Methodology
CP 10	Number of current Child Protection Plans lasting 2 years or more	SIB	14	16	9	9	8	5	14	14	18	15	<10% of Cohort	MK	Green	10% of cohort or below Green 10-15% Amber 16% and above Red



Note: Columns BELOW the target line are "good" performance

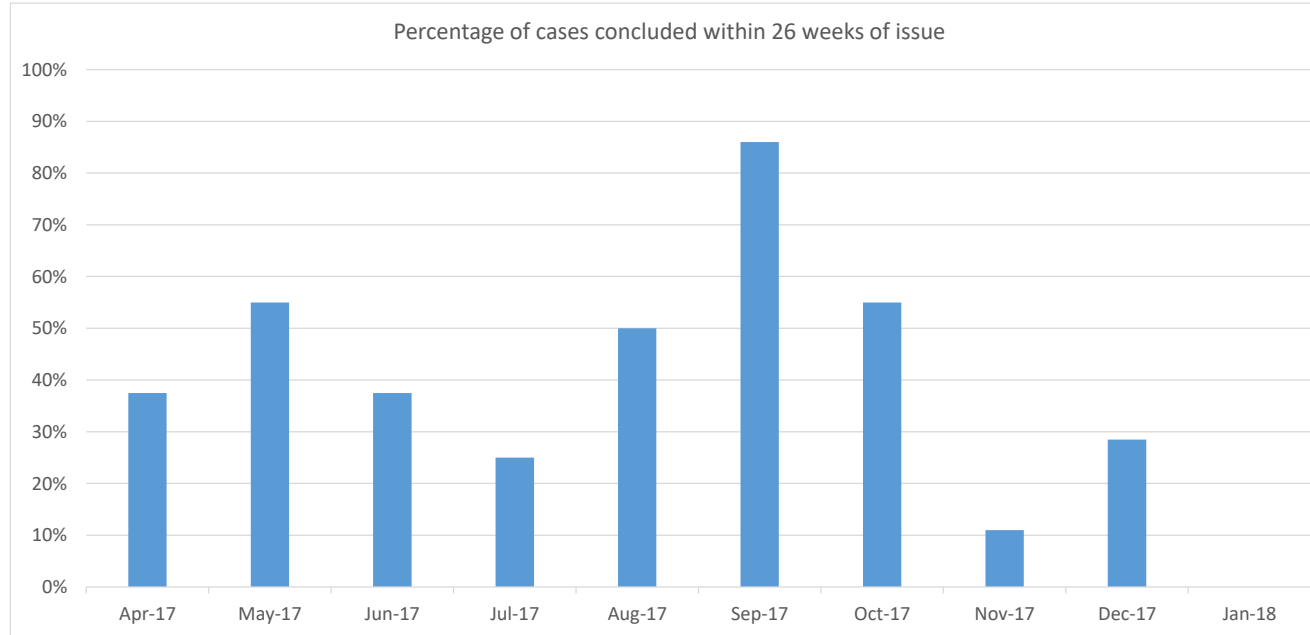
CHILDREN IN NEED OF HELP AND PROTECTION

Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	2017-18 Target	Target Owner	RAG	RAG Methodology
MC 1	Number of missing episodes in the month		149	177	219	238	152	189	213	188	160	201		HD		
MC 3	RHI Offer rate based on the Found Episodes		27%	28%	42%	51%	48%	62%	57%	63%	74%	95%				
MC 6	RHI's done based on the Found Episodes	BIB	13%	13%	20%	21%	27%	38%	47%	46%	44%	60%	60%	HD		60% or above Green 50%-59% Amber 49% and below Red



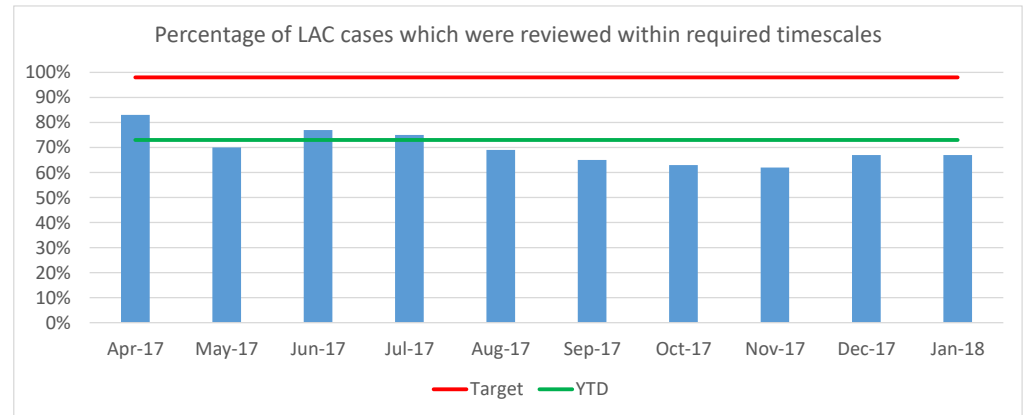
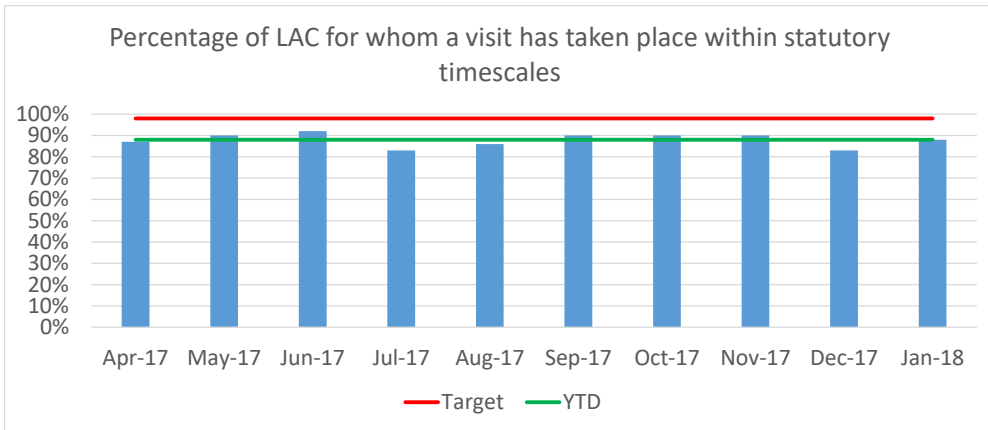
CHILDREN IN NEED OF HELP AND PROTECTION

Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	2017-18 Target	Target Owner	RAG	RAG Methodology
LE 2	Percentage of cases concluded within 26 weeks of issue		37.5%	55.0%	37.5%	25.0%	50.0%	86.0%	55.0%	11.0%	28.5%		95%	MK	Red	95% or above Green 85%-94% Amber 84% and below Red
LE 3	Number of cases in proceedings				67	80	87	98	98	109	109			MK		



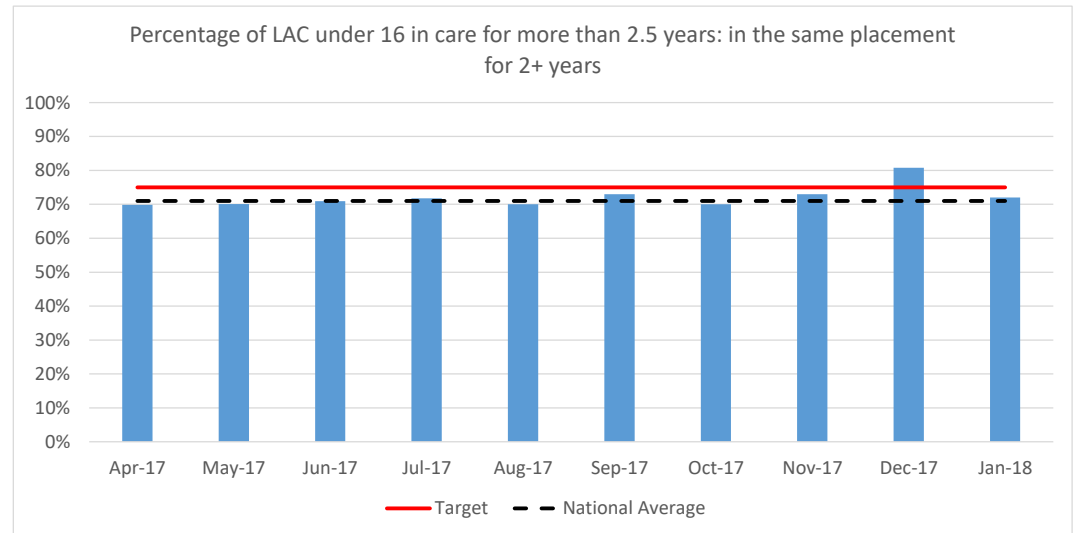
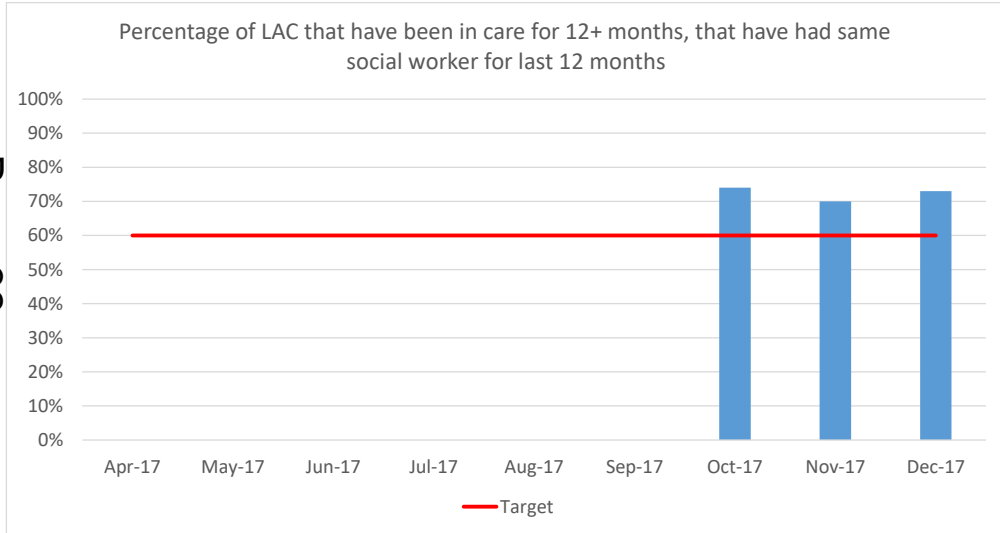
LOOKED AFTER CHILDREN

Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	2017-18 Target	Target Owner	RAG	RAG Methodology
LAC 10	Percentage of LAC for whom a visit has taken place within statutory timescales	BIB	87%	90%	92%	83%	86%	90%	90%	90%	83%	88%	98%	WT		98% or above Green 90%-97% Amber 89% and below Red
LAC 11	Percentage of LAC cases which were reviewed within required timescales	BIB	83%	70%	77%	75%	69%	65%	63%	62%	67%	67%	98%	WT		98% or above Green 90%-97% Amber 89% and below Red



LOOKED AFTER CHILDREN

Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	2017-18 Target	Target Owner	RAG	RAG Methodology
LAC 19 (12m)	Percentage of LAC that have been in care for <b>12+ months</b> , that have had same social worker for last 12 months	BIB	79% (6m+)	82% (6m+)	78% (6m+)	72% (6m+)	71% (6m+)	71% (6m+)	74%	70%	73%	73%	60%	WT	Green	60% or above Green 55%-59% Amber 54% and below Red
LAC 20	Percentage of LAC under 16 in care for more than 2.5 years: in the same placement for 2+ years	BIB	70%	70%	71%	72%	70%	73%	70%	73%	81%	72%	75%	WT	Yellow	75% or above Green 65%-74% Amber 64% and below Red

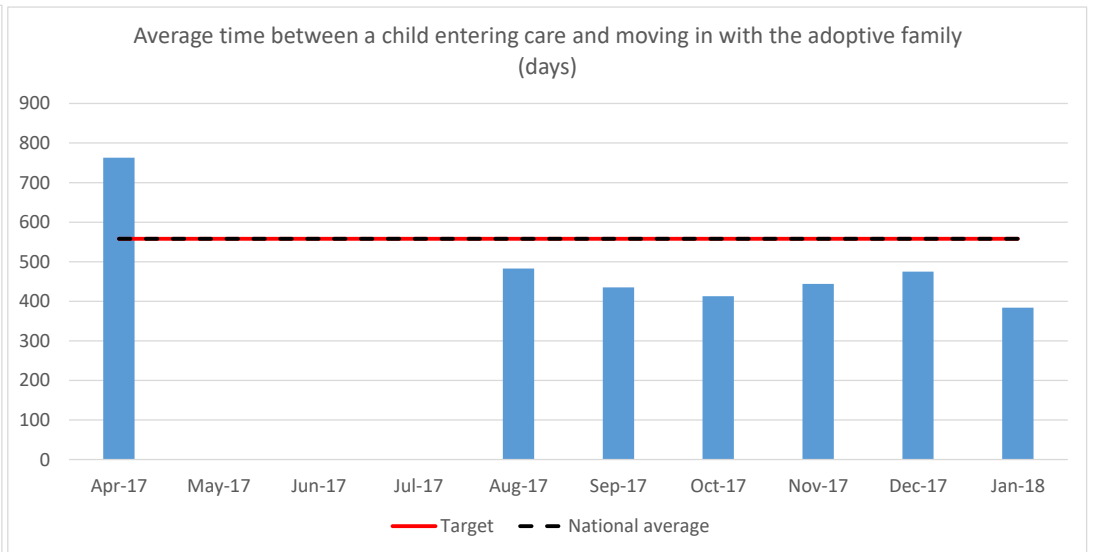
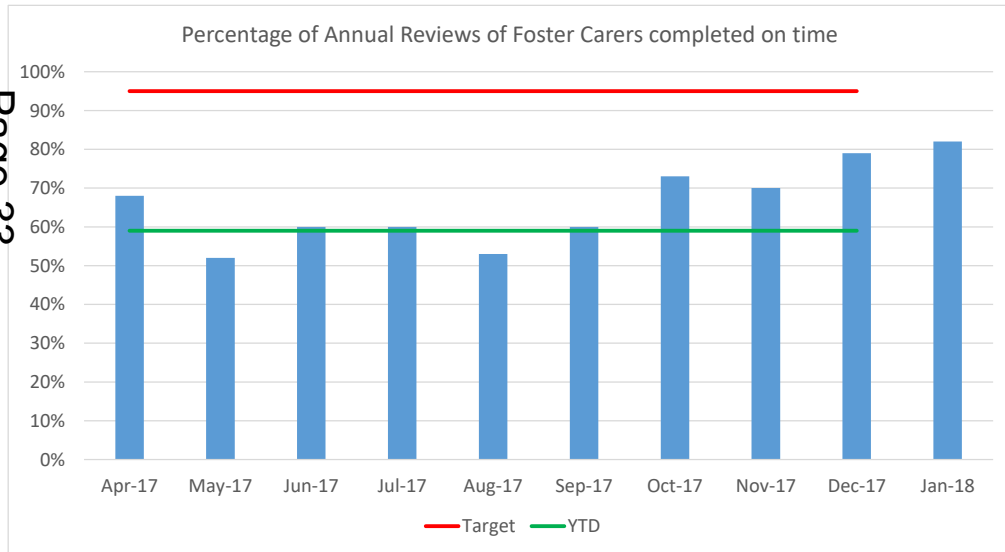




FOSTERING AND ADOPTION

Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	2017-18 Target	Target Owner	RAG	RAG Methodology
F 3	Percentage of Annual Reviews of Foster Carers completed on time	BIB	68%	52%	60%	60%	53%	60%	73%	70%	79%	82%	95%	WT	Red	95% or above Green 85%-94% Amber 84% and below Red
AD 7	Average time between a child entering care and moving in with the adoptive family (days)	SIB	763	0	0	0	483	435	413	444	475	383.91	558	HD	Grey	558 or below Green 559 to 608 Amber 609 and above Red

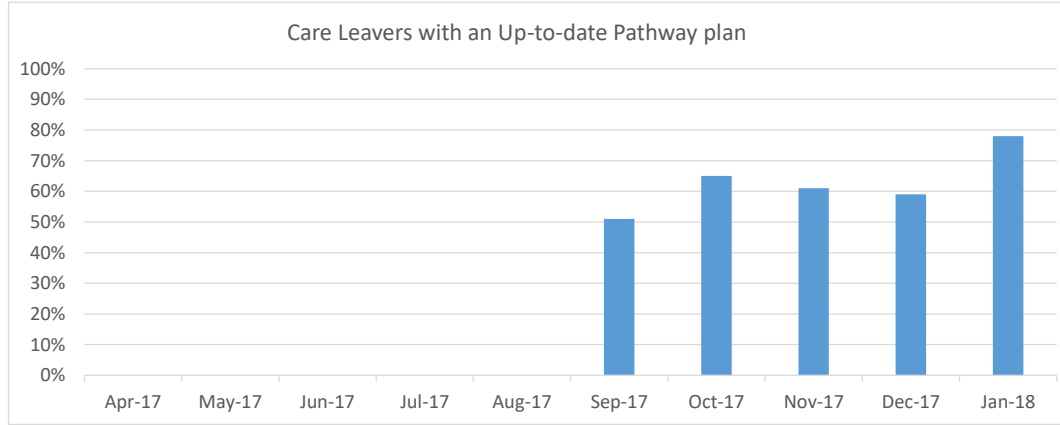
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Note: Columns BELOW the target line are "good" performance

CARE LEAVERS

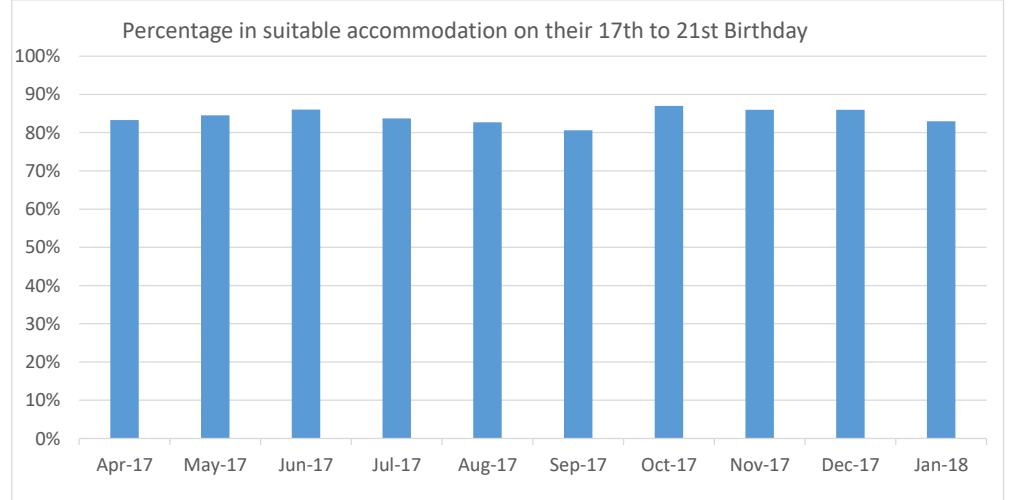
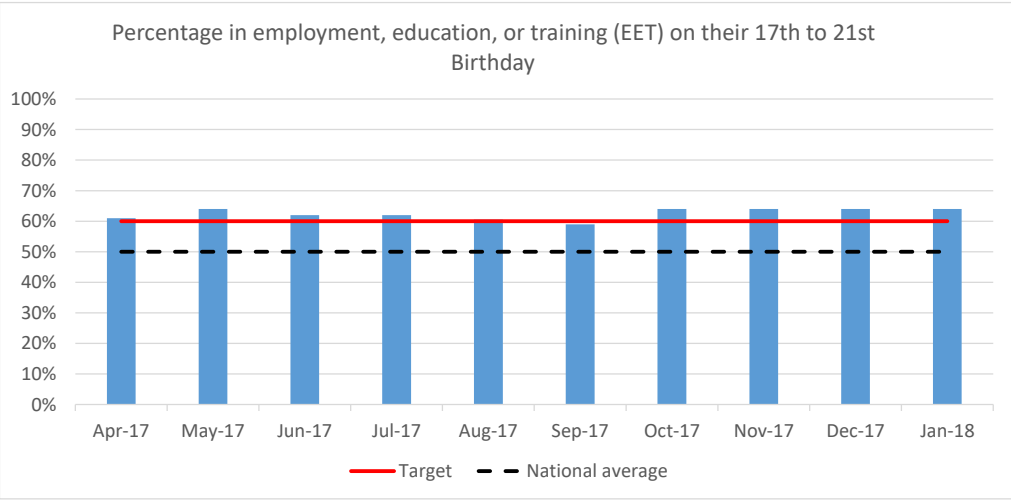
Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	2017-18 Target	Target Owner	RAG	RAG Methodology
CL a	Care Leavers with an Up-to-date Pathway plan							51%	65%	61%	59%	78%	98%	WT		98% or above Green 90%-97% Amber 89% and below Red



**CARE LEAVERS**

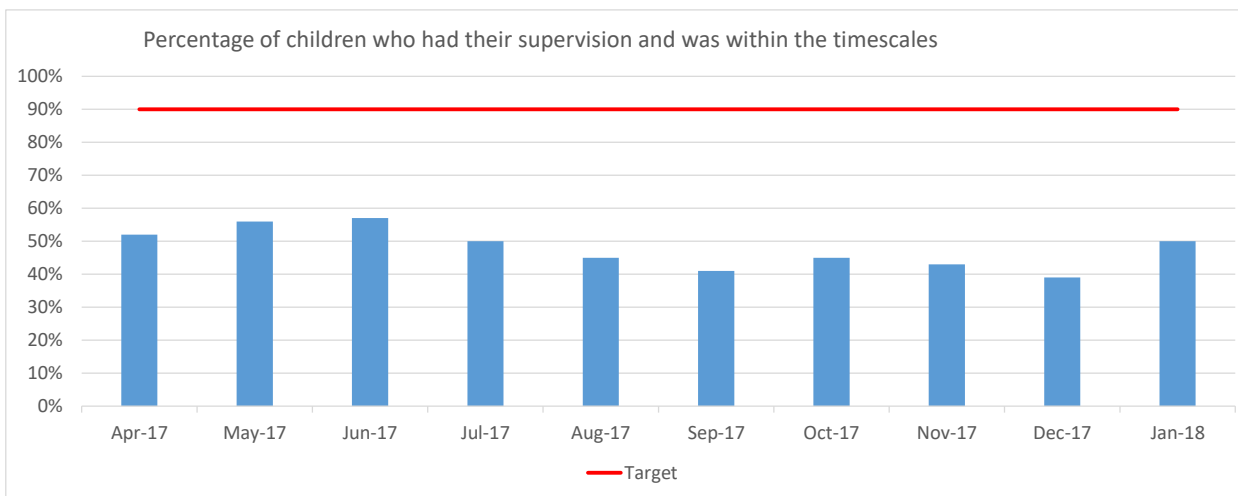
Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	2017-18 Target	Target Owner	RAG	RAG Methodology
CL 1	Number of Care Leavers in employment, education, or training (EET) on their 17th to 21st Birthday		350	354	363	374	364	358	388	389	380	388	NA	WT		
CL 1a	Percentage in employment, education, or training (EET) on their 17th to 21st Birthday	BIB	61%	64%	62%	62%	61%	59%	64%	64%	64%	64%	60%	WT	Green	60% or above Green 50%-59% Amber 49% and below Red
CL 2	Number not in employment, education, or training (NEET) on their 17th to 21st Birthday	SIB	243	221	223	242	238	248	219	221	211	217	NA	WT		
CL 3	Number of Care Leavers in suitable accommodation on their 17th to 21st Birthday		494	486	504	505	498	489	531	527	506	504	NA	WT		
CL 3a	Percentage in suitable accommodation on their 17th to 21st Birthday	BIB	83.3%	84.5%	86.0%	83.7%	82.7%	80.6%	87%	86%	86%	83%	85%	WT	Amber	85% or above Green 75%-84% Amber 74% and below Red

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QUALITY ASSURANCE

Indicator Number	Indicator Title	Polarity	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	2017-18 Target	Target Owner	RA	RAG Methodology
QA 1	Percentage of children's cases subject to Supervision within timescales	SIB	52%	56%	57%	50%	45%	41%	45%	43%	39%	50%	90%	TS	Red	90% or above Green 80%-89% Amber 70% and below Red
QA 2	Number of Cases Audited that are Good or Outstanding		Data - In progress and will be able to report on this from February 2018											TS		
QA 3	Percentage of Cases Audited that are Good or Outstanding													50%	TS	





Councillor Hamida Ali  
Cabinet Member for Communities, Safety & Justice (CSJ)  
Deputy, Councillor David Wood

## Responsibilities

- Community Empowerment
- Community Relations (incl. Faith and interfaith relations)
- Community Safety
- Croydon Congress
- Community Ward Budgets
- Credit Union
- Customer Call Centre
- Domestic & Sexual Violence – CYPL & FHSC\*
- Equalities
- Opportunity and Fairness Commission
- Evening Economy (E&J\*), Regulatory Services & Licencing
- Single Enforcement & Street based presence – CGC\*
- Voluntary and community Sector Funding
- Welfare & Benefits Service
- Youth Offending Service – CYLP\*

## Policy Developments

- Counter-Extremism and Safeguarding Bill includes a new civil order regime to restrict extremism.
- Policing and Criminal Justice Bill includes provisions for emergency services collaboration, bringing fire and rescue services under the Mayor of London's control.
- Mayor of London to work with Boroughs on neighbourhood policing, a London-wide gangs strategy and ensure the Met puts community relations first.

## Projects and Programmes

### Local Strategic Partnership (LSP)

- Community Strategy development and implementation to provide the strategic direction for the work of all LSP partners to progress towards achievement of Croydon's 2040 vision.
- Bi-annual Croydon Congress, next meeting to focus on social isolation and loneliness (June 2016).

### Stronger Communities Partnership Board

- Develop and deliver Stronger Communities Plan 2016-19.

### Community funding and support

- Community Fund commissioning to strengthen community and voluntary sector relations.
- Croydon Community Grants launch and delivery of programme.
- Community Ward Budgets - review the pilot, relaunch and delivery of 2016/17 programme.
- Review of community use of council assets.
- Asset of Community Value policy.

### Safer Croydon Partnership Board

- Producing the 2017-20 Community Safety Strategy, with data from partner agencies used to produce a Strategic Crime Assessment and a public consultation on the strategic priorities.

### Safety

- Measures to tackle gang violence and violent crime.
- Implementation of the Child Sexual Exploitation Strategy and Action Plan.
- implementation of the Domestic Abuse and Sexual Violence Strategy.
- "Eyes and Ears" - harnesses community action to help deal with environmental crime and anti-social behaviour in partnership with Council multi-skilled street based enforcement operatives.

### Opportunity and Fairness Commission's (OFC)

- Embed its recommendations in the Council's strategies and plans.

### Equalities

- Achieve the equality objectives for 2016-20.
- Annual report on progress in embedding equality and inclusion in the Council.
- Equality Framework for Local Government - seeking to obtain an excellent ranking.

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# Cabinet Member for Communities, Safety and Justice

## Scrutiny Question Time

Councillor Hamida Ali

6 March 2018

# Cabinet Portfolio

- Community safety (substantive agenda item)
- Regulatory services (including licensing, trading standards and food safety)
- Community and voluntary sector
- Community empowerment and devolution
- Equality and diversity
- Local Strategic Partnership – voice of the community
- Croydon Opportunity and Fairness Commission (implementation)
- Social security reform
- Financial inclusion
- Contact Centre and Access Croydon



# Community Safety

- Serious Youth Violence (including knife crime)
- Police borough mergers
- Community Safety Strategy 2017-20
- Domestic Abuse and Sexual Violence Strategy 2018-21
- Prevent & Countering Extremism
- Public Space Protection Orders (PSPO)
- Licensing Policy and operating protocol
- Upgrading CCTV

# Tackling Serious Youth Violence

- Local Strategic Partnership focus on young people
- Safety of children and young people a continuing priority in Community Safety Strategy 2017-20
- Multi agency Serious Youth Violence Plan
- Holistic approach – as focused on community engagement as enforcement
- Oversight of delivery through Safer Croydon Board (Crime and Disorder Reduction Partnership)
- Community engagement – a real feature of Croydon's response
- External funding – supporting activity to secure any additional resource into the borough

# Community Fund

- 3-year programme of strategic funding of voluntary sector
- £6.2m over three years (currently in year 2) March cabinet will receive a report on activity in year 1
- Includes a micro-grant (up to £5K) scheme - £300K in total over three years
- 35 organisations and projects which vary in scale from Citizens Advice Croydon (just under £800K) to the Sir Philip Game Centre (just under £15K)
- Currently funds the three 'infrastructure' organisations to support the wider voluntary sector through building capacity
- Programme of visits to Community Fund projects and organisations
- Approach established through the Community Fund being followed by the commissioning by One Croydon Alliance (integrated health and social care partnership)

# Community Devolution and Empowerment

- Manifesto commitment to take decision-making out of the town hall and closer to communities – for example, Community Ward Budgets (now £24K per year)
- Opportunity and Fairness Commission also highlighted opportunities to involve communities more
- Project exploring different ways to involve communities more underway in three areas :
  - *New Addington and Fieldway* – “Active Addington” established with a health and wellbeing focus
  - *South Norwood and Woodside* - “We Love SE25” Town Team established to deliver a Community Economic Development Plan developed by local people
  - *Purley* – focused on activation of local assets – e.g. Rotary Field
- Key principles established including the importance of community leadership by ward councillors
- Access to funding identified through the ‘meaningful proportion’ of Community Infrastructure Levy (CIL) (£20K per area and guidance produced)

# Equality and Diversity

- Process for accreditation to LGA Equality Framework for Local Government underway
- Leading corporate working group in place - monitoring equality action plan integrating consideration of equality and diversity across the organisation
- Equality objectives integral part of corporate performance framework – annual report on March Cabinet agenda
- Culture Board drives workforce diversity:
  - Mandatory unconscious bias training
  - New appraisal process
  - Addressing recruitment processes to address under representation in the organisation

# Local Strategic Partnership

- Substantial review of Local Strategic Partnership (LSP) - structures, governance, membership and strategy
- New structure and governance agreed – with work to develop a Community Forum to ensure dialogue with and accountability to the public
- New structures totally focused on the interests and opportunities for the borough's young people

# Gateway Service – Response to Social Security Reform

- Gateway Service has supported more than 18,500 households in 2017-18, including ensuring entitlement to support (£9.5m), discretionary support (£2.8m) and supporting more than 270 people into work
- Community Connect – taking the Gateway Service closer to the community. Pilot response developed with the Family Centre and a number of other community organisations in New Addington. New community shop, The Community Foodstop developed through this partnership. \
- Influential voice nationally based on our experience of the largest Universal Credit caseload in the country – successfully lobbied to exclude Emergency and Temporary accommodation and bring back under Housing Benefit administration

# Financial Inclusion – Croydon Plus

- Provided access to Croydon Plus a loan of £100K in 2016 to support expansion and re-launch of the credit union
- Membership has increased by almost 50% to almost 5,000 members
- Loans are up by 25%
- The credit union is back in profit
- Reserves are - also junior members
- Loans are up by 25%
- Reserves now stand at £112K – up from only £6K in 2015



# Agenda Item 7

<b>REPORT TO:</b>	<b>SCRUTINY AND OVERVIEW COMMITTEE</b> <b>06 March 2018</b>
<b>SUBJECT:</b>	<b>WORK PROGRAMME 2017-18</b>
<b>LEAD OFFICER:</b>	<b>Stephen Rowan</b> <b>Head of Democratic Services &amp; Scrutiny</b>

<b>ORIGIN OF ITEM:</b>	The Council constitution requires Scrutiny and Overview Committee to agree the scrutiny work programme for the municipal year.
<b>PURPOSE:</b>	To agree the scrutiny work programme for future meetings.

## 1. EXECUTIVE SUMMARY

The Scrutiny and Overview Committee has a constitutional responsibility to monitor the scrutiny programme each municipal year.

## 2. WORK PROGRAMME 2017-18

2.1. The Scrutiny Procedure Rules (extracted from the Constitution) state that:

“6.01 ...the Scrutiny and Overview Committee shall be responsible for setting its own work programme and the initial work programme of its Sub-Committees.

6.02 A balanced work programme should be developed including pre- and post-decision scrutiny, monitoring and external scrutiny. As far as reasonably practicable, there should be wide consultation on the work programme with Councillors, Chief Officers, external agencies and the wider community prior to its consideration by the Scrutiny and Overview Committee.”

2.2. The Scrutiny and Overview Committee work programme 2017-18 is attached as **Appendix A**.

### **3. RECOMMENDATIONS TO THE SCRUTINY AND OVERVIEW COMMITTEE**

3.1. Members are asked to agree the Work Programme.

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**APPENDIX A:**

Scrutiny and Overview Work  
Programme 2017/18

**BACKGROUND DOCUMENTS:**

None

# Draft Scrutiny Work Programme 2017/18

SCRUTINY AND OVERVIEW COMMITTEE	
6 March 18	17 April 18
<b>Communities, Safety &amp; Justice Q&amp;A</b>  Children's Improvement Plan	TBC

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