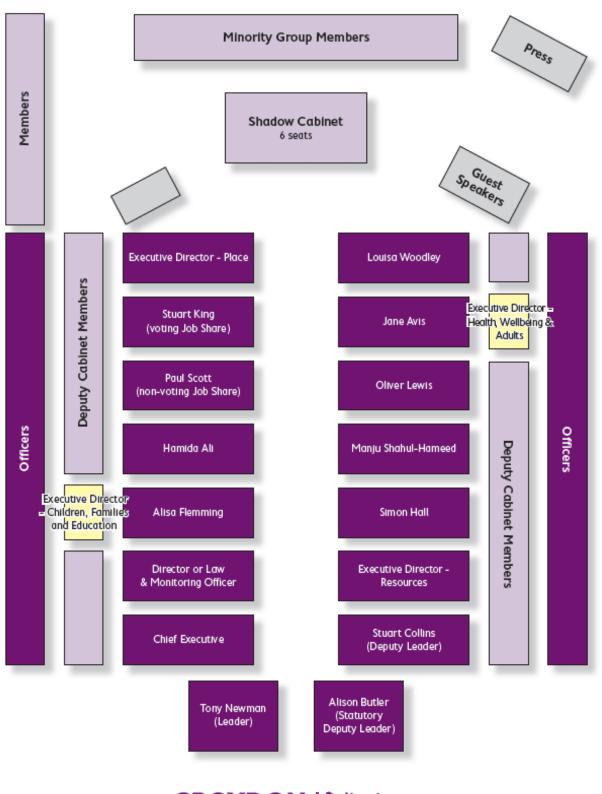
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CABINET AGENDA

for the meeting on 24 September 2018 at 6.30 pm

Cabinet Seating Plan





To: Croydon Cabinet Members:

Councillor Tony Newman, Leader of the Council - Budget and Strategic Policy

Councillor Alison Butler, Deputy Leader (Statutory) and Cabinet Member for Homes & Gateway Services

Councillor Stuart Collins, Deputy Leader and Cabinet Member for Clean Green Croydon

Councillor Hamida Ali, Cabinet Member for Safer Croydon & Communities Councillor Jane Avis, Cabinet Member for Families, Health & Social Care Councillor Alisa Flemming, Cabinet Member for Children. Young People & Learning

Councillor Simon Hall, Cabinet Member for Finance & Resources Councillor Stuart King, Cabinet Member for Environment, Transport & Regeneration (Voting - Job Share)

Councillor Oliver Lewis, Cabinet Member for Culture, Leisure & Sport Councillor Paul Scott, Cabinet Member for Environment, Transport & Regeneration (Non-Voting - Job Share)

Councillor Manju Shahul-Hameed, Cabinet Member for Economy and Jobs

Invited participants:

Councillor Louisa Woodley, Chair of the Health & Wellbeing Board All other Members of the Council

A meeting of the CABINET which you are hereby summoned to attend, will be held on Monday, 24 September 2018 at 6.30 pm in Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

JACQUELINE HARRIS-BAKER
Director of Law and Monitoring Officer
London Borough of Croydon
Bernard Weatherill House
8 Mint Walk, Croydon CR0 1EA

Victoria Lower 020 8726 6000 x14773 victoria.lower@croydon.gov.uk www.croydon.gov.uk/meetings 14 September 2018

Members of the public are welcome to attend this meeting. If you require any assistance, please contact officer as detailed above.

The meeting webcast can be viewed here: http://webcasting.croydon.gov.uk The agenda papers are available on the Council website www.croydon.gov.uk/meetings

AGENDA - PART A

1. Apologies for Absence

2. Minutes of the previous meeting (Pages 7 - 20)

To approve the minutes of the meeting held on 16 July 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.

Cabinet Member: Leader of the Council (Councillor Tony Newman)

5. Corporate Plan 2018/22 (Pages 21 - 66)

Officer: Jo Negrini Key decision: no

Cabinet Member: Cabinet Member for Finance & Resources (Councillor Simon Hall)

6. Quarter 1 Financial Performance 2018/19 (Pages 67 - 94)

Officer: Richard Simpson

Key decision: no

Cabinet Member: Cabinet Member for Finance & Resources (Councillor Simon Hall)

7. **Medium Term Financial Strategy 2018/22** (Pages 95 - 148)

Officer: Richard Simpson

Key decision: no

Cabinet Member: Cabinet Member Children, Young People & Learning (Councillor Alisa Flemming)

8. Croydon's Partnership Early Help Strategy Update Report (Pages 149 - 226)

Officer: Carolann James

Key decision: no

Cabinet Member: Cabinet Member for Finance & Resources (Councillor Simon Hall)

9. Governance Review (Pages 227 - 236)

Officer: Jacqueline Harris-Baker

Key decision: no

Cabinet Member: Cabinet Member Children, Young People & Learning (Councillor Alisa Flemming)

10. Care Leavers' Local Offer (Pages 237 - 318)

Officer: Wendy Tomlinson

Key decision: no

Lead Member: Councillor Sean Fitzsimons

11. Stage 1: Recommendations arising from Scrutiny (Pages 319 - 322)

Lead Member: Councillor Sean Fitzsimons, Chair of Scrutiny &

Overview Committee
Officer: Richard Simpson

Key decision: no

Cabinet Member: All Cabinet Members

12. Stage 2: Response to recommendations arising from Streets, Environment & Homes Scrutiny Sub-Committee 20 March 2018 & 26 June 2018 (Pages 323 - 334)

Officer: Jo Negrini Key decision: no

Cabinet Member: Cabinet Member for Finance & Resources (Councillor Simon Hall)

13. Investing in our Borough (Pages 335 - 344)

Officer: Sarah Warman

Key decision: no

14. 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."

Cabinet

Meeting of held on Monday, 16 July 2018 at 6.30 pm in Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillor Tony Newman (Chair);

> Councillors Alison Butler, Stuart Collins, Hamida Ali, Jane Avis, Alisa Flemming, Simon Hall, Stuart King (job share - voting),

Oliver Lewis, Paul Scott (job share - non-voting) and Manju Shahul-

Hameed

Councillors Muhammad Ali, Jamie Audsley, Margaret Bird, Also Present:

Jan Buttinger, Patsy Cummings, Shafi Khan, Oni Oviri, Joy Prince,

Badsha Quadir, Louisa Woodley and Callton Young

Apologies: Councillors Jason Cummings, Yvette Hopley, Steve O'Connell and

Jason Perry

PART A

52/18 Minutes of the previous meeting

> The part A minutes of the Cabinet meeting held on 11 June 2018 were received. The Leader of the Council signed the minutes as an accurate

record.

53/18 **Disclosure of Interests**

There were none.

54/18 **Urgent Business (If any)**

> The Leader informed Cabinet that a joint letter with the Leader of the Opposition would be sent to the Home Office regarding the Unaccompanied Asylum Seekers funding shortfall, and would call for

greater equity of funding with other councils.

The Cabinet Member for Children, Young People & Education congratulated the young people of the borough, and thanked parents and teachers for the work which had gone into the Key Stage 2 SATS. Provisional results indicated that the borough had performed above the national average, at 64%. It was stated that the council would continue to be ambitious for young people and would continue to work on delivering good quality school places for all children.

55/18 Young Mayor of Croydon

The Young Mayor, William Awomayi, and the Deputy Young Mayor, Shea Williams, gave a presentation to the Cabinet on their first four months of tenure and what they planned to do.

The Young Mayor stated the reason he stood for office was due to the overflowing potential in Croydon which needed to be nurtured, while the Deputy Young Mayor stated she had stood in the election with the aim to make a difference in young people's lives in Croydon.

Their commitment was to be a voice and to represent young people. Furthermore the Young Mayor and Deputy Young Mayor sought to work with young people to help them realise their ideas.

Members were informed that the Young Mayor and Deputy Young Mayor had attended weekly forums and had attended meetings with the Borough Commander to discuss initiatives to stop knife crime and improve police connections with young people. A panel for young people to collaborate with the police would take place.

The Deputy Young Mayor informed the Cabinet that the Young Mayor's Fund had been launched, and the initiative would be similar to 'Dragon's Den', giving young people the opportunity to pitch their ideas.

The Young Mayor and Deputy Young Mayor spoke of their priorities and mandate which was to create enriching activities to incentivise young people to leave crime. It was felt that there was a disconnect between young people and organisations and they sought to bridge that gap and break the stereotypes.

Upcoming areas of work included organising entrepreneur masterclasses with successful people from Croydon which would seek to motivate and inspire young people. Furthermore a Young People Scrutiny Committee would be organised which would enable young people to have a voice, in addition to a debate show

The Leader thanked the Young Mayor and Deputy Young Mayor and stated their work and passion was shattering any stereotypes. The Cabinet Member for Children, Young People & Learning further stated that the Young Mayor and Deputy Young Mayor spoke eloquently and passionately about furthering the cause of young people in the borough.

The Cabinet Member noted the commitment to raise the voice and aspirations of young people and that it was intended the role of the Young Mayor would continue. Members noted the number of votes cast in the election which equated to a turnout of over 50% which showed that young people were engaged right across the borough and believed in the mandate they were elected to.

Members were asked to work with the Young Mayor and Deputy Young Mayor to help them deliver their commitments and were further requested to invite them to any meetings and give them an opportunity to speak on their work.

The Cabinet Member informed Members that the Young Mayor and Deputy Young Mayor had an open invitation to attend Cabinet and Council meetings and would also have civic chains. It was further noted, by the Leader, that it was intended that the council's Constitution would be updated to enshrine their role.

Cabinet Members congratulated the Young Mayor and Deputy Young Mayor and committed to working with them to improve youth employment opportunities, and reduce knife crime.

The Opposition Group noted the passion and enthusiasm of the Young Mayor and Deputy Young Mayor and invited them to address the Conservative Group on their priorities.

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

RESOLVED to:

- Note the successful delivery of the pledge to raise the profile and voice of children and young people through the election of a Young Mayor.
- 2. Commend the high level of engagement of children and young people in the democratic process
- 3. Commend the work of the Young Mayor and Deputy Young Mayor to date and note future engagements
- 4. Support the manifesto pledges of the Young Mayor and Deputy Young Mayor through committing to direct engagement (including Cabinet meetings), consultation and championing their aims and objectives as representatives of Croydon's young people

56/18 **July Financial Review**

The Cabinet Member for Finance and Resources thanked officers for their work to successfully complete the accounts within two months rather than three.

Members were informed that the bottom line had improved and while there had been a £5 million overspend, the council had been able to fund the overspend using minimal general reserves. There had been £28 million growth in 2019/19 which had been monitored very closely, as were all savings options. While over the summer there would be a review of some areas of policy and charging to ensure the budget would be balanced for the rest of the year, however financial pressures would continue including £7 million for Unaccompanied Asylum Seekers.

The Cabinet Member stated the report reflected the difficult financial pressures experienced, however it was noted that the council continued to the deliver on the manifesto commitments of the Administration.

In response to Member questions, it was stated the £2 million at paragraph 5.5 of the report was a cost, however it would be outweighed by the savings within the waste contract.

The Leader responded to queries regarding Unaccompanied Asylum Seekers stating that the case was made two years before to Home Office officials that the funding was not sufficient, and that it was not appropriate that Croydon received less funding than Kent which had also been a lead authority. Members were informed that officers were making a robust case for additional funding which would form part of the joint letter to the Home Office.

In response to Member questions the Cabinet Member for Finance and Resources noted the slippage in the capital budget was due to slower drawdown of capital borrowing by Brick by Brick than originally planned but it would be achieved in 2018/19. In regards to plans to increase income it was stated that all charges, including planning and licensing application charges, would be reviewed as many were not at the statutory maximums. Work had begun in regards to this and the new fees and charges schedule for parking and permits had been reviewed by the Traffic Management Advisory Committee.

The Cabinet Member for Homes & Gateway Services informed Members that the cost for gas entries related to ensuring gas safety inspections took place when tenants had not given access to their properties.

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

RESOLVED to approve

- The approach to ensuring the financial challenge of the period 2018/20 continues to be managed efficiently and effectively including delegation of decisions on the 2018/19 budget to the Cabinet Member for Finance and Resources in consultation with the relevant Cabinet member as set out in paragraph 4.12.
- 2. The revised capital programme as detailed in section 5 and appendix 2 of this report.

3. The continued use of capital receipts for funding transformation as detailed in section 6.

RESOLVED to note

- 1. Final outturn of the 2017/18 budget as detailed in section 3.
- 2. The update on the Revolving Investment Fund as detailed in section 3.21.

57/18 Education Estates Strategy

The Cabinet Member for Children, Young People & Learning provided Cabinet with an update on the progress of the Estates Strategy and ensuring that good school places were being delivered which provided a diverse education sector and gave parents' choice. It was noted that a number of schools had been inspected and showed that high quality school places were being provided, and the Cabinet Member congratulated teachers, parents and students for their work. However, it was also noted that there were two schools which officers were working with closely to improve standards.

It was noted that there had been an increase in the number of young people who required SEND support, which had been higher than surrounding boroughs. Work to support young people with Education, Health and Care Plans (EHCP) had continued, with a new dedicated school to be opened by September 2020 and work with Croydon College progressing to provide post-16 provision.

Members were informed that an outcome from the Take Over Challenge had been young people's interest in continuing to study in the borough, and work had continued to open a university in the borough.

The Cabinet Member stated that the borough's work on improving phonics for early years had been commended by the Education Minister, and there had been a request to share good practice. Furthermore, Key Stage 4 attainment levels were above the England average and Key Stage 5 remained positive. While these improvements were noted it was recognised that it was important to ensure all young people got the education they deserved.

It was recognised that the council had much less oversight of schools in the borough which provided a challenge to ensure high quality education, however it meant the authority had adapted to becoming an influencer and the role of the link officers had become more important.

Robust forecasting remained an important area for the council and officers' work on ensuring there was a sufficient supply of school places was commended. Members were shown a video of the new schools that had been developed across the borough and the improvements to some sites.

In response to Member questions, the Cabinet Member committed to providing the Shadow Cabinet Member with the attendance figures for Pupil Referral Units. It was further recognised that it was important to understand what led to young people being excluded from school, and the Chair of the Health & Wellbeing Board informed Members that the Board was keen to look at how standards could be improved as it was recognised that exclusions had a long term effect on the health and wellbeing of the young person.

Accurate school place planning was noted to be a challenge, however the council sought to have a 5% surplus in places to ensure parent choice remained and continued to monitor the available data carefully to ensure invear places were also available.

In response to Member questions, the Cabinet Member confirmed that discussions had taken place with parents of St Andrews school students. The issue had been that the school had been unable to provide a full curriculum and while the council was committed to ensuring good quality spaces were provided, the decision had been made by the school and diocese. The Cabinet Member assured Members that all the students had been offered new school places and would have the cost of new uniforms covered.

It was recognised by the Cabinet Member that there had been a disconnect with the parents of children with SEND which had been noted in the OFSTED inspection, however work had started, and would continue, to improve relationships with parents. EHCPS were being delivered on target, however work was required to improve the quality of the Plans. Furthermore, the 'Our Local Offer' webpage was due to be relaunched.

In response to Member questions the Cabinet Member recognised that schools were at the heart of the community and there were fantastic opportunities for the sites to be used by community groups. While it was noted that some schools were good at engaging with local community groups it was felt that other schools could do more.

While it was recognised there were excellent connections with universities in the wider area, the Cabinet Member for Economy and Jobs stated that the work had continued on commissioning a university in the borough and that establishing a university in the area was also a priority of Coast to Capital. Establishing a university would provide a wider further education offer and would give Croydon's young people the opportunity to study where they live which would be welcomed given the high costs of living experienced by all.

In response to Member questions the Cabinet Member for Children, Young People and Learning confirmed support would be provided for establishing a new secondary school in Selhurst, however it would be dependent on a need for additional school places in the area.

Members noted that attainment was 3% above the national average which showed the Best Start programme was performing. The Cabinet Member stated that the programme sought to provide the best start for 0-5 year olds

and supported those above the age of 5. The Best Start team was commended for their work and for working innovatively with limited resources.

In response to questions the Cabinet Member stated Croydon College was not always the solution for all young people, however it had been chosen as a partner for post 16 SEND provision due to its location being within the growth zone and employment opportunities. Furthermore the College was due to be rebuilt and so good quality provision could be developed. The Cabinet Member confirmed conversations were underway with all three colleges in the borough to facilitate better working across the colleges.

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

RESOLVED: To

School Place Planning

1. note the progress made on delivering the Education Estates supply strategy for mainstream and special schools for the 2018/19 to 2020/21 academic years. (Appendix 1 of the report - Capital Programme Budget summary).

Special Educational Needs and Disability

- agree the revised SEND supply strategy and budget to provide additional places for children with special educational needs and disability - Appendix 2 of the report.
- 3. approve the start of statutory process publication of statutory proposal and formal consultation in the autumn term relating to the proposed extension of the age range at Red Gates School.
- 4. note that the Department for Education(DfE) has approved/announced the provider for Croydon's new special free school.
- 5. note progress relating to the proposed partnership with Croydon Further Education (FE) college to establish new local post 16 places in an SEN Centre of Excellence.
- 6. delegate authority to the Executive Director, Children, Families and Education in consultation with the Director of Finance and Cabinet Member for Children, Young People and Learning to spend from the £6.833m of DfE Basic Need funding for 2019/20 to provide additional places at St Nicholas and Red Gates Special School, and relocate Springboard – Pupil Referral Unit.

Alternative Provision / Pupil Referral Unit (PRU)

7. agree to the relocation of Springboard Tuition Service – PRU - and delegate authority to the Interim Director, Children, Families and Education in consultation with the Director of Finance and Cabinet

Member for Children, Young People and Learning to make decisions relating to capital funding required for the relocation. Cabinet are asked to agree to commission the necessary works, subject to agreement from the site owner, including feasibility and design development; and capital funding for this relocation. At the time of writing, the estimated cost is in the region of £500k.

Early Years Provision

8. note information relating to early years provision in the borough.

School Admissions

9. note the percentage of Croydon's pupils who have been offered a place at their first and top three preferred primary and secondary schools.

School Maintenance and Compliance

10. note the Schools' Maintenance Plan (Appendix 3) for the 2018/19 academic year which includes £2m for fire safety works in community schools (plus an additional £1m for 2019/20), all as agreed in the Education Estates Strategy report at Cabinet in January 2018. In light of the issues set out in paragraph 7.7 below, it is recommended that the Executive Director, Children, Families and Education, should be given delegated authority to vary the plan to reflect actual prices and new urgent issues that may arise, including authorising spend against the allowance for emergency and reactive works. The Executive Director, Children, Families and Education shall report back to members in respect of any exercise of such authority.

58/18 **Don't Mess with Croydon, Take Pride**

The Cabinet Member for Clean Green Croydon informed Members that the South London Waste Partnership was a partnership of four boroughs which sought to work together to get a synergy of services and be more efficient.

A change in the street cleaning service was introduced in March 2018, which included the capital investment for street vacuums. Members were informed that the service was being monitored more closely by Croydon than by other boroughs, and that it had been found that the results had been mixed. The Cabinet Member stated that it had been raised with the Partnership that a forum should be created so concerns could be raised in regards to Veolia's performance.

The Cabinet Member stated that changes to the waste contract was a bold move by the council to reduce the amount of landfill waste. The boxes for recycling had been unpopular and spillages had occurred on windy days, which Veolia was expected to clear, and the new service sought to remove the boxes.

Whilst it was noted that a number of residents had raised concerns regarding the new bins, the Cabinet Member for Clean Green Croydon stated that the additional space required was 22 x 5 inches and is expected that properties which could fit the new bins would be expected to take them as it would not be possible to have a bespoke system for each property.

It was felt that residents would become accustomed to having three wheelie bins, however if they had concerns they could contact the council through the dedicated email address or phone number. Additional roadshows had been arranged to enable residents to raise concerns with the council, however the Cabinet Member requested residents and Members worked with the council to achieve the greater recycling rates as councils which had introduced the new service had seen major increases in recycling rates. The rise in recycling not only led to savings from landfill taxes but also made a step towards helping the planet.

The Cabinet Member assured Members that any assisted collections would continue with the new service and officers would be monitoring the behaviour of operatives if there were concerns.

Members noted that there were some residents who did not recycle, and the contract was required to flag these properties. The residents would be written to, given advice and if required enforcement officers would engage with the residents.

The Leader noted that the new service was a huge step towards becoming London's greenest borough and that lessons had been learnt from other councils' mistakes.

In response to Member questions the Cabinet Member informed Members that it would have been necessary to make a capital investment into bins due to the new contract and that the savings associated with the contract would be realised.

The Cabinet Member stated that there was no intention to cut street cleaning, however with the wheelie bins it was anticipated there would be fewer spillages. The change in bin sizes had been found by industry experts to encourage people to think about their waste, and so smaller landfill bins would encourage greater recycling.

In response to Member questions it was noted that some residents had raised concerns, it would not be possible to run a bespoke service as it would not enable the savings to be realised due to a lack of synergy. As such there would not be an option to opt out of the service as it was being rolled out across the borough. Officers however would consider the logistics of the house and whether there was space for the new bins.

The Cabinet Member called on all Members to work together to deliver the service successfully and to realise the potential for greater recycling rates within the borough.

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

RESOLVED to

- 1. Note the forthcoming changes associated with the collections service as part of the SLWP Lot 1 Contract which will be introduced in Croydon from September 2018.
- Note the benefits associated with the new contract which include improved service standards for both street cleansing and waste collection.
- 3. Note the progress to date for the Don't Mess with Croydon Campaign

59/18 Progress report on the development of Croydon's Partnership Early Help Strategy

The Cabinet Member for Children, Young People & Learning gave Members an update on the progress for developing a partnership Early Help Strategy which formed part of the work to deliver universal services. It was noted that it was the business of everyone and that it was important to provide support to families and young people at the earliest opportunity.

The vision that all children and young people in Croydon will be safe, healthy and happy, and will aspire to be the best that they can laid at the centre of the Strategy which would be a shared Strategy with collective delivery and funding.

The work of the Best Start programme was highlighted with a review early in the year commending the work; however it was noted that more work could be done which would build upon the work started. It was further noted that there was a void in support for children and young people 10 years and older, and that the borough had the highest number of any London Borough of residents in this age group. It was stated that it was important the Strategy enabled families to receive the right support at the right time and provided opportunities at every level.

Members were informed that a workshop was due to take place that week with partners to develop the Strategy and it was intended the Strategy would be considered at the Cabinet meeting in September 2018 which would have an agreed approach and support from all partners.

Members stated that it was a key policy and important to get right to facilitate further improvements in the service. While it was agreed that

developing the Strategy as a partnership was integral to the success, there was a degree of urgency and that it was important that it was in place as soon as possible.

In response to Member questions the Cabinet Member stated the report was to note the direction of travel for developing the Strategy, and that it was important to ensure the partnership was developed successfully. It was noted that it was the responsibility of the council to work with partners and community groups, and this work was being developed. Delivering the vision of the council was integral to delivering the Strategy as it was important to support families to be as resilient as possible.

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

RESOLVED to note the progress made in development of Croydon's Partnership Early Help Strategy and proposed plan for implementation.

Stage 1: Recommendations arising from Streets, Environment & Homes Scrutiny Sub-Committee

The Chair of Scrutiny & Overview Committee highlighted the work the scrutiny committee had undertaken on the issues of trams and the Govia Thameslink train timetable. It was noted that the recommendations in the report would also be sent to the relevant organisations for their consideration.

The recommendation at 3.3 of the report was noted and Leader stated that it was important for the council to be an important partner in the trams as significant expansion of the tram network was required. The Leader further stated that the performance of the train service had been disgraceful and that residents had suffered from the incompetence of the train companies for too long.

In response to questions, the Acting Cabinet Member for Environment, Transport & Regeneration (Job Share) stated that all Labour councillors were champions of the tram in Croydon. Administration Members had met with Heidi Alexander, Deputy Mayor for Transport, previously and would be meeting her later in the year to continue to make the case for an expansion on Tramlink. The Cabinet Member for Environment, Transport & Regeneration (Job Share) further noted that the tram network was important to the development of the borough and would be supported.

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

RESOLVED to receive the recommendations arising from the meetings of the Streets, Environment and Homes Scrutiny Sub-Committee (20 March and 26 June) and to provide a substantive response within two months (i.e. at the next available Cabinet meeting on 17 September 2018).

60/18

61/18 Investing in our Borough

The Cabinet Member for Finance and Resources highlighted the ongoing close work with the Clinical Commissioning Group which was evidenced by the commissioning of Occupational Therapy. Furthermore it was noted that the council continued to deliver on commitments on fire safety with a number of contract awards associated with improved safety. The Cabinet Member finally noted that the council would receive capital receipts from Brick by Brick following progress on developments.

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

RESOLVED to

- Note the contracts over £500,000 in value anticipated to be awarded by the nominated Cabinet Member, in consultation with the Cabinet Member for Finance and Resources or, where the nominated Cabinet Member is the Cabinet Member for Finance and Resources, in consultation with the Leader.
- 2. Note the list of delegated award decisions made by the Director of Commissioning and Procurement, between 30/04/2018 01/06/2018.
- 3. Note the property acquisitions and disposals to be agreed by the Cabinet Member for Finance and Resources before the next meeting of Cabinet.
- 4. Recommend to the Leader of the Council that prior to the next meeting of Cabinet in September, in respect of any contracts and property acquisitions and disposals valued over £500k and that have not previously been notified or reported to Cabinet, the nominated Cabinet Member in consultation with the Cabinet Member for Finance and Resources or, where the nominated member is the Cabinet Member for Finance and Resources in consultation with the Leader, be authorised to agree the award of such contracts. Note that any awards made under this delegation will be notified in the standard contracts report to the next meeting of Cabinet.

62/18 Exclusion of the Press and Public

The item was not required.

63/18 Minutes of the previous meeting

The part B minutes of the Cabinet meeting held on 11 June 2018 were received. The Leader of the Council signed the minutes as an accurate record.

The meeting ended at 8.43 pm



For General Release

REPORT TO:	CABINET 24 th September, 2018
SUBJECT:	Corporate Plan
LEAD OFFICER:	Jo Negrini, Chief Executive
CABINET MEMBER:	Councillor Tony Newman, Leader of the Council
WARDS:	All

CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON

The local elections on May 3rd returned a Labour administration to serve the London borough of Croydon. The commitments on which the Labour administration were returned will become the basis for the organisational delivery programme. The Corporate Plan outlines the key Council priorities for the next four years (2018 – 2022), how they will be delivered, and how they will be measured.

FINANCIAL IMPACT

There are no direct financial implications arising directly from the corporate plan. There will be financial implications associated with the delivery and these have been factored in to the Financial Strategy that is being presented to Cabinet in September 2018.

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 recommend to full Council

1.1 Approval of the Corporate Plan for Croydon, 2018 – 2022, as set out in Appendix A & B

2. EXECUTIVE SUMMARY

- 2.1 The local elections on May 3rd returned a Labour administration to serve the London borough of Croydon. The ambitions for the borough were described in Labour's 2018 manifesto Ambitious for Croydon, for the many not the few and in many cases were advanced during the previous administration from 2014-18. The commitments on which the Labour administration were returned will become the basis for the organisational delivery programme.
- 2.2 The Corporate Plan outlines the key Council priorities for the next four years (2018 2022), how they will be delivered, how they will be measured and describes the ways in which we will enable communities right across the borough. The plan is ambitious, building on the successes of the preceding four

- years, however it is realistic, and costed with an accompanying financial strategy, it will also be measured against a performance management framework.
- 2.3 Fundamental to the delivery of the key Council priorities, is getting the basics right for residents. We will continue to listen to residents and use their feedback to continually improve the services we deliver.
- 2.4 In the delivery of the Corporate Plan, we will develop closer collaborative working with the voluntary sector, public sector partners and business in order to manage and maintain progress. Where there are suitable opportunities for cross-party working we will pursue this when it is to the advantage of Croydon.
- 2.5 The Corporate Plan has an accompanying performance framework, which is aligned to the outcomes of the plan.

3. DETAIL

- 3.1 The Council has an ambitious vision for our borough: We are London's growth borough where we want everybody to have the opportunity to benefit. There is a significant opportunity for Croydon to use this growth to address some of the real challenges facing the borough.
- 3.2 We are all rightfully proud of being part of Croydon. We want it to succeed and we want to use this success for the benefit of all people who live and work here. Our ambition is that Croydon becomes a destination that people choose, whether it is to invest, move here or work here. We have the potential to meet the needs of our hugely diverse population through growing jobs, increasing our housing offer, creating a dynamic cultural and retail offer and spreading this success right across the borough so that all parts are benefiting and contributing to the success of Croydon.
- 3.3 These ambitions and commitments were set out during the election and will become the basis for the organisational delivery programme. The Corporate Plan, which reflects our vision for the borough, sets out the priorities we will focus on and the ways in which we will achieve these. This will be complemented by a performance framework that is aligned to the outcomes in the plan and which will be used to monitor the delivery of the Corporate Plan.
- 3.4 The delivery of the plan will be dependent on a number of external factors, which the organisation will seek to influence. This includes joint working with our partners, including the development of a strong Local Strategic Partnership; collaboration with key strategic bodies like Coast to Capital and the South London Partnership; and crucially very close working with the voluntary and community sector and our residents.
- 3.5 In order to take our ambitions and convert them into a meaningful coordinated plan we will be setting out a set of policy positions through Cabinet over the coming months. This will provide an opportunity to set out a clear agenda but also to ensure it is understood, scrutinised and tested.

3.6 The Corporate Plan will be built around a set of nine outcomes, which are set out below.

3.6.1 PEOPLE LIVE LONG, HAPPY, HEALTHY AND INDEPENDENT LIVES

Croydon's population continues to grow and age and there is a real pressure to ensure we have the right levels of infrastructure in place to respond. This includes having high quality health provision and an environment that promotes healthy living. A major driver for us is working with partners to reduce inequalities. This includes tackling the broader determinants of health, including access to housing and employment, improving financing stability and reducing child poverty.

What success looks like

- Croydon becomes a more equal place
- Happy, healthy and independent lives are lived by as many as possible for as long as possible
- Access to effective health services and care services when needed

What we will do

- Invest in the voluntary and community sector to reduce inequality and increase the resilience of communities and individuals
- Expand the One Croydon Alliance to integrate hospital, primary care, mental health and social services into an all age service
- Revise Croydon's joint Mental Health Strategy to prevent mental health problems and ensure early intervention for those who are ill
- Support the development of a culture of healthy living
- Reduce differences in life expectancy between communities
- Build upon the support and assistance given to carers

3.6.2 OUR YOUNG PEOPLE THRIVE AND REACH THEIR FULL POTENTIAL

Croydon is home to the largest youth population in London and this will soon exceed 100,000. We want to work towards a borough that can provide every young person the best possible start and to recognise the different needs and challenges that they all face. We will continue our focus on safeguarding the most vulnerable Croydon residents, including driving improvements and investing in children's services.

What success looks like

- Children and young people in Croydon are safe, healthy and happy, and aspire to be the best they can be
- Every child and young person can access high-quality education and youth facilities
- Getting more young people involved in taking part in local democracy and in tackling the issues that matter most to them

What we will do

- Grow our 'Choose Your Future' campaign to raise young people's aspirations and increase their opportunities
- Ensure there are high quality school places for Croydon's increasing numbers of children and young people
- Continue to invest in and improve services for children and young people in need of help and protection

- Champion the interests of children and young people in our care and support care leavers into successful young adulthood
- Support and implement the priorities of our Youth Mayor and Deputy and launch an annual youth festival

3.6.3 GOOD, DECENT, HOMES, AFFORDABLE TO ALL

Croydon is growing fast; our population will soon exceed 400,000. We are committed to providing more homes that are affordable, safe and of good quality which meet the different needs and circumstances of our residents. As an organisation we will work with the Mayor of London and housing providers including Brick by Brick, our own housing development company, to ensure all play their part in responding to this housing challenge. We will prioritise Croydon residents in our schemes and deliver many more affordable homes.

What success looks like

- New homes are built for all needs, including genuinely affordable homes
- Quality homes more existing homes are decent and meet people's needs
- Homes for everyone, all have the opportunity to access a suitable home and avoid homelessness, with no one forced to sleep on the streets
- Standards are improved in the private rented sector

What we will do

- Build 2,000 homes that give priority to Croydon residents
- Return at least 100 vacant properties back into use
- Renew the Landlord Licensing Scheme beyond 2020 and increase the number of properties registered
- Purchase 250 street properties for families in need with truly affordable rent and security of tenure
- Develop our Homelessness Prevention Strategy and assist and enable our residents to secure accommodation, supporting vulnerable residents to increase resilience and independence
- Work with the Mayor of London to ensure affordable housing in new developments

3.6.4 EVERYONE FEELS SAFER IN THEIR STREET, THEIR NEIGHBOURHOOD AND THEIR HOME

Our ambition is that people from all of our communities feel safer. We will work with our partners in the police, statutory agencies, business and the voluntary and community sector to implement Croydon's Community Safety Strategy. This will include a focus on reducing the overall crime rate in Croydon, improving the safety of children and young people, tackling anti-social behaviour (ASB) and reducing vulnerability for all victims of crime. We will improve community engagement and seek to improve public confidence.

What success looks like

- Working in partnership to reduce crime; including serious youth violence, domestic and sexual violence, and hate crime
- Anti-social behaviour is reduced throughout the borough, through work with partners and local community involvement
- Public protection to ensure that residents and visitors are safe and that businesses are operating effectively to minimise risks

What we will do

- Work in partnership to develop a public health approach to tackling serious youth violence and knife crime
- Further develop services that support survivors of domestic and sexual violence, and disrupt the most prolific offenders
- Work with communities, businesses police and other agencies to tackle crime and anti-social behaviour across the borough
- Deliver our Prevent Strategy to reduce radicalisation, extremism and hate crime
- Upgrade our CCTV infrastructure and ensure the control room is operating effectively to reduce crime and protect the public
- Ensure that licensing and regulation systems are effective and reduce the risk of harm to the public

3.6.5 A CLEANER AND MORE SUSTAINABLE ENVIRONMENT

The need to make sure all our neighbourhoods and high streets are clean and accessible is important for the wellbeing of local people and the success of our local economy. Our 'Don't Mess With Croydon, Take Pride' campaign sets out our ambitions for how we expect Croydon to be. We know that residents and business have to be our partners in tackling the issues we have with litter and fly-tipping. A major emphasis for us over the next four years is to strengthen our relationship with residents and business in how we deal with waste. We will encourage more community ownership and involvement through the Street Champions and community clean-ups and improve the way people can report litter online.

What success looks like

- Increase education and information to improve individual responsibility for waste and to encourage increased reports of fly-tipping
- Improved air quality, especially at or near schools
- Croydon's recycling rate is increased and the use of plastics is reduced

What we will do

- A sustained education piece to increase individual responsibility for waste and, increased reports of fly-tipping
- Implement intelligence-led interventions to continue to take tough action on those who litter and fly-tip
- Delivery of our Air Quality Action Plan to tackle idling vehicles, in particular around schools and, plant 3,500 new trees by 2023 in streets and open spaces
- Increase our recycling rate to over 50% with a more effective bin service

3.6.6 EVERYONE HAS THE OPPORTUNITY TO WORK AND BUILD THEIR CAREER

The investment into Croydon is very positive, and the development of Croydon Town Centre alone, is expected to generate 7,000 jobs. We want to ensure that local residents have access to these employment opportunities, and will support this by maintaining a strong focus on high quality skills provision, and increasing the apprenticeship opportunities in the borough. This will particularly be focused on addressing the inequalities in the employment opportunities for the most vulnerable groups, including care leavers, homeless people, and people with disabilities.

What success looks like

- More businesses pay the London Living Wage, employ local and buy local
- More residents and businesses benefit from the regeneration and investment being made in Croydon
- More residents can develop their skills through apprenticeships, academic and technical courses

What we will do

- Create the environment for thousands of new job opportunities to be made available to local people
- Increase apprenticeships and learning opportunities for all of our residents, particularly young people, the homeless, care leavers and people living with a disability or long-term condition
- Support vocational routes into our growth sectors of care, culture, retail, technology and construction through Croydon Works, our job brokerage service
- Work towards establishing a university campus in Croydon
- Develop a childcare loan scheme to allow more people to access work

3.6.7 BUSINESSES MOVE HERE AND INVEST AND OUR EXISTING BUSINESSES GROW

The borough is home to a thriving business sector with many organisations setting up their headquarters alongside a strong tech sector and a huge number of start-up businesses. We will promote a theme of 'Croydon is open' as a way of demonstrating that Croydon is open for business and we are inclusive and supportive of all our residents. We will continue to focus on District Centre Regeneration, working with residents and businesses to create healthy and vibrant high streets and surrounding areas, and will support new businesses to come to Croydon. We will develop our existing business base, extending the Good Employer charter to increase the number of good jobs in the borough, ones that make a positive impact on the lives and prosperity of our residents.

What success looks like

- Transport, digital and social infrastructures are effective and support economic growth
- Small-Medium Enterprises and entrepreneurs thrive in an open and supportive environment
- Local communities and high streets benefit from economic growth and flourish

What we will do

- Promote 'Croydon is open' to realise more investment into Croydon
- Deliver the new town centre with new retail, jobs and homes
- Ensure excellent broadband is available to Croydon businesses
- Develop plans relevant to every local high street along with our Business Improvement District partners
- Increase the number of businesses in the borough and support existing business for sustainable economic growth

3.6.8 AN EXCELLENT TRANSPORT NETWORK THAT IS SAFE, RELIABLE AND ACCESSIBLE TO ALL

Croydon is one of the largest London boroughs with connections via road and rail down to the coast or up into central London. It is a busy working place where people expect to be able to move about freely and quickly. With assets

like the Croydon tram we start from a good position, but we want to invest in it further and see a real emphasis over the next 4 years and beyond on better sustainable transport. This will be crucial to support the huge growth in housing and business that we have planned for. As the borough changes and the population increases we want to explore how transport, jobs, housing and wellbeing are all connected. This means that when we look at the needs of a neighbourhood we can see transport as a vital element in making it a better and more successful place to live.

What success looks like

- A reliable public transport system that ensures safe and convenient travel
- Easy, accessible, safe and reliable, making it more convenient to travel between Croydon's local places
- Less reliance on cars, more willingness to use public transport, walk and cycle

What we will do

- Partner with Transport for London and Network Rail to improve public transport links to our local high streets, including introducing new bus routes to better connect Croydon's places
- Lobby for the expansion of the tram up to Crystal Palace
- Invest in 400 electric vehicle charging points across the borough
- Expand 20mph zones and tackle congestion around schools
- Invest in safe cycle lanes between central Croydon and local centres

3.6.9 WE VALUE THE ARTS, CULTURE, SPORTS AND ACTIVITIES

We know that a successful cultural and sports offering is an important part of a healthy borough and a great driver for the economy. For us, our cultural offer will be a major part of the growth in Croydon. It will be a reason for people to come to Croydon as well as be an opportunity for those already here. The Fairfield Halls opening in 2019 will provide a unique venue for the borough and region. We want to see an ambitious programme delivered across all art forms, in particular we will work with a range of partners including Fairfield to support new theatre production for Croydon and help local venues promote their offers. We want to develop a Creative Enterprise Zone encompassing a new cultural quarter in Central Croydon to encourage the borough's creative industries to flourish.

What success looks like

- Croydon's cultural offer enhances our town and creates places where people want to live, work and visit
- Good, affordable and accessible sports and leisure facilities enable people to be as active and healthy as they want to be
- Our parks and open spaces are safe, pleasant, thriving places where everyone can exercise and have fun

What we will do

- Reopen Fairfield Halls with a diverse all year round programme
- Grow an annual programme of Croydon events including events that celebrate the borough's rich diversity
- Invest in a modern and active library service that serves all our communities
- Open a new leisure centre in New Addington
- Develop more outdoor active gyms and other sports facilities in parks

4. PLANS FOR NEIGHBOURHOODS – EVOLUTION AND DEVOLUTION OF OUR LOCAL NEIGHBOURHOODS

- 4.1 The Local Plan 2018 has been developed to deliver 33,000 new homes across the borough over the next two decades a third to be built in the suburban areas beyond the Croydon Opportunity Area and District Centres. This is based on the borough's housing need, and is likely to increase further over the next few years. The Council is currently consulting people on how these new homes can be best integrated into the existing neighbourhoods (Supplementary Planning Document 2 Suburban Design Guide) and will continue to engage proactively in ensuring the delivery of the new homes residents need. This will inform the detail in the annually updated Infrastructure Delivery Plan, which ensures that growth and the additional services that local communities will require can be accommodated in a sustainable and positive manner
- 4.2 The Council recognises that accommodating the new homes our community needs will be challenging. We are already seeing the transformation of our 'city centre'. We now need to be planning for sustainable growth that will see our suburbs evolving to meet changing needs as initially outlined in the Local Plan 2018, but with greater levels of change in some areas, whilst protecting, and indeed strengthening the identities of each of the distinct Places that makes up our Borough.
- 4.3 Improving our neighbourhoods is a priority and must reflect existing challenges of the 16 'Places of Croydon'. The envisaged growth will introduce additional needs for social infrastructure including public transport, schools, health care facilities, sports and entertainment facilities, and community centres and they will therefore require individual plans Plans for Neighbourhoods that:
 - sets out a vision for each area for 2036
 - recognises the current strengths, challenges, and opportunities in each area
 - support their improvement by making them more active and successful
 - gives their communities a greater say in their futures
 - accommodates their growth over the next two decades, integrating more people and their homes, and the additional social infrastructure to support increased and changing needs; and
 - identifies a series of short, medium and long term projects that will address current and future needs to deliver the vision
- 4.4 Each 'Plan for a Neighbourhood' will be a living document that will evolve over time. The initial phase will be bring together the information we already have and identify any gaps. This will help in determining priorities and needs across the Borough. As the Plans develop they will increasingly involve the community and key stakeholders.
- 4.5 They will develop under the umbrella of a borough wide strategy, whilst being unique and responding to the very different needs of each Place of the Borough. Key to this is to ensure the creation of sustainable neighbourhoods with a strong offer of local services, transport and facilities. Local communities and key stakeholders will be increasingly involved in shaping the regeneration and future evolution of their neighbourhoods

As the 'Plans for Neighbourhoods' develop they could include aspects such as Community identified issues and local initiatives to address them, supported where necessary by the Council. A community list of small local projects could be established to be funded from ward budgets, bids and local fundraising. Ambitious communities could establish or develop their own 'Community Hubs' of local services and facilities run for and by the Community, with other important local amenities formally scheduled as Assets of Community Value. Expressions of the local distinctiveness that can be developed through art, events, street furniture, could recognise local history, celebrate the current community and look forward to the future of each Neighbourhood.

5. OPERATING MODEL

- 5.1 Earlier this year the Council initiated a process to explore a new operating model to drive even harder the approach to:
 - · supporting residents and families
 - tackling issues before they reach crisis
 - delivering creative solutions to deliver better outcomes
 - overcome the challenges presented by ongoing reductions to funding and increasing need for Council services
- 5.2 Building on the approach already established in the Gateway Service, the Corporate Plan will drive a 'total place' based approach that uses business intelligence to design new preventative services and programmes tailored to local need and delivered close to home.
- 5.3 Working in partnership, notably with health, police and the voluntary sector, we will look to design holistic and integrated services based on a system-wide approach, with joint pooled resources and pathways operating across organisational boundaries and maximising the use of digital technology
- 5.4 A key element of delivering the corporate plan priorities and securing better outcomes requires us to recognise the variations in assets and needs within the different localities across the borough. The development of the model will be closely aligned and draw from the proposal above to develop the Neighbourhood Plans.
- 5.5 Providing the right services closer to home, and developing preventative programmes in conjunction with communities and families who need them is central to the new approach. This reflects approaches already underway in the Gateway Service and through our work with Health in the One Alliance. Trialling different approaches in different areas will enable us to test the impact of this approach.

6. CONSULTATION

- 6.1 The Corporate Plan reflects the ambitions of the Administration set out in 2018 election programme.
- 6.2 One of the central principles to the Operating Model is service design through resident and community engagement. The Council will be engaging residents and local communities in the design and where appropriate the delivery of services that will deliver the Corporate Plan Outcomes, enabling residents to have say in the vision for their local areas.

7 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 7.1 There are no direct financial implications arising directly from the corporate plan. There will be financial implications associated with the delivery of the plan and where known these have been factored in to the Financial Strategy that isbeing brought to Cabinet in September 2018.
- 7.2 As key projects arising from the delivery of the plan are developed these will be subject to the usual considerations and governance and will be factored into future financial plans as the impact is known.

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

8. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

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

Approved by: Jacqueline Harris Baker, Director of Law and Monitoring Officer

9. HUMAN RESOURCES IMPACT

- 9.1 Key to delivery of the corporate plan will be to recruit, retain and invest in a skilled workforce, who are enabled and engaged through a positive organisational culture. Creating a workforce strategy aligned to the corporate plan will support building the workforce skills and capacity for the future.
- 9.2 Any planned service changes through informed review, will be subject to the council's organisational change procedure and consultation wirth staff and trade unions.

Approved by: Sue Moorman, Director of Human Resources

10. EQUALITIES IMPACT

- 10.1 An Equalities Analysis has been carried out, the key findings were that they Corporate Plan does not have any potential negative impact on protected groups.
- 10.2 The impact of the Corporate Plan is described as "no major change", which means that the Equality Analysis demonstrates that the policy is robust and that the evidence shows no potential for discrimination and that all opportunities to advance equality have been taken.

11. ENVIRONMENTAL IMPACT

11.1 There is no environmental impact arising directly from this report.

12 CRIME AND DISORDER REDUCTION IMPACT

12.1 There is no specific crime and disorder impact arising from this report.

13 REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

13.1 This report sets out the programme and intentions for the Administration and outlines the priority themes against which the work will be delivered.

14 OPTIONS CONSIDERED AND REJECTED

- 14.1 Not to adopt a Corporate Plan.
- 14.2 Although there is no longer a statutory requirement to produce a Corporate Plan, it is an essential component of good governance, and helps us to articulate the vision for the borough and agree the council's priorities in order to inform decision making and allocation of resources.

CONTACT OFFICER:

Laura Jones – Senior Project Manager – Corporate Plan Rachel Farrar - Senior Project Manager – Policy - Corporate Plan

APPENDICES TO THIS REPORT:

- Appendix A Corporate Plan
- Appendix B Performance Framework

BACKGROUND PAPERS: None









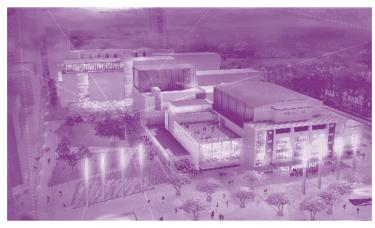


CORPORATE PLAN FOR CROYDON

2018-2022











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Our council

Foreword: Leader of the Council

Croydon with a population approaching 400,000 is a city in all but name, a borough made up of many wonderful places, from South Norwood to Purley, from New Addington to Crystal Palace, from Addiscombe to Coulsdon, and so many more.



With 93,000 young people we are proud to be London's voungest borough and proud to be a place where we celebrate our diversity; we celebrate our successes, and in tough times we stand together as one community.

Our manifesto, which we were elected to deliver in May 2018 was clear; we will work hard to ensure everyone has the opportunity to benefit from the economic investment coming to our town. We will do all we can to ensure that nobody, and no community, is left behind. Culture will continue to be at the heart of our regeneration: Crovdon's ongoing growth must be sustainable, and we will work with all partners and residents to ensure Crovdon's infrastructure is fit for purpose, and fit for the twenty-first century.

I am proud to lead an administration that was elected with clear priorities for a safer, greener. economically prosperous and healthier Croydon. To achieve this we will build on the work of the last four years. We will continue to keep a tight grip on the council's budget, to ensure that even in economically tough times, we are delivering. We will deliver real affordable homes for local people,

as well as working towards becoming a London Living Wage town; we will increase borough wide recycling by at least 10%; invest more in our children's services: deliver services closer to local communities; continue to work closely with both the local NHS and police; devolve more budgets and decisions to local residents; open the new Fairfield Halls; and always listen to the changing needs and views of our local communities.

Our Corporate Plan outlines these key priorities and how they will be delivered to build community resilience, to continue to eradicate inequalities and to ensure that Crovdon is a place where all have the opportunity to live, work and flourish.

This Corporate Plan gives emphasis to health, happiness, independence, prosperity, and reducing inequalities; as well as a continuation of our focus on safeguarding the most vulnerable Croydon residents, and driving improvements to our children's services. We will provide safe, clean streets whilst tackling some of the social challenges, such as violent crime and anti-social behaviour, which still exist.

Working together in partnership to create one shared purpose and one shared vision, we will work with the voluntary sector, public services, business community and community groups to deliver our outcomes, including:

- Build on our 'Choose Your Future' campaign and, together, tackle the blight of knife crime;
- Be one of London's greenest boroughs;
- Work in partnership with the NHS to provide good quality health services for Croydon's population;
- Work towards providing homes affordable for all;
- **Abolish inequality** in Croydon and work towards a place where all have an equal opportunity to prosper.

On a national scale the outcome of Brexit negotiations remains unclear, and this uncertainty is extended to the public services which we all depend on. Local government has been hit particularly hard by austerity. Welfare reform has had a direct impact on many of our residents already, and this is likely to continue to have a negative impact on residents.

To address this the administration supports the council in its method to expand its holistic Gateway approach, which utilises prevention and early intervention and provides wraparound services.

This Corporate Plan sets out our priorities over the next four years (2018-2022), however we are clear that our work must remain aligned with changing times and changing needs. This document will be a living business plan that will be reviewed annually.

I look forward to continuing to work with all of you to create an even stronger, fairer borough with even greater shared prosperity.

Tony Newman Leader of the Council

Introduction: Chief Executive

Delivering the services residents need in order to thrive in Croydon is a responsibility and a privilege. *How* we do it demonstrates our values and shapes peoples' experiences of living and working in the borough.

I

How we do it must be sustainable and able to respond to the different circumstances, concerns and aspirations of our residents and communities – both now and in the future.

But what does the future look like? Investment in Croydon will see tens of thousands of new homes and a population that is projected to rise from from over 380,000 to 445,000 by 2031. Improvements to local infrastructure and cultural facilities will also support growth in the numbers of new jobs and businesses.

Nationally, public sector funding continues to decline and the impact of Brexit is unclear. Digital advances mean we can now access and analyse more data than ever before — using this information to make better decisions about our services. We also expect to connect with each other and access many council services easily online, 24 hours a day.

Demand for services, including many of our vital frontline services, continues to rise, in part due to the increase in population. Many of our most vulnerable residents' needs are becoming more complex at a time when support services are becoming more fragmented.

It is clear that we must radically change how we do things if we want to achieve the ambitions set out in this four year plan. We need to be an organisation that attracts individuals who are proud to serve the public and a place where talent can flourish. We are already working differently in some important areas and are learning from these successes.

When it comes to delivering effective public services we can see there is very rarely a one-size-fits-all solution. Instead we want to offer the right services or support, at the right time, and in the right place.

Of course, what works and is needed in New Addington, might not be what is needed or would work in Coulsdon. Croydon is made up of many places and we want to use local knowledge, insight and data to tailor and adapt our services. Responding to local needs in this way will let us tackle issues before they become larger problems.

Importantly we can't do this on our own. The Local Strategic Partnership shares our ambitions and has an important role to play in achieving all the outcomes set out here. But we also need to work with residents, other voluntary organisations

and businesses – pooling our resources and our skills to collaborate in new and creative ways.

This Corporate Plan sets out the priorities for the next four years; fundamental to the delivery of these priorities is getting the basics right for residents. We will continue to listen to residents and use their feedback to continually improve the services we deliver.

I want Croydon to be the council of first resort, not last resort – a council with the local relationships, insight and know-how to anticipate how we can make a difference and improve people's lives.



Jo Negrini Chief Executive



Key statistics

POPULATION

Current total population

384,837

2nd highest in London



Growing to approx.

445,000 by 2031

14% increase between 2018 and 2031

0-17 years **94,775**

highest in London

18-64 years **238,678**

2nd highest in London

65+ years **51,384**

3rd highest in London

48.6% Male Male 51.4% Female

Data source: 2017 mid-year estimates Office of National Statistics

DIVERSITY



51.7%

of Croydon residents are Black, Asian and Minority Ethnic (BAME)

Data source: 2018 GLA ethnic group projections



Over 100

languages spoken

82.6% of Croydon residents have English as their main language



3,780 EU Nationals

registered for National Insurance in Croydon in 2017/18

Data Source: DWP Stat Explore

HOUSING

58.8%

of residents own their property (owner occupiers)

Data source: 2011 census



Average (median) house price £362,000

Data source: 2017 Office of National Statistics



29.7%

are one person households



Properties across the borough (2017)

ECONOMY



80.4%

of Croydon residents are economically active (16-64 years)

Data source: December 2017 annual population survey

Home to over **14,000** businesses





12.5 million

tourism day visits to the borough

Data source: 2014-16 tourism survey

LIFE EXPECTANCY

Average life expectancy

Male **† 80.3** years

Female \$\frac{1}{2}83.6 years

Data source: 2014-16 Office of National Statistics

Variation of life expectancy across the borough (most deprived to least deprived areas)

Male **† 9.2** years

Female **6** years

EDUCATION



95.3%

of the adult population have a form of qualification

Data source: December 2017 annual population survey



93.7%

of all primary school children received either their 1st or 2nd preference for a school place



78.6%

of all secondary school
children received either their
1st or 2nd preference for a
school place

Data source: 2018 Department of Education

PARKS AND GREEN SPACES



Home to

120 parks

and green spaces



of which have been awarded green flags



of Croydon residents have access to woodland within 500 metres of where they live (highest in London)

Data source: 2015 Woodland Trust

TRANSPORT



East Croydon station has over

26,000

passengers a day







3rd busiest

interchange (on the Network Rail network)







29.5 million

tram journeys are taken in Croydon annually

Impact of austerity

▶ Since 2010, and the start of austerity, funding for local government has been significantly reduced. Croydon Council has seen a 70% reduction in funding, totalling some £144m.

The government that took office after the 2015 general election has continued to follow a policy aimed at reducing public sector deficit, principally through reductions in public expenditure. One of the main areas to be cut has been local government.

As a result, councils have had significant reductions in government funding (made up of grants and retained business rates) and further reductions are expected over the medium term (Croydon's grant loss over the period is shown in graph 1 below).

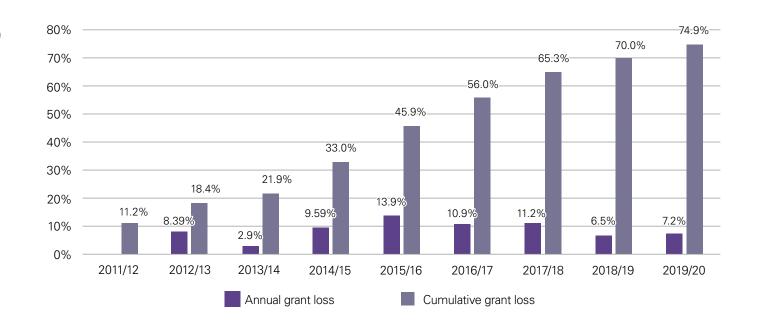
As the graph shows, unless we change the way that we deliver our services, funding cuts will make it very difficult to continue in the same way.

Our residents are under extreme financial pressures - finding methods to keep up to date with payments, following welfare reform and the roll out of Universal Credit, increasing costs, and the national impact of Brexit.

Service needs across the borough are becoming increasingly complex, and we continue to see an increase in the support needed around housing, employment, income maximisation, and health and wellbeing. This is in addition to the context of local government funding. We will therefore continue to implement a preventative approach across all service areas to mitigate the impact of welfare reform and reductions to Croydon's funding.

We have seen, and continue to see the "effects of the ongoing revolution to governance and local government finance."

Institute of Fiscal Studies "A time of revolution? British local government finance in the 2010s"



Case study: Food Poverty Action Plan, Community Connect and Food Stop

▶ In Croydon we recognise that prevention and early intervention are key to ensuring that our residents have access to services before they are in need. In October 2017 Croydon's Gateway service and public health team designed and commenced delivery of the Food Poverty Action Plan.

Croydon is one of a small number of London councils to date to successfully develop and implement a food poverty action plan, with many of our actions ranked by "Sustain" (an alliance for better food and farming) as leading the way in tackling food poverty.

Across the country there has been a huge rise in emergency food banks, and food poverty is a very real and growing issue for many of

Across the country there has been a huge rise in emergency food banks, and food poverty is a very real and growing issue for many of our residents. We have therefore committed to a whole systems and holistic approach to tackling the causes of food poverty to achieve the best outcomes for our residents.

We recognise that there are a number of attributable factors that can lead to food poverty and deprivation. To address these issues we have been working with a number of partners and local organisations to implement strategies to address financial concerns for our residents. This work is inclusive of a Homelessness Prevention Strategy, which is currently under review, and in addition, in 2017 Croydon Council worked in partnership with the family centre in Fieldway, New Addington, to launch the Food Stop.

The initiative, which is part of the council's Gateway service, helps residents to reduce their weekly spend on food shopping at a time when finances are extremely tight, therefore helping to prevent a financial issue becoming a health or housing problem.

Located within the family centre, the Food Stop sits alongside the Community Connect services such as job club, health, well-being and benefits advice. We have also created a multi-agency "alliance" of 36 organisation from across the voluntary, community, public and private sectors working together to deliver positive outcomes for Croydon residents.

The Food Stop shop offers local people the opportunity to reduce their food shopping bill by paying £3.50 a week for around £15-£20 worth of grocery shopping; helping residents to save an average of £550-£850 per year.

For £3.50 a week members receive:

10 food items once a week, which can be selected from a wide range of products Support, tips and advice on healthy eating on a budget

Opportunities to learn about healthy food

Health/ well-being offers, including free exercise class referrals

A holistic support package via the Community Connect project

Community Connect aims to improve financial resilience, employment and prevent homelessness for those most in need. As part of this programme, the Food Stop helps residents on a budget and encourages healthy eating habits.

Of the 111 households that initially signed up to the Food Stop, every household had debt with the council. Now, 103 no longer have any debt with the council and those with remaining debts are working with our Gateway service.

Overall, this programme has achieved just under £324,000 worth of cost avoidance savings to Croydon Council, which has allowed for other, similar projects to be funded, including plans to roll-out Community Connect and Food Stop to other parts of Croydon so that even more residents can benefit.

Impact of a preventative approach:

Community Connect and the Food Stop have produced a number of positive outcomes for the residents of New Addington and Fieldway:

Over 100
residents are now
members of the
Food Stop

Producing combined savings of £10,300 to their shopping bills The team
have prevented
homelessness
by sustaining 43
tenancies

▶ Reduced rent debts and improved household finances among 43 families Supported 25 long-term unemployed residents into work ▶ With a further 22 undertaking training courses

► People live long, healthy, happy and independent lives

What does success look like?

- Croydon becomes a more equal place
- Happy, healthy and independent lives are lived by as many as possible, for as long as possible
- Access to effective health services and care services when needed

- Invest in the voluntary and community sector to reduce inequality and increase the resilience of communities and individuals
- Expand the One Croydon Alliance from older people to the whole population where appropriate
- Revise Croydon's joint mental health strategy to prevent mental health problems and ensure early intervention
- Support the development of a culture of healthy living
- Improve and reduce differences in life expectancy between communities
- Build upon the support and assistance given to carers



As our population grows it is essential to have the right levels of infrastructure in place to support those in need, as well as being able to prevent issues from becoming problems. This includes having high quality health and care provision, an environment that encourages and supports healthy living, and a clear 'front door' as a single point to access services.

One of our top priorities is to tackle inequality. We will work with our partners to identify instances of inequality and its causes and take preventative action where we see symptoms emerging. Locality working with partners and residents will be the key to reducing inequality. Genuine collaborative working across all our service areas will ensure that resources are directed to the right areas to secure meaningful and positive outcomes.

Our Gateway service is a powerful example of providing a holistic approach to building resilience in communities. As an organisation, and in partnership, we will seek to expand this approach and address the broader determinants of inequality. We will continue to improve access to housing and employment, reduce debt and the rate of child poverty, increase income, improve air quality and build upon our excellent leisure and parks facilities.

We have a clear commitment to increasing residents' financial resilience and capacity to deal with difficult issues head on. This includes offering support, advice and guidance through our debt advice services, direct payments, Croydon Credit Union and our Gateway service. Croydon's Opportunity and Fairness Commission identified the importance of equality of access to education and the job market, which is addressed in this plan under the sections detailing our commitments for children and young people and economic growth. Here we set out our commitment to providing equal opportunities for everyone to meet their potential.



We value our rich and vibrant culture, which contributes significantly to our success. By recognising and celebrating Croydon's diverse population we are better placed to expose and tackle inequalities and, as a result, allow people to live the lives they wish happily, healthily and independently. We will continue to invest in our valued and respected voluntary sector through the continuation of the Community Fund, enabling us to expand capacity within the sector and work collaboratively to target resources and to make that difference in our neighbourhoods.

A stable home environment is crucial to staying healthy and independent. People's circumstances change over time due to age, mobility and health, which in the past may have resulted in moving away from community and networks. Now, with suitable adaptations, such as shower seats and grab rails and the removal of trip hazards in the home, accessibility and independence can be maintained. Continuing this focus we will keep pushing for all newly built properties to be 'life-time' homes, while delivery schemes such as our Healthy Homes will help 700 households to keep warm while reducing fuel poverty.

To develop our prevention work further, we will promote our universal and targeted lifestyle advice and support through the JustBe website, NHS health checks, implement our Child Healthy Weight Action Plan and refocus sexual health services around prevention. By improving access to services such as Croydon Talking Therapies, substance misuse services and suicide prevention we will work with partners to prevent mental health problems, developing and ensuring early intervention for those living with mental ill health.

In addition to the above, we will **launch a fund to help address mental health issues for the under-25s**, continue our work to become a dementia friendly borough, implement the Carers' Strategy 2020 and revise Croydon's joint mental health strategy.

One of the most important developments in improving health outcomes has been the creation of the One Croydon Alliance, which has brought together partners, both statutory and non-statutory, from across the sector to deliver an integrated service. The first phase of the alliance's programme has been to support over-65s, preventing them from going into hospital or making sure there are timely and appropriate services in place when discharged. This is a partnership programme which focusses on prevention and early intervention, so that people can live independent, healthier and more fulfilling lives.

Social isolation is a growing problem in today's society; a problem which we will tackle through new methods of working. We will build confidence and resilience within our local communities and promote dignity and respect for older people and people living with physical and learning disabilities. Our work as part of the Croydon Safeguarding Adults Board will help to protect people from abuse and neglect. We will ensure that our care support contractors, as well as our own facilities, are working to **meet the highest standards of care**.

Our children and young people thrive and reach their full potential

What does success look like?

- Children and young people in Croydon are safe, healthy and happy, and aspire to be the best they can be
- Every child and young person can access high quality education and youth facilities
- Getting more young people involved in taking part in local democracy and in tackling the issues that matter most to them

- Grow our 'Choose Your Future' campaign to raise young people's aspirations and increase their opportunities
- Ensure there are high quality school places for Croydon's increasing numbers of children and young people
- Continue to invest in and improve services for children and young people in need of help and protection
- Champion the interests of children and young people in our care and support care leavers into successful young adulthood
- Support and implement the priorities of our Youth Mayor and Deputy and launch an annual youth festival



▶ We have nearly 100,000 young people in Croydon and we as a council, along with our partners, residents and communities have a shared responsibility to give them the best possible start in life. All our major partners such as police, health services, voluntary organisations, local colleges and faith groups are signed up to making young people a key priority. We will build on this commitment by sharing our resources, expertise and intelligence more effectively to better safeguard children and young people and improve their outcomes.

Working with our partners to build on the success of our 'Choose Your Future' campaign, we will support young people to make positive decisions; offering opportunities including access to skills training, education, volunteering, apprenticeships, and business and employment advice. From 2019 the new Onside Legacy Youth Zone will support this work, in addition to our partnerships with local employers, public services, and voluntary and community organisations.

Raising school standards and delivering the UK's largest school building programme will meet the needs of our growing young population. We will work towards improving the attainment levels for young people of white working class and Black Caribbean heritages, those in receipt of free school meals and looked after children, particularly at key stage 2. Our aspirations are high for our children and young people with special educational needs and/or disabilities, and we will continue to support them to achieve independence and employment.

In 2017 we had a disappointing Ofsted judgement of our children's social care services. We continue to work extremely hard to improve the services we are responsible for, supported by our partners,



and will deliver our ambitious improvement programme. We are determined to ensure more children and families receive the right support, at the right time, and that those children and young people who need it, benefit from high quality social work which improves their lives. We will recruit and retain talented staff who want to work in Croydon; who share our ambitions for our children and young people; and challenge staff to deliver core services brilliantly, every single day.

We know that it is not enough simply to help children and young people when they need us; we must work differently with our families and communities in order that our young people feel safe and lead happy, healthy independent lives, wherever possible. By bringing services closer to children and families who need them, building alliances across partners and providers in localities, we will intervene at an earlier stage and address issues before they become problems. The first step will be to deliver a joint approach to early help and family support alongside schools, health services, the police and voluntary organisations, to build resilience, and ensure more children and young people are safe.

With our determination, we will be the best corporate parent to Croydon's children and young people in care, supporting them

through into successful young adulthood; as any parent does. This will involve listening to their worries and their ambitions and championing their interests. Our work to support unaccompanied asylum-seeking children has been recognised by UNICEF, the Department for Education, and the Ministry for Communities, Housing and Local Government. We have been successful in obtaining additional funding to work more closely with young people and their foster carers, to identify and reduce risks such as exploitation and modern slavery, and to overcome cultural and language barriers, and promote integration into UK life.

We recognise that some young people will need extra support, however we also know that all of our young people have a vital role to play in making Croydon a better place. We will ensure children and young people have a greater voice and influence by creating more opportunities to hear from them, and empowering them to make positive changes in their communities. An annual youth congress, and a youth festival will aid young people in developing their own priorities, in addition to the leadership of the Youth Mayor.

► Good, decent homes, affordable to all

What does success look like?

- New homes are built for all needs, including genuinely affordable homes
- Quality homes more existing homes are decent and meet people's needs
- Homes for everyone all have the opportunity to access a suitable home and avoid homelessness, with no one forced to sleep on the streets
- Standards are improved in the private rented sector

- Build 2,000 homes that give priority to Croydon residents
- Return at least 100 vacant properties back into use
- Renew the landlord licensing scheme beyond 2020 and increase the number of properties registered
- Purchase 250 street properties for families in need with truly affordable rent and security of tenure
- Develop our Homelessness Prevention Strategy and assist and enable our residents to secure accommodation, supporting vulnerable residents to increase resilience and independence
- Work with the Mayor of London to ensure affordable housing in new developments



Croydon is growing quickly and our population will soon exceed 400,000. In 2017 alone approximately 5,000 properties were built in the area around East Croydon Rail Station. An increasing population means that residents' financial means and housing needs are varied. We know that there is no one answer to housing issues and our residents require the right support at the right time.

We acknowledge that there are notable links between lack of financial resilience and homelessness, and will develop and implement a Homelessness Prevention Strategy that reflects this.

The council's Gateway service aims to improve outcomes for our residents and reduce the demand on our services by changing the way we work across the council, with our partners and residents. Working in a holistic, preventative way in response to whole family needs, this approach provides sustainable outcomes and household independence through an aligned focus on residents financial, employment/training, and housing needs. This rounded approach enables the use of single assessments for families who interact with the service. It empowers and supports families and individuals in achieving sustainable outcomes.

We are committed to ensuring equal and fair access to housing, providing support in accordance with need. We will **support the development of a mutual bank or building society to help residents' access suitable homes, including through loans for deposits.**Croydon Healthy Homes scheme will help 700 households manage fuel costs and energy efficiency measures, reducing fuel poverty and improving their health.

We are committed to providing homes that are affordable, safe and of good quality — in sustainable communities. We support the development of homes that meet the changing needs of residents throughout their lifetimes. Our Local Plan aligns with this, requiring that 10% of completed homes are wheelchair accessible. As an organisation we will work with the Mayor of London and housing providers, including Brick by Brick, our own housing development company, to ensure all play their part in responding to this housing challenge. We will prioritise Croydon residents in our schemes and deliver many more affordable properties.

We will buy 250 homes for letting to families in housing need, at genuinely affordable rents, with security of tenure. In addition, we will support other options for bringing forward new homes; including through community land trusts, cooperative housing and using modular and prefabricated construction, as well as working with property owners to bring empty homes back into use.

Through our landlord licensing scheme we will work with both landlords and tenants to raise standards in the private rented sector, ensuring that people are treated fairly. Investing in all our

council homes will ensure they meet the decent home standard and, we will agree a set of standards with lettings agents and landlords including access for benefit recipients and families. Our social lettings agency will assist in finding suitable and affordable homes, providing support to sustain tenancies when needed; and our Housing First offer will give rapid access to a settled home with mobile support for some of the most vulnerable rough sleepers. We will also introduce a borough-wide Article 4 direction on houses in multiple occupation (HMOs).

Housing provision impacts neighbourhoods, whether that is increasing demand for school places and parking, or the need for good local transport and open spaces to use. As we look at our housing needs we are also looking at the needs of communities. That is why we are working with partners such as the NHS, to ensure we consider not only people having a home but also a doctor they can go to in their own neighbourhood. This is about ensuring decent, affordable homes for all that are also in great neighbourhoods.



Everyone feels safer in their street, neighbourhood and home

What does success look like?

- Working in partnership to reduce crime; including serious youth violence, domestic and sexual violence, and hate crime
- Anti-social behaviour is reduced throughout the borough, through work with partners and local community involvement
- Public protection to ensure that residents and visitors are safe and that businesses are operating effectively to minimise risks

- Work in partnership to develop a public health approach to tackling serious youth violence and knife crime
- Further develop services that support survivors of domestic and sexual violence, and disrupt the most prolific offenders
- Work with communities, businesses, police and other agencies to tackle crime and anti-social behaviour across the borough
- Deliver our Prevent Strategy to reduce radicalisation, extremism and hate crime
- Upgrade our CCTV infrastructure and ensure the control room is operating effectively to reduce crime and protect the public
- Ensure that licensing and regulation systems are effective and reduce the risk of harm to the public



▶ Croydon is a diverse, friendly and vibrant borough full of people living busy lives and helping to create supportive communities. We want to ensure that people from all of our communities feel safe.

Croydon's Local Strategic Partnership has been clear that children and young people are a top priority for Croydon. We have a genuine commitment to make Croydon the safest London borough for young people, and many organisations and individuals across the voluntary and public sectors, are working hard to eliminate serious youth violence. Our preventative and community-oriented approach towards tackling serious youth violence is gaining recognition across a number of our key stakeholders including, London Councils, the Greater London Authority (GLA), the Metropolitan Police Service, and the Mayor's Office for Policing and Crime (MOPAC). We believe treating youth violence as a public health issue is the best way to make a difference. A public health approach means developing an evidence-led, preventative and long-term approach.

Expanding our Youth Community Fund will support voluntary organisations providing diversionary activities and supporting young people to pursue new opportunities. We will also establish a fund to tackle mental health issues for under 25s. Key to improving youth safety is our work towards reducing the number of young people who enter the youth justice system. We will establish a borough-wide mentoring scheme and work with business to increase the number of apprenticeships. Establishing a 'safe haven' scheme across our local high streets will help make the borough a safer place for all.

We will work with our partners in the police, statutory agencies, business and the voluntary and community sector to implement Croydon's Community Safety Strategy. This strategy aims to reduce the overall crime rate in Croydon by focusing on violent crime and domestic abuse, improving the safety of children and young people, and tackling anti-social behaviour and environmental crime.

In addition, we will continue to improve how we challenge and respond to hate crime and extremism; working with communities and partners to understand its impact and improve public confidence.

Community safety is not just about reducing crime, it's also about feeling safe. Continuing our work with the London Fire Brigade, we will ensure all homes meet the required safety standards. Following the investment into our street lighting, we will ensure appropriate contract management so that people feel safe in all parts of Croydon at any time, day or night. Two-thirds of people living with dementia in Croydon live in the community and we can all help to keep them safe and supported. In 2019, Croydon will become a dementia friendly borough, educating communities across generations on the support that can be given to residents impacted by dementia, including families and carers.

Concerns over road safety are not unique to Croydon, but we have highlighted it as a key area for improvement. **Evidence has shown that casualty reductions and serious road traffic collisions are reduced greatly by lowering the speed limit to 20mph**. Our borough-wide 20mph limit, which has links to improving air quality, will enable people in Croydon to walk, cycle and drive around the borough more safely.

We will support multi-agency operations through better coordination, upgraded CCTV and improved gathering and sharing of intelligence with partners. Our focus on addressing domestic and sexual abuse will continue, supporting victims through our multi-agency Family Justice Centre, delivering multi-agency training, establishing work-placed ambassadors and supporting other organisations to do the same. Raising awareness and confidence in dealing with domestic abuse within the community through training, community events and domestic violence champions, will be key.

We support the White Ribbon commitment to end male violence against women and will disrupt the most prolific offenders through the MOPAC funded Drive project, and safe relationships programme. Amongst our top priorities are to continue to tackle female genital mutilation, forced marriage and so-called honour-based violence; and to fight modern day slavery and child sexual offences.



Using the full range of powers available to us, we will prevent antisocial behaviour. By growing the numbers of our neighbourhood safety officers by 50%, our uniformed presence will increase.

Working with communities, local business, police and agencies we will tackle crime and anti-social behaviour across the borough, as well as implementing action plans for specific hotspots. Our Safer Streets programme targets street drinking providing access to support and treatment, as well as enforcement.

The resources needed to address safety issues means we must bid for available funding and continue to advocate for more. Not only do we need funding for specific services, we also need to ensure our voluntary sector is robust. Moreover, campaigning for adequate police resources for Croydon will ensure our partnership remains effective as the Metropolitan Police tri-borough framework is implemented. When we can address concerns within localities through proper engagement and preventative methods we can be more successful. Focusing on prevention, we will tackle issues before they become problems - this work will take us closer to where people live and will increase their confidence in those areas.

► A cleaner and more sustainable environment

What does success look like?

- Increase education and information to improve individual responsibility for waste, and to encourage reports of fly-tipping
- Improved air quality, especially at or near schools
- Croydon's recycling rate is increased and the use of plastics is reduced

- A sustained education piece to increase individual responsibility for waste reports of fly-tipping
- Implement intelligence-led interventions to continue to take tough action on those who litter and fly-tip
- Delivery of our Air Quality Action Plan to tackle idling vehicles, in particular around schools, and plant 3,500 new trees by 2023 in streets and open spaces
- Increase our recycling rate to over 50% with a more effective waste collection service



▶ Residents tell us that clean, accessible streets are a priority — important for their wellbeing and the success of the local economy. The 'Don't Mess With Croydon, Take Pride' campaign sets out our ambitions and expectations in this area. It demonstrates that where we need to take action we will do so, evidenced by 200 successful prosecutions for fly-tipping to date.

We have necessary and strong enforcement procedures, supported by good relationships with business improvement districts, who help us make Croydon cleaner and greener. We know that residents and businesses have to be our partners in tackling these issues. Over the next four years we will focus on strengthening those relationships further, particularly in how we deal with waste.

We will encourage greater community ownership and involvement through our Street Champions and community clean-ups; improving reporting of fly-tipping and litter with the new Don't Mess With Croydon app and increased use of social media. Our work with key influencers, schools and landlords will continue. We have already engaged with 50 schools to provide education to children and young people on the importance of recycling, with the aim of increasing awareness in our communities. In addition, we will expand timebanded waste collection from premises within high streets, including commercial properties. We know that we need to provide access to sufficient recycling facilities and will continue to implement more dual use recycling bins.

We understand the importance of how our streets look and feel, so have introduced a contract that requires streets to be maintained to a high standard at all times. We will place real emphasis on getting the waste and street cleansing contract right so that we can set out our expectations of others. Taking tough action on those who are not willing to do their part remains imperative and to achieve this we intend to increase the number of enforcement officers. Quick removal of fly-tips is imperative and we will continue to raise the profile of a clean borough through our campaigning.



The work we do to address air quality must go further. We will plant 3,500 new trees on streets and in areas of high air pollution; continue to promote and enable community renewable energy schemes; and work to achieve 100% clean energy across the full range of council functions by 2050. We will tackle idle vehicles, focussing on hot spots including taxi ranks, buses on stands and schools. In addition, we will explore the further introduction of pedestrian zones around schools, which will help improve air quality and reduce traffic congestion. We will also equip our education providers with air quality monitoring systems. We know that encouraging more journeys by walking and cycling will have an additional improved impact on the health and wellbeing of our residents.

Our ambition is to exceed 50% recycling as a borough within two years. Not only will this bring positive benefits in terms of landfill savings, but is essential for a sustainable environment. That is why we will also work to make major reductions in our use of plastics and will call upon, and influence, all local businesses to do their part. The collection service change is expected to yield in excess of 50% recycling, however there will be further work to do in lobbying government to make centralised changes.



Everybody has the opportunity to work and build their career

What does success look like?

- More businesses pay the London Living Wage, employ local and buy local
- More residents and businesses benefit from the regeneration and investment being made in Croydon
- More residents can develop their skills through apprenticeships, academic and technical courses

- Create the environment for thousands of new job opportunities to be made available to local people
- Increase apprenticeships and learning opportunities for all of our residents, particularly young people, the homeless, care leavers and people living with a disability or long-term condition
- Support vocational routes into our growth sectors of care, culture, retail, technology and construction through Croydon Works, our job brokerage service
- Work towards establishing a university campus in Croydon
- Develop a childcare loan scheme to allow more people to access work



▶ Croydon has high levels of employment and, as investment continues, it brings with it new and exciting opportunities.

Investment into Croydon town centre is expected to generate around 7,000 jobs. We know that areas right across the borough are developing, growing and thriving and we need to ensure people have the skills and knowledge to access these opportunities.

Work with partners, and our own data, tells us that there are real challenges for some people entering and staying in the job market. We see this information at a very local level and can make effective changes on a local basis that will make a real difference for our communities and neighbourhoods.

We need to match the investment into Croydon with our commitment to giving people the opportunity to access work; whether that is through training, advice or additional support. We will work with schools, colleges, trainers and businesses, to support vocational routes into the growth sectors of care, culture, retail, technology and construction through our job brokerage service, Croydon Works. The council's partnership with Coast to Capital will assist with achieving a university campus, which will aid in improving our economy.

We will develop a childcare deposit loan scheme to support parents to have the opportunity to work. Croydon is passionate about being the best parent it can, supporting children and young people in our care into successful young adulthood; as any parent does. With this in mind we will make care leavers a priority, supporting them into education, training or work.

We will create opportunities to increase equality of access to work for under-represented groups. To do this, and enhance our existing programmes, we will work with our partners, local businesses and communities.

The sizeable investment into Croydon is an exciting opportunity for the whole borough. That is why we are committed to the Good Employer Charter, which encourages local businesses



to buy Croydon, employ Croydon and be better for Croydon. It guarantees fair pay for the employees of participating businesses – this means paying or working towards the London Living Wage. The Good Employer Charter also seeks to address inequality in the job market; ensuring that equality and inclusion are embraced and embedded within all employment sectors across the borough, particularly where employers are signed up to or aiming to sign up to the charter.

As Croydon town centre is developed we are committed to seeing commercial and retail businesses paying the London Living Wage.

We will work in partnership with employers to offer more apprenticeships and ensure a recruitment process that makes jobs available to a wide range of potential employees. The benefits of the regeneration in the town centre will be felt in all of our local high streets, providing opportunities for everyone.

Supporting people into employment, education or training is key to a successful borough. It will positively influence how people feel, and further, how they engage with their communities and neighbourhoods.

Business moves here and invests, our existing businesses grow

What does success look like?

- Transport, digital and social infrastructures are effective and support economic growth
- Small and medium enterprises and entrepreneurs thrive in an open and supportive environment
- Local communities and high streets benefit from economic growth and flourish

- Promote 'Croydon is Open' to realise more investment into Croydon
- Deliver the new town centre with new retail, jobs and homes
- Ensure excellent broadband is available to Croydon businesses
- Develop plans relevant to every local high street along with our business improvement district partners
- Increase the number of businesses in the borough and support existing business for sustainable economic growth



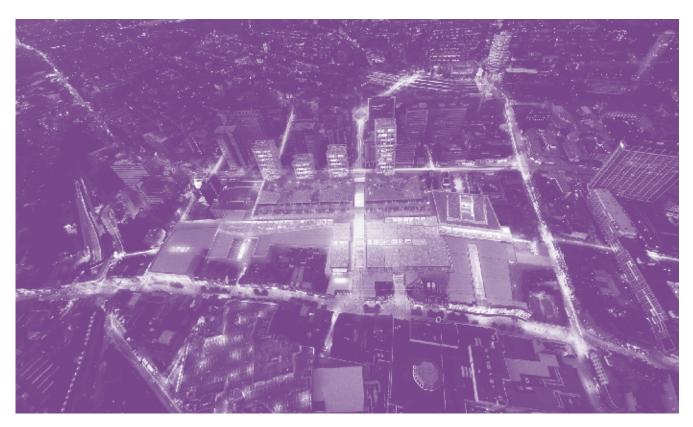
▶ Croydon has a thriving business sector, with many established organisations choosing to set up their headquarters here. This includes a quickly expanding technology sector and large number of start-up businesses. The potential for us to build on our economy is vast and will have many benefits for the growing population. Our priority is to ensure that this growth benefits everyone and that no one is left behind.

Croydon is open for business, inclusive and supportive of all residents and communities, this is demonstrated by our campaign strapline 'Croydon is open'. As part of this, we will hold investor events and work with our partners, particularly the business improvement districts (BIDs), Chamber of Commerce and small and medium-sized enterprises (SME) networks, to create opportunities for international trade.

The redevelopment of Croydon town centre will be a major focus over the next four years. It will provide new jobs, homes and investment into the heart of Croydon. Two of our key priorities will be to ensure the town centre keeps running through the redevelopment work, in addition to completing the 46 infrastructure projects that will enable the growth to happen.

We know that our work to keep Croydon clean and safe is dependent on building solid relationships with all local businesses. We are proud to promote the success of our local economy. We will support strong local BIDs; where businesses can align to each other, to enhance their local environment and **champion collective needs**.

It is important that we provide the best possible environment for businesses to sustain themselves and to further develop and grow. To support this, we want a **major improvement in broadband provision across the borough**. Development of the evening and night time economy is also crucial. Beyond the town centre, we want to have local economic development plans, as well as new



small business hubs. Small and medium-sized enterprises (SME) are the primary creators of new jobs; we will therefore establish a single SME support service and encourage small businesses to bid for our contracts. Our ask of larger contractors will be to subcontract with local suppliers where possible.

We know that some areas of the borough have higher turn-over rates for businesses than others. Taking into account the local, national and international context, the impacts of changes can be seen across the borough, inclusive of the impending Brexit. We will

use this insight to make better decisions and intervene at the right time, in the right way, to ensure the local economy in all parts of the borough does well.

Croydon is a strong economy in its own right, but many of our residents and businesses are connected beyond Croydon. We are increasingly accessible to central London as well as down towards Gatwick and the south coast. We have bold ambitions for the future of Croydon and the business within it, whilst continuing to recognise the positive impacts, and challenges, of business change and growth.

An excellent transport network that is safe, reliable and accessible to all

What does success look like?

- A reliable public transport system that ensures safe and convenient travel
- Easy, accessible, safe and reliable, making it more convenient to travel between Croydon's local places
- Less reliance on cars, more willingness to use public transport, walk and cycle

- Partner with Transport for London and Network Rail to improve public transport links to our local high streets, including introducing new bus routes to better connect Croydon's places
- Lobby for the expansion of the tram up to Crystal Palace
- Invest in 400 electric vehicle charging points across the borough
- Expand 20mph zones and tackle congestion around schools
- Invest in safe cycle lanes between central Croydon and local centres



▶ Croydon is one of the largest London boroughs with connections via road and rail to the south coast, central London and beyond. It is a busy working place where people expect to be able to move about freely and quickly. Assets like the Croydon tram put us in a good position, but we want to invest further and see a real emphasis on better, sustainable transport.

Investment in transport infrastructure is crucial to support the substantial planned growth in housing and business. We know there are parts of the borough that have high levels of congestion and our experience shows that we make far too many short car journeys. As the borough changes and our population increases we want to explore the connections between transport, jobs, housing and wellbeing. This will mean that, when we look at the needs of a neighbourhood, we see transport as a vital element in making it a better and more successful place to live.

Transport for London and rail networks are going to be vital partners in making positive improvements, whether it is making stations accessible, extending the tram network, or designing bus routes that give people better access to their jobs or local high streets. One of our key partners is Coast to Capital, a local enterprise partnership that looks after areas including Gatwick and others down towards Brighton. We are working with them to make access into, and through, Croydon as effective as possible. This is vital as we respond to a rapidly growing population that needs to be able to access jobs outside Croydon, in addition to meeting the needs of those commuting into our borough.



The important link between a successful transport policy and a sustainable environment is crucial. This is at the heart of our approach. We will work with residents and businesses to make decisions that will improve the environment, such as making fewer short car journeys and cycling more. This necessitates a sizeable investment in cycle routes, looking to extend 20mph limits to other borough roads, testing pedestrian zones to reduce traffic

congestion around schools, and making walking a safer and more pleasant option. It also means encouraging people to change their cars by investing in 400 electric vehicle charging points over the next four years. This approach will help to make Croydon a healthier place for its residents and, overall, a more attractive and successful place.

▶ We value the arts, culture, sports and activities

What does success look like?

- Croydon's cultural offer enhances our town and creates places where people want to live, work and visit
- Good, affordable and accessible sports and leisure facilities enable people to be as active and healthy as they want to be
- Our parks and open spaces are safe, pleasant, thriving places where everyone can exercise and have fun

- Reopen Fairfield Halls with a diverse year round programme
- Grow an annual programme of Croydon events including events that celebrate the borough's rich diversity
- Invest in a modern and active library service that serves all our communities
- Open a new leisure centre in New Addington
- Develop more outdoor active gyms and other sports facilities in parks



▶ Culture and sport are integral to a healthy, vibrant borough and important drivers for the economy. Our cultural offer will be at the heart of Croydon's regeneration. It will be a reason for people to come to Croydon, as well as creating exciting opportunities for residents.

Opening in 2019, Fairfield Halls will provide a unique venue to attract visitors from across the borough and beyond. We want to see an ambitious programme delivered across all art forms. We will work with a range of partners, including Fairfield, to support new theatre production for Croydon, and help local venues promote their offers. Our ambition is to develop a creative enterprise zone, encompassing a new cultural quarter in central Croydon; a step designed to encourage the borough's creative industries to flourish.

Croydon's annual programme of events will continue to grow, **working** with local, national and international partners. Together, we will take successful events like the Croydon International Mela and PrideFest from strength to strength; shaping commissioned programmes to support the night time economy.

Our talented young people, whether stepping forward to be Youth Mayor, leading the annual Youth Takeover Festival or performing at the Brit school, are given many ways to express their ambitions and capabilities. We want to see this diverse cultural offer grow and for everyone to be able to benefit.

Our libraries act as community hubs and we will continue to invest in them, so they connect local residents and all our communities; providing information, cultural activities and other services. We will work with a wide range of partners to **support Croydon's heritage**, this includes developing the role and use of Croydon Clocktower and the David Lean cinema. We want to **celebrate our cultural offer** right across the borough — and in doing so encourage all ages to enjoy and benefit from it.



The opening of a £17.5m leisure centre in New Addington will be a major addition to sports facilities in the borough. We will seek opportunities to improve other leisure facilities in Croydon, working closely with our sporting partners to help local communities. Across the borough we have a network of sporting and leisure clubs, networks and societies that can play a huge part in creating a healthy and happy place. The work of the Crystal Palace foundation remains important in supporting the work we do with young people, and tackling serious issues like knife crime.

We are going to work with local clubs to establish a Croydon marathon as well as increasing sports in parks. We will improve facilities, including **centres for football and more outdoor active gyms**. Our new leisure contract will maximise our facilities and increase the opportunities for residents to participate in active lifestyles.

With recent investment of £2.5m in our facilities, our parks and open spaces will be a cultural resource, helping to **improve wellbeing across all communities through sport and physical activity**. As corporate parents, we will work with foster carers and commissioned providers of care to ensure that all the children and young people in our care are encouraged to take up the fabulous arts, culture and sports offer.

We know that parks are a place for people to enjoy themselves, whether it's as a space to relax or be active, which is why we will always protect them. Importantly, we will work with residents and communities to do this, giving them a greater role in decisions that affect their parks. This will have a greater impact in ensuring that local neighbourhoods are positive places for culture, sport and leisure for all.

Our council

This plan outlines what we want to achieve – better outcomes for our residents.

We know that there are challenges to be met, including the impact of funding reductions, increased demand for services and the issues that face public services nationally.

Focusing on residents' acute, complex needs can create dependency. Our current delivery model may reduce service demand temporarily, but it comes with a potential knock-on effect, forcing demand elsewhere, which can be more complex, and costly.

We believe we can do more to help our residents to avoid issues becoming problems, to tackle issues of unfairness and inequality, to help our communities be more resilient and families more independent; so that we can all have the best chance in life.

We have a responsibility to provide the best services that we can to meet the needs of residents and families and to work with our partners, local and national, to deliver ambitious programmes for the borough.

To make sure we overcome these challenges, reach our outcomes and sustain them, we have to change the way we deliver our services.

How are we going to deliver?

In 2018 we began to look at what could be done differently and now believe that prevention is key.

Adopting a preventative and collaborative approach is a major shift in delivery; moving to a more supportive, enabling and advisory model.

We also want to change the way residents use our services, and at the same time make sure that they can influence design and delivery. This includes providing the right services locally, where they are needed most.

This work has already begun and is making good progress; demonstrated by our Gateway service and working alongside our partners in health and social care as part of the One Croydon Alliance.

Our next step is to expand the Gateway approach to all issues across the borough.

This is a bold and ambitious agenda that will change the shape of the council in the future. It's also bigger than just us. It needs to be designed and delivered with our partners and communities.

We're driving for a big change in public service. A total place approach to service design and delivery, and the work we have done so far shows it's both possible and productive.

In our work to date, six themes have emerged which collectively represent the way we will operate in the future:

OPERATING MODEL

Evidence is key

Building a detailed picture of our borough, our people and our places, by mapping the physical and community assets, spend and demand by localities to understand future opportunities and challenges.

Preventing issues becoming problems

Services designed to identify issues early on and target support on promoting independence and enablement to deliver long-term sustainable solutions.

Locality matters

Place-based, integrated services that help residents to find the information and support they need within their local community and tailored to local need.

A system wide approach

Collaboration across the borough with other public services, business and the community and voluntary sector to create a seamless system of information, engagement and service delivery.

Residents drive what we do

Engaging residents and local communities in the design and where appropriate the delivery of services. Enabling residents to have a say in the vision for their local areas.

Organisation design

Consideration of the business processes, systems, budgeting, workforce, capacities and capabilities that will reflect the requirements of the operating model.

The importance of partnership

Working with partners will be key in delivering our outcomes successfully. Croydon's established Local Strategic Partnership (LSP) will be central to this. The LSP board sets the strategic direction of the borough. They have representation from cabinet members and chief executives, as well as the voluntary and community sector and faith groups. Public services are represented through the Metropolitan Police, London Fire Brigade, Croydon Clinical Commissioning Group and Croydon Health Services NHS Trust.

The work of the One Croydon Alliance is a great example of this partnership; pooling resources to deliver better outcomes in a more joined up and preventative way.

In addition to the LSP, we need to continue our work with local businesses. As the borough grows, particularly with developments like Westfield and Hammerson, it is crucial that we nurture and improve upon these relationships.

We are extremely fortunate to benefit from a vast and vibrant voluntary, community and faith sector. This sector will play a big part in the delivery of many of our ambitions.

Key work in this space includes:

- Investing in the Community Fund in line with the recommendations of the Opportunity and Fairness Commission.
- Overseeing the administration of the community ward budget part of a devolution of power to councillors to fund projects.
- Managing community grants for grassroots projects, signposting to other funding opportunities and applying the 'invest to save' approach to Croydon.
- Taking a total place approach to support around community premises and discretionary rate relief.



Working with local umbrella groups such as Croydon Black and Minority Ethnic Forum, Asian Resource Centre Croydon, Croydon Voluntary Action and others will continue to improve our community reach and understanding.

These collaborations are evidenced by a wide range of projects; working together to improve health, wellbeing and tackle issues such as modern day slavery, knife crime and radicalisation.

We'll continue to support activities and festivals that bring the whole community together, including the Croydon International Mela, the Great Get Together and Croydon's annual interfaith bike ride.

Residents remain our greatest assets

Residents are our biggest strength. Working with them is vital in order to get service delivery right.

Involving local communities in our decision making process ensures that we have the right people, in the right place, at the right time.

The recently formed 'We Love SE25' steering group are an example of this. Created as part of a community devolution early adopter area, the group represent South Norwood and Woodside. Made up of local residents and businesses, it will help inform funding decisions and identify priorities; insight that will complement wider engagement activity.

Our workforce

It's through our workforce that we will realise the ambitions for Croydon

To deliver the commitments set out in this plan, we know that we must have an aligned, clear, workforce strategy, that is developed to recruit, retain and invest in a skilled and well-trained workforce. We want to create a collaborative, inclusive and creative environment that allows talent to flourish, building capacity to meet our ambitions.

Our strategy will offer a framework for:-

- 1. How we support our staff and their health and wellbeing
- 2. How we pay and reward staff and offer career pathways
- 3. How we engage and involve our staff and act upon their feedback
- 4. How we develop the skills and capabilities of our staff
- 5. How we reflect our values, behaviours and culture through our workforce

We are proud of the diversity of our organisation. Made up of 3,132 employees, we promote opportunities for our staff, ensuring that access to leadership programmes and development are at the heart of the council. We're really invested in developing the huge talent of our workforce, offering:

- a series of leadership programmes
- secondment opportunities
- apprenticeships

To date our leadership programmes have seen over 220 graduates (May 2018). Of those, 120 are BAME (Black Asian and Minority Ethnic), 181 (81%) identify as female. 42% of all graduates have experienced career progression within the organisation.

Equality is a key driver in our organisation. We want to make sure that our staff have the best opportunities to achieve their ambitions and have access to the support they need.

Over the last two years, the council has achieved significant awards in recognition of our work as an inclusive employer:

- Disability Confident Employer
- · Timewise accreditation: flexible working
- Stonewall Workplace Equality Index (top 30% of employers)
- Employers Network for Equality and Inclusion (ENEI):
- Gold standard award as Overall Employer of the Year Public Sector 2018
- Apprenticeship programme of 2018

Our staff take pride in the delivery of our organisational values and ambitions. 91% understand how their roles contribute to the performance of their service. This plan documents our strategic vision. It will shape operational delivery in service planning and individual appraisal objectives. As a result we are all collectively accountable for its success.

SERVICE PLANNING APPRAISAL OBJECTIVES

We're building on the progress already made

- We've seen an increase in employees' satisfaction and confidence with the council as an employer, evidenced through recent staff surveys, and we continue to build on our good practice.
- We are committed to ensuring that all employees have a voice.
 We want to provide an environment where they can get involved, helping to shape the future of our services and how we deliver them. We have already seen positive engagement in our last staff survey, evidenced by a high response rate of 75% (2018).
- We have embedded our organisational values and the behaviours which demonstrate them. This ensures that equal weight is given to how we do things, as well as being clear about what we do.
- We continue to offer leadership programmes designed to equip all managers with the skills and competencies necessary to lead staff effectively.



Workforce statistics







Statistics as at September 2018



42.63%



87% of staff feel valued by their line manager



identify as LGBT+



8.17% declared a disability



92% of staff feel valued by their team and feel free to express their views openly



88% of staff would recommend **Croydon Council as an inclusive** employer



CORPORATE PLAN FOR CROYDON 2 0 1 8 - 2 0 2 2



CORPORATE PLAN 2018-2022 | PERFORMANCE ON A PAGE

OUTCOMES



People live long, happy, healthy and independent lives

- 1. Inequality in life expectancy:
- A. Men B. Women C. All residents by ward
- 2. Healthy life expectancy for:
- A. Men B. Women
- 3. The proportion of population who feel socially isolated:
- A. Disabled people
- **B.** Older people
- 4. The number (per 100,000 population) of permanent admissions to residential and nursing care homes for:
- A. Younger adults (16-64 years)
- **B.** Older people (65+ years)
- 5. The overall satisfaction of people who use services, with their care and support
- 6. Carers who use services who find it easy to find information about support

Our young people thrive and reach their full potential

- 7. The number of young people who enter the youth iustice system
- 8. The number of young people engaging in activities delivered by the youth engagement team
- 9. The levels of child poverty in the borough
- 10. Feedback from Ofsted that our Children's social care service has improved
- 11. More children and families receiving early help and support from us and our partners
- 12. The number of pupils attending schools which have been rated good or outstanding by OfSTED for: A. Primary C. Pupil Referral Unit (PRU)
- B. Secondary D. Special
- 13. Educational attainment levels for:
 - A. White British
- B. Black Caribbean heritage
- C. Children in receipt of free school meals
- D. Looked After Children
- 14. The number of young people involved in decision making through the Youth Mayor, Youth Cabinet, Young Commissioners, Youth Forums & Youth Congress

Good, decent, affordable homes for all

- 15. The number of homes delivered (gross & net) A. Private B. Affordable
- **16.** The proportion of private rented properties that are licensed through the landlord licensing scheme
- 17. The number of households accepted as homeless under the housing act including: A. Women B. BME backgrounds
- **18.** The number of homes purchased
- 19. The number of empty properties returned to use
- 20. The number of families in Bed and Breakfast (B&B) with shared facilities for 6 weeks or more
- 21. The number of care leavers in suitable accommodation, with the council acting as guarantor when they rent their first home
- 22. The number of rough sleepers

Everyone feels safer in their street, their neighbourhood and their home

- 23. The rate of knife crime (measured by the Metropolitan Police)
- 24. The rate of youth violence (measured by the Metropolitan Police)
- 25. Perceptions of safety across the borough (measured by the Metropolitan Police)
- 26. The number of incidents of Anti-Social Behaviour (ASB) reported to the council
- 27. The number of cases of domestic abuse referred to the Multi Agency Risk Assessment Conference (MARAC)



A cleaner and more sustainable environment

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- 28. The number of reported incidences where cleanliness of streets is below grade A
- 29. Meeting national air quality strategy objectives for levels of nitrogen dioxide and particulate matter
- 30. The % recycling rates

Everyone has the opportunity to work and build their career

- 31. The number of businesses with a Good Employer accreditation
- 32. The number of employers using Croydon Works Brokerage
- 33. The number of residents entering into and sustaining employment including the following groups:
- A. People with disabilities E. Lone parents
- B. All residents by ward F. Ex-offenders
- G. Homeless C. Care leavers
- D. Overs 50's
- 34. The % of young people Not in Education Employment or Training (NEET): A. All young people (16-17 years) B. Care leavers (17 – 21 years)
- 35. The number of residents trained through CALAT, to achieve a positive outcome
- 36. The number of apprenticeships: A. Recruited by Croydon Council B. Recruited by council contractors

Businesses move here and invest and our existing businesses grow

- 37. Delivery of specific projects within the Growth Zone programme
- 38. The number of Small and Medium Enterprises (SME's) in Croydon
- 39. The number of SME's who feel the council is 'open for business'
- 40. The % council spend with local suppliers
- 41. The number of local residents employed on major developments and end use sites, including those from underrepresented groups

Where there is an excellent, safe, reliable and accessible transport system

- **42**. The usage of public transport by residents (measured by Transport for London)
- 43. The % of residents participating in active travel per day (measured by Transport for London)
- 44. The safety, accessibility and affordability of public transport to all residents (measured by Transport for London)
- **45**. The number of electric vehicle charging points

We value the arts, culture and sports activities

- 46. The size and health of creative cultural industries
- 47. The number of participants in the borough's cultural offer
- 48. The participation in cultural events appropriately reflecting the boroughs diverse demography
- 49. The number of children and adults accessing free and low cost activities
- **50**. The number of Green Flag awards for parks

An excellent, modern, and efficient council, working closely with residents and communities

- 51. Financial management monitoring % budget variance for:
- A. Revenue B. Capital C. DSG D. HRA
- **52.** The % council tax collected
- 53. The % business rates collected
- 54. The % cash collection rate for housing rent
- **55.** Representative workforce reflecting the community that we serve:
- **A.** Ethnicity **D.** Sexual orientation
- B. Gender E. % staff that live in the borough
- C. Disability
- **56.** The pay gap in the council workforce A. Gender
- B. Ethnicity
- C. Disability
- **57.** Digital zones where our residents can access support
- 58. Residents having the basic digital skills they need to fully participate in society

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REPORT TO:	CABINET 24 TH SEPTEMBER 2018
SUBJECT:	QUARTER 1 FINANCIAL PERFORMANCE 2018/19
LEAD OFFICER:	RICHARD SIMPSON
LEAD OFFICER.	EXECUTIVE DIRECTOR RESOURCES (SECTION 151
	OFFICER)
CABINET MEMBER:	CLLR TONY NEWMAN
CABINET WEWBER.	LEADER OF THE COUNCIL
	CLLR SIMON HALL,
	CABINET MEMBER FOR FINANCE AND RESOURCES
WARDS:	ALL

CORPORATE PRIORITY/POLICY CONTEXT:

The recommendations in the report will help to ensure effective management, governance and delivery of the Council's medium term financial strategy and ensure a sound financial delivery of the 2018/19 in-year budget. This will enable the ambitions for the borough for the remainder of this financial year to be developed, programmed and achieved for the residents of our borough.

AMBITIONS FOR CROYDON & WHY WE ARE DOING THIS:

Strong financial governance and stewardship ensures that the Council's resources are aligned to enable the priorities, as set out in the Corporate Plan, to be achieved for the residents of our borough and further enables medium to long term strategic planning considerations based on this strong financial foundation and stewardship.

FINANCIAL IMPACT

The reduced financial settlement and ongoing demand pressures on a range of statutory services is resulting in pressures to the Council's budget, and resulting in a forecast over-spend at Quarter 1.

FORWARD PLAN KEY DECISION REFERENCE NO.

Not a key decision

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

1 RECOMMENDATIONS

Cabinet is recommended to:

- Note the current revenue outturn forecast at the end of the first quarter of 2018/19 of £1.468m, this is before exceptional items of £1.131m, resulting in a total overspend of £2.599m;
- ii) Note the ongoing engagement with and lobbying of Government by the Council for additional funding for Croydon, both in general terms and specifically

Unaccompanied Asylum Seeking Children given Croydon's gateway status, fire safety measures and mitigation of the impact of the Universal Credit implementation.

- iii) Note the HRA position of a £0.725m forecast underspend against budget;
- iv) Note the capital outturn projection of £466m, forecast to be an underspend of £37.9m against budget;
- v) Approve the changes to the capital programme, as set out in paragraph 7.4 and Table 6.
- vi) Note the letter that was sent to Home Secretary, attached at appendix 3, requesting a review of our UASC funding rates for 2018/19.

2. EXECUTIVE SUMMARY

- 2.1 This report updates the Council's financial outlook at the end of the first quarter of 2018/19, which remains against a context of a series of adverse national funding changes affecting Local Government finance.
- 2.2 The budget set in February 2018 for 2018/19 assumed grant reductions of 6.5% (£6.5m) in the financial year. To manage this reduction there were a number of savings totalling £17.5m built in to the budget. Alongside these savings there was growth of £26m for areas where demand and costs have increased. A sum of £4.7m will also be added to revenue reserves in 2018/19, replacing the amount drawn down in 2017/18. This sum represents the surplus available from the collection fund during 2017/18, which was not available until after 1 April 2018.
- 2.3 Croydon Council continues to remains under huge financial pressures, deriving notably from:
 - Historic underfunding of Croydon over the last 15-20 years,
 - Cumulative cuts of more than 75% of government funding between 2010/11 and 2019/20,
 - Failure to recognise the inflationary pressures the Council is subject to,
 - Continued Chronic underfunding of adult social care and children's social care – the Local Government Association (LGA) has reported that three quarters of local authorities with responsibility for social care are showing overspends and estimates that, by 2019/20, there will be a £2billion funding gap for each of adult social care and children's social care in England,
 - Substantial population increase,
 - Significant growth in demand for services, both from demographic pressures, such as an aging population and changes to the make-up of the Croydon population
 - Impact of welfare reform, notably the benefits cap, freezing of in-work benefits, local housing allowance, universal credit,

- Underfunding of new duties, such as Health Visiting, Deprivation of Liberty assessments and the Homelessness Reduction Act,
- Failure to properly fund the direct and indirect costs of Croydon's status as the gateway authority for Unaccompanied Asylum Seeking Children (UASC),
- Impact of the underfunding of the health economy,
- Failure to fund the cost of building new schools,
- Restrictions on council housing, the Housing Revenue Account borrowing cap, rent restrictions, rules on right-to-buy receipts.
- Delivering improvement as a result of the recent Ofsted inspection findings in Children's Social Care.
- The financial monitoring process has identified a number of pressures across the council with the most significant being within Children, Families and Education department. The Council's overall forecast revenue over spend of £2.599m is made up of Departmental over spends of £5.558m, non-departmental under-spends of £4.090m and exceptional items of £1.131m. These exceptional costs relate to additional costs associated with UASC over and above the burden on Croydon council taxpayers assumed in the 2018/19 budget. Without these exceptional items the forecast overspend would be £1.468m, as shown in table 1 below.

Table 1 – Summary of forecast revenue outturn position at Quarter 1

Department	Quarter 1 Forecast Variance	
	£'000s	
Health, Wellbeing and Adults	1,412	
Children, Families and Education	4,881	
Place	(3,387)	
Residents and Gateway Services	380	
Resources and CEO	2,272	
Departmental Overspend	5,558	
Corporate Items	(4,090)	
Sub Total - Before Exceptional Items	1,468	
Exceptional Items - Unaccompanied Asylum Seekers (UASC)	1,131	
Total Projected Over-spend	2,599	

- 2.5 If the £2.6m forecast overspend is not reduced by the end of the year then the £4.7m contribution to reserves identified in paragraph 2.2 will be reduced to £2.1m
- 2.6 Based on the significant demand pressures and challenges that still continue to impact the council work is underway to look at how these pressures can be reduced, these include:
 - Review of Adult Social Care fees and charges is underway to ensure services are charged in accordance with the Care Act legislation.
 - Review of Parking Fees and charges, pay and display services and enforcement.

- A review of licensing and other fees.
- A review of SEN travel policy and the type of provision.
- The Council is also undertaking a review of service provision for Appeal Rights Exhausted individuals and families.
- A review of services provided by external contractors.
- Gains available from the London Business Rates pool are also under review, which could be up to £2m greater than budgeted for, dependent on business rates performance across London, and can be used to offset this projected overspend.
- 2.7 The Council is continuing to make a concerted drive for fairer funding for Croydon. Discussions are still ongoing with the Home Office to increase our funding for UASC.
- 2.8 The government announced an additional £21.3m of controlling migration funding to help manage the pressures of UASC. Final allocations were confirmed in January 2018. Croydon was allocated £376,250, 1.8% of the total allocation despite us having just under 10% of the children in our care and our 'gateway authority' duties. The Leader wrote to Ministers to express concern about the fairness of this allocation however the final allocation received did not change.
- 2.9 We also continue to engage with the Ministry for Housing, Communities and Local Government (MHCLG) seeking funding of £10m for fire safety works following the tragic incident at Grenfell Tower. The Cabinet Member for Homes, Regeneration and Planning has written to the Secretary of State twice seeking commitment to fund essential safety works in Croydon. To date, responses from the MHCLG have been disappointing and have failed to provide any funding, stating that our works do not meet the department's criteria of essential safety works and that the government expects Croydon to fund measures to make buildings safe.
- 2.10 As a result of work undertaken by Croydon, changes to the national policy for Universal Credit were announced which took effect from 1 April 2018. As a pilot authority we have incurred costs in excess of £3m and are still in talks with the government to seek reimbursement for these costs we have incurred. We are writing again to the government regarding this issue.
- 2.11 Details of major variances are provided in Table 2, Section 3 of this report, with further information about all projected outturn variances in Appendix 1 to this report.

3. GENERAL FUND 2018/19 REVENUE SUMMARY

- 3.1 The projected outturn position at the first quarter of 2018/19 is showing the effect of anticipated saving and recovery plans that are being implemented.
- 3.2 The 2018/19 budget was set with the inclusion of growth to help manage previously identified pressures and ambitious savings targets. Despite this growth there continues to be increasing demand for the services in relation to adult and children's social care. There are also budget pressures in the Resources department relating to SEN transport costs.

Table 2 - 2018/19 significant variances

Department	Major Variances over £500k	Quarter 1	2017/18 Outturn
		£'000	£'000
CHILDREN, FAMILIES AND EDUCATION			
Corporate Parenting	Corporate Parenting - an increase in the number of external placements and court driven assessments	3,739	8,093
	Variances below £500k	1,142	1,071
CHILDREN, FAMILIES AND EDUCATION TOTAL		4,881	9,164
HEALTH, WELLBEING AND ADULTS			
25-65 Disability Service	Residential Costs for 7 "Surrey and Borders" clients, formally Continuing Health Care funded	1,400	0
	Expenditure on Care Packages in relation to 36 new clients transferred from 0-25 Disability Service	1,000	0
0-25 CWD Service	Costs in relation to additional staff in the transition service. Increase in caseload within the 18-25 placements.	1,128	1,364
Directorate	Improved Better Care funding	(2,000)	0
	Variances below £500k	(116)	(1,680)
HEALTH, WELLBEING AND ADULTS	TOTAL	1,412	(316)
PLACE			
Safety	Additional Pay and Display and PCN Income	(2,025)	(1,100)
Streets	Street lighting - additional costs in relation to the Street Lighting energy consumption	700	0
Waste	Savings due to reduced unit cost of landfill during the Energy Recovery Facility commissioning phase.	(915)	0
	Variances below £500k	(1,147)	30
PLACE TOTAL		(3,387)	(1,070)

RESIDENTS AND GATEWAY SERVIC	ES		
	Services Variances below £500k	380	(1,709)
RESIDENTS AND GATEWAY SERVIC	ES TOTAL	380	(1,709)
RESOURCES AND CHIEF EXECUTIV	E		
Digital & IT	Saving on the ICT contract plus additional project work charged to capital	(663)	(1,779)
Commissioning and Procurement	SEN transport	1,865	3,080
	Variances below £500k	1,070	(1,460)
RESOURCES AND CHIEF EXECTUVE	STOTAL	2,272	(159)
TOTAL DEPARTMENT OVERSPEND		5,558	5,910
		·	
CORPORATE ITEMS			
	Use of contingency budget	(2,000)	(1,000)
	Revolving Investment Fund earnings	(1,990)	0
	Unachievable digital advertising income	750	864
	Commercial Rent Income	(850)	0
	Corporate items - Variances below £500k	0	(7,031)
CORPORATE ITEMS TOTAL		(4,090)	(7,167)
SUB TOTAL BEFORE EXCEPTIONAL	ITEMS		
Exceptional Items	UASC	1,131	2,936
	No Recourse to Public Funds costs for UASC	0	1,000
	Impact of Universal Credit	0	2,353
TOTAL VARIANCE		2,599	5,032

- 3.3 The main areas of pressure are similar to last year and continue to be within Health, Wellbeing and Adults as well as Children, Families and Education, with respective overspend in 2018/19 of £1.4m and £4.8m. These are also the areas that local authorities across the country are grappling with and are typically showing much larger percentage overspends.
- 3.4 As a result of the Ofsted inspection in the summer of 2017 £10.784m was added to the budgets for Children's Services for 2018/19 to cover costs associated with additional placements, additional staff resources for social work and legal costs.
- 3.5 Children's Services is still continuing to see pressures due to the number of cases that are being dealt with but also as a result of the transition whilst the new teams are being put into place and recruitment to roles continues.

Funding for transformation will continue to be utilised where possible to fund Children's Services.

- 3.6 The exceptional item reported at quarter 1 relates to the overspend, against budget, for UASC which the Council is continuing to lobby the government to fund as detailed in appendix 3. The UASC pressure continues to be as a result of the Home Office continuing to only fund a fixed rate per child, which does not accurately reflect our costs for looking after those children, not the costs of acting as a 'gateway' authority. The fall in the number of UASC has exacerbated this issue. While our numbers of UASC are decreasing, direct and indirect service provision costs are not decreasing at the same rate. Options to reduce this funding gap through the reduction of costs and maximising Home Office income are still continuing to be explored.
- 3.7 The Home Office have said that they are committed to reviewing our funding rates but at this stage this conversation has not taken place. We are forecasting that rates will at least remain consistent with last year. The Home Office have indicated, in a schedule the Council is required to complete regarding UASC, that this year's rates will be the same as last year's.
- 3.8 The Improved Better Care Funding (IBCF) is for a three year period and was allocated in two tranches. Tranche 1 was allocated in spending review 2015 and formed part of adult social care core funding to mitigate the reduction in core grant funding. This allocation was built in to base budgets and enabled protection from cuts. Tranche 2 was allocated in the spring 2017 budget. This money will be spent across the health and social care sector to ensure the criteria of the funding of Meeting Adult Social Care Needs, Supporting Hospital Discharge and Stabilising the Social Care provider Market are met.
- 3.9 The Local Government Association has launched a nationwide consultation to start a desperately-needed debate on how to pay for adult social care and rescue the services caring for older and disabled people from collapse.
- 3.10 Years of significant underfunding of councils, coupled with rising demand and costs for care and support, have combined to push adult social care services to breaking point.
- 3.11 Since 2010 councils have had to bridge a £6 billion funding shortfall just to keep the adult social care system going. In addition the LGA estimates that adult social care services face a £3.5 billion funding gap by 2025, just to maintain existing standards of care, while latest figures show that councils in England receive 1.8 million new requests for adult social care a year the equivalent of nearly 5,000 a day.
- 3.12 Decades of failures to find a sustainable solution to how to pay for adult social care for the long-term, and the Government's recent decision to delay its long-awaited green paper on the issue until the autumn, has prompted council leaders to take action.

- 3.13 Short-term cash injections have not prevented care providers reluctantly closing their operations or returning contracts to councils and less choice and availability to a rising number of people with care needs. This is increasing the strain on an already-overstretched workforce and unpaid carers, and leading to more people not having their care needs met.
- 3.14 Increased spending on adult social care which now accounts for nearly 40 per cent of total council budgets is threatening the future of other vital council services, such as parks, leisure centres and libraries, which help to keep people well and reducing the need for care and support and hospital treatment.
- 3.15 The LGA consultation sets out options for how the system could be improved and the radical measures that need to be considered given the scale of this funding crisis. Possible solutions to paying for adult social care in the long-term outlined in the consultation include:
 - Increasing income tax for taxpayers of all ages: a 1p rise on the basic rate could raise £4.4 billion in 2024/25
 - Increasing national insurance: a 1p rise could raise £10.4 billion in 2024/25
 - A Social Care Premium charging the over-40s and working pensioners an earmarked contribution (such as an addition to National Insurance or another mechanism). If it was assumed everyone over 40 was able to pay the same amount (not the case under National Insurance), raising £1 billion would mean a cost of £33.40 for each person aged 40+ in 2024/25.
 - Means testing universal benefits, such as winter fuel allowance and free TV licenses, could raise £1.9 billion in 2024/25
 - Allowing councils to increase council tax a one per cent rise would generate £285 million in 2024/25
- 3.16 The consultation the biggest launched by the LGA is seeking the views of people and organisations from across society on how best to pay for care and support for adults of all ages and their unpaid carers, and aims to make the public a central part of the debate. The LGA will respond to the findings in the autumn to inform and influence the Government's green paper and spending plans.
- 3.17 The LGA green paper alongside funding issues also seeks to start a much-needed debate about how to shift the overall emphasis of our care and health system so that it focuses far more on preventative, community-based personalised care, which helps maximise people's health, wellbeing and independence and alleviates pressure on the NHS.
- 3.18 The pressure on children's social care is now becoming apparent. Research conducted by the Local Government Association (LGA) has revealed children's services are at breaking point with 75% of councils overspending to keep vital protections in place. The review found that in 2015/16 councils surpassed their children's social care budgets by £605m in order to protect children at immediate risk of harm. There has been an increase of 140% in

- child protection enquiries over the last 10 years with enquiries up to more than 170,000 in 2015/16.
- 3.19 The chair of the LGA's Children and Young People Board, has recently said: "The fact that the majority of councils are recording high levels of children's services overspend in their local areas shows the sheer scale of the funding crisis we face in children's social care, both now and in the near future."
- 3.20 There are calls on the government to introduce a fairer funding system based on demand for services. Referrals to children's services have increased and the number of children subject to child protection plans has doubled in the last decade. "Government needs to take note on this issue sooner rather than later, otherwise we are sleepwalking into another funding crisis for services that less fortunate young people rely on. LGA noted that a nationwide children's services funding gap of £2bn will exist by 2020. As detailed in this report we are continuing to experience rising demand and costs.
- 3.21 This year to date, Children's Social Care residential assessments have increased by 33%, and the number of children with a Child Protection Plan has also increased by 66%, contributing towards the reported overspend.
- 3.22 As detailed in this report we are continuing to experience rising demand and costs.

4 GENERAL FUND REVENUE SUMMARY POSITION 2018/19

4.1 Graph 1 below shows the forecast variance for 2018/19 compared to previous years. The Council continues to manage its finances through the rigorous monitoring and control of spending within the framework of the Financial Strategy.

£'000 7,000 6,000 5,000 4,000 3,000 2,000 1,000 Quarter 1 Quarter 2 Quarter 3 Quarter 4 -1,000 TOTAL 2018/19 **─**TOTAL 2017/18 **─**TOTAL 2016/17

<u>Graph 1 – Forecast Variances</u>

5 VIREMENTS OVER £500K REQUIRING CABINET APPROVAL

5.1 There are no virements requiring approval.

6. HOUSING REVENUE ACCOUNT (HRA)

6.1 The current forecast for the HRA is for an estimated underspend of £0.725m. The key variances being reported at Quarter 1 are summarised in Table 3 below:

Table 3 - 2018/19 Main variances within the HRA

Department	Major Variances	Quarter 1 £'000	2017/18 Outturn £'000
HRA – HOUSING NEEDS	Renewed lease agreement for Concorde, Sycamore and Windsor at reduced cost	(449)	(247)
HRA – DISTRICT CENTRES AND REGENERATION	Staff Savings – Vacant Posts including a new Compliance Team due to be recruited to part-way through 2018/19	(276)	(1,734)
TOTAL HRA PROJECTE	D VARIANCE	(725)	(1,981)

6.2 Longer term budget planning for the HRA is continuing to take place and includes reviewing the impact of the Housing and Planning Act 2016 to understand and model the impact of future rent reductions, and build a sustainable budget for revenue and capital spend within the HRA. The Council

- will also continue to model the likely impact of the high value asset levy, and we still await confirmation if the government will continue with this policy.
- 6.3 As previously reported to this Cabinet, Croydon Affordable Homes LLP will be responsible for managing a number of affordable rented properties working alongside Brick by Brick and The Hub to deliver these additional properties by 2019. This is in addition to the 93 street properties that were purchased under the ETA (Emergency Temporary Accommodation) programme that have been transferred to the LLP and the additional street properties that are currently being purchased. A further 76 properties have been purchased towards an expected 250 properties for use as temporary accommodation. These properties are due to be transferred to Croydon Affordable Homes LLP in March 2019.
- 6.4 Ongoing fire safety works are continuing and will continue to be funded from the HRA as a result of the government failing to provide funding for these essential works. As previously reported this investment will be in the region of £10m, with around £8.5m forecast for 2018/19.

7. FORECAST CAPITAL OUTTURN POSITION

7.1 The high level Capital programme for 2018/19 is shown in Table 4 below, full details of all projects are shown in appendix 2. A forecast under spend of £37.950m is projected for 2018/19.

Table 4 - 2018/19 Capital Programme

Original 2018/19 Budget		Carry forward from 2017/18	Re- profiling / Increases in Schemes	Revised Budget 2018/19	Actuals April- June 2018	Forecast Outturn	Forecast Variance
£'000s		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
0	HEALTH, WELLBEING AND ADULTS	579	0	579	3	379	(200)
35,527	CHILDREN, FAMILIES AND EDUCATION	26,822	(28,014)	34,335	5,206	34,335	0
3,760	RESIDENTS AND GATEWAY SERVICES	1,953	86,000	91,713	38	89,530	(2,183)
255,074	PLACE DEPT	31,123	(2,563)	283,634	9,855	249,041	(34,593)
19,105	RESOURCES DEPT	2,973	34,361	56,439	846	56,078	(361)
313,466	GENERAL FUND TOTAL	63,450	89,784	466,700	15,948	429,363	(37,337)
32,385	HOUSING REVENUE ACCOUNT	4,715	0	37,100	743	36,487	(613)
345,851	CAPITAL PROGRAME TOTAL	68,165	89,784	503,800	16,691	465,850	(37,950)

7.2 The main reported variances on projects within the Council's capital programme are as follows:

- 7.2.1 **Affordable Housing** (£3.791m) This under-spend is a result of savings achieved on the estimated purchase costs of properties, as well as the timing of purchases in this financial year.
- 7.2.2 **Bereavement Services** (£2.183m) This is a combination of delays in identifying suitable land to purchase for additional burial capacity, as well as delays in the incinerator replacement project, which will commence later this year.
- 7.2.3 **Blackhorse Road Bridge** (£2.655m) Delays are due to diversion of utilities taking longer than expected.
- 7.2.4 **Brick by Brick** (£27.6m) A significant amount of delivery is anticipated for 2018/19, although some schemes have been re-profiled for completion in 2019/20.
- 7.3 The capital programme continues to be funded from a number of different funding streams and makes use of capital receipts to support the delivery of the financial strategy. Table 5 below details the funding for the original 2018/19 budget, the revised programme and the forecast outturn.

Table 5 - Sources of capital funding

Funding	Original 2018/19 budget £000s	Revised 2018/19 budget £000s	Forecast 2018/19 Outturn £000s
School Condition Funding (Education)	3,770	3,770	3,770
EFA Invest to Save (Education)	969	969	969
TFL LIP and other funding	2,663	2,886	2,886
CIL	6,800	6,800	6,800
CIL local meaningful proportion	1,200	1,200	1,200
Disabled Facilities Grants	2,400	2,400	2,400
Borrowing - (RIF)	194,929	211,531	185,355
LLP Receipt	0	86,000	86,000
Growth Zone	4,000	474	4,474
S106	260	1,822	1,822
Borrowing	96,475	148,848	133,687
GENERAL FUND	313,466	466,700	429,363
Major Repairs Allowance	21,209	25,924	25,924
HRA - Revenue Contribution	3,718	3,718	3,718
HRA - Use Of Reserves	7,458	7,458	6,845
HRA FUNDING	32,385	37,100	36,487
TOTAL FUNDING	345,851	503,800	465,850

7.4 The revised budget has been updated to include new in year schemes. The three largest schemes are an asset acquisition, purchase of properties to be

utilised as temporary accommodation and relocation of the Com the Council's revenue budget.

7.5 Details of these schemes can be found in Table 6 below.

<u>Table 6 – Additions to the Capital Programme</u>

Additions to the Capital Programme	2018/19 £000s
Asset Acquisition	31,400
Purchase of Street Properties	86,000
Relocation CES to Crossfield	2,600
Total	120,000

- 7.5.1 The Asset Acquisition represents the move to secure medium to long term revenue returns from sound property investment within Borough. The acquisition of the Croydon Park Hotel site is anticipated to provide net revenue gains to the general fund after the interest costs has been factored in. The sum of £31.4m includes stamp duty and other purchase costs.
- 7.5.2 An Asset Investment Strategy has been developed to enable future acquisitions in a timely manner and is presented to the Cabinet as part of the Medium Term Financial Strategy which is a separate item on this agenda.
- 7.5.3 The purchase of street properties is part of the Homelessness Strategy, which in partnership with Croydon Affordable Housing charity will continue the policy of purchasing and selling houses to Croydon Affordable Homes (CAH) LLP. This arrangement reduces the Council's cost of temporary accommodation by increasing the supply of affordable housing within the borough, as well as ensures the effective use of the Council's retained capital receipts from Right to Buy sales. The sale to CAH LLP will reimburse the cost of purchasing the homes to the Council, so there will be no net cost to the Council's general fund arising from this borrowing.
- 7.5.4 Works to Crossfield to enable the relocation of the Community Equipment Service (CES) will enable CES to grow its trading and generate further incremental profit over the next 5 years. The initial investment will be capitalised by the Council and recovered through rental payments over the useful life of the new asset.
- 7.6 The majority of the general fund borrowing detailed excluding that specifically identified for the Revolving Investment Fund and items in table 6 is to fund the education programme due to the inadequate level of funding received from Government and the essential need to provide school places in the borough.

8. FINANCIAL MANAGEMENT

8.1 Council Tax and Business Rates are two key income streams for the Council. Collection rates for the current year are show in Table 7 below:

Table 7 - Council Tax and Business Rates collection

	Target collection- year to date %	Actual collection – year to date %	Variance to target – year to date %	Variance - last year - at Q1 %
Council Tax	28.72	28.73	0.01	(0.06)
Business Rates	31.24	32.20	0.96	(0.52)

Council Tax

8.2 At the end of quarter 1 Council Tax collection is above target by 0.01%. The Council remains on course to achieve its in-year collection target of 97.25%, which is an increase of 0.25% above the previous year's target.

Business Rates

8.3 At the end of quarter 1 Business Rates collection is 0.96% above target, this is the result of a large business paying their year's liability in full, rather than instalments. The Council is on target to achieve its full year collection target of 98.75%.

Local Discretionary Relief

8.4 In March 2017, the Government announced that funding would be made available across 2017/18 to 2021/22 to protect businesses from increases in business rates caused by the revaluation of business property introduced in 2017/18. The Council's local discretionary scheme was approved by Cabinet in 26 February 2018, which will distribute relief of up to the £870,000 in 2018/19 – the amount of funding made available to the Council. Table 8 sets out current performance:

Table 8 - Distribution of Local Discretionary Relief

Business Type (based on rateable value)	Anticipated number	Anticipated amount £'000	Actual number – YTD	Actual relief - YTD £'000
Small Businesses	2,038	352	1,812	315
Medium businesses	678	524	634	481
Borough Total	2,716	876	2,446	796

8.5 Amounts of relief distributed in year are lower than anticipated because business premises cease to be eligible for this relief if there a change in occupation from the time the revaluation took place.

9. CONSULTATION

9.1 All departments have been consulted during the preparation of this report.

10. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

10.1 This report sets out the current financial position of the Council, and actions being taken to address the projected overspend.

The report is submitted by Richard Simpson – Executive Director of Resources (Section 151 officer)

11. COMMENTS OF THE SOLICITOR TO THE COUNCIL AND MONITORING OFFICER

- 11.1 The Solicitor to the Council comments that the Council is under a duty to ensure that it maintains a balanced budget and to take any remedial action as required in year.
- 11.2 The Local Government Act 1972 Section 151 states that each local authority has a statutory duty to make arrangements for the proper administration of their financial affairs. In addition, the Accounts and Audit Regulations 2015 impose an explicit duty on the Council to ensure that financial management is adequate and effective and that they have a sound system of internal control, including arrangements for the management of risk.
- 11.3 "Proper administration" is not statutorily defined; however, there is guidance, issued by CIPFA on the responsibilities of the Chief Finance Officer (CFO). This states that local authorities have a corporate responsibility to operate within available resources and the CFO should support the effective governance of the authority through development of corporate governance arrangements, risk management and reporting framework. Regular monitoring of the Council's actual expenditure to budget and forecasting of the expenditure for the full year is part of the proper administration and governance of the Council.
- 11.4 Statutory Guidance on the Flexible Use of Capital Receipts has been issued under the Local Government Act 2003. By Section 15(1) the Council is required to have regard to this guidance. The guidance applies with effect from 1 April 2016 to 31 March 2019. The guidance should be read alongside the Flexible use of capital receipts Direction made by the MHCLG in exercise of its powers under the Local Government Act 2003 Sections 16(2) (b) and 20.
- 11.5 Provision is made within the Local Government and Finance Act 1988 ("the Act") as amended (including by section 69 of the Localism Act) for the Council to grant discretionary rate relief subject to parameters as set out within the Act and detailed within the proposed 2018/19 policy. Such rate relief terms are also subject to the terms of the Section 31Grant from Government. The Non-

Domestic Rating (Discretionary Relief) Regulations 1989 require authorities to provide ratepayers with at least one year's notice in writing before any decision to revoke or vary a decision so as to increase the amount the ratepayer has to pay takes effect. Such a revocation or variation of a decision can only take effect at the end of a financial year.

Approved by: Sandra Herbert Head of Litigation and Corporate Law for and on behalf of Jacqueline Harris-Baker Director of Law and Monitoring Officer.

12 HUMAN RESOURCES IMPACT

- 12.1 The items from the savings packages and action plans included in the report or those that need to be developed in response to the report are likely to have a significant HR impact. These can vary from posts not being re-filled or deleted through restructures proposals leading to possible redundancies. Where that is the case, the Council's existing policies and procedures must be observed and HR advice must be sought.
- 12.2 HR will continue to work closely with service areas on any in year proposals for savings or service redesign that affect the workforce. All proposals will be managed within the council HR procedures and policies and be subject to formal consultation with the trades unions.

Approved by: Sue Moorman, Director of Human Resources

13 EQUALITIES IMPACT

- 13.1 The key service areas that currently have over spend in budgets are Children's Social Care and Adults Social Care. These are areas that provide services to customers from equality groups that share protected characteristics; such as younger people (Looked after Children), people with a disability (Children with special educational needs), older people and BME groups. There are a number of known equality and inclusion issues in the above mentioned service areas such as an over-representation of BME young people in looked after children, over-representation of BME groups and other vulnerable groups, young children with a disability who have a special educational needs and their carers, vulnerable older people with complex needs etc. The mitigating actions, on these specific services are unlikely to affect these groups more than the population as a whole. In fact, a number of those will affect these groups less.
- 13.2 In addition, there are policy changes made by Government that will impact on the in–year budget, in particular the delay in the implementation of the Immigration Act. The Council will work to ensure key services to Croydon residents are protected wherever possible. However, it is likely that some of the areas affected will be a reduction in Home Office funding for UASC, a cut to the Public Health Grant and the Youth Justice Board grant and changes to the Welfare and Housing Bill. There is a likelihood that these cuts will have a more significant adverse impact on some groups that share a protected characteristic

- such as age, race and disability. Changes to the Welfare and Housing Bill are also likely to have an adverse negative impact on the more vulnerable customers.
- 13.3 In order to ensure that our vulnerable customers that share a "protected characteristic" are not disproportionately affected by the actions proposed to reduce in year budget over spend we will ensure that the delivery of the cost reduction initiatives are informed by a robust equality analysis of the likely detrimental impact it could have on all services users and in particular those that share a "protected characteristic".
- 13.4 If the equality analysis suggests that the cost reductions initiatives are likely to disproportionately impact on particular group of customers, appropriate mitigating actions will be considered. This will enable the Council to ensure that it delivers the following objectives that are set out in our Equality and Inclusion Policy:
 - To increase the rate of employment for disabled people, young people, over 50s and lone parents who are furthest away from the job market
 - To increase the support offered to people who find themselves in a position where they are accepted as homeless especially those from BME backgrounds and women
 - To reduce the rate of child poverty especially in the six most deprived wards
 - To improve attainment levels for white working class and Black Caribbean heritages, those in receipt of Free School Meals and Looked After Children, particularly at Key Stage 2 including those living in six most deprived wards
 - To increase the percentage of domestic violence sanctions
 - To increase the reporting and detection of the child sexual offences monitored
 - To reduce the number of young people who enter the youth justice system
 - To reduce social isolation among disabled people and older people
 - To improve the proportion of people from different backgrounds who get on well together
 - To reduce differences in life expectancy between communities

14 ENVIRONMENTAL IMPACT

14.1 There are no direct implications contained in this report.

15 CRIME AND DISORDER REDUCTION IMPACT

15.1 There are no direct implications contained in this report.

16 REASONS FOR RECOMMENDATION /PROPOSED DECISION

16.1 Given the current in year-position Executive Leadership Team have been tasked to identify options to achieve a balanced year-end position.

17 OPTIONS CONSIDERED AND REJECTED

17.1 Given the current in year-position Executive Leadership Team have been tasked to identify options to achieve a balanced year-end position. The alternative would be to over-spend and draw down on balances, which would not be prudent.

CONTACT OFFICER: Richard Simpson

Executive Director Resources (Section 151 Officer).

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APPENDICES: Appendix 1 – Revenue Variations over £100k with

explanation

Appendix 2 – 2018/19 Q1 Capital Outturn Forecast

Appendix 3 – UASC letter to Home Secretary

BACKGROUND PAPERS: None

REVENUE VARIATIONS OVER £100K WITH EXPLANATION

CHILDREN, FAMILIES AND EDUCATION

Division	Explanation of variance	Qtr 1 Amount (£000)
Early Help and CSC Directorate	Unachievable savings offset by underspends in staffing	368
	Sub-total Early Help and CSC Directorate	368
Care Planning Service	Increase in costs in relation to Section 17 expenditure due to increased demand	383
	Other Minor Variances < £100k	83
	Sub Total Care Planning Service	466
Corporate Parenting	Increase in legal costs in relation to assessments.	1,407
	Increase in the number of external placements and court driven allowances	1,597
	Increase in payments for birthdays, holidays, subsistence care and fostering costs	200
	Costs in relation to the number of agency and supernumerary staff in looked after children	300
	Other Minor Variances < £100k	235
	Sub Total Corporate Parenting	3,739
Safeguarding and LAC Quality Assurance	Additional cost of locums in permanent posts within Safeguarding and Quality Assurance	113
	Sub-total Safeguarding and LAC Quality Assurance	113
MASH and Assessments	Agency cover costs for maternity and long term sickness and increase in costs in relation to Section 17 expenditure due to increased demand	275
	Additional income from Troubled Families Payments by Results	(352)
	Other Minor Variances < £100k	119
	Sub-total MASH and assessments	42
Adolescent Services	Unbudgeted costs in relation to the Safer London Contract	126
3	Other Minor Variances < £100k	75
-	Sub-total Adolescent Services	201
Early Years Services	Other Minor Variances < £100k	(48)
	CHILDREN, FAMILIES AND EDUCATION	4,881

HEALTH, WELLBEING AND ADULTS

Division	Explanation of variance	Qtr 1 Amount (£000)
25-65 Disability Service	Residential Costs for 7 "Surrey and Borders" clients that were formally Continuing Health Care funded	1,400
	Expenditure on Care Packages in relation to 36 new clients transferred from 0-25 Disability Service	1,000
	Costs associated with the provision of services after provider failure due to withdrawal/cessation of provider	275
	Other Minor Variances > £100k	1,081

	Sub Total - 25-65 Disability Service	3,756
0-25 CWD Service	Costs in relation to additional staff in the transition service. Plus an increase in caseload within the 18-25 placements.	1,128
	Sub Total - 0-25 CWD Service	1,128
Adult Social Care Directorate	Improved Better Care funding	(2,000)
	Sub Total - Adult Social Care Directorate	(2,000)
Mental Health	Increase in costs of placements	383
	Other Minor Variances > £100k	94
	Sub Total - Mental Health	477
Over 65 Commissioning	Contract Costs higher than anticipated	240
	Other Minor Variances > £100k	29
	Sub Total - Over 65 Commissioning	269
Over 65 providers	Nursing costs increased due to an increase in the number of clients and average cost per client	275
	Other Minor Variances > £100k	(2,166)
	Sub Total - Over 65 Providers	(1,891)
Day and Employment Services	Other Minor Variances < £100k	(81)
	Sub – Total Day and Employment Services	(81)
Transformation and Clienting	Other Minor Variances < £100k	(246)
	Sub – Total Transformation and Clienting	(246)
	Total Forecast Variance – HEALTH, WELLBEING AND ADULTS	1,412

PLACE DEPARTMENT

PLACE DEPARTIVIENT		Qtr 1
Division	Explanation of variance	Amount
		£'000
Planning	Other Minor Variances < £100k	(4)
	Sub-total Planning	(4)
Safety	Parking - Increase in parking income	(2,025)
	Licensing - under recovery of licencing income	100
	Shortfall on Street Trading and market trading fees	129
	Other Minor Variances < £100k	(44)
	Sub-total Safety	(1,840)
Streets	Street lighting – energy costs	700
	Waste collection savings	(265)
	Reduction in costs of energy for interim period results in savings on landfill waste tonnages costs	(915)
	Other Minor Variances < £100k	(458)
	Sub-total Streets	(938)
Directorate	NSO and Bulky Waste funding	(605)
	Sub-total District Centres & Regeneration & Development	(605)
	Total Forecast Variance – Place Department	(3,387)

RESIDENTS AND GATEWAY SERVICES DEPARTMENT

Division	Explanation of variance	Qtr 1 Amount
		£'000
Housing Need	Increase in the number of household to be placed in Private Rental Sector	380
	Total Forecast Variance – Residents and Gateway Services Department	380

RESOURCES AND CHIEF EXECUTIVES DEPT

Division	Explanation of variance	Qtr. 1 Amount £'000
Facilities Management and Support Services	Business Support - Scanning income not achievable	179
	Other Minor Variances < £100k	(343)
	Sub-total Facilities Management and Support Services	(164)
	ICT - Saving on the cost of the ICT contract and capitalisation of salaries	(663)
Digital and IT	Other Minor Variances < £100k	(10)
	Sub-total Digital and Smart Cities Services	(673)
Commissioning and Procurement	SEN – increased transport costs due to service demand	1,865
	Other Minor Variances < £100k	280
	Sub-total Commissioning and Improvement	2,145
Finance Investment and Risk	Revenues and Benefits - non recovery of parking income (£300k) and previous savings not realised (£460k)	760
	Other Minor Variances < £100k	4
	Sub-total Finance Investment and Risk	764
Law and Governance	Other Minor Variances < £100k	85
	Sub-total Law and Governance	85
Chief Executive's Department	Other Minor Variances < £100k	115
	Total Forecast Variance - Resources and Chief Executives	2,272

CORPORATE ITEMS

Division	Explanation of variance	Qtr. 1 Amount £'000
Cornerate Itama	Use of contingency budget	(2,000)
Corporate Items	Revolving Investment Fund earnings	(1,990)
	Unachievable Digital and Advertising Income	750
	Commercial Rent Income	(850)
	Total Forecast Variance – Corporate	(4,090)
	Total Overspend before Exceptional Items	1,468

EXCEPTIONAL ITEMS

	Explanation of variance	Qtr. 1
Division		Amount
		£'000
	Unaccompanied Asylum Seekers Grant lower than associated costs	1,131
	Total Forecast Variance – Exceptional	1,131
	Total Overspend after Exceptional Items	2,599

2018/19 Q1 Capital Outturn Forecast

Category	2018/19 Original	2017/18 carry	In Year Budget	2018/19 Revised	2018/19 Q1	2018/19 Outturn	Forecast
Category	Budget	forward	Adjusts	Budget	Actual	Forecast	Variance
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Adults ICT	0	579	0	579	3	379	(200)
Health, Wellbeing and Adults	0	579	0	579	3	379	(200)
Education - Academies Programme	0	38	0	38	0	38	0
Education – DDA	0	6	0	6	0	6	0
Education - Fire Safety Works	2,000	0	0	2,000	0	2,309	309
Education - Fixed term expansion	0	1,760	233	1,993	546	1,992	(1)
Education - Major Maintenance	3,020	1,567	(933)	3,654	129	3,120	(534)
Education - Miscellaneous	2,118	1,259	(2,215)	1,162	47	1,622	460
Education - Permanent Expansion	11,639	13,332	(14,220)	10,751	3,471	10,820	69
Education - Secondary Schools Estate	0	318	(167)	151	47	152	1
Education - Special Educational Needs	16,750	5,114	(12,212)	9,652	266	9,348	(304)
Education - SEN Centre of Excellence	0	0	1,500	1,500	0	1,500	0
Onside Youth Zone	0	3,428	0	3,428	700	3,428	0
Children, Families and Education Sub-Total	35,527	26,822	(28,014)	34,335	5,206	34,335	0
Bereavement Services	1,360	1,323	0	2,683	0	500	(2,183)
Disabled Facilities Grants	2,400	630	0	3,030	38	3,030	0
Affordable Housing Programmes	30,090	6,301	86,000	122,391	5,415	118,600	(3,791)
Residents and Gateway Services Sub Total	33,980	8,254	86,000	128,104	5,453	122,130	(5,974)
Unsuitable Housing Fund	0	250	0	250	0	250	
	U	250	U	200	J	250	0
Blackhorse Lane Bridge	1,755	1,900	0	3,655	0	1,000	(2,655)
<u> </u>	_						
Blackhorse Lane Bridge	1,755	1,900	0	3,655	0	1,000	(2,655)
Blackhorse Lane Bridge Brick by Brick programme	1,755 164,839	1,900 10,301	0	3,655 175,140	0	1,000 147,494	(2,655) (27,646)
Blackhorse Lane Bridge Brick by Brick programme Community Ward Budgets	1,755 164,839 576	1,900 10,301 120	0 0	3,655 175,140 696	0 0	1,000 147,494 696	(2,655) (27,646) 0
Blackhorse Lane Bridge Brick by Brick programme Community Ward Budgets Devolution initiatives	1,755 164,839 576 782	1,900 10,301 120 0	0 0 0	3,655 175,140 696 782	0 0 0	1,000 147,494 696 782	(2,655) (27,646) 0
Blackhorse Lane Bridge Brick by Brick programme Community Ward Budgets Devolution initiatives Empty Homes Grants	1,755 164,839 576 782 500	1,900 10,301 120 0	0 0 0 0	3,655 175,140 696 782 500	0 0 0 0 0	1,000 147,494 696 782 500	(2,655) (27,646) 0 0
Blackhorse Lane Bridge Brick by Brick programme Community Ward Budgets Devolution initiatives Empty Homes Grants Fairfield Halls - Council	1,755 164,839 576 782 500	1,900 10,301 120 0 0 721	0 0 0 0 0	3,655 175,140 696 782 500 721	0 0 0 0 18 11	1,000 147,494 696 782 500 746	(2,655) (27,646) 0 0 0 25
Blackhorse Lane Bridge Brick by Brick programme Community Ward Budgets Devolution initiatives Empty Homes Grants Fairfield Halls - Council Feasibility Fund	1,755 164,839 576 782 500 0	1,900 10,301 120 0 0 721 275	0 0 0 0 0 0	3,655 175,140 696 782 500 721 605	0 0 0 0 18 11	1,000 147,494 696 782 500 746 407	(2,655) (27,646) 0 0 0 25 (198)
Blackhorse Lane Bridge Brick by Brick programme Community Ward Budgets Devolution initiatives Empty Homes Grants Fairfield Halls - Council Feasibility Fund Fieldway Cluster	1,755 164,839 576 782 500 0 330 4,000	1,900 10,301 120 0 0 721 275	0 0 0 0 0 0	3,655 175,140 696 782 500 721 605 4,000	0 0 0 0 18 11 0	1,000 147,494 696 782 500 746 407 4,000	(2,655) (27,646) 0 0 0 25 (198)
Blackhorse Lane Bridge Brick by Brick programme Community Ward Budgets Devolution initiatives Empty Homes Grants Fairfield Halls - Council Feasibility Fund Fieldway Cluster Growth Zone	1,755 164,839 576 782 500 0 330 4,000 4,000	1,900 10,301 120 0 0 721 275 0 474	0 0 0 0 0 0 0	3,655 175,140 696 782 500 721 605 4,000 4,474	0 0 0 0 18 11 0 0	1,000 147,494 696 782 500 746 407 4,000 4,474	(2,655) (27,646) 0 0 0 25 (198) 0
Blackhorse Lane Bridge Brick by Brick programme Community Ward Budgets Devolution initiatives Empty Homes Grants Fairfield Halls - Council Feasibility Fund Fieldway Cluster Growth Zone Highways Highways - flood water management Highways - bridges and highways	1,755 164,839 576 782 500 0 330 4,000 4,000 5,000	1,900 10,301 120 0 0 721 275 0 474	0 0 0 0 0 0	3,655 175,140 696 782 500 721 605 4,000 4,474 5,000	0 0 0 0 18 11 0 0 42 709	1,000 147,494 696 782 500 746 407 4,000 4,474 5,000	(2,655) (27,646) 0 0 0 25 (198) 0 0
Blackhorse Lane Bridge Brick by Brick programme Community Ward Budgets Devolution initiatives Empty Homes Grants Fairfield Halls - Council Feasibility Fund Fieldway Cluster Growth Zone Highways Highways - flood water management	1,755 164,839 576 782 500 0 330 4,000 4,000 5,000	1,900 10,301 120 0 721 275 0 474 0	0 0 0 0 0 0 0	3,655 175,140 696 782 500 721 605 4,000 4,474 5,000 410	0 0 0 0 18 11 0 0 42 709	1,000 147,494 696 782 500 746 407 4,000 4,474 5,000 410	(2,655) (27,646) 0 0 0 25 (198) 0 0 0
Blackhorse Lane Bridge Brick by Brick programme Community Ward Budgets Devolution initiatives Empty Homes Grants Fairfield Halls - Council Feasibility Fund Fieldway Cluster Growth Zone Highways Highways - flood water management Highways - bridges and highways structures Highways - Tree works Measures to mitigate travellers in	1,755 164,839 576 782 500 0 330 4,000 4,000 5,000 410 793	1,900 10,301 120 0 0 721 275 0 474 0 0	0 0 0 0 0 0 0 0	3,655 175,140 696 782 500 721 605 4,000 4,474 5,000 410 793	0 0 0 18 11 0 0 42 709 0	1,000 147,494 696 782 500 746 407 4,000 4,474 5,000 410 793	(2,655) (27,646) 0 0 0 25 (198) 0 0 0
Blackhorse Lane Bridge Brick by Brick programme Community Ward Budgets Devolution initiatives Empty Homes Grants Fairfield Halls - Council Feasibility Fund Fieldway Cluster Growth Zone Highways Highways - flood water management Highways - bridges and highways structures Highways - Tree works	1,755 164,839 576 782 500 0 330 4,000 4,000 5,000 410 793	1,900 10,301 120 0 0 721 275 0 474 0 0 0	0 0 0 0 0 0 0 0 0	3,655 175,140 696 782 500 721 605 4,000 4,474 5,000 410 793	0 0 0 18 11 0 0 42 709 0 0	1,000 147,494 696 782 500 746 407 4,000 4,474 5,000 410 793 179	(2,655) (27,646) 0 0 0 25 (198) 0 0 0 0
Blackhorse Lane Bridge Brick by Brick programme Community Ward Budgets Devolution initiatives Empty Homes Grants Fairfield Halls - Council Feasibility Fund Fieldway Cluster Growth Zone Highways Highways - flood water management Highways - bridges and highways structures Highways - Tree works Measures to mitigate travellers in parks and open spaces	1,755 164,839 576 782 500 0 330 4,000 4,000 5,000 410 793 179 0	1,900 10,301 120 0 0 721 275 0 474 0 0 0 95	0 0 0 0 0 0 0 0 0 0	3,655 175,140 696 782 500 721 605 4,000 4,474 5,000 410 793 179 95	0 0 0 18 11 0 0 42 709 0 0	1,000 147,494 696 782 500 746 407 4,000 4,474 5,000 410 793 179 24	(2,655) (27,646) 0 0 0 25 (198) 0 0 0 0 (71)
Blackhorse Lane Bridge Brick by Brick programme Community Ward Budgets Devolution initiatives Empty Homes Grants Fairfield Halls - Council Feasibility Fund Fieldway Cluster Growth Zone Highways Highways - flood water management Highways - bridges and highways structures Highways - Tree works Measures to mitigate travellers in parks and open spaces Leisure centres equipment upgrade	1,755 164,839 576 782 500 0 330 4,000 4,000 5,000 410 793 179 0 1,315	1,900 10,301 120 0 721 275 0 474 0 0 0 95	0 0 0 0 0 0 0 0 0 0	3,655 175,140 696 782 500 721 605 4,000 4,474 5,000 410 793 179 95 2,291	0 0 0 18 11 0 0 42 709 0 0 0	1,000 147,494 696 782 500 746 407 4,000 4,474 5,000 410 793 179 24 2,291	(2,655) (27,646) 0 0 0 25 (198) 0 0 0 (71)

New Addington wellbeing centre -	200	0	0	200	0	200	0
borrowing element	7 106	1.040		0.046	0	0.046	0
New waste contract - vehicles	7,106 0	1,940 0	0	9,046	138	9,046	138
Old Ashburton Library P&D Machine Replacement							
Programme	0	20	0	20	24	150	130
Parking	600	0	(200)	400	0	400	0
Public Realm	0	2,452	(715)	1,737	633	1,737	0
Salt Barn	0	524	0	524	4	524	0
Safety - digital upgrade of CCTV	500	0	0	500	0	500	0
Section 106 Schemes	0	1,562	808	2,370	69	2,370	0
Signage	25	0	0	25	0	25	0
South Norwood regeneration	500	0	0	500	0	500	0
Surrey Street Market	0	25	67	92	0	92	0
Thornton Heath Public Realm	0	1,254	0	1,254	479	1,254	0
TFL LIP	2,462	0	0	2,462	339	2,462	0
Walking and cycling strategy	1,381	0	0	1,381	0	1,381	0
Waste and Recycling Investment	2,660	300	0	2,960	11	2,960	0
Waste and Recycling - Don't Mess with Croydon	0	0	996	996	0	996	0
Place Sub-Total	221,984	24,822	(2,563)	247,243	4,440	216,441	(30,802)
Asset strategy - Cavendish House	100	0	0	100	0	100	0
Asset strategy - Stubbs Mead	1,650	283	0	1,933	0	1,933	0
Asset strategy - BWH	50	50	0	100	0	100	0
Asset strategy - Family Justice Centre	200	20	0	220	0	220	0
Asset strategy - Capita Davis House relocation	50	50	0	100	0	100	0
Asset strategy - Heathfield House	100	60	0	160	0	160	0
Asset Acquisition	0	0	31,400	31,400	0	31,400	0
Corporate Property Programme	2,000	0	361	2,361	224	2,000	(361)
Crossfield (relocation of CES)	0	0	2,600	2,600	0	2,600	0
Emergency Generator (Data Centre)	0	1,200	0	1,200	0	1,200	0
Finance and HR system	4,055	1,310	(990)	4,375	6	4,375	0
ICT Refresh & Transformation	7,400	0	990	8,390	504	8,390	0
People ICT	3,500	0	0	3,500	112	3,500	0
Resources Sub-Total	19,105	2,973	34,361	56,439	846	56,078	(361)
GENERAL FUND TOTAL	313,466	63,450	89,784	466,700	15,948	429,393	(37,337)
HOUSING REVENUE ACCOUNT							
Asset management ICT database	434	0	0	434	0	434	0
Fire safety programme	5,000	0	0	5,000	0	5,157	157
Larger Homes	0	62	0	62	0	524	462
Major Repairs and Improvements Programme	26,771	4,147	0	30,918	735	30,192	(726)
Special Transfer Payments	180	506	0	686	8	180	(506)
HOUSING REVENUE ACCOUNT TOTAL	32,385	4,715	0	37,100	743	36,487	(613)
LBC CAPITAL PROGRAMME TOTAL	345,851	68,165	89,784	503,800	16,691	465,850	(37,950)



Leader and Cabinet Office Croydon Town Hall Katharine Street Croydon, CR0 1NX

Email: Tony.Newman@croydon.gov.uk

Date: 19 July 2018

Rt Hon Sajid Javid MP Home Secretary House of Commons London SW1A 0AA

Dear Sajid

I am writing to you because of the very serious issues arising from our role as the gateway borough for unaccompanied asylum seeking children (UASC) and the actions of the Home Office. In the case we are making for Croydon in this letter, it was put to our members at our July 18 Council meeting and a motion was passed receiving cross party support.

We have been seeking a way forward with various ministers and senior civil servants. To be frank, we have been unable to make progress. We last had a meeting with the then Immigration Minister on 16 November 2017.

At that meeting, the crucial role Croydon plays in the national system for UASC was recognised. We followed up this meeting with some specific asks and some detailed notes. However, there has been no progress since then. We remain absolutely committed to delivering for those involved.

There are four key areas, which we wish to highlight:

- The failure of the Transfer Scheme to bring our UASC numbers down towards the level of 0.07%
- The inadequacy of the daily rates we receive for accommodating UASC, especially
 when taking into account the knock-on impact on the costs for our local Looked After
 Children and other costs such as drain on the High Needs block of our Education
 funding
- The failure to fund the infrastructure costs of being a gateway borough
- The failure to deal with individuals who have turned 18 for leave to remain applications and those who are all rights exhausted (ARE)

The combination of these factors is that there is a burden for the Croydon Council tax payer in terms of clear related costs of some £7m per annum.

Transfer Scheme

As I'm sure you are aware, the National Transfer Scheme is not working effectively at the moment. Its voluntary status means that Croydon is still having to take a significant number

of new UASCs. In addition, for 16/17 year old applicants, the London agreement is starting to show signs of not coping, as over half the London boroughs are now at their maximum level. Croydon is currently taking considerable numbers of UASC even though we are at over five times what the maximum any borough is meant to have.

Daily rates

These have not been revisited properly in a number of years. The reality is that they barely cover the direct costs of accommodating our UASC, costs of foster care, allocated social worker teams, management costs and associated services.

We recognise that our rates are more than those offered under the National Transfer Scheme. Clearly, the costs for a small number are less, as you do not have the management and other related costs. We are aware that many authorities are saying that they do not wish to take any UASC because of insufficient funding. We believe that Kent may receive a substantially higher level than we do.

We have many other additional costs, which are not covered by the current daily rate, such as additional education costs which are an estimated £900,000 per annum drain on. In addition, we would point out that as we seek to accommodate our UASC in foster care wherever possible, this means that our local looked after children are less likely to be with inhouse carers and are more likely to be accommodated outside Croydon in commissioned placements, all of which has financial implications.

Infrastructure Costs

As mentioned in past meetings and correspondence, our role as a gateway authority means we have substantial additional costs, such as senior management posts, special needs posts, staff imbedded in the Home Office, upfront costs of placements and assessments and legal costs. We also maintain a daily duty service at Lunar House which is of substantial benefit to the Home Office but for which we receive no funding. Previously we received a specific grant for this, in addition to a daily rate, but this stopped a number of years ago.

UASCs post 18

We are seeing substantial delays in determinations on leave to remain applications post eighteen, unresolved appeals for families with no recourse to public funds (NRPF) and a lack of co-ordinated enforcement action with individuals who are all rights exhausted (ARE). In particular given the change in legislation regarding care leavers having the right to be supported until 25, this is putting a huge burden on the Council. And, in the case of NRPF and ARE, we do not even get a contribution to the costs of supporting them.

Clearly, these delays are damaging to the individuals concerned, as they do not know what is happening to them and cannot get on with their lives.

Our position and ask

As we reiterated at our meeting we take our role as a gateway borough very seriously and ensure that the right level of infrastructure is in place to respond to the range of issues that can result from this. However we do not believe this should place a substantial burden on the taxpayer of Croydon, as is the case currently.



Therefore the key issue for us is ensuring there is a fair funding package and our preferred route for achieving this is that we return to the previous system where our funding was based on a core fixed amount, alongside enhanced daily rates both for UASC and the over 18s we are supporting. These amounts should recognise the direct and indirect costs.

We would ask for urgent action on improving the National Transfer Scheme and looking again at the regional scheme to ensure that we do not have to take on new UASC other than in special circumstances.

We would ask that our cases are prioritised in terms of determinations, appeals and enforcement action.

I would request an urgent meeting with you personally, together with relevant colleagues and officers on both sides, to take this forward.

Yours sincerely

Clir Tony Newman

Leader of the Council

London Borough of Croydon

CC:

Sarah Jones MP for Croydon Central

Steve Reed MP for Croydon North

Chris Philp MP for Croydon South

Cllr Simon Hall - Cabinet Member for Finance & Treasury

Cllr Tim Pollard – Leader of the Opposition

REPORT TO:	CABINET 24 TH SEPTEMBER 2018
SUBJECT:	MEDIUM TERM FINANCIAL STRATEGY 2018/22
LEAD OFFICER:	RICHARD SIMPSON EXECUTIVE DIRECTOR OF RESOURCES
CABINET MEMBER:	CLLR SIMON HALL CABINET MEMBER FINANCE AND RESOURCES
WARDS:	ALL

CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON

The local elections on May 3rd returned a Labour administration to serve the London borough of Croydon. The commitments on which the Labour administration were returned will become the basis for the organisational delivery programme and the Corporate Plan being presented to this cabinet as a separate item outlines the key Council priorities for the next four years (2018 – 2022). This Medium Term Financial Strategy details the anticipated financial standing of the Council over the same four year period.

FINANCIAL IMPACT

The details of the Council's anticipated financial position over the period of the plan 2018/22 are contained within this strategy which is attached to this report as appendix 1.

The MTFS is a living document and will change as more certainty is known on funding sources and expenditure.

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 recommend to Full Council

- 1.1 The approval of the Medium Term Financial Strategy (MTFS) 2018/22 including the establishment of a £100m asset acquisition fund as referenced in the MTFS which is set out in Appendix 1 to this report.
- 1.2 Subject to recommendation 1.1 being approved, to agree that the Cabinet Member for Finance and Resources, acting in consultation with the Leader, be given authority to approve asset acquisitions made pursuant to the Asset Investment Strategy referenced in the Medium Term Financial Strategy 2018/22 and set out in full in Appendix 2 to this report.

2. EXECUTIVE SUMMARY

- 2.1 The Corporate Plan 2018/22 has been developed to reflect the priorities of the Council and Labour administration and is presented to this Cabinet as a separate item. The Medium Term Financial Strategy (MTFS or Strategy) is a key strategic document alongside the Corporate Plan that provides the framework against which the budget is developed, whilst helping to identify any significant risks and pressures at an early stage.
- 2.2 The strategy takes into account all factors to estimate the expenditure and income of the council over the next 4 years and consequent budget gaps. The strategy for closing the gaps is identified.
- 2.3 The MTFS for 2018/22 is attached at appendix 1 for approval and clearly details the anticipated expenditure, income and budget gap over the strategy's life.

3. DETAIL

- 3.1 The MTFS pulls together in one place all the financial implications of the Council's strategic priorities to produce a costed plan to enable long term financial planning and enable financial sustainability.
- 3.2 It is designed to aid strategic planning and is particularly important during this time of funding uncertainty. The current four year spending review ends in 2019/20 and the ongoing Fairer Funding Consultation means that the level of government funding for 2020/21 and beyond is unknown and therefore makes planning in the later years of the strategy more difficult.
- 3.3 While the MTFS outlines all the key Council financial priorities for the next four years (2018/22). It does make assumptions in some areas due to uncertainty and therefore regular reviews and updates of the Strategy are fundamental to maintain a strong financial grip.
- 3.4 Therefore, due to the living nature of the MTFS it will be updated annually and presented to Cabinet as part of the budget setting report each February.

 Regular reporting on the in year financial position of the Council will continue to be made quarterly to Cabinet.
- 3.5 Scrutiny and Overview Committee on the 10th July 2018 and provided pre decision scrutiny to the financial strategy. The recommendations are set out elsewhere on the Cabinet agenda. The response to those recommendations are set out below;
- 3.5.1 There should be a fundamental rethink of the Council's Financial Strategy The previous strategy has been fully reviewed to reflect the council's current financial position and the external environment the council is operating in.
- 3.5.2 A principle should be established to inform how any income delivered from Brick by Brick was spent The strategy assumes a principal that all income from Brick by Brick is transferred to reserves.

- 3.5.3 A principle should be established around how the Council worked with its partners, with a focus on local wealth building and a focus on social value as well as economic benefit. this is not dealt with directly in the strategy but is being worked as part of a refreshed approach to how we commission services.
- 3.5.4 The principles should not be overcomplicated and effort should be made to ensure they were simple and understandable. *The MTFS clearly shows the anticipated income and expenditure over the four years of the strategy.*
- 3.5.5 The Asset Investment Strategy which is detailed in full at appendix 2 to this report was presented to Scrutiny and Overview Committee on the 4th September 2018. The Committee welcomed the report, and its explanation of the Council's proposed decision-making matrices.
- 3.5.6 The Asset Investment Strategy details the Council's rationale for investing in property and the process to be undertaken including the clear and transparent set of criteria against which each acquisition will be appraised.
- 3.5.7 The Scrutiny and Overview Committee made two recommendations that have both been incorporated into the strategy. These were:
 - Cabinet improves how the Minority Group is formally briefed prior to decisions being taken on individual investments as part of the Asset Investment Strategy, and ensures the briefing is done early in the process.
 - Any future asset acquisition papers should refer back to the proposed matrices and the judgements the Council has made to recommend approval of the purchase.
- 3.6 The key objectives of the Asset Investment Strategy are to :-
- 3.6.1 Acquire properties that provide a medium to long term investment return in accordance with the Council criteria
- 3.6.2 Reduce risk by building a diverse and balanced property portfolio
- 3.6.3 Support regeneration where appropriate
- 3.6.4 Protect capital invested in properties through proactive asset management
- 3.7 The primary focus will be to acquire investments within borough. Acquisitions will generally be made on the basis that they present a strong long-term income stream. However, acquisitions may be made on the basis that they provide a strategic benefit or support regeneration.
- 3.8 As detailed in the MTFS, it is recommended that an Asset Acquisition Fund of £100m is established in order to ensure we can compete in the competitive commercial market and invest in property as detailed in the Investment Strategy and enable the Council to generate returns to be used to deliver services.

4. CONSULTATION

4.1 In developing this strategy key services have been fundamental to developing future demand projections. With key areas being demand for both children's and adult social care services, growth in population and residential and business properties which will lead to an increase in council tax and business rates received.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 There are no direct financial implications from producing the attached MTFS. The Strategy contains details of the anticipated funding and expenditure of the Council over the four year period. There are funding gaps for future years and the plans are being developed to manage and reduce these gaps with the key focus being on 2019/20.
- 5.2 There are financial implications associated with the Asset Investment Strategy. Purchase costs will be funded from the capital programme and investment income earned from the asset will be used to fund key services.

5.3 The effect of the decision

Adoption of a four year MTFS and Asset Investment Strategy will enable a greater focus on long term financial planning, ensuring links with all other corporate plans and strategies are aligned and their interdependencies are understood.

5.4 **Risks**

As with any long term strategy there is a risk that assumptions will change and therefore it is essential that regular reviews and updates are undertaken.

5.5 Future savings/efficiencies

There are no direct financial savings or efficiencies arising from this MTFS. The MTFS helps identify where savings and efficiencies are required and provides and platform to enable early service and financial planning for future years.

5.6 Investment in assets will generate an annual revenue income for the Council and this will be used in the revenue budget to fund key services.

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

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

6.1 The Solicitor to the Council comments that section 120 of the Local Government Act 1972 enables to the Council to acquire property by agreement for the purposes of any of its functions or the benefit improvement or development of the area. Such land may be acquired inside or outside of the Council's area. The Council also has the power to invest for the purpose of its financial affairs under section 12 of Local Government Act 2003. In addition section 1 of the Localism Act 2011 enables a local authority to do anything that

an individual generally may do subject to certain limitations which are no applicable in the present circumstances. Given these three powers, the proposals with regards to the Asset Investment Strategy are within the Council's powers.

6.2 There are no other legal considerations arising directly out of the recommendations in this report.

Approved by: Sean Murphy, Head of Commercial and Property Law and Deputy Monitoring Officer on behalf of the Director of Law and Monitoring Officer.

7. HUMAN RESOURCES IMPACT

7.1 As there are no direct financial savings or efficiencies arising from this MTFS, there are no immediate direct staff implications. HR will continue to work closely with service areas on any future plans and proposals for savings or service redesign that affect the workforce. All proposals will be managed within the council HR procedures and policies and be subject to formal consultation with the trades unions.

Approved by: Sue Moorman, Director of Human Resources

8. EQUALITIES IMPACT

- 8.1 In developing its detailed budget proposals the Council aims to achieve best practice in equality and inclusion. The Council recognises that it has to make difficult decisions in order to reduce its overall expenditure to meet Government cuts in grant funding and to deliver a balanced budget while at the same time ensuring that it is able to respond positively to increases in demand for essential services. In doing so it will endeavor to ensure that it best meets the specific needs of all residents, including those groups that share a "protected characteristic".
- 8.2 Through its budget proposals, the Council will also seek to identify opportunities to improve services and the quality of life for all Croydon residents while minimising any adverse impacts of decisions, particularly in regard to groups that share protected characteristics. It will be guided by the broad principles of equality and inclusion and will carry out and publish equality impact assessments to secure delivery of that duty, including such consultation as required.

9. ENVIRONMENTAL IMPACT

9.1 There are no direct environment considerations arising from the MTFS.

10. CRIME AND DISORDER REDUCTION IMPACT

10.1 There are no savings in the current budget which should impact upon this Corporate Priority. As the detailed budgets are developed over the life of the MTFS consideration will continue to be given to this corporate priority.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 This report details the MTFS and the importance of a having a financial strategy to ensure good strong financial planning and control, which is especially important during a time of increasing financial pressure in local government.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 It is essential that the Council has a MTFS and therefore the option consider was to develop a Strategy at the same time as the Corporate Plan to ensure alignment.
- 12.2 The option of not updating the MTFS was considered and rejected as not good practice.

REPORT AUTHOR AND CONTACT: Richard Simpson, Executive Director of

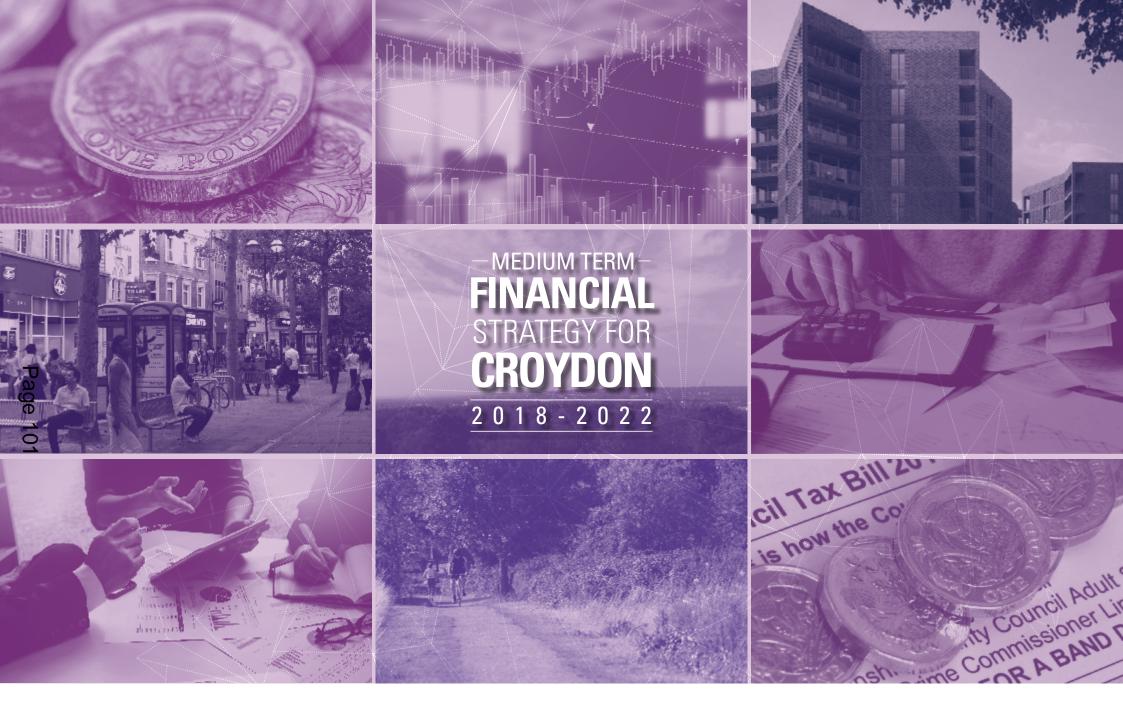
Resources (s151 Officer)

APPENDICES TO THIS REPORT: Appendix 1 – Medium Term Financial

Strategy 2018/22

Appendix 2 – Asset Investment Strategy

BACKGROUND PAPERS: None





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Foreword: Cabinet Member for Finance and Resources

This strategy has been written during a time of significant financial uncertainty in local government.

We have seen local authorities run out of money or take draconian action to avoid such a scenario. I am proud that Croydon is not in this situation, despite all its historic underfunding, demographic pressures and massive cuts in its funding from central government.

The current spending review ends mid way through this strategy and Government has announced an overhaul of local government finance without saying what the new system will be, making it difficult to predict many elements with certainty. However, we know that government funding is set to reduce, so increasing pressure.

Our unique position in London sees us funded as an out of London Borough but we face the pressures and demands of an inner London Borough. We have the pressures created by having a fast growing fast changing population. We also have the pressures created by our unique status as the gateway authority for Unaccompanied Asylum Seeking Children (UASC), the issue of No Recourse to Public Funds (NRPF) and housing pressures, alongside insufficient funding to provide high quality schools and special schools. All of which puts increased pressure on our already stretched budgets and services.

Despite the challenge of reducing funding and increasing demand this administration remains committed and determined to deliver modern affordable services and to maintain excellent financial planning that ensures we are fit for the future.

Our priorities are:

- To support the delivery of the manifesto.
- . To continue to maximise economic growth in the Borough.
- To deliver services in a way that protects front line services and ensures good outcomes to residents, notably with a focus on local delivery, prevention, partnership work and empowerment of communities.
- To use our borrowing capacity to deliver infrastructure, housing and contribute financially through investment returns.
- To bring more services in-house and improve our commissioning and contract management.
- To ensure we maintain a strong financial management framework, using and investing resources wisely.

We will continue to develop our workforce and digital services to create a sustainable Council that is able to meet the needs of our residents and partners.

This Medium Term Financial Strategy (MTFS) sets out the financial principles of the Council and is aligned to the Corporate Plan 2018-22. These documents set out our drivers for change and the way in which we plan to meet future challenges both operationally and financially. With some key and fundamental plans to deliver our services in a more direct manner focusing on location and need.

Cabinet Member for Finance and Resources



Foreword: Executive Director of Resources

This Financial strategy sets out the approach we will take to ensuring that the financial health of the organisation remains strong over the medium term.

The strategy itself does not provide a detailed budget for the next 4 years but does set out the approach we will be taking to managing the financial challenges. The strategy does not cover the Housing Revenue Account. A separate strategy on this will come to Cabinet early in 2019 as part of the budget setting report.

We will continue to report to Cabinet in July and February each year to update on this financial strategy and its delivery and for detailed decisions to be made on annual budgets. The Fair Funding review and implementation of a 75% business rates retention system are both potentially significant changes to how we are funded. At this stage there remains a great deal of uncertainty about how this will impact us.

I am proud of the work that we have done on financial management over the last 4 years which has included us delivering our final accounts a month earlier in 2018 by the end of May. Accurate and timely reporting of our financial position remains a key priority for this financial strategy to ensure decisions are based on up to date information and are made in a timely way.

There is heightened focus on the financial sustainability of local authorities both from inside and outside local government. The strength of a council's balance sheet including its level of reserves and balances is clearly a factor in this. The management of our reserves and balances remains crucial over this strategy however it is also vital to understand the future position as well as the current position to judge financial sustainability.

The table compares our usable reserves in 2010 to 2018. Overall there has been a reduction, earmarked reserves have gone down significantly as they have been used for the purposes they were intended for. Capital receipts have gone up and these can now be used to fund revenue transformation projects which is a key area to support our future financial sustainability. We also estimate a further £30m of capital receipts will be received by 2021. This strategy assumes we aim to hold 5% in general fund balances over the period of the MTES.

The level of income this council can raise from council tax, business rates, development and other commercial opportunities is crucial to ensuring that a balanced budget can be delivered over the medium term whilst still delivering the ambitions of our Corporate Plan.

	2010/11 £m	2017/18 £m
GENERAL FUND		
General Fund Reserves	11.6	10.4
Ear Marked Reserves	38.5	16.2
Capital Receipts	7.6	11
Total	57.7	37.6

Richard Simpson

Executive Director of Resources (S151 Officer)

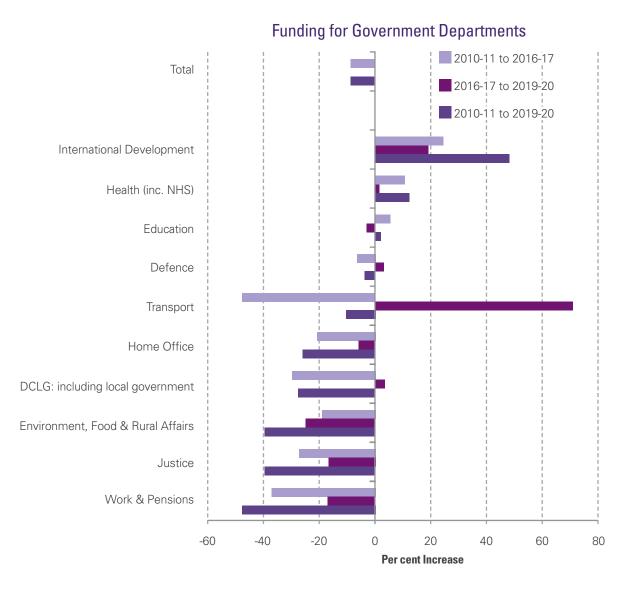


National Context

▶ Since 2010 funding for local government has significantly reduced nationally in line with the government's objective to reduce the national deficit. Over the period of the 2010 spending review, 2010/11 to 2014/15 government funding for local authorities reduced by 27.9%.

The current government's Spending Review 2015 covers the period 2016/17 to 2019/20 and is the first four year settlement, which has been designed to give local authorities more certainty on their funding levels and the ability to undertake longer term financial planning. Over the period of this review funding for local government has reduced by a further 22%.

The graph shows the cuts to local government funding since 2010. It is clear that local government funding which is contained within the DCLG line has been cut significantly more than many other departments, while Health and International Development have seen net budget growth. These reductions have been alongside a period of population growth making the real term impact even greater.



Government Funding Going Forward

▶ The government is currently in the process of consulting on a funding reform for local government which will be implemented when the current spending review ends in 2019/20. Current uncertainty in future years funding is making it very difficult for local government to plan ahead with any certainty. The Local Government Association (LGA) have published some key assumptions regarding future funding and these have been factored in to this medium term financial strategy where actual funding sources are unknown.

At this time of significant change and unprecedented cuts by central government we will continue to seek to prioritise and protect front line services alongside seeking to achieve best value and efficiency from our back office services.

Nationally the demand for social services is increasing for both adults and children's services. We know that our population is growing, and people are living longer with more complex needs.

Research conducted by the Local Government Association (LGA) has revealed children's services are at breaking point with 75% of councils overspending to keep vital protections in place. The review found that in 2017/18 councils surpassed their children's social care budgets by £816.5m in order to protect children at immediate risk of harm, the largest overspend in the last four years. There has been an increase of 140% in child protection enquiries over the last 10 years with enquiries up to more than 170,000 in 2015/16. The LGA has estimated that Children's Social care pressures will reach some £2bn by 2019/20.

The national pressures faced in adult social care are also significant and the LGA has recently estimated that £2bn is required by 2019/20 to provide services nationally.

We are seeing an increasing number of local Authorities struggling to balance their budgets. Northamptonshire county council issued a S114 notice in early 2018. The first council to issue a S114 notice in over two decades.











Achievements during the last Financial Strategy

• Over the four year period of the last financial strategy we have achieved a number of key objectives and delivered a wide range of savings whilst continuing to invest in areas of greatest need.

Our approach to delivering our savings continues to be underpinned by the efficiency strategy that was approved by cabinet in October 2016 and our MTFS continues to recognise this strategy to ensure a sustainable budget is set and delivered over the medium term.

The efficiency strategy set out the key principles and programmes that we have been targeting to deliver savings and includes:

Better **Getting the** commissioning **Managing** most out of our Demand and contract assets management Prevention Integration KEY of Health and and early **PRINCIPLES** intervention Social care **Delivering** Commercial Digital Growth Approach

Some of our key achievements during the period of the last financial strategy include:

- Successfully prosecuted 200 people for fly tipping in the borough as part of the Don't Mess with Croydon Campaign.
- Introduced charges for green garden waste services.
- Town centre improvements, including upgrades to both East and West Croydon bus station, providing new shelters, better lighting, improved pedestrian access, seating and planting.
- Extending the 20mph limit across 80% of the borough and enhancing the cycle network.
- Invested in our school assets to provide good quality school places at all levels of the curriculum, resulting in over 80% of our Schools being judged as good or outstanding by Ofsted.
- The establishment of our Gateway service enabling thousands of residents to become more financially independent.
- Set up a new charity to oversee our LLP Croydon Affordable Homes, focusing on providing affordable accommodation to homeless families.
- Established our own housing development company Brick by Brick to develop housing across the borough providing private for sale homes and affordable accommodation.
- Let a new Leisure centre services contract, enabling facilities to be refurbished and residents enjoy a healthier lifestyle.
- Established the One Croydon Alliance, an Integrated Health and Social Care system, aimed at improving the lives of Croydon residents and delivering more effective health and social care outcomes.

- Transferred Library Services in house without any disruption to service following the collapse of the external provider.
- · Replaced over 23,000 street lights in the borough, creating a safer environment.
- Reviewed our assets, releasing 18 of those no longer required to generate capital receipts and letting areas of spare capacity to generate additional income.
- Invested capital receipts to deliver transformation in key service areas including Adult Social Care, Housing, Children's Social Care and ICT.

We have and will continue to review all services to ensure they are delivered in the most efficient and effective way and where appropriate outsourced services will be terminated and insourced to achieve improved service delivery and financial efficiencies. We will also continue to explore alternative ways of providing services by working more closely with our partners and other local authorities.

We will continue to engage with the government and lobby for fair funding where we think that Croydon is underfunded and not recognised appropriately. Current areas of lobbying which we anticipate will continue to remain throughout the life of this MTFS are Unaccompanied Asylum Seeking Children (UASC) and funding for High Needs via the Dedicated Schools Grant.

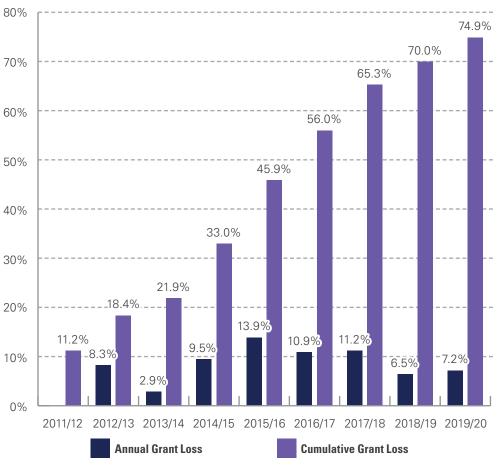
Croydon Context

▶ The graph shows Croydon's funding reductions over the period 2011 to 2020. Our total grant loss compared on a like for like basis with the grant from 2011 is expected to be 74.9% by 2019/20.

In the current global economic climate public financial management is more important than ever. Our resources are becoming scarcer, which coupled with increasing pressures and demands on services, makes it more challenging to ensure that resources are effectively targeted. With funding having been reduced significantly since 2010 we have continued to focus on delivering for our residents whilst maintaining financial control.

Our level of funding per head from government is intended to represent the need in Croydon. The system of need has been fixed within the system since 2013 and is being reviewed as part of the Fair Funding review by MHCLG. We have set out previously how the level of change in need in Croydon over the last decade has driven our demand for services. The table over on page 10 shows our settlement funding assessment per head compared to all the other London Boroughs. Croydon is ranked as 21st lowest, receiving £247.25 per head in 2018/19 compared to neighbouring Lambeth who will receive £457.57 per head. The inner London average funding per head is £394.93. If Croydon were funded at the inner London average per head we would receive an additional £56m (these average figures exclude the City of London due to their uniqueness).

Croydon's Funding Reductions 2011-2020



Funding per head

	Estimated population
City of London	9,401
Hackney	273,526
Southwark	313,223
Westminster	247,614
Tower Hamlets	304,854
Islington	232,865
Camden	246,181
Hammersmith & Fulham	179,654
Lambeth	327,910
Newham	340,978
Kensington & Chelsea	156,726
Lewisham	301,867
Greenwich	279,766
Haringey	278,451
Barking & Dagenham	206,460
Brent	328,254
Waltham Forest	275,843
Wandsworth	316,096
Ealing	343,196
Enfield	331,395
Croydon	382,304
Sutton	202,220
Hounslow	271,139
Redbridge	299,249
Merton	205,029
Hillingdon	302,471
Barnet	386,083
Harrow	248,752
Bexley	244,760
Havering	252,783
Kingston upon Thames	176,107
Bromley	326,889
Richmond upon Thames	195,846

		054/0 :1 :1			
		SFA (£per resident)			Rank Average
2015/16	2016/17	2017/18	2018/19	2019/20	Ů
2,970.00	2,754.75	2,595.95	2,508.29	2,400.91	2,645.98
684.82	624.29	579.83	554.95	526.35	594.05
631.87	573.14	529.96	505.84	478.23	543.81
622.38	567.69	527.32	504.98	478.59	540.19
616.29	560.03	518.62	495.55	468.87	531.87
623.65	562.30	517.18	491.98	463.33	531.69
628.84	562.76	514.06	486.95	456.06	529.73
588.02	529.14	485.73	461.60	433.90	499.68
579.59	522.74	480.95	457.57	431.07	494.39
555.17	506.42	470.63	450.58	427.60	482.08
580.31	509.20	456.55	427.48	394.27	473.56
538.62	485.95	447.28	425.59	401.19	459.72
512.51	462.98	426.64	406.24	383.31	438.34
505.68	452.59	413.56	391.70	367.24	426.15
478.71	433.47	400.29	381.64	360.67	410.96
465.11	416.84	381.36	361.49	339.21	392.80
441.91	394.03	358.82	339.10	317.15	370.20
399.29	362.55	335.46	320.42	302.91	344.12
393.78	346.55	311.81	292.36	270.93	323.09
390.93	345.29	311.74	292.92	272.22	322.62
345.32	299.67	266.08	247.25	226.80	277.02
335.81	287.21	251.41	231.36	209.76	263.11
323.08	281.04	250.09	232.76	213.81	260.16
313.95	273.87	244.38	227.85	209.79	253.97
316.69	270.69	236.77	217.83	197.22	247.84
280.76	240.18	210.31	193.56	175.51	220.06
278.01	234.66	202.70	184.83	165.59	213.16
278.75	234.15	201.29	182.90	163.10	212.04
268.12	226.59	196.02	178.88	160.52	206.03
250.52	207.75	176.26	158.59	139.86	186.60
228.87	182.57	148.36	129.30	108.93	159.61
213.14	172.85	143.12	126.51	108.81	152.88
225.95	168.46	125.27	110.87	75.19	141.15

Rank of Average 2016/20
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Croydon Context

Core Spending Power has been the governments preferred methodology for measuring the impact of funding changes on local government. This is intended to take account of the full range of income the council receives so includes council tax. The table shows Croydon's Settlement Funding Assessment allocations 2015/16 to 2019/20, clearly showing how our Settlement Funding Assessment (SFA) has significantly reduced and our core spending power in real terms has also significantly reduced. Population growth and inflation has been included so Core funding per head in real terms can be assessed in order to show the impact between 2015/16 and 2019/20 on how much we have to spend per head of the population.

Real term core spending reduction is 9%.

Real term core spending per head reduction is 13%.

Core Spending Power

	•				
	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Settlement Funding Assessment	133.0	115.5	102.6	96.0	88.9
Council tax	133.4	140.7	147.7	156.8	166.4
Adult Social care council tax precept		2.8	7.3	12.6	13.3
Improved Better Care Fund	_	_	5.5	7.1	8.3
Transition Grant	_	0.4	0.4	_	_
The 2017/18 Adult Social Care Support Grant		_	1.4	-	_
New Homes Bonus	9.9	11.9	8.7	6.3	6.4
Core Spending Power	276.3	271.4	273.7	278.7	283.3
Population	380,368				399,552
Core funding per Head	726.3				709.0
Core spending power real terms	276.3	266.4	260.1	255.7	252.3
Core funding per Head – real terms	726.8				631.4







▶ Medium Term Financial Model

▶ This Medium Term Financial Strategy sets out the underpinning financial assumptions of the Council and is aligned to the Corporate Plan 2018-22. These documents set out our drivers for change and the way in which we plan to meet future challenges both operationally and financially. With some key and fundamental plans to deliver services more focused on prevention.

The MTFS covers a 4 year period. The first year 2018/19 is the current financial year and the budget was agreed at Cabinet in February 2018.

Year 2 is 2019/20, this is the last year of the current spending review and the draft budget was also presented to Cabinet in February 2018.

Years 3 and 4, 2020/21 and 2021/22 are the first two years following the new spending reform that has yet to be fully developed. As a result the figures in these two years are less developed and contain more assumptions, these are explained and will need to be reviewed.



Population

▶ In developing this Medium Term Financial Strategy we needed to consider growth and the changing demographics. Croydon is expanding at a significant pace, and the speed and extent of change is evident in the built environment and in the number of people and businesses moving in to the borough.

We know that our population is increasing and the GLA have predicted that out total population will grow from 391,296 in 2018 to 406,399 in 2022. This is an increase of 4%. The graph shows our growth since 2011 at over 11%.

340,000

2011

2012

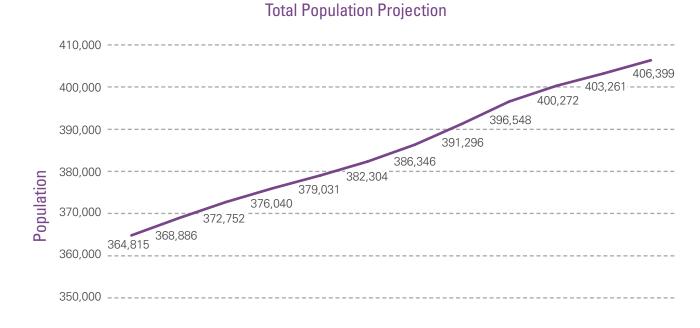
2013

2014

2015

2016

2017



2018

2019

2020

2021

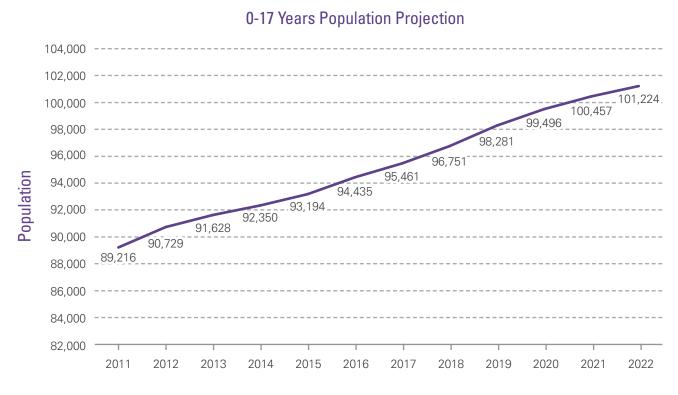
2022

Our Demographics – Young People



We have assumed that our number of young
 → people aged 0-17 years will increase from
 → 96,751 now in 2018 to 101,224 in 2022, based on
 GLA assumptions. This is an increase of 4.6%, and can be seen in the graph.

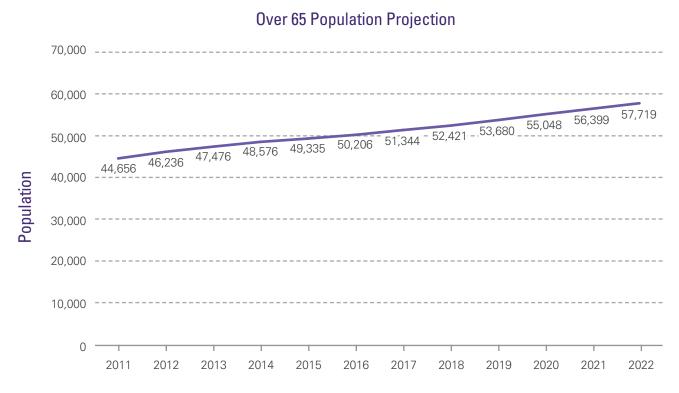
Children Social Care referrals and the number of children with special education needs are growing at a much faster rate.



▶ Our Demographics — Older People



▶ We know that our population of older people is increasing and based on the GLA modelling we have assumed that our population of over 65's will increase by 10% to 57,719 in 2022. And of those 8,173 will be over 85. This is an increase of 14.8%.









OUR DEMOGRAPHICS

▶ Each of these different groups of our population will have different needs and require different ightharpoonup levels of services from us. In developing this strategy we have taken account of these forecasts and they will need to continue to be reviewed over the life of the strategy.

With an increase in population we know that there will be an increase on demand for both universal and targeted services.

Set out are the key assumptions that have been built into the MTFS.

ADULT SOCIAL CARE

▶ We know that our population is growing and that our residents are living longer, often with complex health and social care needs. By 2020 we anticipate that 15% of our population will be over 65. We want our residents to live long, healthy, happy and independent lives with access to care services when needed.

In this MTFS we have assumed that demand for social care services will continue to grow and in 2019/20 we have factored in specific service growth of £3.7m. We have factored in an annual increase of 2.5% in real terms to manage demand and growing complexity of need, this is based on the projected GLA projections on population change over the life of the strategy.

CHILDREN'S SOCIAL CARE

▶ The number of young people in our borough is continuing to increase and by the end of this financial strategy we predict (using GLA data) that the number of young people under the age of 17 will have increased to over 101,000, an increase of 4% over the life of this MTFS.

The recent Ofsted inspection of our Children's services identified that we needed to make improvements and in 2018/19 we have invested over £10m in to children's services to provide a greater number of front line social workers and for the provision of good quality foster placements. Based on this investment and the continued growth in demand and complexity of need we have assumed an additional investment in 2019/20 of a further f7m.

We have assumed in this strategy that demand for Children's Social care services will increase at 1.5% in real terms per annum over the life of the MTFS, based on the projected GLA population projections over the life of the strategy.







CHILDREN WITH DISABILITIES

▶ With the number of young people in our Borough increasing and the current costs exceeding budget we have assumed in this financial strategy that the cost of providing services to children with disabilities will continue to rise. The assumption in 2019/20 is a £2m increase to manage both current overspends and increasing demand and for future years we have assumed demand growth will continue at £1m per annum.

HIGH NEEDS

▶ The number of young people in Croydon with High Needs is continuing to increase and this is putting increased pressure on our Dedicated Schools Grant (DSG) and General fund.

Funding for school High Needs places is not increasing in line with demand and over the last year we have seen an increase in costs of £4m. To manage this rising demand we are increasing the number of school places within our borough for pupils with high needs and therefore reducing the cost of expensive placements in the private sector. This will also reduce the number of journeys needing to be made and therefore reduce transport costs.

Expectations in this strategy are that the increase in places in the borough along with a change to the level of provision provided in main stream schools will reduce costs and enable the service to be delivered in line with the Dedicated Schools Grant funding from Government and therefore not impact on the need for budget growth in our general fund.

SEN TRANSPORT

▶ With an increase in population and growing numbers of children with disabilities we are also seeing an increase in demand for SEN transport. Work is taking place to review the service provision and we have assumed in this strategy that there will be an increase in the budget of £1.5m in 2019/20 to manage current demand. We will continue to work with schools to enhance our local provision and therefore reduce the need for transport.







▶ Whilst we have greatly reduced our spend on temporary and emergency accommodation we are currently spending more than the budget. To correct this and ensure the budget is correct for the future we have assumed in this financial strategy that there will be the need to increase the budget by £0.5m in 2019/20.



WASTE

▶ We have assumed in this strategy that our population will continue to grow and therefore we have assumed that the cost of waste collection and disposal will also grow. The assumption is that costs will increase by £1m per annum, this will continue to be monitored closely especially as the new collection contract that commences in September 2018 is expected to increase recycling rates.

2019/20 savings

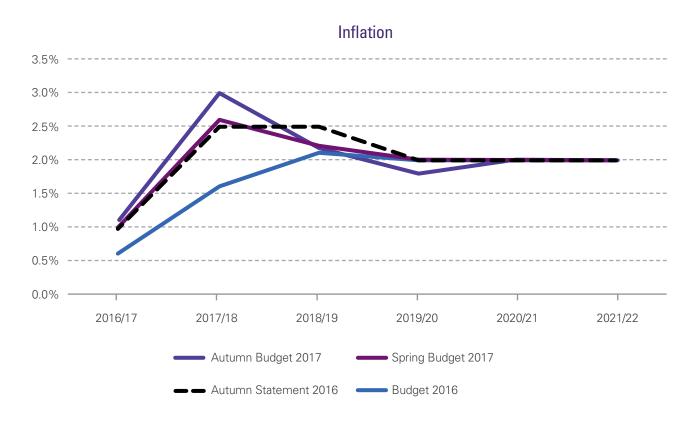
▶ The 2019/20 budget agreed at Cabinet in February 2018 contained a number of savings options totalling £14.9m, these include savings from the One Croydon Alliance, ICT and asset management savings. While these are assumptions in the budget they all need to be reviewed and tested to ensure they remain viable deliverable options. For the purposes of this MTFS we have assumed that the Brick by Brick divided of £3.3m has been removed and therefore the savings in 2019/20 are £11.6m.



▶ Inflation

▶ We have assumed that general inflation in the financial model will be 2.5%. This has been assumed as a general increase on all income and expenditure items that are subject to inflation.

The graph shows the Budget 2017 forecasts for CPI against those published in previous announcements. Figures show very little overall change, with an increase of 0.4% in projected CPI in 2017/18 and then unchanged CPI for three of the next four years.



Capital Programme

• Our Capital programme is a key part of our MTFS and investment in our assets and infrastructure are an important part of our financial plans.

We will invest in programmes and projects in line with our statutory and core functions with priority for funding being given to these schemes along with invest to save projects. We will use return on investment to prioritise schemes. The MTFS assumes that we will continue to make maximum use of planning gain from CIL and S106 where possible to reduce our borrowing requirements.

We are proposing to create an asset Acquisition Fund of £100m to enable us to invest in property to generate an income for the Council.

We have assumed that Borrowing for the capital programme will be £25m per annum maximum from 2019/20.

Capital receipts will continue to be used to fund our transformation programme given our shortage of earmarked reserves this is key to manage the medium term revenue position.

The Growth Zone is a big element of our capital programme. The principle assumed in this strategy is that future business rates received from the zone are ring fenced outside of this strategy for investment within the zone.

Borrowing	Budget 2018/19 £m	Budget 2018/19 £m	Budget 2019/20 £m	Budget 2020/21 £m	Budget 2021/22 £m	Total 2018/22 £m
General Fund Debt at 31.3.18	581.5					581.5
Borrowing – Revolving Investment Fund		194.9	37.3	20.0	20.0	272.2
Borrowing – Growth Zone		4.0	27.0	90.0	90.0	211.0
Borrowing – General		96.5	25.0	25.0	25.0	171.5
Asset Acquisition Fund		32	50	30	20	132.0
Total General Fund Debt		908.9	1,048.1	1,213.1	1,368.1	1,368.1







► How we spend our money



The table details our expected expenditure

The table details our expected expenditure based on the assumptions set out in this MTFS:

Pg 23 shows our anticipated budget gap based on the assumptions in this MTFS.

Expenditure	2018/19 Base Year	£m year 2	£m year 3	£m year 4
	18/19	19/20	20/21	21/22
Adults Health and Wellbeing	106.8	112.6	117.6	122.5
Children, Families and Education	61.7	68.7	71.0	73.3
Residents and Gateway services	30.4	30.9	30.9	30.9
Place Department	37.6	38.6	39.6	40.6
Resources Department	19.7	21.2	21.2	21.2
Chief Executives Department	0.6	0.6	0.6	0.6
Contribution to Doubtful Debt	0.2	0.2	0.2	0.2
Pension Deficit Contribution	8.1	9.1	9.1	9.1
Carbon Credits	0.3	0.3	0.3	0.3
Apprenticeship Levy	0.6	0.6	0.6	0.6
Community Initiative Fund	0.7	0.7	0.7	0.7
Contracts Review	-2.0	-2.0	-2.0	-2.0
Inflation	0.0	5.3	12.4	19.6
Contingency	2.0	2.0	2.0	2.0
Interest Payable	21.0	23.0	25.1	27.2
MRP	6.8	7.0	7.1	7.3
Levies	1.4	1.4	1.5	1.5
Contribution to Reserves	4.7	0.0	0.0	0.0
TOTAL	300.4	320.2	337.9	355.8
Savings Identified	0.0	-11.5	-11.5	-11.5
Total Expenditure	300.4	308.7	326.4	344.3

► What income we receive & savings required

▶ We know that our expenditure is greater than our income and therefore savings need to be identified. From our assumptions in this strategy savings of £5.8m are needed in 2019/20. A further £12.5m in 2020/21 and £7.7m in 2021/22. The total savings required over this MTFS are £25.9m.

Income Assumptions – %

	£m Year 1	£m Year 2	£m Year 3	£m Year 4
Projections	Baseline 2018/19	2019/20	2020/21	2021/22
Income				
Council Tax — assumptions	1.99%	3%	2%	2%
ASC Precept	2%	1%	2%	2%
Government funding loss	0	-2.5%	-2.5%	-2.5%

Income Assumptions $-\mathbf{f}$

	£m Year 1	£m Year 2	£m Year 3	£m Year 4
Income	Baseline 2018/19	2019/20	2020/21	2021/22
Council Tax	156.7	167.6	173.8	180.2
ASC Precept	10.7	12.6	16.4	20.4
Interest and Investment Income	5.9	6.0	6.2	6.4
Collection Fund Surplus	8.8	4.7	0.0	0.0
Business Rates Top Up Grant	12.7	12.0	11.0	10.0
Business Rates Income	78.0	78.0	79.6	81.2
Core Grants	27.5	22.0	21.3	20.2
Fair Funding	0.0	TBC	TBC	TBC
TOTAL	300.4	303.0	308.2	318.3

Savings Required

	Year 1	Year 2	Year 3	Year 4
	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Budget Gap Per Year	n/a	5.8	12.5	7.7
Cumulative Savings Required	n/a	5.8	18.2	25.9

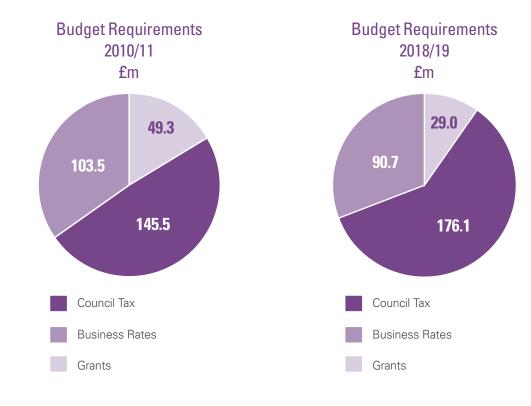
Detail of what money we recieve

▶ We know that our funding from government will continue to be reduced, and therefore the need for income generation to deliver services will continue to become greater to ensure we have enough money to deliver services.

With income being an important element of the budget and with the new spending review coming in to effect from 2020/21 following the funding reform we do not know the level of funding we will receive from government in the form of grants beyond 2019/20. So, at the time of writing this strategy with the significant level of uncertainty around funding beyond the end of the current spending review in 2020, we have modelled a number of different scenarios.

The grant assumptions range from between a freeze and a 5% reduction in grant. The assumption is a 2.5% loss of grant in cash terms. Our current grant funding from government is £29m and includes New Homes Bonus funding, Improved Better Care fund and S31 Business Rates Grant.

The graphs show our budget requirement over the period 2010/19. Clearly showing that our income from Council Tax has increased and the government funding from Grants has significantly reduced. This means in simple terms that council tax has a much more significant impact on the affordability of our spending plans than in 2010.



Council Tax

▶ This MTFS assumes that Council tax will increase by a total of 4% in 2019/20. This includes the final 1% of the allowable Adult Social Care Levy and 3% for Croydon services.

For 2020/21 and 2021/22 it is currently uncertain how much we will be able to increase Council Tax by, and whether the Adult Social Care levy will continue. For the modelling in this strategy we have assumed that Council tax will increase by a 2% per annum from each source.

Based on the current Council tax base a 1% increase generates approximately an additional £1.5m of income.

Growth in the Council Tax base has been built in to our income projections at 1.2% per annum, with the potential for further growth in future years if the increase in new properties exceeds current projections. This increase in council tax income also results in an increase in demand on services and this projected increase in demographic growth has also been factored in to this MTFS.



Page

Business Rates

▶ The delivery of economic growth remains a key part of our MTFS, enabling increased prosperity and reducing dependency on Council services. Businesses play an important role in our borough and the rates they pay make a significant contribution towards our funding. Business Rates are forecast to grow over the period of this MTFS. Assumptions made in the strategy are that Business rates will increase by CPI over the life of the strategy.

We are currently a member of the London Business Rates Pilot for 2018/19, enabling all the London Boroughs to retain 100% of their
 Business Rates growth with no borough being worse off by being a member of the pool. The current proposal is that this will change to a 75% scheme from 2019/20.

The growth in business rates from the growth zone is ring-fenced separately from a general fund budget as it is used to repay debt.

▶ Fees and Charges



▶ All discretionary fees and charges will be reviewed annually and will be increased where appropriate. The assumption in this strategy is an increase of inflation per annum.

► Actions to manage our financial position

▶ We recognise that good financial management is key to delivering effective services and maintaining financial sustainability and control and needs to be embedded in everything we do. We know that demand for our services is increasing and that we need to deliver them in a different way if they are to be effective and affordable.

The areas set out in this strategy are the key strategic priorities for how we will manage the medium term budget position.

It will be vital to make well informed decisions on the basis of accurate financial and operational information. It is also important to recognise that the council will need to take considered risks to deliver it's objectives.



Delivering our Corporate Plan

It is crucial that the financial strategy is completely aligned with the Corporate Plan. The corporate plan sets out the key priorities for the next four years and identifies the need to drive even harder the approach to:

- · supporting residents and families
- tackling issues before they reach crisis
- delivering creative solutions to deliver better outcomes
- · overcome the challenges presented by ongoing reductions to funding and increasing need for Council services

→ Building on the approach already established in the Gateway Service, the Corporate Plan will drive, a total place based approach that uses business intelligence to design new preventative services and programmes tailored to local need and delivered close to home.

Working in partnership, notably with health, police and the voluntary sector, we will look to design holistic and integrated services based on a system-wide approach, with joint pooled resources and pathways operating across organisational boundaries and maximising the use of digital technology.

A key element of delivering the corporate plan priorities and securing better outcomes requires us to recognise the variations in assets and needs within the different localities across the borough.

Providing the right services closer to home, and developing preventative programmes in conjunction with communities and families who need them is central to the new approach. This reflects approaches already underway in the Gateway Service and through our work with Health in the One Alliance. Trialling different approaches in different areas will enable us to test the impact of this approach.

This is an approach not driven by saving money but driven by improving outcomes for residents. However we do believe it will lead to a more effective use of our resources and increase the opportunity to reduce the amount of the council's resources spent on acute need which can be both expensive and not lead to the best outcome for our residents.





Asset Acquisition

▶ The Council has an aspiration to secure medium to long term revenue returns from sound property investment principally within the Borough. If chosen carefully the revenue returns should be consistent and less prone to fluctuation due to the protection within the lease agreements. These returns will be key to our future revenue income and enable expenditure on key services.

We will be principally looking at the opportunity that property investment offers to help generate a secure revenue stream over the medium to long term. However, less secure assets that offer future revenue potential with higher returns that also unlock the development of strategic sites will also be considered. These may typically be part vacant properties in district centres that requiring some degree of refurbishment or additional development to secure their full letting potential.

Each opportunity will be assessed against a matrix.

The matrix will have scoring against each of the key elements and categorise into Excellent, Fair, Good and Marginal investments. Procurement of investment and valuation advice and any survey work will be delivered by the Professional Property Services framework.

In order to ensure we can compete in a competitive commercial market for the purchase of investment assets it is proposed that a £100m asset acquisition fund is created.

The key elements to be scored within the matrix will be:

Location – the proposal is to have all investments within borough unless there are exceptional circumstances to justify an out of borough purchase (e.g. linked to a wider portfolio of assets, supports local employment or business retention). The split between locations is suggested as Prime 65%, Secondary 25%, Out of borough prime/secondary 10%

Covenant Strength – to secure the required security of revenue it is important to secure grade A covenants. By exception, weaker covenants may be considered if there are refurbishment/redevelopment benefits.

Tenure – unencumbered freehold or long leasehold titles without any restrictive covenant terms

Lease terms – ideally 15-20 years on Full Repairing basis in a single occupation to minimise management costs.

Building Age – new build or have been subject to a comprehensive refurbishment. Older buildings in sound condition, may also be considered on the right terms

Lot size – This will reflect the quality of the requirements but a range of values should be considered to help reduce risk and offer some flexibility. Suggested split: £1-5m 20%, £5-12m 35%, £10-20m 25% and £20m+ 20%

Net Yields – These must reflect the total costs including SDLT, Agents fees and legal costs together with the cost of borrowing to give a true return on the investment to the Council

Property use – certain uses will not be considered and it is suggested that these follow the requirements of the pension fund

Portfolio mix – to spread the type of investment so that not all investments are in one market sector (Suggested 35% Offices, 35% industrial, 20% other and 10% retail)

► Revolving Investment Fund (RIF) + Brick by Brick

▶ The Revolving Investment Fund (RIF) is key to our financial strategy enabling investment in the borough and supporting the delivery of our Growth Promise. The RIF also acts as a funder to our Housing Development Company Brick by Brick enabling the development of homes in the borough.

The RIF lends at commercial rates whilst borrowing at lower rates which are available to the Council. The net returns estimated over the next 3 years are £2m per annum and are included in the revenue budget.

The Council has also set up a Housing LLP to increase the provision of affordable homes in the borough. To enable the increase of the provision of affordable housing in the borough, the Council, via wholly owned entities, has entered 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.

The LLPs will be able to utilise the Council's retained right to buy receipts, which it is unable to use 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, we would have to repay them to central government with interest.

Croydon 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.

▶ We have established a development company, Brick by Brick Croydon Limited (BXB), to bring forward housing led development in a way which realises the development potential of a number of sites throughout the borough and maximises the benefit from development to local residents. Although the Council is the sole shareholder, the board of the company operates independently from the Council and on a commercial basis.

The key implication for the Council from the lending arrangement to BXB is the estimated net funding requirement driven by the company's cash flow projections. BxB will draw down from the Council through a combination of borrowing and equity investment (on a 75:25 split) to fund its planned development programme. The borrowing for this funding is via the Revolving Investment Fund and the interest earned by the Council is used to run services.

For the purpose of calculating the budget gap it has been assumed that any dividends from Brick by Brick will go directly into our earmarked reserves. Given these are likely to difficult to predict in timing and uneven between years it is felt these should not be included with the base revenue budget at this stage.



▶ Children's Improvement

Improving Children's services continues to be a key priority and the implementation of the Children's Improvement plan following the Ofsted inspection in the summer of 2017 remains a key priority. Our aim is to deliver good services for children and young people, we recognise that this is likely be a three year journey. The plan will continue to focus on the child's experience and will continue to require close working with partners to implement our vision:

To implement improvement we are investing in our staff to ensure they are stable and skilled and their case loads are manageable. We are strengthening our strategic commissioning to ensure efficient and effective services are delivered and that children are at the forefront of service delivery. We have invested over 10m in 2018/19. We are assuming a further investment of £7m in 2019/20.

The implementation of our Early Help Strategy is also key to delivering service improvement and we are working with partners to deliver joined up service offer for children aged 0-18 and their families. Services will be provided on a locality basis and be evidence based.

The aim to develop a service that builds sustainability in Croydon enabling more families to be self-sufficient and less reliant on council services, generating a better outcome for the family, which will also be at a lesser cost.



► Adult Social Care Transformation

▶ The Transformation of Adult Social Care (TRASC) Programme is key to enabling us to deliver personalised services, "a life not a care plan", as well as a financially sustainable adult social care system. It has been developed as a response to reducing budgets and increasing demand arising from an aging population and an increase in clients with increasingly complex needs and will continue to be developed and delivered through the life of this financial strategy.

The intended benefits of the programme are:

- People will have better access to advice, information and targeted prevention that will help them to live their lives without support from the Council;
- People will be supported through re-ablement to be as independent as possible;
- People will have more choice and control, leading to higher satisfaction levels:
- More people will be supported to live independently.
- In line with the Care Act we are moving toward delivering services through an Asset Based Approach.

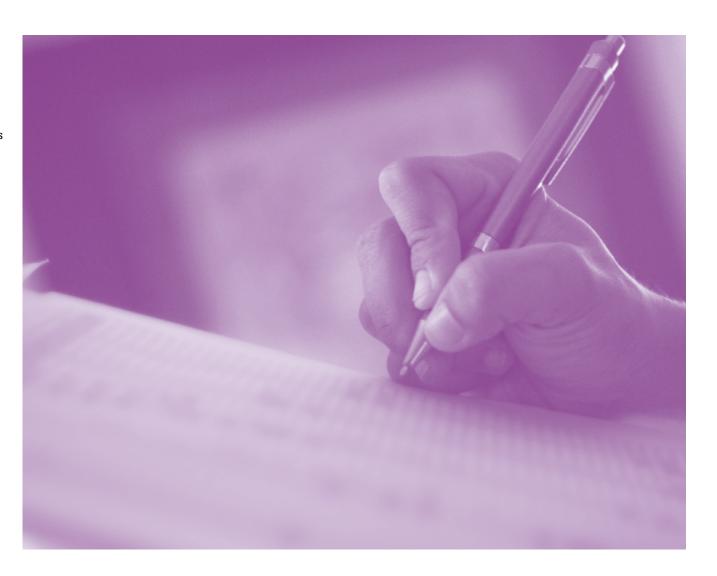
This will deliver better outcomes for our residents, at a lower cost. Integration of our services with our health partners is a key priority and the One Croydon Alliance has been and will continue to be key in delivering services working together with the hospital, borough GP'S, CCG, Mental Health Trust and Age UK.



▶ Reporting

▶ Our financial position will be reported to Cabinet on a quarterly basis for both revenue and capital to ensure Cabinet can continue to monitor the delivery of our budget.

Additionally an update on the financial strategy and future budgets for the council will be reported in February and July each year to ensure there is continued focus on our MTFS and the delivery of the actions.



-MEDIUM TERM-FINANCIAL STRATEGY FOR CROYDON 2 0 1 8 - 2 0 2 2



Asset Investment Strategy relating to the Asset Acquisition Fund established as part of the Medium Term Financial Strategy 2018/22

Introduction

Local authorities are under unprecedented pressure to reduce expenditure whilst improving services for an ever growing and demanding population. Property acquisitions for long term investment is a recognised strategy for generating long term revenue income to support front line services and the Council's operation.

As part of the Medium Term Financial Strategy 2018/22 being proposed to Full Council in October, Asset investment will be identified as one of the key strategies for ensuring that the Council has a clear strategy for managing its budget over the next four years. A £100m Asset Acquisition Fund is intended to be established and this Asset Investment Strategy details how acquisitions made pursuant to that fund will be decided upon.

Background

Historically the Council has not actively pursued the acquisition of properties purely for investment return purposes. Acquisitions have been made of properties for other reasons that have subsequently been managed and transformed into investments that are providing a good return. An example of this would be Davis House.

The existing Asset Management Plan makes reference to investment assets and the need to review and develop a more formal policy and the current Asset Strategy emphasises the need to increase income through better use of the property portfolio as a key financial objective.

However, it is recognised that a more formal approach specifically relating to the acquisition of commercial property assets for investment purposes is required to ensure decisions are made in a clear and transparent way.

The Chartered Institute of Public Finance and Accountancy (CIPFA) has recognised that commercial investment is an option for local authorities for future financial sustainability. The Prudential Code was developed as a professional code of practice to support local strategic planning, asset management planning and option appraisal for local authorities when developing their programmes for capital investment in fixed assets. These help local authorities to demonstrate that they are acting responsibly. Reference has been made to feedback that CIPFA have given to other councils with existing property investment strategies so that areas of good practice can be included within the proposed strategy.

A market appraisal report from CBRE has been commissioned to inform the investment strategy and to assist the Council with developing a medium term plan and portfolio mix to generate the most beneficial outcome from investment.

Section 120 of the Local Government Act 1972 gives the Council the power to acquire property by agreement for the purpose of any of its functions or for the benefit, improvement or development of the borough.

The Council also has the power to invest for the purpose of the prudent management of its financial affairs under section 12 of the Local Government Act 2003.

Section 1 of the Localism Act 2011, enables a local authority to do anything that an individual generally may do (subject to prohibitions, restrictions and limitations in existing statute which are not applicable in the circumstances set out in this report). The provisions also enables the authority to exercise the power anywhere in the United Kingdom for commercial purposes. This would therefore enable the Council to acquire assets outside of the Borough if it wanted to.

Current Position

Although the Council currently generates income in excess of £4m per annum this is largely derived through the letting of two key assets, Bernard Weatherill House (BWH) and Davis House together with a number of smaller community assets. With the exception of BWH most of the properties are now ageing, are management intensive and are likely to require capital investment in the medium term to maintain income streams.

Governance and Delegation

The acquisition of property is not new to the Council, but the existing governance arrangements need to be streamlined for purchases in what is a very competitive, commercial and fast moving market. This will necessitate the extension of existing delegated authorities in order to allow decisions to be made within commercial timescales.

A typical timetable for the purchase of commercial investments would be a two or three week marketing period followed by a further week for the submission of bids and then a 3-4 week period for due diligence investigations by the buyers solicitors prior to exchange of unconditional contracts. Completion may be simultaneous or within 2-4 weeks of exchange.

All acquisition proposals will be channelled through the Head of Asset Management and Estates who will then prepare an initial investment report where the opportunity is considered to align with the Council's policy. This will be considered by an officer panel who will make a recommendation to the Cabinet member for Finance and Resources. If the proposal is accepted, then a briefing will be offered to the shadow Cabinet Member for Finance and Resources and consideration will be given to any issues raised prior to the final approval being made by the Cabinet Member for Finance and Resources in consultation with the Leader.

As part of the initial process, each investment will be appraised against a clear and transparent set of criteria by the Head of Asset Management. The criteria will test the rationale for making the acquisition and ensure that the proposed return is realistic and achievable.

Property Acquisitions Criteria

The objectives of the Asset Investment Strategy are to: -

- 1. Acquire properties that provide a medium to long term investment return in accordance with the Council criteria.
- 2. Reduce risk by building a diverse and balanced property portfolio.
- 3. Support regeneration where appropriate.
- 4. Protect capital invested in properties through proactive asset management.

The primary focus will be to acquire investments within borough. Acquisitions will generally be made on the basis that they present a strong long-term income stream. However, acquisitions may be made on the basis that they provide a strategic benefit or support regeneration. There may also be opportunities to purchase out of borough and where these help support key Council objectives.

When assessing investments, the Council will carefully consider the activities that are undertaken by the tenant(s) as part of the overall appraisal and specifically consider the following activities which will not be deemed as acceptable: -

- Alcohol and / or tobacco production or sale.
- Gambling establishments, including betting shops and casinos.
- Pornography or adult entertainment.
- Fast food establishments (where these are the sole tenant but may be acceptable as part of a wider portfolio mix).
- Any form of exploitation or environmentally damaging operations.

The existing of these activities within an investment will not preclude the Council from pursuing the acquisition if they form a small part of a wider portfolio, such as a single shop within a parade or centre.

The Council will aim to build a diverse property portfolio across a range of property types and locations to ensure that risk is balanced against the yield and that the Council is not over exposed to one property type or location. The primary focus will be to acquire properties within borough, however out of borough properties will be considered and evaluated on a case by case basis. Out of borough properties may present sound investment opportunities or align with strategic priorities or locations that present marriage value and therefore should not be ignored solely based on the boroughs boundary line.

Investment opportunities will be assessed and considered against the following criteria: -

- 1. Location
- 2. Covenant strength
- 3. Property Tenure
- 4. Occupiers Lease length
- 5. Lease terms including Repairing obligation
- 6. Existing condition
- 7. Lot size

- 8. Net yield (Property and against borrowing)
- 9. Occupiers activities
- 10. Portfolio "fit"

Each investment opportunity will be considered against **all** the criteria and a recommendation made on the viability and opportunity. All reviews will be recorded using an agreed template and held for future reference and audit.

Assessment - Location

The location of each investment is an important factor in understanding its present and future performance. The advantage of sourcing properties within borough is that officers have a detailed knowledge and understanding of the location and future factors that may affect property within that location. Specific areas will be assessed based on the property type and factors that are likely to affect that property type.

Criteria	Excellent	Good	Fair	Marginal
Location	Croydon	Prime locations	Croydon Tertiary	Out of Borough
	Prime	in District		where this
		Centres		supports key
				Council
				Objectives
Example	Prime	Town Centre	Secondary retail	Good Secondary
	industrial	locations or	parades, offices	locations likely to
	estates, East	strategic	near transport	support Education
	Croydon	industrial	hubs or major	or Adult services
	offices	locations in	regeneration sites	
		District Centres		

Assessment – Covenant Strength

The strength of an organisations financial standing is the "covenant strength" and effectively is the ability and probability of the organisation being able to pay the demanded rent to the landlord. A long-established Plc or Ltd company with large cash reserves and strong cash flow would be considered an excellent covenant, whereas a new limited company with limited or no cash reserves would be considered a very weak covenant. Full consideration will be given to the payment history of the tenant to establish whether there are any know issues regarding delays/non-payment of rent and to further support any tenants where the covenant strength is not as good but they have a proven payment record over a period of several years.

Criteria	Excellent	Good	Fair	Marginal
Covenant	Single tenant	Single tenant	Multiple tenants	Any tenants with
	with strong	with good	with good	average or weak
	financial	financial status	financial status or	financial status
	status	or multiple	single tenant with	and no longer
		tenants with	poor covenant	term payment
		strong financial	strength but an	history
		status	excellent rent	
			payment history	
Example	Large, strong	Large, strong	Multiple tenants	Secondary retail
	Plc or Ltd	Plc or Ltd with	(Plc or Ltd) with	parades in
	company with	strong financial	good financial	adjoining
	outstanding	status or	status	boroughs, offices
	financial	multiple		near transport
	status	tenants (Plc or		links
		Ltd) with		
		outstanding		
		financial status		

Assessment – Property Tenure

Property tenure is an extremely important assessment when considering investments. The majority of investment purchases should be unencumbered registered freehold titles providing the Council with ultimate control, however long leaseholds should be considered where the head lease does not have onerous terms and covenant is considered to be strong. All freeholder covenants and clauses together with the occupational lease will be carefully considered by a legal expert before deciding to pursue an acquisition.

Criteria	Excellent	Good	Fair	Marginal
Tenure	Freehold	Leasehold in	Leasehold in	Leasehold in
		excess 125	excess of 75	excess of 50
		years	years	years
Example	Freehold without any	Long lease	Medium term	Short team,
	onerous	with limited	leasehold,	serious
	conditions/restrictions	landlord	would need to	consideration to
		covenants	consider	cost of
			market for	extension and
			resale and	covenants
			cost of	
			extension	

Assessment – Occupiers Lease length

The length of lease needs to be considered within the assessment of the investment to determine the likelihood of any break or lease renewal. The lease length is critical in determining the income stream. However, where there is an established tenant

who is trading well and showing strong profits, a shorter remaining lease term may be acceptable.

Criteria	Excellent	Good	Fair	Marginal
Lease length	20 Years +	15 Years + or shorter if under rented and offering regear opportunities	10 Years +	5 Years +
Example	Longer term income stream creating very good security of income. Any breaks should be considered	Medium term income stream providing good security of income. Any breaks should be considered	Medium term security providing fair security of income. Any breaks should be considered	Short term investment, weak security of income. Serious consideration of let ability should tenant not renew

Assessment – Lease Terms including Repairing Obligation

Repairing obligations within a lease will assist with understanding the likely cost impact of acquiring the investment. Onerous repairing obligations for the landlord can be both costly in financial terms but also resource intensive for any staff or managing agent that is responsible for day to day operational matters.

Criteria	Excellent	Good	Fair	Marginal
Repairing	FRI (Full	Internal	Internal Repairing	Landlord
Obligation	repairing &	Repairing and	and Insuring -	responsible for all
	Insuring	Insuring	fully or partially	repairs
			recoverable	
Example	Tenant	Landlord	Lease will specify	Landlord
	responsible	responsible for	landlord and	responsible for
	for	external and	tenant	everything and
	everything,	structure only	responsibility and	therefore costs
	best option	with full	some or all	likely to be high
	for landlord	recovery	charges may be	and property
		through	recoverable or	difficult to
		service charge	subject to cap	manage

Assessment – Existing Condition

New or recently fully refurbished buildings will have a premium attached to their purchase, however they are less likely to suffer major maintenance issues and are potentially more marketable to potential tenants. Conversely, properties that require major refurbishment or plant replacement can be attractive as long-term investments properties. In the latter case it is essential that the basic structure is sound unless due to location and redevelopment opportunities it is likely that the property will be redeveloped in the short to medium term.

As part of this appraisal, key consideration will be given to the status of the current Fire Risk Assessment (FRA) and specialist advice will be obtained where this is of concern.

Criteria	Excellent	Good	Fair	Marginal
Existing Condition	New build or recent refurbishment including all major M&E	Recent fabric refurbishment or new plant installation or good lease length and tenant fully responsible for repairs	Plant and major structural elements less than 15 years old	Plant and major structural elements more than 15 years old or requiring major refurbishment / replacement
Example	New construction or entire property refurbished including replacement plant	Major structural replacements and fabric refurbishment or full new plant installation and upgrade	Major structure elements and plant is in good working condition and has been regularly maintained	Landlord responsible for everything and therefore costs likely to be high and property difficult to manage

Assessment – Lot Size

A strong portfolio will have a good mix of lot sizes and risk will be spread across the portfolio to ensure that the Council is not over exposed to a number of small lots or one or two very large lots. For very large lots the risk could be mitigated where there are a number of separate leases with different covenants within different market sectors.

Crit	teria	Excellent	Good	Fair	Marginal
Lot	Size	£5-12m	£12-20m or over £20m where there are a number of separate lots	£20m +	Under £5m
Exa	ample	A reasonable number of medium size lots present low risk within good size portfolio	One large or more significant asset that has a number of distinct separate lettings	One very large single asset	Lots of small purchasers would present major resource requirement for managing

Assessment - Net Yield

Consideration to the property yield is a key factor in considering Investment assets and should be considered on two basis:

Looking at the net property yield (i.e. the acquisition costs including Stamp Duty, agents fees, legal acquisition advice) and of more importance to the Council the return on the cost of borrowing to acquire the asset including acquisition costs (i.e. the difference between the cost of borrowing and income received compared to the overall asset value). Consideration should be given to both elements.

Criteria	Excellent	Good	Fair	Marginal
Net	5.0 – 6.5%	4.99- 4.25%	4.25% –4.0%	Less than 4.0% or
property			or above 6.5%	over 8%
Yield				
Net	2.5% and	2.0 -2.49%	1.5-1.99%	Less than 1.5%
return on	above			
borrowing				

Assessment – Occupiers Activities

As a public body the Council is committed to certain ethical standards and therefore the activities that take place in any property owned by the Council will need to be carefully considered from both a reputational perspective and ethical perspective. Whilst the Council cannot necessarily influence what its residents do, eat or how they spend their money the Council as a landlord cannot be seen to promote businesses that may support activities that are in conflict with Council campaigns.

Assessment - Portfolio "Fit"

The Council will build a mixed and balanced property portfolio. Target property types will be developed to ensure that the Council is not over exposed to any one group.

Criteria	Excellent	Good	Fair	Marginal
Portfolio	Meets target	Acquisition	Acquisition would	Does not meet
Fit –	property type	would exceed	majorly exceed	any of target
Property		target property	target property	group
Type		type	type	
Example	Target property type is 40% and acquisition would bring portfolio to within 5% of target	Target property type is 40% and acquisition would exceed portfolio target by 10%	Target property type is 40% and acquisition would exceed portfolio type by 25% of target	Property type does not fit target groups

Full Risk & Return Assessment Matrix

Criteria	Excellent	Good	Fair	Marginal
Location	Prime Croydon	Good Secondary Croydon (major district centres)	Secondary district centres	Tertiary/out of borough
Covenant	Single tenant Strong Financial strength	Single Tenant Good Financial Covenant	Multiple tenants Strong Covenant strength or single tenant with poor covenant strength but an excellent rent payment history	Multiple tenants Good Covenant strength and no longer term payment history
Lot Size	£5-12m	£12-20m or over £20m were there are a number of separate lots	£20m+	£1-5m
Lease length	15 years plus	10-15 years	5-10 years	Less than 5 years
Tenure	Freehold	Long Leasehold 125 years plus	Leasehold 75- 125 years	Leasehold less than 75 years
Repairs	FRI	Internal repairing but 100% recovery	Internal repairing partial recovery/capped service charge	Internal repairs no fix recovery
Condition	New build or recent refurbishment including all major M&E	Recent fabric refurbishment or new plant installation or good lease length and tenant fully responsible for repairs	Plant and major structural elements less than 15 years old	Plant and major structural elements more than 15 years old or requiring major refurbishment / replacement
Redevelopment Potential	Prime site in Opportunity area	Prime site	Good location (non-industrial area)	Secondary location
Portfolio Fit	Meets Target property type	Acquisition would exceed target mix	Acquisition would majorly exceed target mix	Does not meet any of target group
Yields: net property yield	5.0 – 6.5%	4.99- 4.25%	4.25% –4.0% or above 6.5%	Less than 4.0% or over 8%
Net return on borrowing	2.5% and above	2.0 -2.49%	1.5-1.99%	Less than 1.5%

1. Target Portfolio

The Council will aim to build and develop a diverse investment portfolio consisting of a mix of property types, lot sizes and yields. The target portfolio will aim to reduce risk and exposure to any single property type and ensure that the council has the best opportunity to derive a steady income to support service delivery.

The borough is experiencing unpresented levels of inward investment and this is due to continue over the next decade. Major developments in and around East Croydon and the town centre have included office blocks, residential units and will soon also include a major new retail centre with the Westfield and Hammersons development. To ensure that a balanced investment portfolio is built this strategy sets out a target for each mix by property type, location, lot size and yield.

Property Type

High street and industrial retail units are struggling nationally with multiple closures or rent reductions being negotiated for established brands and companies. As a result, in the change of demand high street retail units are suffering high vacancy levels and long void periods. Within Croydon the major retail led development by Westfield & Hammerson will also have an impact in the town centre. The target for high street type retail units as part of the investment portfolio will be restricted to 10% and will largely be in tertiary / secondary locations where yields will be higher, but risk of business failures higher and weaker covenants will exist.

The target property type is as follows: -

Offices	30%
Industrial	20%
Other *	40%
Retail	10%

^{*}Other will mainly include leisure type facilities e.g. hotels, leisure and food retailers

Location

Prime locations are where businesses want to carry out their activities to maximise efficiency and ultimately profit. In property terms this would generally be interpreted as property in locations that are in demand for that sector and type and traditionally this would be retail units in town centres, offices near major transport hubs and town centre locations and industrial units on estates close to major arterial roads and motorways. Regard will also be had to the location of existing Croydon assets where there is a potential of "added value" from the acquisition of adjoining properties For the Council's property investment portfolio, it will be critical to reach a balanced mix of prime property investment which is likely to generate a smaller yield to investing in locations that are likely to be up and coming and see growth and secondary / tertiary areas where housing estates may be located and subject to regeneration. As the property portfolio is being developed for investment the primary objective is income generation and therefore the targets have been set as follows: -

Croydon Prime for property type	70%
Croydon Secondary	25%
Out of Boundary Good Secondary	5%

Lot Size

Lot size refers to the capital acquisition cost of each investment (and subsequent capital value). To ensure that a balanced portfolio is built with an acceptable level of risk it is important to have a target mix of lot sizes. The number of investments (and subsequent number of occupiers) will inform the likely resource requirement and effort required in managing the investment portfolio.

For the Council's property investment portfolio, a carefully selected range of lot sizes should present a steady income stream with an acceptable level of risk. For example, two or three high value low yield lots will present a steady income stream with moderate resources required to manage the tenants, however if two of the tenants were to vacate or cease trading then the Council would very quickly lose a large income stream. Where consideration is being given to the acquisition of retail/industrial estates, consideration will be given to the individual tenant lot sizes as this will reduce the risk especially if this represents a mixture of uses.

Yield

Like Lot size and location, a balanced range of investment yields will provide the Council with a steady, consistent and predictable return on investment. High yield volatile investments may provide a good short-term investment opportunity; however, they are likely to present a higher level of risk. Low yield investments will generate smaller returns but are likely to present more secure long-term investment streams.

A balance of risk to reward is required and therefore a target of yield spread as follows:-

Yield Category	% of
	portfolio
Excellent	30%
Good	30%
Fair	30%
Poor	10%

Acquisition Process

The process map below sets out the high-level acquisition process and approval procedure.

- Opportunity Identified.
- Fully Appraised against Matrix.
- Obtain Valuation report from suitably qualified Chartered Surveyor.
- Request copy of latest Fire Risk Assessment and carry out check/challenge process where appropriate.
- Carry out initial financial checks against tenant(s).
- Prepare recommendation report.
- Signed off by Executive Director and S151 officer and Cabinet Member for Finance and Resources.
- Offer/counter offer.
- Heads of Terms agreed.
- Instruct Legal Team Title due diligence, Contract negotiations.
- Instruct surveys (Building, M&E, specialist reports) if not available as part of the Sellers pack. Where reliance can be taken from surveys provided, internally check and seek further advice where necessary.
- Funds secured through the treasury team for whole amount including SDLT with timescales.
- Register for VAT/ TOGC as required.
- Set up management contract if required.
- Final searches and completion including registration with Land Registry.

Portfolio & Performance Management

The investment portfolio will be subject to separate management requirements for the Council's own property portfolio. The day to day operational management requirements will be outsourced to a third-party specialist that have the expertise and resources to manage tenants. The provision of any service charge regimes will also be outsourced to a specialist due the legal regulation and specialist skills required to maintain a service charge programme. The cost will be market tested periodically and depending on the lease the majority of administrative and insuring can be recovered from tenants.

External repair costs will be separately budgeted for against the commercial rental income and annual liabilities included within any projected income stream for each investment. Major capital investment and refurbishment programmes to address obsolescence will be subject to the Council's standard capital bid procedure whereby a business case setting out the requirement will be required and subject to officer and member review as appropriate and in accordance with the scheme. It is important that these are accounted for separately from BAU property funding due to the legal obligations to the tenants and the need for investment in the properties to maintain their investment potential.

In addition to quarterly high level update reports to the Members Asset Group a more detailed Portfolio Performance Report will be developed annually and issued to the Executive Director Resources and Cabinet Member for Finance and Resources to review. The report will include the following performance measures: -

- 1. Total return net yield plus capital growth of portfolio as a percentage.
- 2. Effective return income net of borrowing and other costs as a percentage.
- 3. Growth in asset value percentage increase.
- 4. Income growth absolute increase in gross income per year (£).
- 5. Vacancy rate by floor space, expressed as a percentage of lettable space and by number of vacant units.
- 6. Lost rental income due to voids / vacant units actual loss of income (£).

The performance report will include a commentary and narrative on property performance and will include separate reports against the target property types and locations. The narrative will include a more general market commentary which will highlight over and under-performing property types and market sectors to help inform the future strategy and support any proposed disposals or acquisitions.



For General Release

REPORT TO:	CABINET 24 September 2018
SUBJECT:	Update report on the development of Croydon's Partnership Early Help Strategy
LEAD OFFICER:	Executive Director Children's Services, Eleni Ioannides Interim Head of Early Help, Carolann James
CABINET MEMBER:	Councillor Alisa Flemming, Cabinet Member for Children Young People and Learning
WARDS:	ALL

CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON

Croydon's vision is that "all children and young people in Croydon will be safe, healthy and happy, and will aspire to be the best they can be. The future is theirs "as identified in the Council's Corporate Plan priorities: Corporate Plan 2015-18 and Croydon's Children's Services Improvement plan as approved by Cabinet in November 2017 which identified the following priorities:

Practice, **Priority 2**: Improve the quality of practice for children who need help and protection.

People & Performance, Priority 9: Recommission new services as part of the Early Help Strategy

Partnerships, Priority 10: Improve Croydon's Safeguarding Children Board and strengthen partnership working – including partnership engagement in early help

The development of Croydon's Partnership Early Help Strategy and delivery plan addressing the priorities as described above.

FINANCIAL IMPACT

There are no direct financial implications arising from this report, financial efficiencies are anticipated once the strategy is actually implemented.

FORWARD PLAN KEY DECISION REFERENCE NO.

Not a key decision – information only

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

1. RECOMMENDATIONS

The Cabinet is recommended to:

- 1.1 Note the progress made in development of Croydon's Partnership Early Help Strategy and proposed plan for implementation.
- 1.2 Endorse the Final Draft of the Partnership Early Help Strategy which will be considered for finalisation and agreement at the Croydon Safeguarding Children Board in September 2018.

2 EXECUTIVE SUMMARY

2.1 This report is provided to Cabinet to inform on the progress made in relation to development of the Croydon Partnership Early Help Strategy. This follows Ofsted's Single Inspection Framework (SIF) in the summer of 2017 where we received an inadequate grading, the development of Council's Improvement Plan for Children's services agreed by Cabinet in November 2017 and the DfE Commissioner's report to DfE in December 2017. At the most recent (July 2018) Ofsted monitoring visit Ofsted found that "the pace of change since the inspection in September 2017 has been too slow. The newly appointed director of children's services and senior managers are in the process of refreshing the improvement plan so that priority areas are tackled with increased vigour".

2.2 In relation to Early Help Ofsted's SIF found that:

- The range and coordination of early help provision for children and families are not fully established. Individual partner agencies are unclear about the early help offer and have not been involved in developing a shared approach to delivering services. (p.3)
- The range and coordination of early help provision for children and families are underdeveloped. However, partner agencies are at the early stages of working together to develop a new, shared approach to delivering services. (p.10 summary)
- The range and coordination of early help provision for children and families are underdeveloped. Partner agencies remain unclear about the purpose of the early help offer. However, they are at the early stages of working together to develop a new approach, building on the Best Start Programme, which is helping to further develop a shared approach to delivering services. The early help hub facilitates access to services and supports professionals in completing early help assessments. However, there is an insufficient range of evidence-based interventions to support families. The evaluation of work is not taking place, which means that it is

difficult to measure impact or demonstrate that the work is sustainable (p10 section 26)

- The early help screening and assessment process builds delay in decision-making processes and operates separately from children's social care systems. Non social work staff can hold cases for several days without the early help screening team making a decision. For example, some cases wait too long before being allocated for a social work assessment. (p10 section 27)
- The early help strategy is insufficiently coordinated and implemented and the board has not ensured that pathways to early help services are well understood and applied. Ineffective action to address this fundamental deficit means that the board cannot be assured that children are receiving the right level of help at the right time. (p33 summary)

Ofsted recommended that we:

 Strengthen the provision of early help support for children and families and ensure that partner agencies have a shared understanding of the early help strategy and associated thresholds.

(Recommendation 11 p. 8)

- 2.3 Our ambition for children is that all children and young people in Croydon will be safe, healthy and happy, and will aspire to be the best they can be. The future is theirs.
- 2.4 In Croydon we believe that every child should have the opportunity to reach their full potential. We believe that children should grow and achieve within their own families when it is in their best interests and it is safe for them to do so. By working together, we will develop flexible services which are responsive to children and families' needs.
- 2.5 Croydon is establishing a vision for the future that will provide for:
 - A system wide approach, with joint pooled resources and pathways operating across organisational boundaries
 - An outcome focussed approach delivering long term sustainable solutions for individuals and families to secure resilience and independence
 - A shift from acute provision to an increase in prevention and early help activity
 - Evidence based services that are built around customer need
 - Locality based delivery where appropriate
- 2.6 Early help is *everyone's responsibility*; we want children, families, communities and agencies to work together so that families are assisted to help themselves and are supported as soon as a need arises, thereby improving the wellbeing and life chances for Croydon's children and young people.

2.7 We will together:

- Understand those families where children may be at risk of not reaching their full potential and share concerns
- Build a relationship with the family as early as possible, and work with them to create a family environment that provides children with the best life chances and prevent problems from arising or escalating
- Reduce the number of children and their families requiring support from specialist services.
- 2.8 Problems may emerge at any point from conception, through childhood and adolescence to adulthood. Effective Early Help, "Right help, Right time" is provided to prevent or reduce the need for statutory or specialist interventions, wherever possible and safe to do so, resolve the problem and prevent it becoming entrenched and build resilience in children and their families.
- 2.9 Croydon's Partnership Draft Early Help Strategy (Appendix A) and delivery plan has been developed across the partnership, and will align with Croydon's vision for the new operating model enabling us to provide a joined up, effective early help offer for children aged 0 to 18 years and their families; which is delivered on a locality, multi-agency evidence based model through a shared partnership approach to delivering universal and early help services. The Strategy will be implemented, once agreed by Croydon Safeguarding Children Board, in a phased approach.
- 2.10 The Early Help delivery model is shaped around three Early Help locality hubs, working initially within the three localities established through the Best Start early help provision, in the north, central and south areas of the Borough. These three hubs provide a locality base for bringing together a range of practitioners supporting close collaboration and alignment of services to form our realigned Council early help family key work teams, 'Family Solutions', who will work with partners across the locality to collectively delivering an integrated approach to our early help offer.
- 2.11 In the north of the Borough Early Help Services will form part of the new Gateway Hub in Thornton Heath which will have its focus on children, young people and families.
- 2.12 The role of the Early Help hubs is to bring different services and agencies to work collectively to address local need and to provide a more coordinated and collaborative response to supporting children and families across Croydon. Professionals across the locality areas will be effectively identifying children and their families with problems, working out with the family what help is needed and bringing together and aligning different services to support the child and their family in a coordinated way.
- 2.13 Within the localities the practitioners collectively delivering early help across all partner agencies will have regular locality meetings and locality network events as part of the collaborative approach to delivering early help to provide help and support for practitioners and agencies working with children, young people and their families, in addition to providing opportunities to share good

practice; develop understanding and shape the future of the early help offer to support families across the locality. The localities' delivery networks help to facilitate a much stronger approach and collaboration and integration across universal and targeted services including schools, GPs and other health services, the police, voluntary and community sector agencies and a wide range of Council services such as children centres, youth services, housing and community support services and children's social care.

- 2.14 It is anticipated that this change programme will be delivered from within existing service budgets. If there are additional costs arising from service transformation then funding from the transformation fund can be made available.
- 2.15 Croydon's Partnership Early Help Strategy is a shared partnership approach to collective delivery of the universal and early help offer and partners will be expected to contribute to funding the offer going forward.

3. Partnership Early Help Strategy

3.1 Introduction

3.1.1 In July 2018, the Government published revised statutory guidance Working Together to Safeguard Children: a guidance to inter-agency working to safeguard and promote the welfare of children.

Working Together sets out the legal requirements that health professionals, social workers, police, education professionals and others working with children must follow. The guidance emphasises that effective support and safeguarding for children and young people is the responsibility of all professionals working with children and young people and provides advice in support to Sections 10 and 11 of the Children Act 2014 where the primary duties for all agencies are set out.

- 3.1.2 Croydon is one of the largest London boroughs with a population of nearly 100,000 children under 18 years with the largest population (38,000) of young people aged 10 to 17 years of all the London Borough's. Approximately 23% of children in the Borough are living in low income families. Children from minority ethnic groups account for 58% of all children living in the area, compared to 21% in the country as a whole.
- 3.1.3 We believe that children should grow and achieve within their own families when it is in their best interests and is safe for them to do so.
- 3.1.4 The majority of children and families are strong and resilient and have good networks and resources to meet their needs. However, some families will experience difficulties from time to time. Early help means taking action to support a child, young person or their family early in the life of a problem, as soon as it emerges. It can be required at any stage in a child's life from pre-

- birth through to adulthood and applies to any problem or need that the family cannot deal with or meet on their own.
- 3.1.5 Recent influential studies and reports ¹ show that providing early and effective support to families early can prevent complex problems emerging and enable children and adults to reach their full potential.
- 3.1.6 Partners and communities want a simple clear description about needs, thresholds and how families can access a range of services. This will enable them to improve the wellbeing of children and quickly offer the support needed. By working together, we will develop services which are flexible and responsive to children and families' needs. Our Partnership Early Help strategy sets out the early help offer and everyone's role and responsibilities in responding effectively to needs and managing risk in order to improve outcomes for children and families of Croydon.

3.2 Croydon's ambition for children

3.2.1 Our ambition for children is that all children and young people in Croydon will be safe, healthy and happy, and will aspire to be the best they can be. The future is theirs.

3.3. Guiding Principles for our Partnership Early Help Strategy

- 3.3.1 Our early help approach is based on a set of shared principles:
 - Early help is everyone's responsibility.
 - Wherever possible all children and families' needs will be met by universal services.
 - Listen to children and families and treat them as partners.
 - Our priority and focus is always the child understanding their needs and ensuring their welfare.
 - All services that work with children and adults must work together to deliver early help.
 - Early help resources will be deployed through a locality model based on an understanding of the needs of children, young people and their families.
 - Ensure clear pathways to support.

3.4 Our priorities for early help and prevention

3.4.1 Croydon's ambition is to move towards a new operating model focusing on prevention and early help. Over recent years Croydon has reviewed and adapted its early help and prevention strategy but the impact of these revised strategies has not been as far reaching as would have been hoped for and has not reduced demand on statutory and specialist services. Our children's

¹ Early Intervention: the next steps and Early Intervention: Smart Investment, Massive Savings (Graham Allen MP (2011), Foundation Years: Independent Review on Poverty (Frank Field MP Dec 2010, Munro Review of Child Protection, Final Report (Professor Eileen Munro, 2011), The Early Years: Foundations for life, health and learning (Dame Clare Tickell, 2010), Fair Society, Healthy Lives (Sir Michael Marmot, 2010)

- improvement plan commits to delivering an effective all age Partnership Early Help Offer, ensuring consistent application of thresholds and a more effective whole family systemic locality based partnership approach to early help.
- 3.4.2 Analysis undertaken through a number of different forums and reviews, including thematic reviews undertaken by the Croydon Safeguarding Children Board, completed over recent times along with the contributions of partners participating in the development of our Partnership Early Help Strategy identifies key factors that can increase vulnerability and lead to poor outcomes for children and families in Croydon.
- 3.4.3 Our early help priorities in the first two years to support the reduction in demand and impact on statutory services will be to prevent escalation, where safe to do so, to statutory and specialist services and to enable step down from statutory and specialist services to Early Help with a focus on working with families where the predominant issues present in statutory services are present.
- 3.4.4 Resilient families will be achieved by a partnership response to whole system re-design of support to children, young people and families, across the whole continuum of need from pre-birth through to 18, using a locality, consistent, evidenced based approach to effectively build family and community resilience in Croydon, focusing on early help and maximising the life chances for children and young people. This approach will shift the balance of service delivery towards earlier help and prevention, therefore improving outcomes for families, reducing demand on high cost statutory services and maximising the effective use of all available partnership resources.

3.5 Our Early Help approach

- 3.5.1 Effective support through the 'Right help, Right time' framework describes the relationship between four levels of need; **universal, additional, intensive** and specialist need.
- 3.5.2 Effective understanding and application of these levels will ensure children and their families receive help early in the life of the problem. Practitioners should take an open and honest approach to supporting children and families. Professionals should always seek a family's consent to share information to enable them to access the right support, unless to do so a child would be at risk of significant harm.
- 3.5.3 The effective support Right Help, Right Time framework for guidance for practitioners (Appendix C) describes more details about the four levels of need and application of need and aims to achieve consistency in understanding and practice, when responding to children young people and their families who need extra support.
- 3.5.4 This guidance is in draft at present and through the multi-agency Croydon Safeguarding Children Board Task and Finish group will be finalised and

- presented to the Croydon Safeguarding Children Board in September 2018 for agreement and will then be implemented.
- 3.5.5 Reaching decisions about levels of need and the best intervention requires discussion, reflection and professional judgement. All professionals should work together to provide support to families at the lowest level possible according to their needs, but also be ready to respond if there is an escalation in the child's needs.
- 3.5.6 An effective early help offer along the continuum of need, involving a robust range of interventions to support families to meet additional needs, will ensure need is appropriately met and reduce the need for costly reactive services.
- 3.5.7 In Croydon we will continue to develop and embed a locality based whole family approach across all children and adult services. This approach recognises how problems that adults and children experience, for example mental ill health, substance misuse, domestic abuse can impact on the whole family and highlights the contribution that all agencies can make in ensuring services are provided to support sustainable improved outcomes and life chances.
- 3.5.8 We will, with our partners, develop our prevention and support services/interventions within the universal and early help offer, such as parenting, mentoring and domestic abuse programmes, taking into account those predominant key characteristics/issues evident in statutory and specialist services to enable us to effectively intervene earlier preventing escalation to specialist services. Additionally, we will further develop our universal and early help support services to take into account locality based needs as well as Borough wide needs. We will continue to monitor the impact of these supports and services to ensure we have the right supports available at the right time that make a difference.

3.6 Making a difference – Performance Outcomes Framework

- 3.6.1 A multi-agency Partnership Early Help Outcomes Framework will be developed to capture the performance indicators which measure outcomes for children, young people and their families, which will enable us to measure the effectiveness and impact of the Partnership Early Help Strategy. Croydon Safeguarding Children's Board will agree the Partnership Early Help Outcomes framework which will be introduced at the implementation of our rollout of our Partnership Early Help Strategy from autumn 2018.
- 3.6.2 It is anticipated that this Partnership Early Help Outcomes Framework will evolve over the year as we implement our Partnership Early Help Strategy enabling us to be confident of the effectiveness of our strategy and the impact this makes on supporting improvement of children's services and improving life chances for children and their families by preventing issues becoming problems, thus reducing the levels of need for children and their families in specialist and statutory services.

3.7 Croydon's Partnership Early Help delivery model – priorities 2018/20

- 3.7.1 Croydon's Partnership Early Help strategy and delivery plan will be finalised and considered at Croydon Safeguarding Partnership Board in September 2018 with an intent, if agreed, to roll this out from autumn 2018.
- 3.7.2 The Draft Croydon Partnership Early Help Strategy and delivery plan will be considered at Cabinet in September 2018.
- 3.7.3 Partner agencies will also need to agree the Croydon Partnership Early Help Strategy through their governing bodies during Autumn/Winter 2018.
- 3.7.4 A phased approach to implementation of the Croydon Partnership Early Help Strategy and delivery model is envisaged commencing in autumn 2018 and a review of this strategy and delivery model will take place after twelve months of delivery.
- 3.7.5 The Early Intervention Foundation defines a mature level of early help as "all children and families from groups that are a priority in a local area can access the support they need, when they need it. Outcomes for children, particularly those in 'target groups' who might otherwise not have done so well, are excellent and continuing to get better."
- 3.7.6 To ensure we have a mature early help system in place we need to transform the way professionals work with each other and with families, and to develop the right culture, systems and behaviours that support the delivery of the model across the partnership. We have a strong commitment by partners to undertake this transformation and to develop the right culture, systems and behaviours needed to have a mature early help system in place in Croydon.
- 3.7.7 The Partnership Task and Finish Group in September 2018 will develop a project implementation plan (PIP) for rollout of the Partnership Early Help Strategy which will be considered and finalised at Croydon Safeguarding Board (CSCB) in late September 2018 and the CSCB and Children's Improvement Board will monitor the progress of this PIP on a minimum quarterly basis.
- 3.7.8 Priorities for development of Croydon's mature early help system for 2018 2020 are:
 - a) Establish Effective Leadership, Partnership Working and Governance
 - b) Establish easy to use Early Help online information and advice
 - c) Develop a suite of tools for early help practitioners to use ensuring a whole family strength based, consistent approach to working with children and families
 - d) Develop effective and timely processes for sharing information between agencies
 - e) Refresh structures and pathways that support the access to Early Help
 - f) Develop a skilled and competent workforce across the partnership
 - g) Develop a joint commissioning framework for early help

- 3.7.9 Governance of the Croydon Partnership Early Help Strategy and delivery of universal and early help across Croydon is currently under the Croydon Safeguarding Children's Board and moving forward will be under the strategic leadership of the Children and Young People's Partnership Board once reestablished, which will be aligned to the Croydon Safeguarding Children Board, Improvement Board and report to the Local Strategic Partnership Board and link to the Health and Wellbeing Board.
- 3.7.10 Whilst we are finalising the Croydon Partnership Early Help Strategy we will undertake a realignment of our council early help staff in readiness for delivery of an all age, locality working, partnership early help offer. We anticipate implementing the realignment following consultation with staff and unions in autumn 2018. (Appendix B)

The Council existing early help services in place, Best Start, Early Help Hub, Family Resilience Service (FRS), Parenting Hub and Family Functioning Team (FFT), will be realigned and renamed to 'Family Solutions Service'. Creating a locality based, systemic, family key worker (casework) service to work with children and families deemed as intensive need under the continuum of need, including children deemed on the edge of escalation to statutory services and those stepped down from statutory services.

Family Functioning Team (FFT) will provide borough wide edge of care interventions for children and their families.

Parenting programmes will continue to be provided for practitioners working with children and families open to both statutory and early help services.

3.7.11 Locality based Early Help hubs will continue to develop greater integration and alignment with communities and partner agencies, exploring co-location and/or coordination of processes with early years provisions, health visitors, schools, children and adult substance misuse services and emotional and mental health services.

4. CONSULTATION

- 4.1 The independent consultants undertaking the review of our early help offer consulted with partner agencies including the voluntary sector, stakeholders within the Council and with services users including young people and their parents.
- 4.2 When reviewing the Croydon Partnership Early Help Strategy after twelve months of delivery we will include stakeholders, including children and families in this review.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 The implementation of this Early Help Strategy will enable the delivery of both service and financial efficiencies. These efficiencies will arise as a result of

- effective services being delivered in a timely manner and therefore reducing demand for acute high cost services at a later stage.
- 5.2 If initial financial investment is required to fully implement the strategy then this can be funded from the transformation fund upon completion and approval of a business case.
- 5.3 In the medium term it is expected that the implementation of the Early Help Strategy will at least be cost neutral for the Council as the benefits from early intervention reduce demand and offset the higher costs of later intervention.
- 5.4 Croydon's Early Help Strategy is a shared partnership approach to delivering universal and early help services and partners will be expected to contribute to funding the offer going forward.
- 5.5 Approved by: Lisa Taylor, Director of Finance, Investment and Risk

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Solicitor to the Council comments that whilst there are no legal implications to this change programme as described in this report, there is a duty to comply with the direction of the Secretary of State following the June 2017 Ofsted inspection of children's services.
- 6.2 Approved by: Jacqueline Harris-Baker, Director of Law and Monitoring Officer

7. HUMAN RESOURCES IMPACT

- 7.1 A realignment of our council early help staff in readiness for delivery of an all age, locality working, partnership early help offer is planned. We anticipate implementing the realignment following consultation with staff and unions in autumn 2018. (Appendix B)
- 7.2 The Council existing early help services in place, Best Start, Early Help Hub, Family Resilience Service (FRS), Parenting Hub and Family Functioning Team (FFT), will be realigned and renamed to 'Family Solutions Service'. Creating a locality based, systemic, family key worker (casework) service to work with children and families deemed as intensive need under the continuum of need, including children deemed on the edge of escalation to statutory services and those stepped down from statutory services.
- 7.3 Family Functioning Team (FFT) will provide borough wide edge of care interventions for children and their families predominately working with children and their families open to statutory services.
- 7.4 Parenting programmes will continue to be provided for practitioners working with children and families open to both statutory and early help services.

- 7.5 There are no anticipated redundancies.
- 7.6 A thirty day consultation with staff and unions will be undertaken to consider the changes to jobs, working practices and creation of new posts.
- 7.7 A workforce development strategy to ensure a skilled and committed workforce with robust management oversight is planned for in the implementation planning.
- 7.8 Approved by: Nadine Maloney, HR Children and Education Services, Department Lead on behalf of the Director of Human Resources

8. EQUALITIES IMPACT

- 8.1 Equalities and diversity considerations are key elements of universal, early help and statutory service practice. It is imperative that all supports and services for children, young people and their families are sensitive and responsive to age, disability, ethnicity, faith or belief, gender, identity, language, race and sexual orientation.
- 8.2 Croydon has a diverse population of children and young people. Children and young people from minority ethnic groups in Croydon account for 57%, compared with 30% in the country as a whole. The proportion of children and young people with English as an additional language across primary schools is 44% (the national average is 18%)
- 8.3 The Croydon Partnership Early Help Strategy is aimed at children aged 0 to 18 years whereas the current offer is significantly weighted towards children aged 0 to 5 years.

9. ENVIRONMENTAL IMPACT

9.1 There are no direct implications contained in this report.

10. CRIME AND DISORDER REDUCTION IMPACT

10.1 It is envisaged that by delivering an all age Partnership Early Help Strategy working to intervene earlier and prevent problems presenting to social care or higher tier statutory services that in time we will see an impact on the reduction of crime and disorder.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 To endorse the Partnership Early Help Strategy being presented to the Croydon Safeguarding Board.

12. OPTIONS CONSIDERED AND REJECTED

12.1 None.

CONTACT OFFICER: Carolann James, Interim Head of Early Help

Telephone: 07927 569145

APPENDICES TO THIS REPORT: Appendix A – Final Draft Croydon Partnership

Early Help Strategy

Appendix B – Realigned Croydon Early Help

Services

Appendix C – Guidance for Practitioners

BACKGROUND PAPERS:

 Ofsted single Inspection of Croydon's children's services and review of the LSCB June 2017

- Ofsted monitoring visit of Croydon's children's services March 2018
- Croydon Children's Improvement Plan November 2017
- Croydon Corporate Plan 2015-2018





Our ambition is that all children and young people in Croydon will be safe, healthy and happy, and will aspire to be the best they can be.

The future is theirs.







TOTAL POLICING









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Foreword

This Strategy sets out how Croydon's strategic partners and wider stakeholders will collectively deliver Early Help in partnership with children, young people and their families in order to improve the life chances of our vulnerable and disadvantaged families. There are many excellent examples of early help already working in Croydon and this strategy seeks to harness the work already in place and create an effective support system for children and their families which builds on existing good practice and partnership working. Families are best placed to understand, care for and nurture their children, however, nationally it is estimated that around 30% of children and young people will, at some stage, experiences difficulties which if addressed early enough, can be prevented from escalating into costly statutory services. If Early Help is not offered this can, in worst cases, result in children's social, emotional, health and educational development to be impaired and can lead to family breakdown. If effective, Early Help empowers families to regain control of their circumstances and help transform the lives of vulnerable children.

Public services are operating within a climate of unprecedented challenge as demand for specialist services increases against an environment of austerity and reduced resources. An effective Early Help Strategy requires the full commitment of an integrated multi-agency approach, appropriate and consistent application of 'thresholds' and an alignment of agencies resources. As described in Working Together guidance delivery of effective early help in order to keep children safe is not a single agency responsibility and requires a whole family approach, owned by all stakeholders, and working in partnership with children and their families. This includes schools, health, police, probation, children's social care, services for adults, voluntary and community organisations, private organisations and the wider public.

In Croydon we have made a commitment to providing effective support to our children and families working in partnership with our partners. We plan this autumn 2018 to refresh our Children and Young People's Partnership Board to oversee governance of the Partnership Early Help Strategy and this will support greater partnership working in order to improve outcomes for our children and their families.

In the meantime the Chair of our Croydon Safeguarding Children's Board will sign off this strategy on behalf of partners across Croydon, with agreement that each agency will secure the necessary approvals from their own governance arrangements and adopt the strategy within their organisations.

Councillor Alisa Fleming

Cabinet Member for Children and Families

Croydon Council

Di Smith
Independent Chair,
Croydon Safeguarding Children Board

1. Preface

In July 2018, the Government published revised statutory guidance <u>Working Together to Safeguard Children</u>: a guidance to inter-agency working to safeguard and promote the welfare of children.

Working Together sets out the legal requirements that health professionals, social workers, police, education professionals and others working with children must follow. The guidance emphasises that effective support and safeguarding for children and young people is the responsibility of all professionals working with children and young people and provides advice in support to sections 10 and 11 of the Children Act 2014 where the primary duties for all agencies are set out.

Working Together reminds us that "Nothing is more important than children's welfare. Children who need help and protection deserve high quality and effective support as soon as a need is identified. We want a system that responds to the needs and interests of children and families not the other way around. In such a system, practitioners (individuals who work with children and their families in any capacity) will be clear about what is required of them individually, and how they need to work together in partnership with others. "

Working Together is defined as statutory guidance and therefore all professionals working with children, young people and families should make time to read the document. Local arrangements to implement the requirements should be prioritised by leaders and senior managers in every agency with responsibilities for children, young people, families and carers to enable them to safeguard children and to act in their best interests.

Effective Support 'Right Help, Right time' Guidance for practitioners provides the practitioner guide to effective support in Croydon which explains the criteria for providing help to children, young people, families and carers and could be developed to be considered as the local 'threshold document' required by Working Together 2018 and should be read in parallel to the Working Together guidance.



2 Introduction

Croydon is one of the largest London boroughs with a population of nearly 100,000 children under 18 years with the largest population (38,000) of young people aged 10 to 17 years of all the London Borough's. Approximately 23% of children in the Borough are living in low income families. Children from minority ethnic groups account for 58% of all children living in the area, compared to 21% in the country as a whole.

We believe that children should grow and achieve within their own families when it is in their best interests and is safe for them to do so. The majority of children and families are strong and resilient and have good networks and resources to meet their needs. However, some families will experience difficulties from time to time. Early help means taking action to support a child, young person or their family early in the life of a problem, as soon as it emerges. It can be required at any stage in a child's life from pre-birth through to adulthood and applies to any problem or need that the family cannot deal with or meet on their own.

Recent influential studies and reports ¹ show that providing early and effective support to families early can prevent complex problems emerging and enable children and adults to reach their full potential.

Key messages include:

- Families benefit more from preventative, rather than reactive services. This approach adds value and is cost effective for all concerned.
- Current austere times with financial constraints and welfare changes make it even more important that we use our resources effectively to improve life chances for those children who are at the most disadvantage.
- High performing early help services are joined up and coordinated at both strategic and operational levels.
- Robust effective early help services prevent needs escalating.
- Services provided during pregnancy and when children are young (under 5) have greater impact on outcomes. Early childhood is one of the most critical phases of human development. It begins before birth, when a baby's body and brain are being formed, continues through

¹ Early Intervention: the next steps and Early Intervention: Smart Investment, Massive Savings (Graham Allen MP (2011), Foundation Years: Independent Review on Poverty (Frank Field MP Dec 2010, Munro Review of Child Protection, Final Report (Professor Eileen Munro, 2011), The Early Years: Foundations for life, health and learning (Dame Clare Tickell, 2010), Fair Society, Healthy Lives (Sir Michael Marmot, 2010)

early infancy when key relationships are established, and developmental milestones reached, and includes the preschool years and the transition into school. Children learn to move, communicate, and interact with the world, and develop a sense of personal and cultural identity. Early childhood offers the greatest opportunities for positive human development but is also the period when children are most at risk. Negative influences or Adverse Child Experiences (ACEs) on a child's development during early childhood can be irreversible without effective support and interventions.

More recent research indicates, that in the teenage years, young people have an increased level of plasticity in the brain which may make
young people more susceptible to risk taking and potentially negative influences. Having effective evidence based early help services in
place provides an opportunity to reverse the impact of previous negative experiences, even if experienced in their early years by
redefining neural pathways.

We know from what children and their families tell us that it can be daunting asking for help and they would like to be supported by the first person they approach – this is often someone already known to them. This strategy helps us to make every contact count.

This Strategy describes who can benefit from early help, how it is accessed and who delivers it. It enables families, communities and all professionals to:

- Respond quickly and effectively to the need for early help
- Intervene and provide support to stop an issue escalating
- Ensure there is consensual and partnership approach to working with all children and their families

The Strategy supports the 'effective support providing the right help, right time' framework being adopted across Croydon ensuring a cohesive early help offer collectively delivered by all partners with a commitment to:

- Working better together in an open, honest partnership approach with consent of the child and their family
- Identifying strengths and needs and working together to find practical and achievable solutions
- Providing the right information and advice to enable children and their families to make positive changes themselves with support tailored to their need

Help children and their families to build protective factors and family resilience to prevent situations recurring

3. Vision

Our ambition for children is that all children and young people in Croydon will be safe, healthy and happy, and will aspire to be the best they can be. The future is theirs.

In Croydon we believe that every child should have the opportunity to reach their full potential. We believe that children should grow and achieve within their own families when it is in their best interests and it is safe for them to do so. By working together, we will develop flexible services which are responsible to children and families' needs.

Croydon is establishing a vision for the future that will provide for:

- A system wide approach, with joint pooled resources and pathways operating across organisational boundaries
- An outcome focussed approach delivering long term sustainable solutions for individuals and families to secure resilience and independence
- A shift from acute provision to an increase in prevention and early help activity
- Evidence based services that are built around customer need
- Locality based delivery where appropriate

Early help is everyone's responsibility; we want children, families, communities and agencies to work together so that families are assisted to help themselves and are supported as soon as a need arises, thereby improving the wellbeing and life chances for Croydon's children and young people.

We will together:

- Understand those families where children may be at risk of not reaching their full potential and share concerns
- Build a relationship with the family as early as possible, and work with them to create a family environment that provides children with the best life chances and prevent problems from arising or escalating
- Reduce the number of children and their families requiring support from specialist services.

Croydon's Partnership Early Help Strategy and delivery plan has been developed across the partnership, and will align with Croydon's vision for the new operating model enabling us to provide a joined up, effective early help offer for children aged 0 to 18 years and their families; which is delivered on a locality, evidence based model through a shared partnership approach to delivering universal and early help services. The Strategy will be implemented, once agreed by Croydon Safeguarding Children Board, in a phased approach.

The Early Help delivery model is shaped around three Early Help locality hubs, working initially within the three localities established through the Best Start early help provision, in the north, central and south areas of the Borough. These three hubs provide a locality base for bringing together a range of practitioners supporting close collaboration and alignment of services to form our realigned Council early help family key work teams, 'Family Solutions', who will work with partners across the locality to collectively delivering an integrated approach to our early help offer.

The role of the Early Help hubs is to bring different services and agencies to work collectively to address local need and to provide a more coordinated and collaborative response to supporting children and families across Croydon. Professionals across the locality areas will be effectively identifying children and their families with problems, working out with the family what help is needed and bringing together and aligning different services to support the child and their family in a coordinated way.

Within the localities the practitioners collectively delivering early help across all partner agencies will have regular locality meetings and locality network events as part of the collaborative approach to delivering early help to provide help and support for practitioners and agencies working with children, young people and their families in addition to providing opportunities to share good practice; develop understanding and shape the future of the early help offer to support families across the locality. The localities delivery networks help to facilitate a much stronger approach and collaboration and integration across universal and targeted services including schools, GPs and other health services, the police, voluntary, faith and community sector agencies and a wide range of Council services such as children centres, youth services, housing and community support services and children's social care.



4. Guiding Principles

Problems may emerge at any point through childhood and adolescence. Early help is provided to prevent or reduce the need for statutory or specialist interventions, wherever possible and safe to do so. Early help seeks to meet the need, resolve the problem and prevent it becoming entrenched.

Within this context our early help approach is based on a set of shared principles:



Early help is everyone's responsibility. All children and young people should have the opportunity to reach their full potential. Parents have the primary responsibility to meet the needs of their children and ensure the wellbeing and prosperity of their family. We recognise that parenting can be challenging and asking for help should be seen as a sign of responsibility rather than a parenting 'failure'. It is essential that when support is required, we all act to provide the right help, at the right time, in the right way to improve children's life chances.

Wherever possible all children and families' needs will be met by universal services. Universal services working with children and adults have a role to ensure families are achieving positive outcomes, to be aware of potential difficulties and act early to prevent needs escalating. Universal services must remain involved even if a child is receiving additional or specialist support to ensure there is a joined up, whole system response to meeting needs.

THINGS

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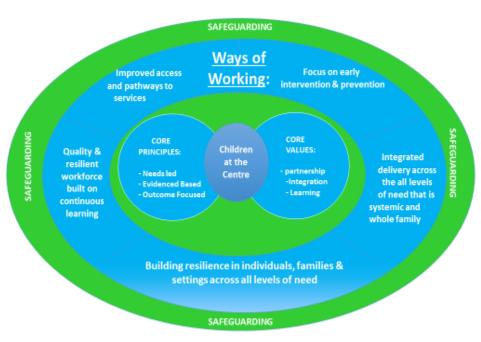
CHILDS

- Listen to children and families and treat them as partners. In most cases it should be the decision of the parents when to ask for help or advice, although there are occasions when practitioners may need to engage parents actively and with their consent help them to prevent problems becoming more serious. All services must keep the child at the centre of the solution, encourage families to harness their own resourcefulness and build supportive community networks, thereby enabling families to develop resilience.
- Our priority and focus is always the child understanding their needs and ensuring their welfare. All services for children and families will safeguard and promote the wellbeing of children and young people. Operating within the 'effective support right help, right time' framework skilled practitioners will work in an open, honest and transparent way with families and with each other, with the confidence to intervene and challenge when appropriate. We will ensure that children and their families are not subject of repeated assessments.
- All services that work with children and adults must work together to deliver early help. All services will work together with children and families to promote family strengths, build resilience, independence and support the transition from childhood to adulthood. This includes effective information sharing and joint working between professionals in children's and adults services in order to reduce the impact that adults problems have on children's experiences and enable the opportunities greater integration can bring to the whole family.

Early help resources will be deployed through a locality model based on an understanding of the needs of children, young people and their families. Services for children and families will be commissioned and delivered through a joined up, integrated locality model to ensure we can best understand the needs of children and families within their communities and maximise our multi-agency resources using evidence based approaches, learning from feedback and the voice of the child and family, with robust performance management in effect to

deliver positive sustainable impact and best value.

Ensure clear pathways to support. We want all families to have easy access to support when it's needed. We will set out clearly what support is available and make it easy for families to contact services themselves. We will deliver timely, high quality, effective, joined up support across the age range.



5. Our Priorities

Croydon's ambition is to move towards a new operating model focussing on prevention and early help. Over recent years Croydon has

reviewed and adapted its early help and prevention strategy but the impact of these revised strategies has not been as far reaching as would have been hoped for and has not reduced demand on statutory and specialist services. Our children's improvement plan commits to delivering an effective all age Partnership Early Help Offer, ensuring consistent application of thresholds and a more effective whole family systemic locality based approach to Early Help.

Analysis undertaken through a number of different forums and reviews completed over recent times along with the contributions of partners participating in the development of our Partnership Early Help Strategy identifies key factors that can increase vulnerability and lead to poor outcomes for children and families in Croydon.

Our early help priorities in the first two years to support the reduction in demand and impact on statutory services will be to prevent escalation, where safe to do so, to statutory and specialist services and to enable step down from statutory and specialist services to Early Help with a focus on working with families where the following predominant issues are present:

- Domestic Abuse
- Parental mental ill health
- Parental substance misuse
- Violence in the community affecting children and young people
- > Emotional and mental health issues with children and young people
- > Children at risk of exclusion from school or excluded from school
- Child neglect and abuse
- Housing and welfare supports for families
- Social isolation
- > Children on the edge of care

We asked parents what they wanted from Early Help services:

Having someone who can help me and my family access other services

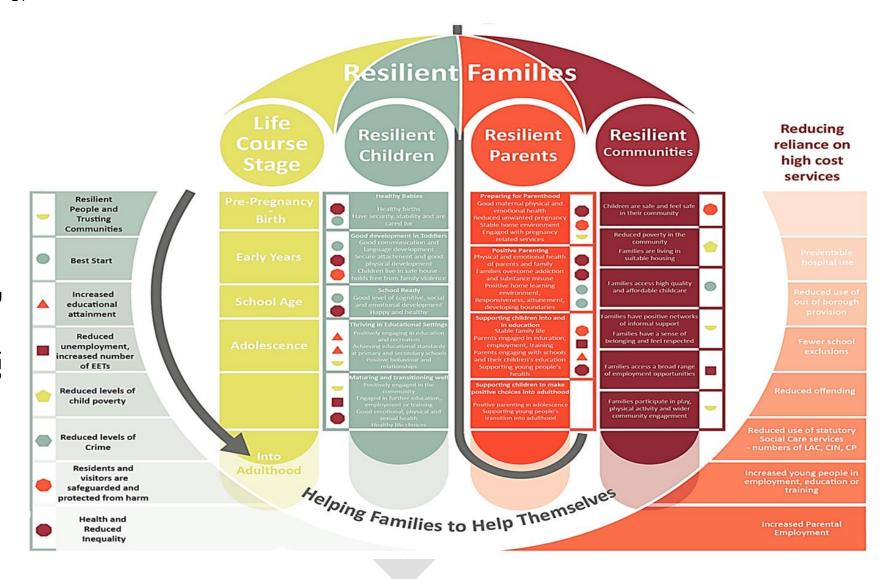
Crovdon Parent

'Help when I'm struggling with my mental health and a way to get me back on track'

Young single Mother

'I want my child to be able to get help when he needs it without us having to keep proving ourselves to new people – there are too many hoops to jump through – It is confusing'

Parent of a child on an EHC plan



Resilient families will be achieved by a partnership response to whole system re-design of support to children, young people and families, across the whole continuum of need from pre-birth through to 18 using a consistent evidenced based approach to effectively build family and community resilience in Croydon, focusing on early help and maximising the life chances for children and young people. This approach will shift the balance of service delivery towards earlier help and prevention, therefore improving outcomes for families, reducing demand on high cost statutory services and maximising the effective use of all available partnership resources.

6. Our Early Help Approach

Effective support through the 'right help, right time' framework describes the relationship between four levels of need; universal, additional, intensive and specialist need.

Effective understanding and application of these levels will ensure children and their families receive help early in the life of the problem. Practitioners should take an open and honest approach to supporting children and families. Professionals should always seek a family's consent to share information to enable them to access the right support, unless to do so a child would be at risk of significant harm.

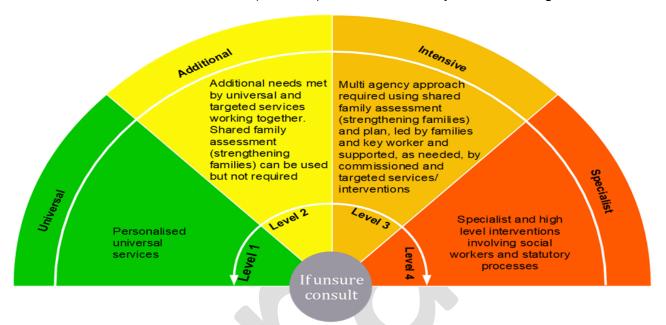
Universal – Most children and families will never come into contact with statutory or specialist services. The basic needs of all children can usually be met by their family and community and faith networks and universal services such as maternity services, health visitors, school nurses, GP practices, health care, early years, school and education settings, housing and youth services. Universal services are provided as a right to all children including our most vulnerable children and those with additional, intensive or specialist needs. These services are also well placed to recognise and respond when extra support may be necessary so that support is addressing family vulnerabilities early. This may be because of the child's changing developmental, health and wellbeing needs or because of parental or family circumstances.

Children with Additional needs – Some children and young people are likely to need extra help to be healthy, safe and achieve their full potential due to their own needs or their family circumstance. These children's needs are best supported by those who already work with them such as health professionals, children's centres, school settings, organising additional support with local partners as needed. These services are also well placed to recognise and respond when extra support may be necessary so that support is addressing family vulnerabilities early.

For some children, young people and families with **Intensive** needs a co-ordinated multi-disciplinary approach providing an intensive or package of support where the concerns can be managed without the need for statutory social work intervention or other specialist interventions. These needs are usually best led by a professional already known to the family. The lead professional will engage the family and other professionals to co-ordinate support through one plan. Where the support needed is more than a lead professional can organise effectively, the Council's realigned 'intensive' early help family case work locality teams – renamed 'Family Solutions Service' can work with the child and family in a more intensive way.

For some children and young people their needs are so significant that immediate **statutory social work or highly specialist intervention is** required to keep them safe, protect them from harm or serious risk to their health or welfare. These needs may emerge after a series of, or despite targeted early help interventions, or be sudden and/or so serious as to require an immediate request for services. There will be

concern that the child is likely to, or is suffering significant harm or developmental delay. Examples of specialist services include children's social care, child and adolescent mental health services (CAMHS) tier 3 or 4 or the youth offending service.



All partners working with children, young people and their families will offer support as soon as we are aware of any additional needs. We will always seek to work together to provide support to children, young people and their families at the lowest level possible in accordance with their needs

Everyone working with children and families would need to utilise the four key steps to providing early help:

- > SEE identify that there is a possible issue, problem or need and find out more from the child, young person, their parents, carers and other professionals and agencies who know the child, as necessary
- > PLAN assess the need and plan with the child, young person and their family, alongside other professionals as necessary, how best to meet that need
- ➤ DO agree who will lead the plan, implement the plan together, commission or provide the service
- > REVIEW review progress, change the plan, change services or withdraw because the help is no longer needed

The effective support Right Help, Right Time framework for guidance for practitioners describes more details about the four levels of need and application of need and aims to achieve consistency in understanding and practice, when responding to children young people and their families who need extra support.

Families, communities, universal, targeted and specialist support services must all work together effectively and efficiently to meet children's needs at the earliest point to prevent their needs escalating. Fundamental to this is placing the child at the centre of all we do and recognising that each child and family is individual and each family is unique.

Reaching decisions about levels of need and the best intervention requires discussion, reflection and professional judgement. All professionals should work together to provide support to families at the lowest level possible according to their needs, but also be ready to respond if there is an escalation in the child's needs.

Universal services must remain involved even when more specialist services are working with the family. An effective early help offer along the continuum of need, involving a robust range of interventions to support families to meet additional needs, including the Council's Family Solutions locality family key work service, providing intensive support where needed, will ensure need is appropriately met and reduce the need for costly reactive services.

In Croydon we will continue to develop and embed a locality based whole family approach across all children and adult services. This approach

recognises how problems that adults and children experience, for example mental ill health, substance misuse, domestic abuse can impact on the whole family and highlights the contribution that all agencies can make in ensuring services are provided to support sustainable improved outcomes and life chances. It means creating a different approach to engaging with families, working with families not 'to' families and fundamentally changing how organisations work together. This includes greater integration of local services, pooled resources, better systems for sharing information and recording, taking a whole family approach, and using a range of universal and targeted services to meet need.

We will, with our partners, develop our prevention and support services/interventions within the universal and early help offer, such as parenting, mentoring and domestic abuse programmes, taking into account those predominant key characteristics/issues evident in statutory and specialist services to enable us to effectively intervene earlier preventing escalation to specialist services. Additionally, we will further develop our universal and early help support services to take



into account locality based needs as well as Borough wide needs. We will continue to monitor the impact of these supports and services to ensure we have the right supports available at the right time that make a difference.

We will also ensure that we share across the Council and with partners, communities and families in Croydon examples of good practice in addition to sharing knowledge of early help and prevention supports available .We will ensure that our ambition for all children is supported by a confident workforce with a common core of knowledge and understanding about children's needs and a consistent approach to practice.

7. Making a difference – Partnership Early Help Outcomes Framework

A multi-agency Early Help Outcomes Framework will be developed to capture the performance indicators which measure outcomes for children, young people and their families, which will enable us to measure the effectiveness and impact of the Partnership Early Help Strategy. It is anticipated that our Early Help Outcomes Framework will evolve over time as we implement our Early Help Strategy. This Partnership Early Help Outcomes framework will enable us to be confident of the effectiveness of our strategy and the impact this makes on supporting improvement of children's services and improving life chances for children and their families by preventing issues becoming problems, 'Right help, Right time' thus reducing the levels of need for children and their families in specialist and statutory services.

The multi-agency Early Help Outcomes Framework will include:

A Good Childhood, for the Best Start in life – parents have the confidence to raise their children to have a good childhood and reach their potential

- Early help reduces the need for statutory and specialist interventions
- Fewer children and young people are victims of crime including sexual exploitation
- Fewer young people are involved in crime and anti -social behaviour including gangs
- More children's parents/carers are in employment, education and employment
- Fewer families experience homelessness or living in unsustainable accommodation
- Fewer children and young people are subject to neglect or abuse
- Fewer children are affected by parental domestic abuse, mental ill health or substance misuse

A Great Education to give the best chance in life - all children are eager to learn and confident in achieving their potential

- More children attend early years provision
- More children are 'school ready' and achieve a good level of development at the end of the foundation stage
- More vulnerable children achieve good levels at each key stage
- More children have regular attendance at school
- Fewer children are at risk of exclusion or excluded from school
- More vulnerable children are engaged in education, training and employment

The best health outcomes – all children achieve good health

- More babies and children survive infancy
- More babies are breastfed.
- Fewer young people conceive or become parents
- More children and young people maintain a healthy weight
- More children and young people are fully immunised
- More children, young people and adults in their family sustain good emotional health and well being
- Fewer young people and adults in their family misuse substances
- More young people have good sexual health

Measuring the effectiveness of early help system – Early Help is an effective and proactive system in Croydon

- The Partnership Early Help Strategy is universally and consistently implemented across Croydon
- Partnership working is at the centre of all opportunities to support children and their families
- More evidence based and effective systemic practice interventions are used to effect sustainable change
- The workforce is skilled, competent and have taken up workforce development opportunities ensuring continuous learning

8. Early Help Delivery Model – priorities for 2018-2020

The Early Intervention Foundation in March 2014 developed an Early Help Maturity Matrix ² .A mature level of early help is defined as "all children and their families from groups that are a priority in a local area can access the support they need, when they need it.

Outcomes for children, particularly those in 'target groups' who might otherwise not have done so well, are excellent and continuing to get better". (Early Intervention Foundations Maturity Matrix).

To ensure we have a mature early help system we need to transform the way professionals work with each other and with families, and to develop the right culture, systems and behaviours that support the delivery of the model across the partnership. We have, through the work of the Croydon Safeguarding Children Board and the Task and Finish Group leading on the development of the Partnership Early Help Strategy, a strong commitment by partners to undertake this transformation and to develop the right culture, systems and behaviours needed to have a mature early help system in place in Croydon.

The priorities for development during 2018-2020 are:

² Early Intervention Foundation Maturity Matrix Early Help Strategy V6 September 2018

1. Establish Effective Leadership, Partnership Working and Governance

There are many positive examples of multi-agency working across Croydon to deliver good outcomes for children and their families and we will continue to expand on this to focus on developing more effective streamlined and joined processes. With partner commitment we will reenergise the Children and Young People's Partnership Board (CYPP Board) – providing a multi-agency children's strategic leadership forum for Croydon's children and their families. Delivery and accountability for this Partnership Early Help Strategy and the Early Help Performance framework will move from the Croydon Safeguarding Board to this group once the Board has been re-established. The CYPP Board will also have oversight of:

- Each partner agency's response to implementation of this Strategy and its contribution towards other borough wide strategies such as the Neglect Strategy, Child Sexual Exploitation Strategy.
- Developing an effective outcome based performance management and quality assurance framework to measure impact.

2. Establish easy to use Early Help online information and advice

• In order to help children and their families and practitioners across the partnership to understand the wide range of information and services available we will build on the Croydon local offer website as a central portal to bring information together. This local offer website already provides information, advice and guidance to the public on a range of family issues, including support from partner agencies. Other online websites, advice centres, telephone helplines or supports and services not linked will be connected to this so that families and practitioners can access these.

3. Develop a suite of tools for early help practitioners to use – ensuring a whole family strength based consistent approach to working with children and families

- The multi-agency Task and Finish group will develop an early help assessment and plan which will replace all other existing assessment and plans for early help and will become the single multi-agency assessment and outcome based plan for early help. It will align to the practice approach adopted already within Croydon of 'strengthening families' which will assist children, families and practitioners across all agencies by having a common approach to practice.
- To accompany the assessment and plan the task and finish group will develop a suite of early help tools to assist practitioners to understand the child and family journey, consistently monitor and review children's progress, evaluate the impact of support and interventions offered to improve outcomes and how to measure a family's engagement and their satisfaction level.

4. Develop effective and timely processes for sharing information between agencies

To enable early help to be more effective and ensuring the right help, at the right time, we will work with partners to remove barriers to effective working and ensure that families don't need to have a series of assessments before receiving the support they need

- Ensure we have in place clear information sharing arrangements
- Ensure we are making the best use of IT systems and portals across agencies and departments

5. Refresh structures and pathways that support the access to early help

The Early Help approach is embedded in the Effective Support Right Help, Right time guidance for practitioners and will be available to all practitioners through the Croydon Safeguarding Children Board website.

- The Council's existing early help services in place, Best Start, Early Help Hub, Family Resilience Service (FRS), Parenting Hub and Family Functioning Team (FFT), will be realigned and renamed to 'Family Solutions Service'. Creating a locality based, systemic, family key worker (casework) service to work with children and families deemed as intensive need under the continuum of need, including children deemed on the edge of escalation to statutory services and those stepped down from statutory services. FFT will provide borough wide edge of care interventions for children and their families. Parenting programmes will continue to be provided for practitioners working with children and families open to both statutory and early help services.
- Locality based Early Help hubs will continue to develop greater integration and alignment with communities and partner
 agencies, exploring co-location and/or coordination of processes with early years provisions, health visitors, schools, children
 and adult substance misuse services and emotional and mental health services
- We will work with commissioners and providers to ensure that the early help supports and interventions required in each locality and across the borough are developed in accordance with need and ensuring impact.
- The multi-agency Task and Finish Group will develop and agree clear pathways to support access to early help and ensure children, families and practitioners have clear information on how to access early help.

6. Develop a skilled and competent workforce across the partnership

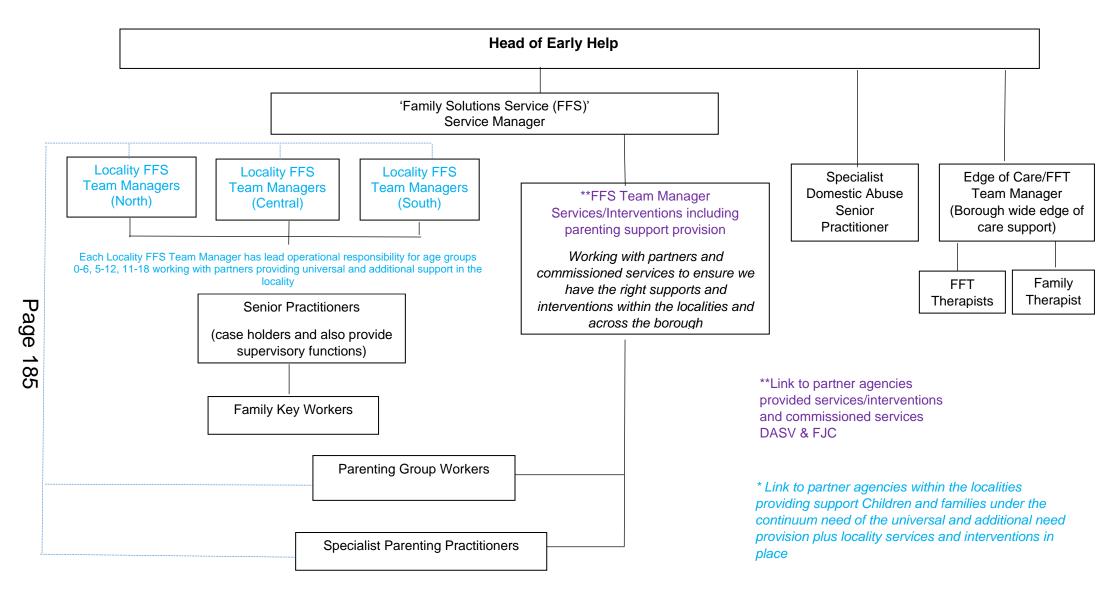
Delivery of early help requires effective working between professionals and between services including an understanding of each other's role, responsibility, organisational culture and values. The multi-agency Task and Finish group governed at this time by the Croydon Safeguarding Children Board will develop a programme of multi-agency learning and development to strengthen and enhance the Early Help offer, to build on the delivery of evidence based practice. This includes:

- Awareness raising to ensure that the 'thresholds relating to risk' are clearly understood and communicated between professionals so that families can move between early help and specialist statutory services at the right time and when required.
- Information sharing and conversations between professionals to identify families who would benefit from early help
- Implementing whole family approaches whilst keeping the child at the centre and undertaking strength based assessments of families
 including effective engagement and conversations with children and their families
- Holding and managing risk
- Working with difficult to engage families

• Embedding evidence based approaches and interventions across the partnership – including sharing good practice and developing online resources for practitioners

7. Develop a joint commissioning framework for early help

- Develop an approach that will encourage the development of services within our universal and early help offer across the
 partnership, through service redesign, reshaping specifications and identifying opportunities to recommission differently on a
 shared basis, or decommission/not recommission services that are not delivering to our identified needs. Ensuring a clear rationale
 for what services are required and how they should be delivered. A mixed economy model and trusted partners approach will be
 explored.
- Commissioning principles will ensure provisions are evidence based, outcome focussed and supported by robust data and analysis, focus on the needs of children and families, focus on prevention and early help, provide best value, sustainability and affordability for the future, collaborative with partners, commission across the life course of children and young people and offer opportunities for learning and innovation.
- Enabling, through established governance mechanisms, pooled resources to develop a broader joint commissioning framework across partner agencies to direct the commissioning intentions for early help whole family approaches and maximise best value.
- Develop an intelligence led approach to commissioning that draws together key public funding streams to develop a broader joint commissioning framework across partner agencies to direct the commissioning intentions for prevention and early help
- Ensure all stakeholders, including children and families, have a voice at every stage of the commissioning cycle and provide feedback to measure and review impact and enable redesigned services that better meet the needs of our children and families.



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Effective Support for Children, Young People and Families in Croydon, Right Help, Right Time

Shared guidance to help all practitioners working with children, young people and their families/carers to provide additional and intensive early help and specialist support

















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1. Preface

In July 2018, the Government published revised statutory guidance <u>Working Together to Safeguard Children</u>: a guidance to inter-agency working to safeguard and promote the welfare of children.



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Effective Support Right Help, Right time Guidance for practitioners provides the practitioner guide to effective support in Croydon which explains the criteria for providing help to children, young people, families and carers and could be developed to be considered as the local 'threshold document' required by Working Together 2018 and should be read in parallel to the Working Together guidance.



2. Introduction

This guidance is for everyone who works with children, young people, their families and carers in Croydon. It is about the way we all work together, share information and make sure that children and families are always are main focus and concern when we are providing effective support to them. This advice is to help us to help children and their families to become stronger and more resilient, so that they can identify what is difficult and find solutions before the problems become so complex that specialist statutory social work help is required.



This advice should be read alongside statutory guidance and the framework for supporting children in need as outlined in the London child protection procedures <u>London Child Protection Procedures</u> published by the London Safeguarding Children's Board. These procedures are more detailed and provide practice guidance in relation to safeguarding practice across London and between Boroughs.

All children and young people will receive or be able to access **Universal Services**, such as maternity services at birth, health visiting and children's centre support in their early years, school and youth services for older children. Universal services seek, together with parents and families, to meet all the needs of children and young people so that they are happy and healthy, able to learn and develop securely.

However, some children, either because of their own additional needs or because of difficult circumstances at home, will need extra help to be healthy and safe and to achieve their potential. In Croydon, we want to offer help and support to these children and their families at an early point and with the consent of their parents.

In Croydon a significant amount of public money across a range of agencies is invested in services for children and families. This guidance offers a framework for us to work together so that we use our resources more effectively and bring about positive sustainable changes for children, young people and their families. To do this we need to work collaboratively and honestly with the child and their family to identify strengths and needs, to find practical and achievable solutions and to provide the right amount of information, advice and support. Right help, right time.

We agree to work with children and their families to prevent their needs escalating to a higher level and we will actively seek not to refer to services at a higher level unless and until we have done everything possible to meet their needs at the current level.

In this guidance we explain four levels of need and help: **Universal, Additional, Intensive and Specialist**. Services for children with additional and intensive needs are sometimes known or described as 'targeted services', such as behaviour support or additional help with learning in school, extra support to parents of children in early years or targeted help to involve young people in youth services.

Children with **Additional needs** are best supported by those who already work with them such as health professionals, children's centres, schools, organising additional support with local partners as needed. These services are also well placed to recognise and respond when extra support may be necessary so that support is addressing family vulnerabilities early.

For children whose needs are **Intensive**, a coordinated multi-disciplinary approach providing an intensive or package of support where the concerns can be managed without the need for statutory social work intervention or other specialist interventions is usually best. A 'strengthening family assessment' and a family keyworker to work closely with the child and family to ensure they receive all the support they require. These needs are usually best led by a professional already known to the family. The lead professional will engage the family and other professionals to co-ordinate support through one plan.

Where the support needed is more than a lead professional can organise effectively, the Council's realigned 'intensive' Council's early help family case work locality teams – renamed 'Family Solutions Service' can work with the child and family in a more intensive way.

Specialist services are necessary when the needs of the child are so significant that immediate **statutory social work or highly specialist intervention is** required to keep them safe, protect them from harm or serious risk to their health or welfare. These needs may emerge after a series of, or despite targeted early help interventions, or be sudden and/or so serious as to require an immediate request for services. There will be concern that the child is likely to, or is suffering significant harm or developmental delay. Examples of specialist services include children's social care, child and adolescent mental health services (CAMHS) level 3 or 4 or the youth offending service.

By working together effectively with children with additional needs and by providing co-ordinated multi-disciplinary/agency support and services for those with intensive needs, we seek to prevent more children and young people requiring statutory interventions and specialist services.

This guidance should also be read by staff working in other service areas such as adult mental health, community health, adult social care, housing and leisure. This guidance sits alongside the Croydon Corporate Plan which prioritises strong and resilient children, families and communities.

3. Our vision for Effective support, Right Help, Right Time in Croydon

Our ambition for children is that all children and young people in Croydon will be safe, healthy and happy, and will aspire to be the best they can be. The future is theirs.

In Croydon we believe that every child should have the opportunity to reach their full potential. We believe that children should grow and achieve within their own families when it is in their best interests and it is safe for them to do so. By working together, we will develop flexible services which are responsible to children and families' needs.

Croydon is establishing a vision for the future that will provide for:

• A system wide approach, with joint pooled resources and pathways operating across organisational boundaries

 An outcome focussed approach delivering long term sustainable solutions for individuals and families to secure resilience and independence



- A shift from acute provision to an increase in prevention and early help activity
- Evidence based services that are built around customer need
- Locality based delivery where appropriate

Early help is everyone's responsibility; we want children, families, communities and agencies to work together so that families are assisted to help themselves and are supported as soon as a need arises, thereby improving the wellbeing and life chances for Croydon's children and young people.

We will together:

- Understand those families where children may be at risk of not reaching their full potential and share concerns
- Build a relationship with the family as early as possible, and work with them to create a family environment that provides children with the best life chances and prevent problems from arising or escalating
- Reduce the number of children and their families requiring support from specialist services.

Schools and colleges are an important part of our safeguarding system in Croydon. They have responsibility to identify concerns early, provide help for children and prevent concerns from escalating. All our schools and colleges have designated safeguarding leads who meet regularly to discuss local issues. Croydon primary and secondary heads associations meet regularly with senior education and social care leads to explore and resolve safeguarding issues.

Croydon's Metropolitan police colleagues are fully committed to safeguarding and protecting children consistently and effectively. The safety of children and young people is a borough policing priority and an area of constant focus and scrutiny. The police have significant contact with young people and strive to make them safer by diverting them from crime and protecting them from harm wherever possible. Locally there is robust partnership working between the police and local strategic partners and a commitment to further develop the workforce and partnerships so that they are sufficiently focussed on the needs and experiences of children and young people.

Croydon children and young people receive services from a number of health agencies. Health agencies responsibilities including ensuring that those children and their families who are vulnerable are identified and supported as early as possible. They do this in a number of ways:



- Universal and additional need pathways for children and young people and their families which includes health visiting and school nursing to all families through the healthy child programme.
- Specialist pathways for children and young people with additional medical and allied health service needs.
- Maternity pathways
- Acute pathways

Wherever possible, health agencies will provide a 'targeted response' in partnership with families who have an expressed or assessed need. This may include working with additional early help services. Health partners acknowledge that joined up, integrated early help services and good partnership working are essential to improving outcomes for children, young people and their families.

Croydon Council is realigning its existing early help services in place, Best Start, Early Help Hub, Family Resilience Service (FRS), Parenting Hub and Family Functioning Team (FFT), in the autumn 2018 and will rename this 'intensive' early help service to 'Family Solutions Service'. Thus creating a locality based, intensive whole family key work service to work with children and families deemed as intensive need under the continuum of need, including children deemed on the edge of escalation to statutory services and those stepped down from statutory services. FFT will continue to provide borough wide edge of care interventions for children and their families. Parenting programmes will continue to be provided for practitioners working with children and families open to both statutory and early help services. The Family Solutions service whilst being accessible only with parental consent, is closely aligned to children's centres where help and support is available from universal services.

Locality based Early Help hubs will continue to develop greater integration and alignment with communities and partner agencies, exploring co-location and/or coordination of processes with early year's provisions, health visitors, schools, children and adult substance misuse services and emotional and mental health services.

Children's Social Care and Early Help in addition to the Family Functioning/Edge of Care team providing support to families in crisis where their children are deemed 'on the edge of care' are piloting a new model of edge of care evidence based provision working alongside FFT to help families in crisis to strengthen and focus on their child's safety and welfare. **Social workers remain committed to supporting families in relationships that make change possible.** Where children cannot remain with their families or where children's social care service are working to enable them to return home we will develop 'the edge of care specialist teams' to work alongside the allocated social worker to provide intensive help for children and their parents to support the changes that must happen before reunification is safe.

The statutory social work service is available for children who have been harmed or who are at risk of harm or significant harm.

In Croydon, practitioners in all services are committed to the following principles which inform the work with children, young people and their families:



- Wherever possible children and families' needs will be met by universal services
- As soon as any professional is aware that a child has any additional needs they will talk to the child and their family and offer advice and support to meet that need.
- Families will be encouraged to identify their own strengths, difficulties, needs and solutions. In most cases, outcomes for children will only be improved by supporting and assisting parents to make changes. In Croydon we have adopted the 'strengthening families' approach to our practice framework to help us in our work.
- We will offer support and services to help families to find their own enduring solutions and build resilience. Once improvements happen, services will reduce or end so that we do not create dependence on services.
- Our aim is to build resilience in our children and families. We want them to believe in and lead the changes to alleviate any further difficulties as they arise in their lives.

To deliver effective help for children, young people and their families we need the following elements:

An honest, open and respectful approach

We know that parents are usually the best people to understand their child's needs, however parenting can be challenging. Parents deserve support when they request it. Asking for help should be seen as a sign of responsibility and strength rather than a parenting failure.

In most cases it should be the decision of the parents when to ask for help or advice, but there are occasions when practitioners may need to engage parents actively to help them and prevent difficulties from becoming more serious.

All practitioners need to work openly honestly and openly with families, discuss any concerns with them and ensure that they and the children are involved in the decision making about next steps. Parental consent should be the accepted norm unless in gaining their consent to share information and make enquires would create risk or further risk of harm to a child. It is important that all practitioners acknowledge and respect the contribution of children and their parents and other family members at all times, listening carefully to what they say and making sure they are clear about and understand what is happening. We must be sure that parents and children have copies of clear correspondence, assessments and plans.

• Earlier, solution focussed and evidence based help

It is important that any difficulties are identified early so that the child and their family receive the right help at the right time to strengthen their care and protection of their child.



We will work with families as soon as any difficulties become apparent to help them identify the things they want to change and the support they need.

The most effective support is tailored to the child and their family's needs and provided at the minimum level necessary to ensure the desirable outcomes are achieved, with as little disruption to family life as possible.

A multi-disciplinary approach to assessment, support and help. Safeguarding and promoting the welfare of children in Croydon is the responsibility of everyone who works or has contact with children, young people and their families.

A multi-disciplinary approach ensures that children and families' needs and experiences are understood by everyone. Partners and professionals who work with children and their families should consult one another, share information and work together to ensure that the child and their family get the most appropriate and effective support, right help, right time.

• A confident workforce with a common core of knowledge, a shared framework for practice and a good understanding about children's needs and development.

Appropriate, effective and timely support, right help, right time, for children and families cannot be achieved without the professional judgement and expertise that all practitioners working with children bring to the role. We will support individuals and organisations in Croydon to develop confident practitioners who can work in an honest, open, collaborative and non-judgemental way with families to enable them to make positive choices and changes.

4. Understanding need, support and help

The levels of need in later sections of the document are a means of developing a shared understanding about working locally with families. They also explain the approach we take in Croydon across all our services and partnerships, to enable us to provide the most consistent and effective help. They should be read and understood by all practitioners and managers and should form part of the induction process for new staff in any local agency working with or associated with children, young people and their families. The levels of need illustrate how we will respond to the requirements of children and families across **Universal**, **Additional**, **Intensive and Specialist services**

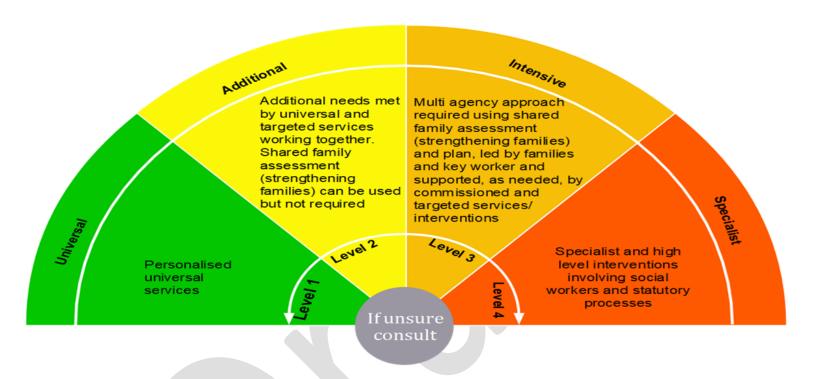


Multi-agency guidance - working in partnership to help

All partners working with children, young people and their families will offer support as soon as we are aware of any additional needs. We will always seek to work together to provide support to children, young people and their families at the lowest level possible in accordance with their needs.

As with all guidance and criteria relating to access for help and support for vulnerable people the most important and complex task is the making of a professional judgement about next steps. This will always be informed by any known evidence, the views of children and their families and the impact that any risk and uncertainty is likely to have on their safety and wellbeing. The criteria in this document are neither exhaustive nor weighted. They should be used to guide professional discussions and not to support fixed and inflexible positions. Their core purpose is to help practitioners and managers make a next steps decision about whether and how a child and their family and its associated network are able to protect and promote the welfare of a child or children.

In Croydon, professionals are committed to seeking to work collaboratively and respectfully with the child and their family in order to support them to address their needs at the lowest possible level and at the earliest possible time.



All partners working with children, young people and their families will offer support as soon as we are aware of any additional needs. We will always seek to work together to provide support to children, young people and their families at the lowest level possible in accordance with their needs

We agree to work with children and families to prevent their needs escalating to a higher level and we will actively seek not to refer to services at a higher level unless and until we have done everything possible to meet their needs at the current level.

Pages 15 to 16 set out more detailed indicators of need as well as explaining how each level of service might respond. This guidance seeks to give clear advice to all professionals and to the public on the levels of need and thresholds within the continuum of need for different services and responses in Croydon.

We recognise however that each child and family member is an individual, each family is unique in its make-up and reaching decisions about levels of need and the best interventions requires discussion, reflection and professional judgement.

'Strengthening Families' approach provides a framework for us to do this together, by considering the key elements within this framework for any assessment.



- What are the strengths of the family and what is working well?
- What is the harm, past and present, that we are worried about in respect of a child?
- What are my worries? And what are we worried about is going to happen to the child in the future if nothing changed?
- What are the complicating factors making the problem more difficult to deal with?
- What did the child say or communicate about these worries and what they want to happen?
- What did the family say about these worries?
- Has their response helped my decision making?
- What is the picture of the family as a whole? Is there any safety or protection?
- What are the needs of any siblings and parents or other significant members of the family?
- What advice and support have I offered the child and their family?
- What needs to happen to keep the child safe now/or address the worries?
- What do the family want to happen?
- What is the view of other professionals involved with the child/family?
- Does the family consent to sharing information?
- Does the family agree to an offer of help and support?
- What action will I take if consent is not given and what will the impact be for the child if action is not taken?
- What is the advice from my line manager/ practice supervisor or safeguarding advisor?

We are committed to developing collaborative working relationships with children and their families to help us understand the circumstances of each family, to be professionally curious and rigorous in making judgements and to maintain clear and relentless focus on the child's safety and protection.

The purpose of these questions is to have a better understanding of the child and family's lived experiences. Be curious; put yourself in the child's place. Recognise that views and interests may differ. Treat all family members with respect and show empathy.

5. Consulting with other services, schools and settings

Consultation is the act of sharing information to obtain the perspective of another practitioner. It is not a referral to another service unless, during the consultation, it is decided that a referral would be the best course of action. Consultation may take different forms from a telephone call to a series of meetings between two or more practitioners. Consultation is best undertaken by speaking to each other and not just by email. The principle being that we want more conversations to help us offer the right response. This should be instead of spending unhelpful energy on gatekeeping which often means that children and their families do not get the help or advice they need at the right time and in the right way.

Whenever consultation takes place it is important that practitioners follow the principles of information sharing and confidentiality. If the consultation is internal (between practitioners in the same organisation) practitioners should ensure that they follow their own agency procedure for information sharing.

If the consultation is external (between practitioners from different organisations), the guidance outlined in the <u>Government Advice on Information Sharing</u> and within the <u>London Safeguarding Guidance</u> should be used to decide whether information should be shared. In most cases, unless the child would be at significant risk, the child and their family should be aware that the consultation is taking place and where appropriate, be given the opportunity to be involved.

Principles of Consultation

- Consultation should be open to all agencies who work with children, young people and their families
- Consultation should take place when there is a clear benefit to the child, young person and their family
- Consultation is an important part of helping agencies and practitioners to work together to achieve the best possible outcomes for children and young people
- Consultation is a two way process and demonstrates an acknowledgement of different but equally valid knowledge and expertise
- You should be able to explain to the family why you feel it would be helpful to consult with other agencies. Families should, whenever possible, be aware of and involved in consultations and informed of the outcomes and decisions taken as a result
- Information should be shared in the spirit of openness, transparency and honesty between practitioners, the child and the family. However, it is important that you have due regard for the principles of confidentiality
- There should be a record made of all consultations to ensure clarity and to enable you to evidence any decisions that have been made

Children's Social Care Consultation

If you have concerns about a child living in the Croydon area and a child that is not allocated to another social worker and want an opportunity to talk these through with Children's Social Care before deciding the best course of action, please contact Single Point of Contact (SPOC) Team **0208 726 6464** – professionals consultation line.



Whatever the outcomes or decisions, the consultation must always be recorded by the SPOC team. The names of the professionals having the consultation must be included. If, following a consultation, a professional wishes to make a formal referral they should do this separately/

At any time when a family is being offered support and help from any agency, it is important that practitioners feel they can ask for help and advice and draw on the expertise of others. All practitioners, services, schools and settings who work with families should feel able to consult with one another at any time before deciding on a course of action or way forward.

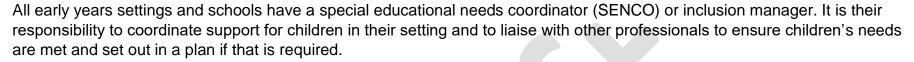
6. Levels of need and help

Levels and Referral Routes	Needs	Services (examples)	Outcome
Level 1: Universal Open access to provision	All children and families who live in the area have core needs such as parenting, health and education	Early years, education, primary health care, maternity services, housing, community health care, youth centres, children's centres and leisure services. Children are supported by their family and in universal services to meet all of their needs	Children and young people make good progress in most areas of development
Level 2: Additional Two or three services work together to meet child and family needs, coordinated by a service and/or people who know the child/family best	Children and families with additional needs who would benefit from or who require extra help to improve education, parenting and/or behaviour, or to meet specific health or emotional needs or to improve their material situation	Parenting support School holiday and short breaks provision for disabled children Extra health support for family members; behavioural support	The life chances of children and familie will be improved and sustainable by offering additional
It may be helpful for the child, their families and the professionals to work out a plan with a review timeline to make sure that the help on offer is making a difference. This would be a plan established and managed by the leading agency within universal services		Housing support Additional Learning support CAMHS tier 2 support to schools SEN support and help to find education and employment Speech and language therapy Children's centres Targeted youth work Services provided on a voluntary basis to families (these may be offered by volunteers and/or commissioned through a voluntary organisation)	support

	Level 3: Intensive Access requires a multi-agency referral form to the Single Point of contact (SPOC) A family wellbeing assessment and plan with an allocated family key worker to lead the shared professional approach	Vulnerable children and their families with multiple needs or whose needs are more complex, such as children and families who: exhibit anti-social or challenging behaviour, including exploitation, such as child sexual exploitation, gangs and radicalisation suffer some neglect or poor family relationships	Due to the complexity of needs, especially around behaviour and parenting, a shared professional and co-ordinated plan is developed with the family. The assessment and plan is led by a family keyworker and the service is provided with the consent of the parents/carers A wide range of services might be involved in meeting the family's needs, eg CAMHS tier 3, adult mental	Life chances will be significantly impaired without co-ordinated multiagency support that makes a difference and enables sustainable improved outcomes
	Support from the special educational needs and disability service	 have poor engagement with key services such as school and health children excluded from school have a disability resulting in complex needs 	health or drug/alcohol team Families needing substantial support to care for a disabled child, usually with the help of a social worker from the children with disability service	
SGB 202	Level 4: Specialist Access required a multi-agency referral form to the Single Point of contact (SPOC) Children's social care Child protection Care proceedings Children in need Youth treatment orders/ custody Level 4 CAMHS Hospital or hospice in-patient	Children and young people who have suffered or are likely to suffer significant harm as a result of abuse or neglect. This will include children at high risk of sexual and criminal exploitation and also those at high risk of female genital mutilation (FGM) Children with significant impairment of function/learning and/or life limiting illness Children whose parents and wider family are unable to care for them Families involved in crime/misuse of drugs or domestic abuse at a significant level Families with significant mental or physical health needs	Children's social care, youth offending service Criminal justice system, level 3 and 4 CAMHS In-patient and continuing health care Fostering and residential care Health care for children with life limiting illness Services for children with profound and enduring disability Referrals have to be made to services with the power to undertake statutory non-voluntary intervention and services with specialist skills	Children and /or family members are likely to suffer significant harm/ removal from home/ serious and lasting impairment without the intervention of specialist services, very often using their statutory powers

7. Children in special circumstances

Children with special educational needs and/or disabilities (SEND)





All schools receive additional funding to enable them to set up a range of provision to meet children's special educational needs. Colleges and other higher education settings have the same responsibility towards any young people up to the age of 25 with a special educational need or disability and who attends their provision.

A statutory assessment of education, health and care is a coordinated multi-disciplinary assessment carried out for children, young people aged 0-25 with severe and complex special educational needs which cannot be met through reasonable adjustments within the school alone. The assessment is conducted with the Children and Families Act 2014. The coordinated assessment determines whether an Education, Health and Care (EHC) plan is needed. An EHC plan is a legal document setting out the education, health and care needs of the child, the outcomes expected, and the education, health and care provision required to achieve those outcomes. EHC plans replace statements of special educational needs (SEN) and learning difficulty assessments. For more information about special educational needs and disability support in Croydon please visit Croydon's Local Offer of Special Needs

Referrals about children with a disability including those who also have a statement of SEN or EHC plan follow the same path as any other set out in this guide. If any person has concerns about the safety and/or welfare of a child, they should contact Croydon's SPOC who will discuss those concerns with the person making the referral. If the concerns are about a child who is already known to and has an allocated social worker in the children with disability service, then the information will be immediately shared with that worker and their manager. For children, who have a disability or special educational need and who do not have an allocated social worker; the referral will be managed in the usual way through the SPOC. The London Safeguarding Children Board guidance on children with disabilities (CWD) can be found at London Safeguarding Children Board CWD Guidance and should be read in conjunction with this guidance.

Young Carers

Young Carers are children who have daily care responsibilities for a family member with a disability (physical or mental), long term illness or who misuse substances.

These children are particularly vulnerable often because the extent of their caring responsibilities is not known. In addition, some families are frightened of the consequences of professional intervention, fearing that their children may be removed or families separated. Many children will not even tell a teacher or a friend.

Being a young carer can have a profound effect on the life of a child. Their health might be affected due to lack of sleep, the volume of household chores and intensity of physical care they have to provide. Young carers can also face challenges in respect of their education and social and emotional wellbeing. Their lives outside of school may be different to their peers and they may feel lonely and isolated and in some cases suffer verbal bullying and abuse at school.

In Croydon, the local authority has a commissioned partner, Off the Record, who provides the Young Carers Project who identify and support young carers.

If a referral is made to children's social care, the question as to whether a child is a young carer is always asked. When children are identified as young carers, they are automatically referred to Off the Record who will undertake an assessment of their needs.

The London Safeguarding Children Board (SCB) guidance on young carers can be found at <u>London SCB Young Carers</u> and should be read in conjunction with this guidance.

Assessments will ascertain why a child is caring and what needs to change in order to prevent them from having excessive or inappropriate caring responsibilities which could impact adversely on their wellbeing, education or social and emotional development. This duty of care has been adopted in addition to responsibilities placed on the local authority set out in the Children Act 1989 and amended by the Children and Families Act 2014.

Any professional who comes into contact with a young carer should offer the young carer and their family the opportunity of having an assessment through Off the Record. If there are immediate concerns about the safety and/or wellbeing of a young carer, professionals should make a referral to SPOC who will give advice and progress the referral appropriately.

Children involved in the youth justice system and serious violence

Children and young people involved in the youth justice system will be known to the Youth Offending Service (YOS) who undertake a range of work to reduce the risk of these young people reoffending.

The team undertake specialist assessments in relation to the young people referred from the courts, police or other agencies. As part of their work, they will enquire as to whether the young person or their family is known to children's social care. They will also consider whether the child has specific needs in relation to their safety, welfare and education. If during their work with a young person it becomes known or suspected that they have suffered abuse or neglect or are at risk of harm or further harm, they will make a referral to children's social care through the SPOC.

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The assessment undertaken by the YOS also addresses the young person's education, training and employment status and any special educational needs. The YOS teams will liaise with colleagues in schools, colleges and the SEN team where appropriate.

There is a local memorandum of understanding for education providers and the local authority to ensure that children and young people who are known to have been involved in sexually harmful behaviours are able to exercise their legal entitlement to education. Its wider purpose is to set out the expectations that the child protection and safeguarding procedures for all pupils are robust, effective and operated in accordance with the statutory guidance updated by the government in September 2016. . Keeping Safe in Education

Youth violence, serious or otherwise, may be a function of gang activity. However, it could equally represent the behaviour of a child acting individually in response to his or her particular history and circumstances. The metropolitan police service defines serious youth violence as 'any offence of the most serious violence or weapon enabled crime, where the victim is aged 1 – 19' (ie murder, manslaughter, rape, wounding with intent and causing grievous bodily harm). Youth violence is defined in the same way but also includes assault with injury offences.

The factors which influence a child's propensity to initiate violence may include parenting that is cold or uncaring, non-nurturing, neglectful, characterised by harsh discipline, maltreatment, such as physical or sexual abuse in childhood and/or trauma such as domestic abuse. Many parents are aware of the widespread perception that gang related behaviour or membership is product of poor parenting and they often know the solution lies in assuming responsibility for their children. However, they may feel unable either to control or to protect their children, in which case, professional engagement is inevitable and necessary. The London Safeguarding Board Children Board guidance on safeguarding children affected by gang activity/serious youth violence can be found at London SCB guidance on gang activity and should be read in conjunction with this advice.

Children who go missing from care, home and education

Children who are missing even for a short period can be vulnerable to significant harm. Children who go missing are often at higher risk of or are already being sexually or criminally exploited. In the case of children who are looked after, this is especially concerning and every agency involved must do all they can to prevent and protect children from such exploitation. Looked after children who are missing will therefore be afforded the highest child protection priority by both children's social care and the local police.

A child missing from school or education is also an issue of concern and potential risk. In addition to the impact on academic achievement and development, all professionals should consider other risk factors such as a potential forced marriage or planned female genital mutilation (FGM) which may be influencing the absence from school. If any professional is concerned about a child missing from school, care or education, they should use this guidance as advice and discuss their concerns with the SPOC who will give advice and progress the referral appropriately.

The London Safeguarding Children Board guidance on missing from carer, home and education can be found at <u>London SCB Guidance</u> <u>children missing</u> and should be read in conjunction with local guidance.

Effective Support, Right help, Right Time Guidance for practitioners V4 September 2018

Children at risk of sexual exploitation or who have been exploited

Child sexual exploitation (CSE) involves abusive situations, contexts and relationships whereby a child or someone close to them receives a 'reward' (eg food, accommodation, drugs, alcohol, cigarettes, affection, money, gifts) in exchange for performing sexual acts. There is an established link between children who are regularly missing and sexual exploitation. The abuse can occur through the use of technology including social media without the child's immediate recognition (eg persuaded to post sexual images on the internet/mobile phones).



Violence, coercion and intimidation are common aspects of CSE. Often the child does not recognise the coercive nature of an exploitative relationship and does not see themselves as a victim of exploitation. They might believe their abuser is in a genuine relationship with them and loves them. They may be unwilling to say anything that could find the abuser in trouble or cause them to become angry, thereby threatening the continued relationships. In some situations, including those where gangs are involved, there may be a belief that the abuse is 'normal' and a 'rite of passage' Girls and young women related to or connected with male gang members may be especially vulnerable to sexual violence and exploitation.

If any professional in Croydon has concerns about the sexual or criminal exploitation of a child or young person, they should speak immediately to the SPOC and/or the local police. The London Safeguarding Children Board guidance Safeguarding Children from Sexual Exploitation can be found at London SCB Safeguarding Children from Sexual Exploitation CSE guidance and procedures for Croydon can be found at Croydon SCB CSE-Referral-Guidance and should be read in conjunction with this document.

Safeguarding children at risk of abuse through female genital mutilation (FGM)

Female genital mutilation is child abuse and constitutes significant harm. Child protection procedures should be followed when there are concerns that a girl is at risk of, or is already the victim of, FGM. FGM comprises all procedures that involve partial or total removal of the external female genitalia, or other injury to the female genital organs for non-medical reasons. It is important to note that the procedure has no health benefits.

FGM has been classified by the world health organisation into four types:

- Type 1: circumcision partial or total removal of the clitoris (a small, sensitive and erectile part of the female genitals) and, in very rare cases, only the prepuce (the fold of skin surrounding the clitoris)
- Type 2: excision (clitoridectomy) partial or total removal of the clitoris and the labia minora, with or without excision of the labia majora (the labia are "the lips" that surround the vagina)

Type 3: infibulation (also called pharaonic circumcision) -this is the most severe form of female genital mutilation.
 Infibulation often (but not always) involves the complete removal of the clitoris, together with the labia minora and at least the anterior two-thirds and often the whole of the medial part of the labia majora. The vaginal opening is narrowed through the creation of a covering seal. The seal is formed by cutting and repositioning the inner, or outer, labia



• Type 4: unclassified - all other harmful procedures to the female genitalia for non-medical purposes, e.g. pricking, piercing, incising, scraping and cauterizing the genital area. It is likely that 'labia elongation' would come under the definition of type 4 FGM.

FGM is prevalent in 28 African countries as well as parts of the Middle East and Asia. It is estimated that over 20,000 girls under the age of 15 are at high risk of FGM in the UK each year and that 66,000 women in the UK are living with the consequences, although the true extent is unknown due to the hidden nature of the crime.

Under the Female Genital Mutilation Act 2003, it is an offence to carry out FGM of any kind in the UK or for a UK national or permanent UK resident to assist in the carrying out of FGM abroad. It is also an offence to assist any female to carry out FGM on herself either in the UK or abroad. The Mandatory Reporting of FGM Duty came into force on 31st October 2015. This duty requires regulated health and social care professionals and teachers in England and Wales to personally report to the Police when she/he has either been told by a girl that she has had FGM or has observed a physical sign appearing to show that a girl has had FGM. In all other cases, where FGM is suspected or a girl is thought to be at risk, professionals should follow the child protection procedures set out in the main body of this document.

The age at which girls undergo FGM varies according to their community and culture. The procedure may be carried out when the girl is newborn, during childhood or adolescence, just before marriage or during the first pregnancy. However, in the majority of cases, the mutilation is thought to take place between the ages of five and eight years. Girls of school age who are subjected to FGM overseas are thought to be taken abroad at the start of the school holidays, particularly in the summer holidays, in order for there to be sufficient time for recovery before the new term.

Professionals who have daily contact with children and their families are best placed to raise awareness of the problem and to ensure that families are aware that FGM is illegal at any age and that the authorities are actively tackling the issue. It is not a personal choice – it is an illegal act with serious consequences. This awareness may deter families from having the mutilation performed on their children. The London safeguarding children board guidance on safeguarding children at risk of abuse through FGM can be found at London SCB Guidance on safeguarding children at risk of abuse through FGM and should be read in conjunction with this guidance.

Children at risk of radicalisation and exposure to extremist ideology

Children at risk of harm as a result of involvement or potential involvement in extremist activity should be referred to the SPOC who will advise and/or progress according to the risk of harm identified to the child or young person. If the child/young person is at immediate risk of harm, the matter should be reported to the police straight away.



Children and young people can be radicalised in different ways. They can be groomed either online or in person by people seeking to draw them into extremist activity. Older children or young people might be radicalised over the internet or through the influence of their peer network – in this instance their parents might not know about this or feel powerless to stop their child's radicalisation. Children and young people can also be groomed by family members who hold harmful, extreme beliefs; this includes parents/carers and siblings who live with the child and/or person(s) who live outside the family home but who have an influence over the child's life. They may be exposed to violent, anti-social, extremist imagery, rhetoric and writings which can lead to the development of a distorted world view in which extremist ideology seems reasonable.

A common feature of radicalisation is that the child or young person does not recognise the exploitative nature of what is happening and does not see themselves as a victim of grooming or exploitation. The harm children and young people can experience ranges from a child adopting or complying with extreme views which limits their social interaction and full engagement with their education, to young children being taken to war zones and older children being groomed for involvement in violence. Radicalisation happens when people come to support extreme ideologies based on the teachings of political, social and religious groups. In some cases, those with extremist views will specifically target children because they believe them to be more impressionable and willing to follow their teachings. A child may be more willing to join an extreme group because it may give them a sense of identity and 'belonging'. It is important to recognise the early signs of radicalisation in order to agree the best and most effective support to protect and help the child or young person. This will mean working together with parents/ carers and the child's school. Advice around specific cases can be provided by local 'Prevent' leads, local authority Prevent coordinators or police Prevent officers.

The names and contact details of these professionals can be obtained from Croydon SPOC.

The London safeguarding children board guidance on safeguarding children exposed to extremist ideology can be found at <u>London SCB</u> <u>Guidance on safeguarding children exposed to Extremist Ideology</u> and should be read in conjunction with this guidance.

Private fostering

A private fostering arrangement is one that is made privately by parents (that is to say without the involvement of a local authority) for the care of a child under the age of 16 (under 18, if the child is disabled) and by someone other than a parent or close relative with the intention that it should last for 28 days or more.

Private foster carers may be members of the child's extended family, such as a cousin or great aunt. A person who is recognised as a close relative under the Children Act 1989 i.e. a grandparent, brother, sister, uncle or aunt (whether of full or half blood or by marriage) or stepparent is not considered to be a private foster carer.

A private foster carer may be a friend of the family, the parent of a friend of the child or someone previously unknown to the child's family who is willing to privately foster a child. The period for which the child is cared for and accommodated by the private foster carer should be continuous (although an occasional short break would not constitute a break in continuity). Local authorities do not formally approve or register private foster carers. However, it is their duty to ensure that they are satisfied the welfare of children who are privately fostered is being satisfactorily safeguarded and promoted. Private foster carers and those with parental responsibility are required to notify the local authority of their intention to privately foster or to have a child privately fostered or where a child has been privately fostered in an emergency.

Private fostering includes:

- Children living with a friend, or the family of girlfriend/ boyfriend
- Children who have come to the country for medical treatment, exchange holidays or language courses
- Children being cared for while a parent is in prison or hospital.

Professionals who work with children often come across private fostering arrangements as part of their day-today work. If any professional in Croydon identifies a private fostering arrangement, they should contact the SPOC directly.

When the local authority becomes aware of a privately fostered child, it has a duty to assess the suitability of the arrangement and to make regular visits to the child and the private foster carer. Children should be seen alone unless this is inappropriate and the parent should also be visited where possible. Contact with the parent should always be made. All children who are privately fostered will be given the contact details of the social worker who will be visiting him/her while s/he is being privately fostered.

The Children (Private Arrangements for Fostering) Regulations 2005 and the amended s67 of the Children Act 1989 strengthens the duties upon local authorities in relation to private fostering by requiring them to:

- Satisfy themselves that the welfare of children who are privately fostered within their area is being satisfactorily safeguarded and promoted
- Ensure that such advice as appears to be required is given to private foster carers
- Visit privately fostered children at regular six weekly intervals in the first year and 12 weekly in subsequent years
- Satisfy themselves as to the suitability of the private foster carer, and the private foster carer's household and accommodation. The local authority has the power to impose requirements on the foster carer or, if there are serious concerns about the arrangement, to prohibit it

- Promote awareness in the local authority area of the requirement to notify, advertise services to private foster carers and ensure that relevant advice is given to privately fostered children and their carers
- Monitor their own compliance with all the duties and functions in relation to private fostering, and to appoint an officer for this purpose.



The London safeguarding children board procedures on private fostering can be found at <u>London SCB procedures on private fostering</u> and should be read in conjunction with this guidance.

8. Access to level 2 services – additional

Practitioners are expected to work together to meet the child or young person's additional needs and they may need to engage with other services to do so.

Practitioners should access services at Level 2 Additional using their own service request specific form/letter. The Croydon referral form, which is currently under review, has been developed for use when professionals think that a child and/or family need intensive or specialist help. Partners may use this form if they choose to access support at level 2 as well as at level 3. The referral should have the consent section completed (which parents should sign to give consent to the referral and to information sharing).

We should also ask young people who demonstrate Fraser competency especially those aged over 15, to give their consent. Fraser competence is a term used to describe a child under 16 who is considered to be of sufficient age and understanding to be competent to receive contraceptive advice without parental consent or knowledge. It is a narrower definition than the Gillick competence which often refers to children being capable of giving consent to other matters requiring their decision.

The family wellbeing assessment is led by a family key worker from the Family Solutions Service (FS) and is used to discuss and record the family's views, their needs, strengths and the goals that they identify, leading to the production of a plan to support them.

Where the difficulties or needs are more complex, practitioners should consider making a referral with the family, for the Croydon Family Solutions service.

Single Point of Contact (SPOC) including the multi-agency safeguarding hub (MASH)

The SPOC is a multi-agency professional team, based at Bernard Weatherill House, Mint Walk Croydon that has capacity to share information and to use that information appropriately to consider the risk of harm to children, young people and families. Children's social care, the police, Effective Support, Right help, Right Time Guidance for practitioners V4 September 2018

health, housing, education, Family Justice Centre (FJC), Early Help with probation and youth offending information can also be shared as appropriate. These services are co-located as part of a multi-professional team to ensure that the best possible analysis is made following a referral to maximise the opportunities locally to make the right response. The level of information sharing by SPOC professionals is proportionate to the level of risk/uncertainty/harm that is suspected or known.



The SPOC in Croydon will always offer advice, guidance and support about help for families who have additional and intensive needs (levels 2 and 3) because often this is best clarified through regular discussion and review to make the best decision.

9. Access to level 3 services – Intensive

Prior to requesting services at level 3, **Intensive**, practitioners are expected to have worked together to meet the **Additional** needs of the child and their family.

Where practitioners identify that a child and their family would benefit from a more intensive multi-disciplinary response than they can provide, they should discuss this with the family and **complete the Croydon referral form**. The referral should be sent to the SPOC, who will record on the database and pass to the local Family Solutions Service locality team or other appropriate level 3 service.

Full details can be found at: SPOC Safeguarding Referral Form and then following links for Concerned about a Child

Email: childreferrals@croydon.gov.uk

Telephone: 0208 020 8255 2888 (for professionals concerned about a child's immediate safety)

Appendix 2 to this document shows the level three – Family Solutions Service in diagrammatic form.

A family wellbeing assessment (FWBA) will be used when there are concerns and/or issues within a family that have not been resolved by additional support from universal services or by referral to another agency.

The **assessment** is used when a shared and coordinated professional response and a more intensive engagement with the family is needed. The **family solutions** (FS) will use the **assessment**, or build on an existing **assessment** as a means of identifying and recording their needs and the needs of each family member.

The family wellbeing assessment is designed to maximise engagement with families who must consent to have help at this level. The assessment assists families to identify their own strengths and solutions, supporting them to tell their own stories in their own words and being central to planning, implementing and sustaining the changes they need to make.



Once the **family wellbeing assessment** is complete, a family wellbeing plan is developed with the family with clear goals, actions, timescales and review dates. The family keyworker will work with the family and relevant partners to implement and review the plan.

The completed **family wellbeing assessment** remains the responsibility of the Family Solutions (FS) Service locality team to retain, update and provide copies and access to the family and key partners. The **assessment and plan** should be entered on the early help database administered by the **FS service.**

A copy of the completed assessment and plan must always be given to all family members involved, including children and young people, age and understanding permitting.

Family solution services and partners will work with families for generally up to six months, with monthly reviews to monitor progress and a key review at three months to oversee the changes and progress.

The Family Solutions Service supports families with the following difficulties:

- Families affected by domestic violence
- · Families living with drug and alcohol misuse
- Families affected by parental mental ill health
- Families where children have previously been in need and in receipt of a more specialist service but continue to require further support at an intensive level of need
- Families living with a low level of neglect
- Families where a child or children are at risk of or have already been excluded from school.

The team includes professionals with a range of different backgrounds who will provide the family key worker role. Experienced children's services managers lead the locality teams supported by an experienced children's services service manager.

The early help system in Croydon will hold a database of all the family wellbeing assessments that are undertaken in Croydon.

The SPOC functions as the entry point into Family Solutions (FS) locality teams where there are experienced practitioners who will screen the referral to ensure that the appropriate level of information is provided to enable the FS teams to engage quickly and effectively.

The Family Solutions locality service is offered to families on a voluntary and consensual basis where children and young people are unlikely to suffer significant harm. It is a strengths-based and solution-identifying service.

The thresholds between early help at this level (intensive) and formal social work support (specialist) are critically important to review regularly.



The FS locality team managers and service manager are expected to focus on oversight and supervision to all cases with this level of need. This is the means by which we review and consider the safety of local arrangements. An audit framework is also in place to provide additional reassurance and the Head of Service and other senior leaders for Early Help and Children's Social Care are also expected to carry out regular audits on the application of this threshold and the effectiveness of early support to families.

A clear step up/step down protocol between Early Help and Children's Social care is the enabler for children and families to access more or less intensive support. There is a clear process in place for this to happen and if there are concerns that a child is at risk of harm or significant harm or has been harmed, the service manager will work immediately and closely with the SPOC to arrange for an immediate strategy meeting. At that stage, depending on the presenting risk or uncertainty for the child, a children and families assessment or child protection (section 47) enquiry will commence with timescales agreed by managers commensurate with the presenting danger.

The family wellbeing assessment should not delay any action if a professional is concerned that a child is, or may be, suffering significant harm. In such cases the professional should make a referral to Croydon's SPOC, based at Bernard Weatherill House, Croydon.

Telephone: 0208 255 2888

Email: childreferrals@croydon.gov.uk

Where there is doubt about the most appropriate response, anyone concerned about the welfare of a child should consult with their own manager and/or designated member of staff and, where they remain unsure, contact the SPOC and ask for a **consultation with a SPOC social worker**.

New referrals (including cases that are no longer open) should be made using <u>SPOC Safeguarding Referral Form</u>

Unless there is immediate risk of significant harm, the family should be consulted by the referrer and informed of the referral unless in so doing, the risk of harm or actual harm to a child would increase. The referrer can always ask to discuss their concerns with a qualified social worker in the SPOC if they are uncertain and before they make a referral on the above telephone number.

Children's social care (CSC) has a responsibility to **children in need** under **section 17** of the Children Act 1989 Act. These are children whose development would be significantly impaired if services were not provided. This includes children who have a long lasting and substantial disability which limits their ability to carry out the tasks of daily living.

CSC engagement with children in need is on a voluntary basis. Parents, or young people who are **Fraser competent**, can refuse some or all such offers of assistance. Often families prefer a lower level of support such as that offered through their school or health centre because this is less stigmatising or intrusive. The family well-being assessments can be a useful way of engaging children in need and their families on a voluntary basis and many difficulties can be resolved this way. For children in need, referral to CSC is appropriate when more **substantial interventions are needed: where a child's development is being significantly impaired because of the impact of complex parental mental ill health or learning disability or substance misuse, or very challenging behaviour in the home. A social care referral is also appropriate where parents need practical support and respite at home because of a disabled child's complex care needs. In these situations CSC will work with families on a voluntary basis, often in partnership with other professionals, to improve the welfare of the children and to prevent difficulties escalating to a point where statutory child protection intervention is needed.**

The second area of CSC responsibility is **child protection** – that is where CSC must make enquiries under section 47 of the Children Act 1989 to determine whether **a child is suffering or is likely to suffer significant harm**. The Children Act 1989 introduced the concept of significant harm as the threshold that justifies compulsory intervention in family life in the best interests of children.

There are no absolute criteria on which to rely when judging what constitutes **significant harm**. Consideration of the severity of ill-treatment may include the degree and the extent of physical harm, the duration and frequency of abuse and neglect, and the severity of the emotional and physical impact on the child. It is important to consider age and context – babies and young children are particularly vulnerable and parental factors such as history of significant domestic violence, substance misuse or mental ill-health will always be significant in influencing the professional judgements that need to be made.

Significant harm could occur where there is a single event, such as a violent assault or sexual abuse. More often, significant harm is identified when there have been a number of events which have compromised the child's physical and psychological wellbeing; for example, a child whose health and development is severely impaired through neglect.

Professionals in all agencies have a responsibility to refer a child to children's social care when it is believed or suspected that the child:

- Has suffered significant harm child protection
- Is likely to suffer significant harm child protection
- Has significant developmental or disability needs which are likely only to be met through provision of CSC family support and disability services (with agreement of the child's parent) children in need.

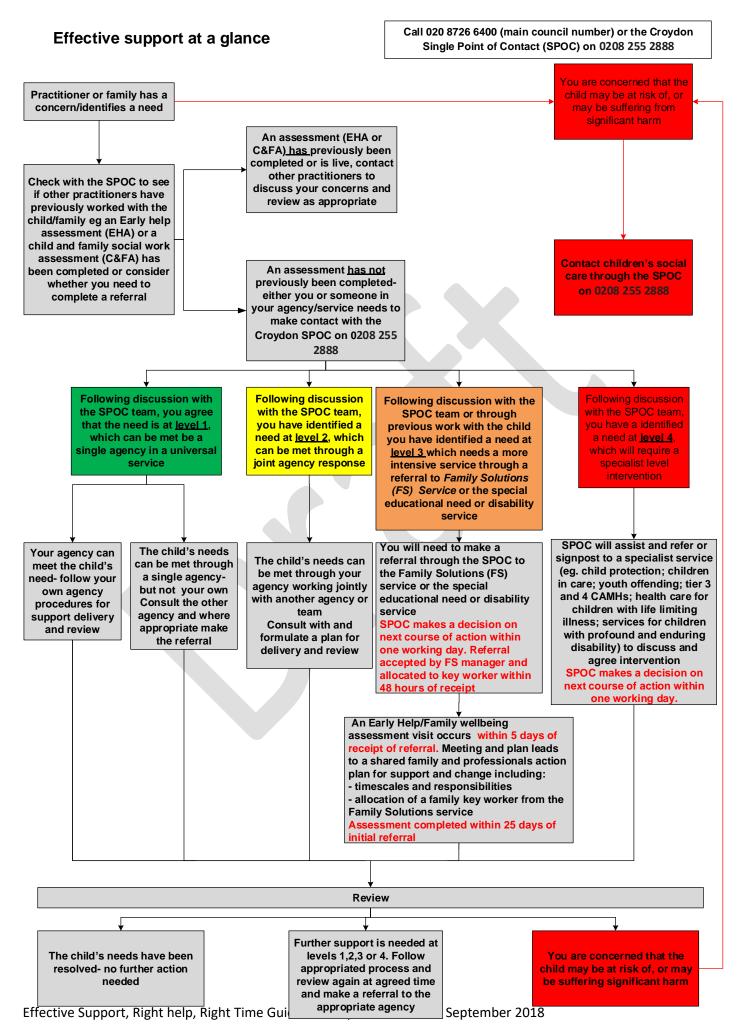
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Additional information or concerns on open cases should be made to the allocated social worker (or in their absence the manager or the duty social worker).

If you are unsure who the social worker or team is, you can contact the SPOC to find out or to pass on the information.

When CSC undertakes a section 47 child protection enquiry, the London child protection procedures are followed.





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10. Indicators of possible need

The indicators of possible need listed under each heading are an indication of the likely level of need. Only by talking to children and their family in more detail to explore the context and factors behind the need, will the practitioner be able to form a judgement as to the level of support needed. The indicators are a guide and not a pre- determined level of response.

Level 1 - Universal needs

Children and young people who make good overall progressing most areas of development and receive appropriate universal service, such as health care and education. They may also use leisure and play facilities, housing or voluntary sector services

Development needs of Child/Young Person

Education and Learning needs	Health needs	
 Enjoys and participates in learning activities 	Health needs being met	
 Access to books, toys and age appropriate learning 	No worries regarding diet and nutrition	
Good links between home and school	Good enough hygiene	
Has experiences of success and achievement	Developmental and health checks / immunisations up to date	
Planning for career and adult life	Developmental milestones appropriate	
, I tall ming for our our and addit mo	Safe and age appropriate sexual activity	
	Sale and age appropriate sexual activity	
Emotional Health & Behaviour Needs	Family and parenting needs	
Good quality early attachments	Shows warm regard, praise and encouragement	
Able to adapt to change	Ensures stable relationships	
Able to understand others' feelings	Ensures the child can develop a sense of right and wrong	
Takes responsibility for behaviour	Good relationships within family, including when parents are separated	
Responds appropriately to boundaries and constructive guidance	Support provided by wider family	
Can differentiate between safe and unsafe contacts	Stable and affectionate relationships with family	
Age appropriate clothing and appearance	Is able to make and maintain friendships	
Age appropriate self-care skills shown	Provides for child's physical needs, e.g. food, drink, appropriate clothing,	
Demonstrates resilience	hygiene, medical and dental care	
Good emotional wellbeing	Accommodation has basic amenities and appropriate facilities and can	
	meet family needs	
	Budget adequate to meet needs	
	Protected from danger or significant harm	
	The family feels part of the community and are able to access local	
	services and amenities	
	Regular employment	

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Level 2 - Additional needs

Children and young people who require extra support to meet their needs. A single universal service or two services are likely to be involved. These services should work together. There is no need for specialist services

Development needs of child and young person

Education and Learning needs	Health needs
Has some identified learning needs or disability or receives Special Educational Needs (SEN) Support in nursery/school, and the barriers to the child/young person engaging fully in the education setting require a family approach Language and communication difficulties Patterns of regular school absences Low motivation to engage in learning Not reaching educational development potential Physical disability needs requiring targeted support Some fixed term exclusions Not in education, employment or training post 16	Emerging worries regarding diet/hygiene/clothing Defaulting on immunisations/development checks/health/dental appointments Slow in reaching developmental milestones Emerging worries regarding substance misuse

Emotional Health & Behaviour Needs

- Some difficulties with family or peer group relationships
- · Some insecurities around identity expressed
- Finds managing change difficult
- · Can behave in an anti-social way e.g. minor offending
- Can be over friendly or withdrawn or not aware of risk
- Change in communication leading to a more guarded/secretive self
- May be engaged in bullying behaviour
- Victim of crime or bullying
- Not always adequate self-care e.g. poor hygiene
- Slow to develop age appropriate self-care skills eg. age inappropriate clothing and appearance
- Disability limits amount of self-care possible
- Experienced loss of significant adult or family member
- Low self esteem
- Moderate depression, anxiety, self-esteem or confidence issues
- Moderate stress
- Moderate health anxiety
- Moderate Post-traumatic stress disorder and/or obsessive compulsive disorder
- Moderate anger management
- Moderate mental ill health issues emerging e.g. regular self- harm, eating disorders

Family and parenting needs

- Basic care is not provided consistently
- Parent/Carer requires advice on parenting issues
- Young, inexperienced parents nconsistent responses to child/young person by parent/carer
- Starting to show difficulties with attachments
- Child/young person spends considerable time alone
- Rarely exposed to new experiences
- Taking on a caring role for parent/carer or may look after younger siblings
- Parent has physical or mental health difficulties
- Parental stress starting to affect ability to ensure child's safety
- Domestic abuse with the potential for emotional impact on child/ren
- Multiple changes of address
- Limited support from extended family and friends
- Family seeking asylum or are refugees e.g. no access to public funds
- Poor state of repair, temporary or overcrowded or unsafe housing
- Intentionally homeless
- Poor parental engagement with services
- Parent/carer requires advice on parenting issues
- Parents own emotional needs beginning to impact on child's wellbeing
- Teenage pregnancy
- Some exposure to dangerous situations in home/community
- Lack of emotional warmth
- Unable to develop other positive relationships
- Parent/carer offers inconsistent boundaries
- Lack of routine in the home
- Lack of positive role models or existence of significant others who are poor role models
- Parents struggling to have their own emotional needs met
- Family new to area
- Some social exclusion or conflict experiences
- · Limited access to universal resources or community facilities
- Periods of unemployment of parent/carer
- Financial/debt problems

Level 3 - Intensive needs

Vulnerable children, including those who have a disability, children and young people whose needs are more complex. This refers to the range, stage and depth of needs. A number of these indicators would need to be present to indicate need at this level. More than one service is likely to become involved and the Family Solutions service becoming involved, and a family keyworker allocated to work alongside the family, undertaking a family wellbeing assessment and ensuring help from other professionals.

For a child with complex disability, the special need and disability service would become involved. Support at this level will be accessed through the SPOC using the referral form.

Development needs of child and young person

Education and Learning needs	Health needs
 Consistently poor nursery/school attendance and punctuality Not in Education (Under 16) Has identified Special Educational Needs and Disability requiring both additional support and the involvement of outside agencies, and the barriers to the child/young person engaging fully in the education setting require a family approach Young person aged 14 and over with identified SEND who require both additional support and the involvement of outside agencies, where planning for independence in adulthood has not started Not achieving Key Stage benchmarks due to parental care School attendance below 90% Greater of or equal to 3 fixed term exclusions or greater than 15 days excluded in any one year Permanently excluded from school 	 Health/dental worries not accepted or addressed –treatment not being sought/adhered to Multiple health problems/disability Consistently missing required health appointments Overweight/underweight where no organic cause Regular substance misuse including drugs/alcohol Developmental milestones not being met Self-harming behaviours

•	Emotional Health & Behaviour Needs	Fa	amily and parenting needs
•	Persistent disruptive/challenging/ criminal behaviour	•	Receives erratic/inconsistent poor quality care
•	Exhibiting extremist language/ behaviour/aligned to a gang	•	Parental capacity affects ability to nurture
•	Sexualised behaviour	•	Absence of positive relationships
•	Risky sexual behaviour	•	Parent in prison
•	May be at risk of being groomed for sexual exploitation	•	Not receiving positive stimulation
•	Missing from home or change in behaviour/routine suggesting development	•	Difficult to engage parents/carer – reject advice/support
	of inappropriate relationship	•	Parent continually struggling to provide care
•	Child lacks a sense of safety and often puts him/herself in danger	•	Professionals concerned basic care will not be provided
•	Unable to demonstrate empathy	•	Parents mental health problems or substance misuse affects care of child/young
•	Experiences of persistent discrimination e.g. ethnicity, sexual orientation or		person
	disability	•	Parents perceive child's safety outside the home to be a real problem
•	Poor self-care for age	•	Neglect identified
•	Disability prevents self-care in a significant range of tasks	•	Unsafe situations e.g. criminal activity, drugs, alcohol
•	Very poor self-esteem	•	Incidents of domestic abuse with impact on victim and children
•	Difficulty in coping with anger/ frustration and upset	•	Family has serious physical/ mental health difficulties
•	Child/young person demonstrates thoughts, behaviours, distress and/ or	•	Drug use or alcohol dependency by parent/carer
	impact on functioning that may be consistent with a (working) diagnosis, and	•	Poor relationship/little communication with wider family
	treatment is focused on achieving short/medium term psycho-social goals.	•	Vulnerable accommodation e.g. friend's house
•	Without treatment or intervention the child/young person would require a	•	Parents struggle to engage to set effective boundaries
	more intensive level of care	•	Young person is carer for family member
		•	Lack of basic skills or long term substance misuse hinders parents employability
		•	Chronic unemployment that is affecting family
		•	Serious debts/poverty impact on ability to meet basic needs
		•	Parents socially excluded
		•	Community are hostile to family

Level 4 - Specialist needs

Children, young people and families whose needs are complex and enduring and cross many domains. More than one service is usually involved on a statutory basis with qualified social workers as the lead professional. It is usually the local authority's children's social care service who act as the lead agency

Development needs of child and young person

Education and Learning needs	Health needs
 Where Education, Health and Care (EHC) Assessment requires social care involvement and where reviews of EHC Plans should be synchronised with social care plans. Persistent school refusal if in conjunction with other complex and significant needs 	 Severe/chronic health problems, developmental delay or disability where treatment not being sought or adhered to* Persistent and high risk substance misuse Pregnancy or Sexually Transmitted Infection (STI) of a child under 13* Repeat dental extraction under general anaesthetic (or multiple dental extractions) due to neglect Child significantly under/over weight
Emotional Health & Behaviour Needs	Family and parenting needs
 Challenging/disruptive behaviour putting self or others in danger At significant risk or already being sexually exploited* Child at risk of trafficking* Child is at significant risk of gang affiliation and/or criminal exploitation* Harmful sexual behaviour Sexual activity child under 13* Inappropriate relationship with an adult Abusing other children Chronically socially isolated Frequently missing from home/ placement* Young person persistently running away or absconding Participates in extremist actions in language and behaviour* Serious or persistent offending behaviour Persistent poor and inappropriate self-presentation Significant impact of traumatic event Acute mental health problems e.g. severe depression; threat of suicide; psychotic episode Risk admission to psychiatric hospital Deterioration of mental health leading to risk to self and/or others 	 Parents consistently unable to provide 'positive enough' parenting that is adequate and safe Previous children removed from parents care Domestic abuse in pregnancy* Regularly hungry, very unclean, clothing smells. Child abandonment* Any allegation of abuse or serious neglect or a suspicious injury in a pre or non-mobile child or a child with a disability* Persistent instability and violence in the home* Parent and/or child have significant involvement in crime Parents unable to keep child safe and secure A child at risk of female genital mutilation, honour based violence or forced marriage* Poor/harmful sibling relationships Involving a child in crime or significant anti-social behaviour Negative influence from family involved in drugs/crime/illegal activities Parent's mental health problems or substance misuse significantly affects care of child and/or pregnancy An individual with serious child related offences visiting/moving into a household with children*
*S47 strategy discussion required	*S47 strategy discussion required

Appendix 1

What happens when you make a referral to the local authority about a child

Telephone calls to SPOC are received by the children's customer support workers. These customer support workers are not social workers, but are able to respond to queries, give information and signpost to other services as necessary. Such discussions do not constitute a consultation because these need to be undertaken with a social worker (see page x of this guidance). All calls/emails into the system are logged onto the electronic system as **contacts** (provided the call or referral does not relate to an open case, in which case, the details are recorded on open case notes and passed to the allocated worker).

Where a contact is potentially a child in need referral or a child protection referral (i.e. in need of intensive support and help), the MASH will gather further information that day, having a duty to respond to the referrer within 24 hours to explain what is going to happen next.

Where the call or referral suggests that a child is at risk of immediate harm, the details will be passed to the assessment service for immediate action under the supervision of the service manager for the assessment service. The child will ALWAYS been seen on the same working day.

All contacts will be seen by a manager within one working day to decide a course of action. Next steps will include:

- Advice and information given
- Sign-posting to other help or targeted services, for example targeted youth or FJC (Domestic Abuse support) or the Family Solutions service or to the MASH for further consideration, including a consultation between the caller and a qualified social worker where next steps are not immediately clear
- Held in the MASH until the end of the next working day (at most) to gather more information
- · Accepted as a referral and allocated to a social worker in the assessment service
- No further action.

The outcome of the enquiry will be fed back to the referrer within 24 hours as required in statutory guidance.

When a referral is accepted, it will usually be allocated to a social worker in the assessment service. In most cases a **children and families** assessment will be undertaken. This will include seeing the child alone (where age appropriate), within 3 working days of the original referral (or as soon as in necessary in accordance with the presenting risk and uncertainty), meeting parents and carers, discussing concerns and gathering current and historical information from all relevant professionals to make a judgment about needs and risks in order to develop a plan or agree further actions to support the child.

During an assessment, UNLESS there are concerns that the child is at risk of harm or significant harm or has already been harmed AND the decision has been made that the nature of the assessment is that it is a child protection enquiry (section 47 of the Children Act 1989), parental consent must always be sought, gained and recorded before seeking further information from other agencies as part of the assessment.

The outcome of an assessment may be the provision of advice or help from an existing service, a child in need plan, request for family wellbeing to support the child/ family, or no further action. The outcome of the referral will be shared with the referrer and any agencies from whom information has been sought. Statutory guidance (see **Working together 2018**) gives up to 45 working days for the completion of an assessment which allows for detailed information from other agencies and family members to be sought, detailed exploration into the family background to be carried out, and the needs of the children to be fully understood. In Croydon, the time an assessment takes is agreed at the start between a manager and practitioner. It will be wholly dependent upon the presenting risk and uncertainty, the family history and the judgement about the welfare and safety of the child or children at that time. **An assessment may lead to a child in need plan or other protective action as is deemed necessary**.

Whenever there are **child protection concerns**, **a 'section 47 (Children Act 1989) enquiry'** is undertaken. This involves liaison with the police and other agencies and will ALWAYS be started following a **strategy discussion**, often through a multi-disciplinary meeting, to decide and plan next steps.

An assessment of the child's circumstances including risks and needs is undertaken following the strategy meeting. This may lead to a decision that there are no concerns, to a voluntary child in need plan, or to some form of statutory intervention often through an **initial child protection conference** (which needs to take place within 15 working days of the initial strategy meeting).

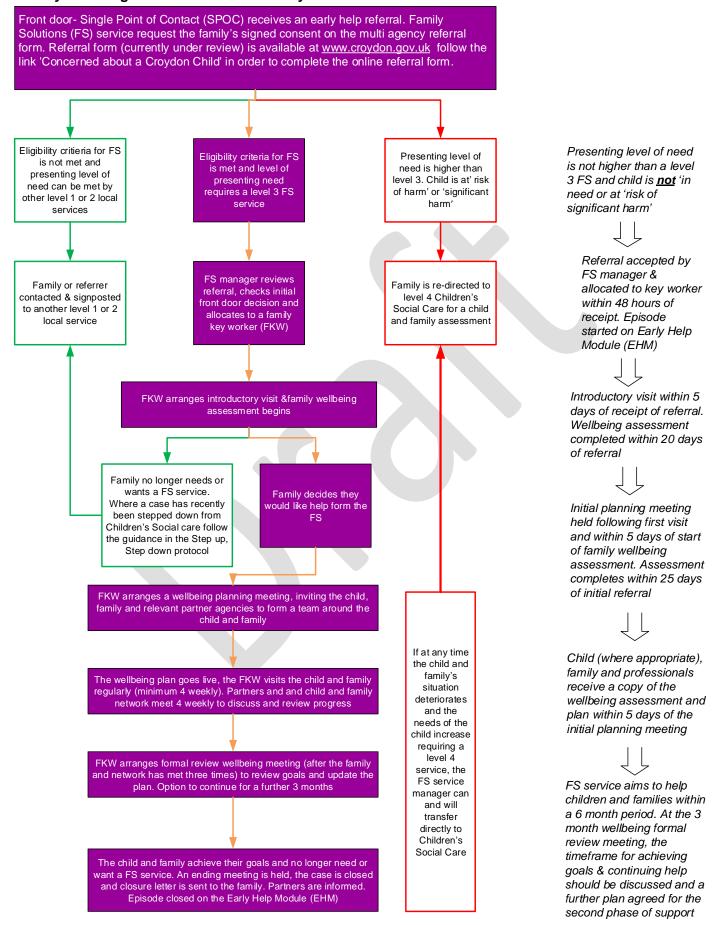
If those in attendance at the child protection conference agree, a **child protection plan** is written and becomes the agreed working arrangement for everyone to protect the child. This includes the parents, carers and extended family. The child protection plan will make clear to the parents what changes they have to make to ensure the child does not suffer significant or further harm. The plan will also set out what will happen if the changes are not made. Should the circumstances of the child not improve or where further serious incidents occur, a decision may be made to apply to the court for **care proceedings**.

The first step in this process is usually to have a legal planning meeting and issue parents with a formal **public law outline (PLO) letter** stating what must improve to avoid care proceedings.

Once children's social care and other specialist help have successfully reduced the risk of significant harm for the child, targeted and/or intensive services may be asked to continue to support the child and family through the 'effective support' processes already described.

Appendix 2- Family Solutions Service

Family wellbeing - Level 3 - intensive family solutions service



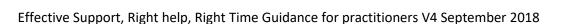
Appendix 3: Legislation and Guidance

Legislation

The Children Act 1989
The Children Act 2004
The Children and Families Act 2014
Children and Social Work Act 2017
Education Act 2002
Data Protection Act 2018

Guidance

Working Together Guidance 2018
Keeping Children Safe in Education
Gillick competence
Government advice on information sharing
Local Safeguarding Children's Board



REPORT TO:	CABINET 24 SEPTEMBER 2018
SUBJECT:	GOVERNANCE REVIEW
LEAD OFFICER:	RICHARD SIMPSON EXECUTIVE DIRECTOR OF RESOURCES
	JACQUELINE HARRIS BAKER DIRECTOR OF LAW AND MONITORING OFFICER
CABINET MEMBER:	COUNCILLOR SIMON HALL, CABINET MEMBER FOR FINANCE AND RESOURCES
WARDS:	ALL

CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:

The Labour Administration in its 2018 manifesto made a commitment to hold an independent review of the Council's governance structure bringing together best practice across the country and beyond to develop a model tailored to the needs and aspirations of Croydon residents. The main goal of the review would be to assess and review local democracy and community engagement. This is embodied in the Council's Corporate Plan 2018 to 22. The Council's capacity to work effectively and to deliver all aspects of its strategic framework is conditioned by its ability to take informed and transparent decisions with openness and inclusivity.

FINANCIAL IMPACT:

There are resource implications to conducting the review. The use of external support or advisors will be met from the Community Priority Fund and is estimated to be no more than £25K.

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

1. RECOMMENDATIONS

Cabinet recommends to the Council to:

- (1) Approve the establishment of a cross party governance review panel to assess and review the Council's governance arrangements as set out in the draft scoping document and terms of reference for the governance panel as set out in Appendix 1.
- (2) To appoint a maximum of 7 councillors (4 Labour 3 Conservative) and 1 independent member to the governance review panel (together with independent external chair and such other expert independent members external to the Council as the panel may wish to co-opt in a non-voting capacity).
- (3) To require the governance review panel to report its findings and make recommendations within the 2018/2019 municipal year on options and improvements to the Council's governance arrangements, and in any event to report on progress to the Cabinet and Council, as advised.

2. EXECUTIVE SUMMARY

- 2.1 This report recommends the establishment of a cross party governance review panel to assess and review the Council's governance arrangements and to develop proposals tailored to the needs and aspirations of Croydon residents. The panel will report back with recommendations and options on improvements to the governance arrangements which enhance local democracy and community engagement.
- 2.2 This report provides information to assist Panel Members to agree and implement a process to develop recommendations during the current municipal year.
- 2.3 A final report to Cabinet and Council is planned for early 2019 to include an analysis of options and a final set of recommendations. Any proposed consequential changes, following any required formal consultation, may be made to the Council's Constitution at the Annual Council meeting in May 2019.

3. DETAIL

Introduction – legislative background

- 3.1 A number of key legislative changes have influenced the current governance arrangement for the Council.
- 3.2 The Local Government Act 2000 ("the 2000 Act") introduced a separation of powers into local government for all but the smallest local authorities with the aim of making council decision-making efficient, transparent and accountable. The 2000 Act required most local authorities to change governance arrangements from the committee system to an executive-scrutiny model. The Council adopted the leader and cabinet model in May 2001.
- 3.3 The Local Government and Public Involvement in Health Act 2007 ("2007 Act") restricted the governance options available to local authorities. The 2007 Act required the Council to introduce a choice of two models: a directly elected mayor or a new style "strong" council leader. Both models place executive powers in the hands of an individual, who, in the normal course of events, will serve an uninterrupted four year term. A directly elected mayor and the new style council leader have the power to appoint and dismiss cabinet members and decide what executive powers they will exercise (if any). The Council resolved to introduce the strong leader and cabinet model following the local elections in May 2010.
- 3.4 The Localism Act 2011 increased the governance options for local authorities as follows:
 - Executive arrangements (leader and cabinet or directly elected mayor and cabinet);
 - A committee system;
 - Prescribed arrangements. If councils propose their own system of prescribed arrangements this will require approval of the Secretary of State. Regulations or detailed criteria for such an alternative governance structure

have not been issued although it would at least need to be an improvement on the current arrangements, demonstrate "efficient, transparent and accountable" decision-making and be appropriate for all other councils to consider adopting. To date no councils have proposed such arrangements.

- 3.5 Outlined below are the three main models of governance available for councils to choose from:
 - <u>Leader and cabinet system</u>. The decision-making structure operated by
 most councils and the model currently run by the London Borough of
 Croydon. The leader is elected by full council for a term determined by
 council and leads the cabinet. Councillors in the cabinet are appointed by
 the leader. At least two and up to nine councillors can be appointed to the
 cabinet.

Some councils require decisions to be made by the whole cabinet, other councils delegate such powers to individual cabinet members. Some non-executive functions are reserved to committees (such as Planning and Licensing). The appointment of at least one overview and scrutiny committee is required under this system.

- <u>Directly elected Mayor and cabinet system</u>. A directly-elected mayor is elected by local residents and holds office for four years. The mayor is in addition to the elected councillors. A cabinet of at least two and up to nine councillors is appointed by the mayor who may (or may not) delegate decision making powers. Some non-executive functions are reserved for committees (such as Planning or Licensing). The appointment of at least one overview and scrutiny committee is required under this system.
- <u>Committee system</u>. Decisions are made by committees, which comprise
 members from all political groups. Committees receive briefings and
 commission reviews to develop policy. The Council appoints the
 committees and sets their terms of reference. Overview and scrutiny is
 optional under this model with certain powers reserved to overview and
 scrutiny (such as crime and disorder scrutiny) exercised by another
 committee.
- In practice, the governance options available to councils are more nuanced than the above classification suggests because councils can adopt a so-called "hybrid" arrangement. While not a formal change of governance, such a hybrid approach typically retains the leader and cabinet system but builds a layer or advisory committees advising and making recommendations to cabinet.
- 3.7 The perceived merits and shortcomings of various governance models for the Council are not discussed in this report, not least because the objectives against which to judge models in the Croydon context are not identified adequately. Such an evaluation will form a key part of the review by the governance review panel. However, the review starts from the pretext that a Directly Elected Mayor is not favoured, as it was not an option outlined in the Labour Administration 2018 Election Manifesto.

Trends in other local authorities

- 3.8 A guide on governance change published jointly by the Local government Association (LGA) and the Centre for Public Scrutiny (CfPS) in January 2014 identifies nine local authorities that changed governance arrangements to move to a committee system in May 2012 or May 2013. An additional seven local authorities adopted hybrid arrangements in the same period. In May 2014 at least four other local authorities moved to the committee system.
- 3.9 There is expected to be local evolution of governance arrangements. Gathering evidence from local authorities with experience of governance change is likely to be of interest to a governance review panel; and is listed within the scope and TOR in Appendix 1. Other councils are investigating different arrangements in public while others may be discussing proposals internally. Therefore, the LGA and CfPS will be an appropriate source of evidence and advice for the review panel.

Process for changing governance arrangements

- 3.10 The Localism Act 2011 specifies that governance arrangements can be changed either by a Council resolution alone or by a council mandated by a referendum. If the change is made by a Council resolution alone then the change will be locked in for five years. However, if the change in governance form is implemented as a result of a referendum then the change is for a ten year period.
- 3.11 In order to conduct a referendum on a proposed change of governance a valid petition containing signatures of 5% of the borough's electorate requesting such a referendum would need to be received by the Council and its validity confirmed.
- 3.12 In instances where a referendum is held to decide a change in governance arrangements, such as when a local authority is petitioned to adopt a committee system instead of executive arrangements with a leader and cabinet, the council would be required to draw up proposals for the operation of a committee system in the event of a vote for change.

4. ISSUES

Review timetable.

4.1 It is anticipated that the review panel should submit its findings and recommendations within the 2018/2019 municipal year. It is anticipated that the Annual Council in May 2019 will use the panel's conclusions and recommendations to inform its decisions for future governance arrangements with effect from May 2019.

Governance Review Panel membership and chair

4.2 A cross party review panel is proposed as follows:-Independent external chair –

The chair of the review panel will be provided from a candidate with suitably

qualified local government policy or constitutional experience that reflects the expertise required to conduct such a review. For example from the LGA, the Institute of Local Government Studies, or the CfPS.

- Labour Group x 4
- Conservative Group x 3
- Independent member x 1 from the Ethics Committee would help ensure objectivity and the wider impacts and implications of the review are considered.
- The review panel could consider the involvement of independent experts to support the review either as non-voting co-optees or advisors.

Governance Review Panel's scope

The terms of reference or scope of the review is broadly to assess and review the Council's governance arrangements bringing together best practice from across the country and to develop a model tailored to the needs and aspirations of Croydon's residents and stakeholders. The main goal of the review being to enhance councillor involvement, local democracy and community participation. This would consider if a change in arrangements could improve the quality of decision making as well as how it could improve members' involvement and participation. Alternative potential models and options would be considered with regard to the relative merits and shortcomings, including legal and resource implications.

Review Panel's evidence gathering

- 4.4 In addition to seeking wide public involvement in the review of governance structure and hosting member workshops the review group will gather evidence from other sources. For example, desk based research, visits and discussions with other councils, and calls for evidence from interested parties will feature.
- 4.5 If the establishment of the review panel is agreed it is suggested that the scoping document and terms of reference attached at Appendix 1 should form the basis of the group's activities. It is envisaged that it will consider that document at its first meeting to ensure the process and timescale for reporting back is established at the outset.
- 4.6 Clearly the panel has a considerable amount of work to do in order to conduct the review. It is envisaged that the panel will need to meet frequently, and could require meetings, during the daytime as often as fortnightly possibly more frequently than that. Councillors will need to bear this time commitment in mind in putting their names forward for membership of the group.

5. CONCLUSION

5.1 The timescale and potential scale of the review is challenging but, especially given that any governance change is locked in for a considerable period of time. It is crucial that the panel engages all stakeholders and the scope is broad enough to identify and explore all relevant issues.

6. CONSULTATION

6.1 The Leader of the Council, Cabinet members, non-executive members and

minority group members have been consulted on the content of this report.

7. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 7.1 Undertaking this review will result in a cost to the Council. At this stage a maximum budget of £25k has been identified, which will be funded from the Community Priority Fund.
- 7.2 Costs to be incurred include:-
 - the possible use of an external Chair and external facilitators for a member issues workshop:
 - the review panel members using expert advisors; and
 - Obtaining verbal or written evidence from stakeholders, together with delivery of a suitable communications/consultation plan.

The review panel may recommend actions that have a financial implication, including an impact on the Members' Allowance Scheme and these will be contained within the review's report, and funding to be identified once costs have been developed.

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

8. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

8.1 The Solicitor to the Council comments that the review of governance arrangements will need to ensure that the recommendations are legal and adhere to processes within the Localism Act 2011 and other relevant legislation. When implementing a change in governance it is necessary to comply with the Local Government Acts. Any changes may require an update to the Council's Constitution.

Approved by: Sandra Herbert Head of Litigation and Corporate Law for and on behalf of Jacqueline Harris Baker Director of Law and Monitoring Officer

9. HUMAN RESOURCES IMPACT

9.1 Officer time will be required to assist the group in scheduling meetings, summoning and minuting meetings, research, providing legal advice, gathering evidence and compiling its final report. The review panel will report separately on any human resource implications arising from its recommendations (if any).

Approved by: Sue Moorman Director of Human Resources

10. EQUALITIES IMPACT

10.1 No particular group of individuals except Members may be affected by carrying out the review. The assessment of the existing arrangements will seek to

identify how well they serve different communities across Croydon. Any options put forward as a result of the review will need to ensure that they are assessed against the equality and diversity framework. A goal of the review is to enhance community engagement and participation.

11. CRIME AND DISORDER REDUCTION IMPACT

11.1 There is scope within the context of the governance review to examine how any existing partnership arrangements aimed at tackling crime and disorder can be improved. The Localism Act requires the scrutiny of crime and disorder.

12. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

12.1 The proposal for a review of the Council's governance structure forms part of the Administration's manifesto commitment 2018. The requirement for such a review is also embodied in the Council's Corporate Plan. The main goal is to enhance local democracy and community engagement and participation.

13. OPTIONS CONSIDERED AND REJECTED

13.1 Not to proceed with a review.	
CONTACT OFFICER:	
APPENDICES:	Appendix 1 – Scoping and Terms of Reference document
BACKGROUND DOCUMENTS:	None



Scoping document and Terms of Reference

Review Topic	Assessment and Review of Croydon Council's
	governance arrangements
Covernos Deview Borel	To consist on independent systems of
Governance Review Panel	To appoint an independent external
membership	Chairperson and maximum of 7 councillors (4
	Labour 3 Conservative) and 1 independent
	member at full council on 8 October 2018
	(together with such other independent experts
	external to the Council as the Panel may wish
	to co-opt in a non-voting and advisory
	capacity) to a cross party governance
Officer cumpert	assessment and review panel.
Officer support	Head of Corporate Law and Head of
	Democratic services support, legal services support, comms and communities teams.
	support, comins and communities teams.
Terms of reference (key tasks)	To conduct an independent assessment and
	review of the Council's governance structure
	that will:
	i) Hear the views of councillors and other
	stakeholders including , residents,
	community and voluntary groups, business,
	MPs and other participants in local
	democracy;
	ii) Hear the views and seek advice from
	experts on participation in local democracy;
	iii) Identify those aspects of the council's
	governance that works well and identify
	opportunities to enhance councillor and
	other stakeholder participation in the local
	democratic processes;
	iv) Benchmark good practice from areas with
	higher levels of participation and consider
	how this can be delivered in Croydon;
	v) Identify the cost and value for money
	implications of any recommendations that it
	makes.
	In order to make recommendations to the
	Cabinet and full Council on options for
	improvements to the Council's governance
	arrangements.
Indicators of success/desired	A successful review will lead to:
outcomes	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
	i) the council can fully exploiting those areas
	of its governance arrangements that
	encourage participation in decision making;

arrangements.			
Methodology/Approach An initial work programme will be devised to the panel to agree that will include:	or		
 i) A communication and consultation programme that will describe the use of questionnaires, interview sessions, focu groups and workshops to seek the views councillors and a broad range of stakeholders and experts; and ii) A timetable for gathering and considering evidence, consulting experts, reaching conclusions and testing potential options time for consideration at Annual Council May 2019. 	g s in		
Specify witnesses/experts To be determined by the governance review panel.	To be determined by the governance review panel.		
Specify site visits Potential visits to other local authorities and expert organisations such as the LGA.	Potential visits to other local authorities and expert organisations such as the LGA.		
Resource requirements Minimum of 10 x day time meetings (plus s	te		
Person days visits).			
·	Modest expenses for expert		
witnesses/advisors/Chair/independent members.	witnesses/advisors/Chair/Independent		
Other support costs to the review such as legal advice.			
to be conducted. The number of stakeholders in democracy Croydon is large and varied. There will like be a diversity of views and the panel may not be conducted.	The number of stakeholders in democracy in Croydon is large and varied. There will likely be a diversity of views and the panel may not always reach full agreement on its conclusions		
Projected start October 2018	ch		
Meeting Fortnightly Projected completion April 2019			
frequency date			

For General Release

REPORT TO:	CABINET 24 September 2018
SUBJECT:	Care Leavers' Local Offer
LEAD OFFICER:	Eleni loannides Executive Director, Children Families and Education
	Philip Segurola Director Early Help and Children's Social Care
CABINET MEMBER:	Report from the Chair of the Corporate Parenting Panel
	Councillor Alisa Flemming
	Cabinet Member for Children, Young People and Learning
WARDS:	All

CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:

Ambition 2 – Helping Our Residents to be as Independent as Possible.

FINANCIAL IMPACT: There are no direct financial implications arising from the recommendation in this report.

KEY DECISION REFERENCE NO.: Not a Key Decision

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

1. RECOMMENDATIONS

The Cabinet is recommended to approve the Offer and the Council's commitment to prioritising the needs of Care Leavers, and to note that the offer will be regularly updated and enhanced.

2. EXECUTIVE SUMMARY

- 2.1 Section 2 of the Children and Social Work Act 2017 requires Local Authorities to publish a 'Local Offer' for care leavers by September 2018 covering the following areas
 - Health and Wellbeing
 - Relationships
 - Education and Training
 - Employment
 - Accommodation
 - Participation in Society

- 2.2 The local offer detailed at Appendix A has been compiled in consultation with care experienced young people and will be published in September 2018.
- 2.3 This Council is committed to, and ambitious, for its care leavers and to ensuring that looked after children and are leavers receive priority in our services. The Council will be looking at all opportunities to prepare care leavers and to focus specifically on housing and employment in the first instance.
- 2.4 The Offer will be regularly reviewed to ensure that all services and opportunities for care leavers are publicised, and known and understood by them. The Offer is evolving and expanding and therefore the offer will be web based and regularly updated.

3. DETAIL

Context

- 3.1 The Local Offer should provide information about all the services and support that is available to care leavers from the local authority, including information about their statutory entitlements as well as any discretionary support that the local authority chooses to provide. The Offer should set out what support all local authority departments will provide, having regard to the seven Corporate Parenting Principles for looked after children and care leavers as follows:
 - to act in the best interests, and promote the physical and mental health and well-being, of those children and young people;
 - to encourage those children and young people to express their views, wishes and feelings;
 - to take into account the views, wishes and feelings of those children and young people;
 - to help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners;
 - to promote high aspirations, and seek to secure the best outcomes, for those children and young people;
 - for those children and young people to be safe, and for stability in their home lives, relationships and education or work;
 - to prepare those children and young people for adulthood and independent living.
- 3.2 The Local Offer should be easily available and accessible to all care leavers, which means it is available in a number of formats and languages as appropriate. Personal advisers are expected to share and promote the offer with care leavers they work with and make sure they are aware of the services they are entitled to.
- 3.3 The Croydon Local Offer is intended to be a comprehensive document which goes beyond the minimum requirement of what has to be published and which can act as a directory or reference point for a range of services that young people can access. It does however outline clearly what the statutory offer is for care leavers at a range of ages and circumstances.

- 3.4 The language used is intended to be friendly for young people, and a young person's journey is used to illustrate how the offer works in practice.
- 3.5 Following feedback, an 'Offer on a Page' summarising the key elements of the offer will also be produced as an easy reference guide.

Publication and Distribution

- 3.6 A number of methods are proposed for distribution in order to ensure the offer is accessible to as many young people as possible.
- 3.7 The online version of the offer gives the optimised way of accessing it, as this version contains hyperlinks, videos and an audio-narration. This will be uploaded to the Croydon website as soon as possible after sign-off. Personal advisers, social workers, foster carer and independent reviewing officers will be encouraged to support young people to access it in this way.
- 3.8 An initial print run of hard copies will be completed in order that all current care leavers can have a copy. Personal advisers will ensure all the young people they support have a copy.
- 3.9 Translated versions in the top 5 languages used by care leavers will be made available on the web– these are Albanian, Pashto, Tigrinya, Arabic and Dari.
- 3.10 During the autumn of 2018, progression towards launch of the Care Leavers App will be completed. This will allow young people to access key information on their smart phone or tablet, and is available off-line. This app also has a translation facility and, along with a range of other features, allows care leavers to see the local offer summarised in an easy to read and accessible way.
- 3.11 Further work will be undertaken during autumn 2018 about production of a version with symbols suitable for people with learning disabilities.

Next Steps

3.12 Work will continue on expanding the offer wherever possible by ensuring that in line with the Corporate Parenting Principles, the whole council offer is developed. This will be done as part of the ongoing improvement journey in Children's Services and the development of a louder voice from care experienced young people.

4. CONSULTATION

- 4.1 Care leavers have been consulted in drawing up the Local Offer in the following ways:
 - Encouragement to complete feedback forms whilst attending the Turnaround Centre and engaging with their personal adviser
 - Consultation session in June 2018 about use of a Care Leaver App to assist with access to the local offer
 - Consultation session in August 2018 about the draft Local Offer documents
 - Attendance at the Children in Care Council to talk about the Local Offer

- 4.2 Care leavers have been positive about the layout, content and style of the written Local Offer and the provision of an audio version, and have also welcomed the moves to commission a care leaver App as a key way of knowing their entitlements.
- 4.3 They have given feedback about where they see gaps in the offer, which are primarily in relation to suitable, affordable local housing, support for emotional needs, and council tax relief for Croydon care leavers living in other Boroughs. These issues will be addressed as the Offer develops to encompass the council's renewed priority for ensuring suitable support for care leavers.
- 4.4 A number of Croydon council departments and external partners have contributed to the offer, including Housing, Gateway, CALAT, Croydon Works, Early Help, Youth Participation, Looked after Children health services
- 4.5 A presentation about the offer took place at the Chief Executive's Corporate Leadership Team meetings on 22 August 2018 and 29 August 2018. A range of offers from other council departments are being progressed for inclusion in the first revision of the offer in early 2019.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 There are no direct financial implications arising from the approval of the Care Leavers' Local Offer.

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

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

The Solicitor to the Council comments that there are no direct legal implications arising from the recommendations in the report other than those already outlined.

Aproved by: Jacqueline Harris Baker, Director of Law and Monitoring Officer.

7. HUMAN RESOURCES IMPACT

7.1 There are no direct Human Resources implications arising from this report for Croydon Council employees.

Approved by: Nadine Maloney, Head of HR Children, Families and Education on behalf of the Director of Human Resources

8. EQUALITIES IMPACT

Equalities and diversity considerations are key elements of practice in delivering services to care leavers. It is imperative that all supports and services for children, young people and their families are sensitive and

- responsive to age, disability, ethnicity, faith or belief, gender, identity, language, race and sexual orientation.
- 8.2 Croydon has a diverse population of children and young people and some notable identifying charachteristics withing it's population of Care Leavers. In comparison to the wider population, there are a higher than average number of care leavers who speak English as a second or additional language. More care leavers are from ethnic minorities than in the wider population and there are significantly more male care leavers than female.

9. ENVIRONMENTAL IMPACT

9.1 Not applicable

10. CRIME AND DISORDER REDUCTION IMPACT

10.1 Not applicable

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 This report is for information only.

12. OPTIONS CONSIDERED AND REJECTED

12.1 Not applicable

CONTACT OFFICER: Wendy Tomlinson, Head of Service, Looked

after Children and Resources

APPENDICES TO THIS REPORT: Appendix 1 – Care Leavers Local Offer

BACKGROUND DOCUMENTS: None





LOCAL OFFER FOR CARE LEAVERS

LOOKED AFTER CHILDREN - CROYDON COUNCIL

September 2018

English Version (also available in Albanian, Pashto, Tigrinyan, Dari and Arabic) To provide feedback on our Local Offer, click here.







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A WORD FROM YOUR LEAD CORPORATE PARENT

I have great pleasure in being able to introduce the Croydon Council Local Offer for care leavers and to outline to you the commitment the Council has made to delivering, and developing further, the support as you move into adulthood and independence.

This Council is committed to, and ambitious, for its care leavers and wants to ensure that looked after children and care leavers receive priority in our services. This Local Offer is evolving as we make that commitment translate into practice. In the short term we are looking at all opportunities to prepare care leavers for adulthood and will focus specifically on housing and employment as a priority.

Councillors, (as your elected representatives in Croydon), and the Senior Managers in the Council are looking as we speak about how we can expand the Local Offer to show how we give care leavers priority. This means you can expect an updated and expanded version of this Offer by Spring 2019.

In my role as the Chair of the Corporate Parenting Panel of the Council, I will be keeping a very close eye

on how we implement this offer in practice, and essential to that will be getting the views of care leavers and care experienced young people.

Please be sure to look at the Offer carefully with your social worker or Personal Adviser and also give us feedback on where we are getting things right, and where we need to improve.

Councillor Alisa Flemming
Cabinet Member for Children, Families and Learning











FOREWORD

My name is Ashleigh and I am a Croydon care leaver. I am 21 years old and have been living independently since 18. I am still supported by the Leaving Care team and see my Personal Adviser from time to time. I work part time as a manager in Sainsbury's and I have recently qualified as a hairdresser after attending an adult course at college.

In my spare time, I volunteer with the Children In Care Council (CiCC) to offer support and advice to Looked After children. I wanted to come back as a volunteer so that I could use my experiences to help others and make sure that we push for positive change. Since I began my volunteering I have helped support lots of young people and have been able to provide an insight into some of the ways the care system works and can be improved. I've even spoken with the Mayor of London and Cabinet members about the sort of changes I believe would help both Looked After children and care leavers.

As part of my work helping to improve services I have read over the Local Offer and given lots of feedback on it. I think it is very exciting for us to have a document that lets us know what support we are entitled to and what services are out there. I found out a lot of very helpful information by reading through it, as I'm sure you will too.

But this is only the start!

Now that we have a Local Offer in place we have a foundation to build on so that one day we can have an even stronger offer for young people leaving care. The great thing about the Local Offer is that now we have something to show that we know what support we are entitled to.

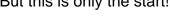
It doesn't stop there though: this is a building block for us to be able to start having conversations about change. Change doesn't happen by sitting back and waiting - it happens by taking control and not being afraid to show what you are happy or unhappy with. There is so much information in this Local Offer and it may take a little while to digest, but one of the best things that you can do is read through it, think about the things that you are happy with and things that you think could be better. Set aside the time to talk to your Personal Adviser and help me and the Council improve things for the people that are going through the same experiences as us.

I'm using my experience to help others; you can too!

Ashleigh (21), Care Leaver and Croydon Youth Ambassador











OVERVIEW OF THE LOCAL OFFER

This Local Offer has been produced to give you, as a care leaver, an idea of what services Croydon Council provides. It has been written with the aim of outlining exactly what you can expect from our organisation: expectations against which we, as a council, can be held to account.

The need for a Local Offer arises from the introduction of the **Children and Social Work Act 2017**, which basically says that we, as a council, have to publish information about the services we provide you. However, we feel, in Croydon, that our published Local Offer should go *beyond* our legal requirement and should, rather, be a more comprehensive document. Our publication, therefore, builds upon the base requirements as stated in the Act to provide you with a more detailed overview of exactly what we offer and how we will deliver it, as well as other information about services for care leavers provided by others.

At the heart of our practice, we will aim to identify and promote what is working well in your life, while exploring concerns, assessing the impact of these and planning in partnership with you.











OUR CORPORATE PARENTING PRINCIPLES

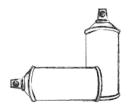
The term 'Corporate Parent' isn't particularly warm, is it? But it does stand for the very positive idea that Croydon Council should act as your parent. What this means is that we have the same

Page 248

hopes, wishes and aspirations for you as we would for our own children. We want you to have access to the same opportunities and chances that any other child or young person would — being care experienced does not mean you do not have

the same potential as those who are **not** care experienced.

That all sounds very nice but what does it actually mean?



It means that we have a set of principles to frame our relationship with you – principles we return to time and again to ensure that we are doing our very best as your parent. These principles are as follows:

- To act in your best interests, and promote the physical and mental health and well-being, of all care leavers.
- ✓ To encourage every care leaver to express their views, wishes and feelings.
- ✓ To take into account the views, wishes and feelings of every care leaver.
- To help care leavers gain access to, and make the best use of, services provided by the local authority and its relevant partners.
- To promote high aspirations, and seek to secure the best outcomes, for care leavers.
- For care leavers to be safe, with stability in their home lives, relationships and education or work.
- To prepare care leavers for adulthood and independent living.









HOW HAVE WE CREATED OUR LOCAL OFFER?



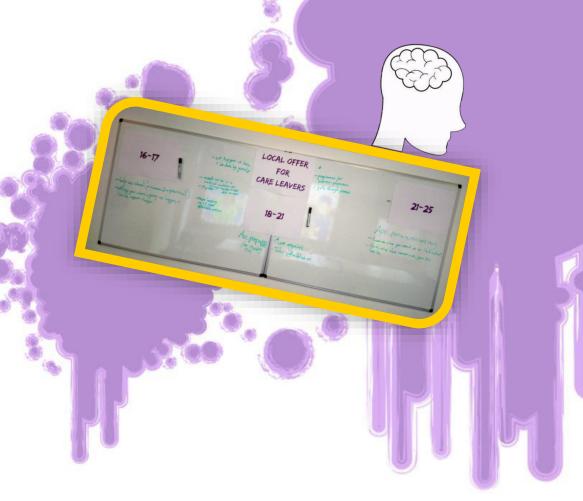
Putting together our Local Offer has involved a big discussion inside Croydon Council, as well as with other organisations in the borough with whom we work and – most importantly – listening to the care leavers we support, like you.

We have done that in three ways: firstly, with feedback forms (such as the ones to the left) available for completion in

the Turnaround Centre asking for ideas on

how to improve the service as well as what is working well; secondly, through an engagement group meeting with care leavers; and finally, it was quality assured by Ashleigh, who kindly provided the foreword for the document.

It's important that we're clear about something though: this Local Offer is a *live* document. What that means is that this version you're about to read is only the beginning and we will keep looking at it, building on it and really working out how we can be better for you. And we want you involved in that, so don't be shy about telling us what you think so we can offer something that we can work towards something that is not just good, but outstanding...













GUIDANCE FOR READING THIS DOCUMENT

This document is designed to be quite easy-going with a focus on keeping things clear for you.

In a minute, you're going to be introduced to a care leaver who you can follow on his journey from the age of 16 to 25, while reading about all the services that you can access. But before you meet him, let's just review how this document works and how you can use it effectively.

First of all, you will find lots of links to other organisations, Council procedures and even other locations in this document. The links are colour coded as follows:

- Orange: these links will take you through to other websites and, sometimes, Croydon procedures. Use these links when you want a little more explanation on how we do things in the Council or how another organisation can help.
- Green: these links will send you to relevant pieces of the law and even directly to specific sections in Acts of Parliament (e.g. to Section 23c of the Children Act 1989).
- Blue: these links transport you to other sections in this document where relevant (e.g. you may see a link in the Keeping In Touch section to Personal Information and Data Sharing).
- Purple: these open up an email contact.











THE LEAVING CARE SERVICE

Overview

Our Leaving Care Service is the key team for you to know, as they will be your first contact point for pretty much all your needs. You will start to work with an allocated Personal Adviser or Social Worker from this team when you turn 18.

Here are some facts about Leaving Care:



Who can receive a service?

If you've been Looked After, then that doesn't automatically mean you'll get a Leaving Care service. There are some important distinctions to make on who **can** receive a service.

The key terms to be mindful of are: **Eligible**, **Relevant**, **Former Relevant** and **Qualifying**. These are terms that can be used in different ways to describe young people aged between 16 and 25, and serve to distinguish the levels of support that will be offered.

What do all these terms mean?

Eligible means the young person is 16 or 17 and has been looked after by the local authority for 13 weeks or more *after* turning 14, and is *still* being looked after.

Relevant means the young person was Eligible, but is no longer looked after and has returned home but not been settled there for more than six months. This will also include young people who were detained after turning 16 (e.g. in a psychiatric hospital, youth offending institution, etc.) and had been looked after immediately prior to this happening.

Former Relevant means the young person is aged 18 to 21 and was Eligible or Relevant. They continue to be Former Relevant until they are 25 if they remain in education.

Qualifying means a young person aged under 21 (or under 24 if in education) who was *not* looked after for 13 weeks or more after turning 14, but was looked after for a period when they were 16 or 17.







What services are available?

This document will explain in detail exactly what support and services are available to care leavers in Croydon but, as a brief overview, young people who are eligible, relevant or former relevant can expect the following:

- Personal Adviser or Social Worker
- Needs Assessment
- Pathway Plan
- General advice and assistance

There are plenty of other entitlements, but they will relate quite specifically to areas such as housing or education and will be covered later.





Former Relevant

We have to:

- Provide you with a Personal Adviser who visits you at least once every two months.
- Provide you with and review a Pathway Plan at least once every six months.
- Help you with expenses relating to getting into, or remaining in, education, employment or training.
- Offer you advice and support.
- Keep in touch with you.
- Offer or pay for somewhere for you to live during the extended university holidays (summer and Christmas) if you have no other home.
- Provide you with a £2,000.00 Higher Education Bursary and a Setting up Home Allowance (SUHA).
- Provide a home for you.

Qualifying

We have to:

- Offer you advice and support.
- Keep in touch with you.
- Offer or pay for somewhere for you to live during the extended university holidays (summer and Christmas) if you have no other home.









16 and 17 Year Olds

The Leaving Care Service itself only starts to take a *leading* role on working with you when you turn 18. However, the Leaving Care 'journey' begins before adulthood, and each young person who qualifies for a service is matched to a Personal Adviser or Social Worker at the age of 16. The idea of an earlier match is to ensure you get to know the worker who will provide post-18 support *before* you become an adult. The worker will also have a much stronger idea of your support needs before you turn 18 and can better prepare for what is to come.



Work with an Eligible or Relevant 16 or 17-year-old will still be led by a Social Worker in the Permanence Service or, in some cases, a different team, but the matched worker from the Leaving Care Service will also help the Social Worker prepare for your independence.

What is a Personal Adviser?

A Personal Adviser is, in many ways, very similar to a Social Worker – so much so that you, as a care leaver, may struggle to make a distinction between the two in your day-to-day contact.

They will be riend you, provide general advice and guidance, and support you more intensely where you have particular assessed needs (e.g. you wish to get into education).

The key thing to note with a Personal Adviser is that the onus is very much on **you**, as a care leaver, to say *when* you need support – you are an adult, after all and more is expected of you!

Compliments and Complaints

If you think we've done a particularly good job with helping you, or else we've done something that you're really *un*happy about, then you can let us know using this form:

To be embedded for final copy









Pathway Plan

A solid, written plan **has** to exist in order to support you properly, and that is done – as laid down in the law – through a Pathway Plan. A Pathway Plan is a document outlining how you and your Personal Adviser will jointly respond to your needs and help you develop into an independent adult. But its biggest aim is to ensure there is an ongoing and evolving conversation about how you can move forward in your life.

A Pathway Plan will talk about all your key issues (i.e. health, education, housing, money, etc.) and is as an opportunity for your Personal Adviser to say, 'Hey, what do you want to achieve and how can I help you achieve it?'. For each issue, a goal or action will be agreed with you. Each goal or action in a Pathway Plan will be SMART, so that is:

- ✓ Specific: clear about what needs to be done.
- ✓ Measurable: work out how we know when it is achieved.
- ✓ Assignable: tasks to achieve it can be assigned.
- ✓ Realistic: ensure there is a good chance it can be done.
- ✓ Time-constrained: state when it should be completed.

Any target that is not SMART is just going to frustrate you and make all professionals involved in setting it look a bit silly, as it simply will not be achieved. Each target will also take account of your individual strengths, allowing you to use and build upon them accordingly with necessary support brought in where you need it.

Once the Pathway Plan is written up, you will have an opportunity to read, comment on it and sign it – so long as you agree to its

content – at which point it becomes a *legally* binding document. So, signing it is kind of a big deal.

Your Pathway Plan will be reviewed at least once every six months, though it can be reviewed sooner should you wish.

Oh, and one last thing: we realise that you may be Captain Independent and think, 'A Pathway Plan? Why should I bother with

such nonsense?'. Well, our thinking is that if you are that independent then a short plan – or one drawn up without you engaging – simply tells us that everything in your life must be pretty much perfect. However, we very much doubt that that will ever be the case!













Turnaround Centre

Turnaround Centre provides a single place for young people and their families to access support for a range of issues. The Centre is operated by Croydon Council in partnership with a range of expert agencies and provides a base for the Leaving Care Service, as well as several other teams.

Unique to the Centre is its Drop in Zone (DiZ) – a place where you and other young

people can 'drop in' (hence the

name) for advice and support in a safe and secure environment. Services on offer include:

- Access to advice, information and support with housing and potential homelessness up to the age of 21.
- Access to information on local events and activities.
- Computer and internet access.
- Events and activities held by Croydon Council and CAYSH.
- ✓ Mediation for 16-to-21-year-olds provided by CAYSH.
- Family support and advice (by appointment only).

The Turnaround Centre can be contacted on **020 8760 5530**, is open Monday to Friday, from 9.30am-5pm, and can be found at **51-55 South End, Croydon CR0 1BF**.

You should also be aware that the DiZ does have appropriate security – including a guard and alarm system – and has a strict no friends and no hoods policy. The safety precautions in place are to protect staff as well as other people using the building.

Duty System

Things usually work best for you if you are able to with your allocated worker. However, the Leaving Care Service has a 'duty' system for responding to you if you are unable to get in touch with your Personal Adviser and need urgent help with something. All you need to do is come to the Turnaround Centre on any weekday between 10am and 4pm, and you will be able to speak with someone. You will not have to wait any longer than an hour, though you will only be seen if the matter is urgent. Alternatively, you can speak to a duty worker by phoning the Turnaround Centre and asking for them.









THE LOCAL OFFER



Saed came to the UK from Afghanistan when he was 14 years old. He claimed asylum upon arrival, as several members of his family had been killed by the Taliban back home and his own life was in danger. He was accommodated by Croydon Council under the Children Act 1989 – Section 20.

Since arriving, he has lived with a foster family in Selsdon and his English speaking skills have grown far stronger as he has progressed through ESOL Pre-Entry and ESOL Level 1 at Croydon College. Saed loves to play cricket and enjoys regular matches with a wider group of young people with whom he is

friends. His ambition is to become a nurse as his father was a doctor when he was alive and, after his experiences in Afghanistan, he wishes to do good for people.

We're going to follow Saed's story as he becomes Eligible at the age of 16, leaves care at 18 and, finally, has his case closed at the age of 25. The idea is to see Croydon's Local Offer through the eyes of someone who actually receives the service so you not only understand the service provided, but appreciate how it is *received*.

Saed's story will run side by side with us telling you exactly what services you can expect from us as a local authority, as well as some of our partners.









KEEPING IN TOUCH

Overview

If you're a Looked After child, then when you reach the age of 16, our Leaving Care Service matches a Personal Adviser to you. For the moment, this Personal Adviser will be a bit of a distant figure in your life, as your *allocated* worker (that is: the lead person responsible for supporting you) remains your Social Worker and this will be the case until you reach adulthood. However, your Personal Adviser will meet with you, so you know who they are.

Contact for you as a 16 or 17-year-old is very different to contact when you turn 18, as this table demonstrates:

Age	Contact Arrangements
16/17	 Visit once a month Looked After Child (LAC) Reviews Emphasis on Social Worker reaching out to offer you support Professionals involved: Social Worker, Personal Adviser, Foster Carer, Supervising Social Worker and Independent Reviewing Officer (IRO)
18-25	 ✓ Visit once every two months ✓ Emphasis on you reaching out to your Personal Adviser to seek support ✓ Professionals involved: Personal Adviser

Of course, the legal guidance on how regularly you should be seen should not be used as an excuse to *prevent* more regular contact, if you need it. If we were worried that you were at risk of something bad happening to you, for example, or if you needed more contact for a short time, then we'd want to see you more often – 'cos we're meant to be your parent! Remember?

Looked After Child (LAC) Reviews and the Independent Reviewing Officer (IRO)

You will have been allocated an Independent Reviewing Officer (IRO) after first becoming Looked After. This IRO may very well have changed over time, but you will have IRO-level involvement until you turn 18.



The IRO's job is as follows:

- To chair Looked After Child (LAC) Reviews (more on these in a minute).
- ✓ To check the work being done by all professionals involved with you is good and ensure it all comes together nicely.
- To be an independent person to whom you can turn when you have worries.









A LAC Review is held every six months for you and ends when you turn 18.

The purpose of the LAC Review is as follows:

- To give you a chance to privately discuss things with the IRO.
- To give the foster carer or a keyworker in your care setting a chance to give feedback on how you are doing.
- To serve as an opportunity for the IRO to check all ongoing work with you relating to the key areas in your life (e.g. health, education, preparation for leaving care, etc.).
- To agree actions between everyone to better or further support you.

Your Personal Adviser will attend the last two LAC Reviews before you turn 18 and explain the process of you becoming supported by Leaving Care; they will also give you their mobile and email, and their manager's contact details too.

Where do we meet up?

Before turning 18, your Social Worker is most likely to visit you where you are living though they can meet you elsewhere as well. After turning 18, your Personal Adviser will meet you wherever you're both happy to meet — be that at your house, in the **Turnaround Centre**, in a café, or elsewhere. It may be that your Personal Adviser wishes to visit your house for a particular reason — perhaps he/she wishes to see how you are managing with living independently, or maybe he/she has safety concerns — and it is

expected that you will cooperate unless there is a very good reason not to!

How will we keep in touch?

Okay, here's the legal bit: your Personal Adviser has to, by law, see you at least once every two months (unless expressly against your wishes). But between visits, you'll keep in touch through other means. As it is the 21st century, contact is very unlikely to be by letter, landline or carrier pigeon; instead, contact will be via text, mobile, email, Skype and/or app.

Social media is not acceptable

– nor is WhatsApp (see

Personal Information and

Data Sharing for reasons
why).

Once again, the Personal Adviser will be led by your wishes on the subject. And if you want to see your worker's big smiling face more often then they'll be happy to see you too!











Saed's Story...

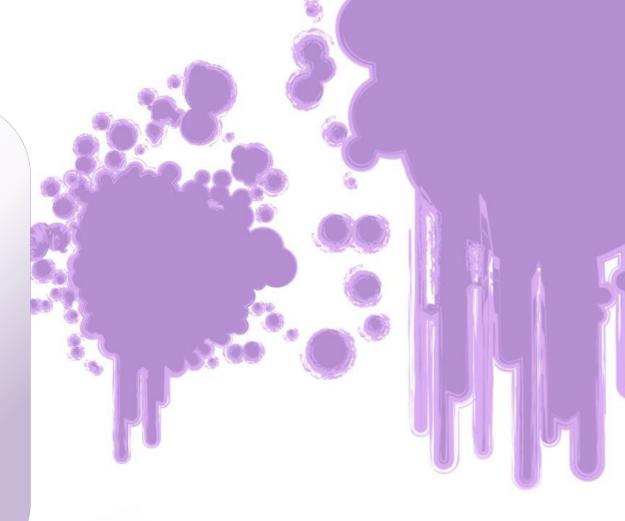
Saed, 17, walks into his LAC review, sinking into the comfy armchair in his foster home; he gets downstairs a few minutes early to secure this seat as his Social Worker competes with him for it. The IRO arrives soon after and both he and Saed accept the foster carer's offer of tea. Then the usual people file in: his Social Worker, the Supervising Social Worker and, bringing a big plate of biscuits, his foster carer takes a seat.

A knock on the door and someone new enters the living room. This person introduces herself as Saed's Personal Adviser.

'Hi Saed. I'll be at these LAC Reviews from now on – and your Pathway Plan updates. I'll be your main support when you're an adult, but I'll also be available before then if you ever fancy a chat. Let me dropcall you now so you have my number,' she says.

Before he knows it, Saed's phone is shaking along to his Justin Bieber ringtone and he has this stranger's number.

'Remember though,' Saed's Social Worker says with a wry smile, 'Come to me with any issues first, please!'.













LIFE SKILLS AND GENERAL SUPPORT

Overview

As a 16 and then a 17-year-old, you will be building your life skills in preparation for adulthood. Before turning 18, you have a lot of support available to you from a number of people both inside and outside the Council – linked and not linked to Children's Social Care. The goal is to help you find your own independence. But what is 'independence' and how do you achieve it?

independence

noun

freedom from the control, influence, support, aid, or the like, of others.

At its heart, independence suggests the idea of freedom to support yourself, but clearly no one is an island and we all need help sometimes. We aim to ensure you are well equipped to tackle the demands and trials of being an adult. These demands can range from the fairly dull, such as being able to manage and pay utility bills, all the way up to securing the job or career you hope for.

Who's available to provide support?

As mentioned, there are a number of people who are potentially available to support you, depending on your circumstances.



Although not an exhaustive list, you may expect to receive support from any of the following:

- Foster Carer or Keyworker
- Social Worker
- Personal Adviser
- Independent Reviewing Officer (IRO)
- 🧪 Independent Visitor (IV)
- Support Worker
- Virtual School (please see Education and Training for further details)
- Advocate

As stated, your own unique circumstances will decide exactly who is available for you – for example, a 17-year-old in semi-independent accommodation will not have a current foster carer. Formally, the Social Worker and IRO stop working with you when you reach the age of 18, but a care leaver who has a particularly strong relationship with their foster carer may very well keep in







touch or 'stay put' (see **Home** for further details) – which is a good thing.

CAYSH also has a direct link to the charity 'Mind' in South Croydon, and is commencing the first of what will be an annual skills programme in September 2018.

Floating Support -

We also work in partnership with an organisation called **CAYSH** who are based in the middle of Croydon and offer a floating support service to you if you need it – no, that doesn't mean you have a support worker levitating around you; it means you have a support worker who sort of 'floats' in and out of your life as you need them but who can provide more intensive or targeted support than your Personal Adviser.

CAYSH is an organisation that supports young people in a number of ways. In Croydon, CAYSH has two workers providing floating support for care leavers who are referred to them by their Personal Adviser.

The floating support consists of:

- General day-to-day assistance, such as accompanying you to appointments, helping you set up your gas/electricity supplier, budgeting, chasing immigration solicitors, etc.
- Signposting you to other appropriate services, such as Off the Record, Turning Point and StepChange.
- Working in partnership with your Personal Adviser to meet your needs in a way that works for you.











Advocacy Services - Barnardo's

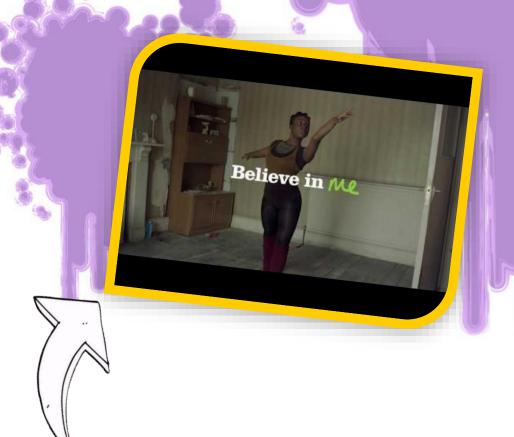
If you feel as though you are struggling to express yourself, or your views are not being taken seriously, then you can approach an advocacy service to support you in making yourself heard. Although there are a number of advocacy services available, Croydon has a working partnership with **Barnardo's** and will always try to work together with an advocate where they are responsibly and supportively involved. They will always be asked to provide evidence that you are happy for us to speak with them though!

Barnardo's notes that there is a growing recognition of the importance of advocacy for children and young people when plans are being made for their lives. Appreciating the views and feelings of the young person helps them feel involved and can help everyone make better decisions. Working like this is not just good practice, it is also a legal requirement.

The **Children Act 1989** says young people must be treated with respect and this means (amongst other things) that young people must be listened to. If a local authority is deciding what should happen to a child or young person they have to find out how they feel and what they want. They have to tell the child or young person what is happening and why.

Listening to children is at the heart of all Barnardo's work, but their work in advocacy especially shows Barnardo's commitment to giving children and young people a voice.

To request an advocate, phone Barnardo's on 0808 800 0017 or 020 8768 5058. Alternatively, email them on Advocacy2@barnardos.org.uk.













Support Groups - Esther

We're proud to run a support group that brings both Looked After children and care leavers together in a friendly, safe environment where they can develop independent skills.

Esther Outreach is a voluntarily-run initiative that provides practical support, advice and advocacy to care leavers. The practical support covers everything from assistance in finding work all the way through to preparing meals. Past workshops have covered money management, drug awareness, parenting, cooking on a budget and creative art.

There are two regular groups that run at the Turnaround Centre from 6.30-8.30pm as follows:

- ✓ Young Men Meeting on the first Wednesday of every month.
- Young Women Meeting on the third Wednesday of every month.

To sign up you can phone either 07847 844 269 or 07783 894 358, or email esthersoutreach@wwmf.org.







Sometimes the support you need is a little bolder in nature and that's when you can turn to **Civil Legal Advice (CLA)**, who may be able to offer you free and confidential advice as part of Legal Aid.

Some of the issues you can ask their support for include:

- Debt
- Housing
- ✓ Domestic Abuse
- Discrimination

If they decide you are eligible, you'll be able to discuss your issues with someone and get their expert thinking on what you can do.











SEND Local Offer

The Council publishes a Local Offer for young people with Special Educational Needs or Disabilities (SEND). This website (see the link in orange below) gives a wealth of information about local services and opportunities for young people with special needs. It is worth a look if you have ever had a Statement of Educational Needs, or an Education Health and Care Plan (EHCP) as you may be able to make use of some of the services offered.

Transitions Team

It is important to let you know that we have an enhanced offer of support for young people with physical and mental health disabilities, as well as those with learning disabilities. This support comes from our Transitions team who, if you meet the criteria for Adult Services support under the Care Act, will take a lead role in providing you with a service. Instead of a Personal Adviser, your support comes instead from a Social Worker or Care Coordinator who specialises in working with young people with disabilities. However, you will still be legally entitled to all the rights and entitlements outlined in this document as any other care leaver.

Parts of your service will, necessarily, be different to that received by other care leavers – for example, you will receive enhanced support with housing. For full information on the available support, have a look at our **SEND Offer**.

Independent Visitor (IV) Service



We also have the Independent Visitor (IV) Service, which recruits, trains and manages volunteers who meet with Looked After children one on one to build a supportive friendship. IVs give Looked After children a chance to have fun, take a break

from their daily lives with someone who

is just there for them, and to model positive behaviours. They also offer a form of continuity – with many matches lasting years – that often cannot be offered by professionals and carers in social care.

In terms of what they *actually* do, IVs do what you want to do! They travel with young people for cinema trips, cycling in the park, days out in London or Brighton, an ice cream or a burger – but they're really there to listen, to chat, to reflect and to care. They might meet a child in central Croydon or as far afield as Wolverhampton.

If you're 16 or 17, an IV is really worth considering and even after you turn 18, they can be in your life for a further six months. Result.











YouTube Channel for Care Leavers -

We recognise that a 21-to-25-year-old is likely to be a lot more independent than someone younger. So, as you approach your 21st birthday, your Personal Adviser will sit down with you and work out the following:

Another form of support to be aware of is the developing YouTube channel, formeR Relevant, which is unique to Croydon and aims to give you help on a range of issues, including housing, money and immigration. Let's be honest: production values aren't high, but it is a work in progress for you to be aware of and there may already be some content worth looking at.

- Whether you still need our support.
- If you do need support, what tasks you need support with.
- If you do need support, how often we will keep in touch and how we will keep in touch.

accordingly. If you would like support with a lot of things, then you may require a full needs assessment; if you only want support with a couple of things - such as finding a job or accessing a scubadiving club - then a full needs assessment is going to be overkill.

After this has been discussed, your Pathway Plan will be updated

But if you decide you're happy for us to say goodbye at 21 then – guess what? – we're going to write to you on each of your birthdays until you turn 25 just to remind you that we're still here ready to support you if you need it! And, if a few years pass and you think, 'Yeah, actually I could do with a little help at the moment,' then you can come into the Turnaround **Centre** during duty hours and the following happens:

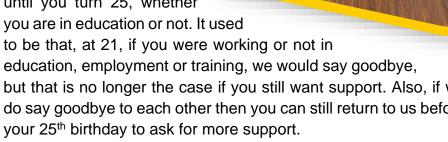
- Request: firstly, you tell the receptionist that you'd like to see the duty Leaving Care worker to talk about your current needs.
- Needs Assessment: the duty worker will talk with you about what tasks you'd like support with. Perhaps you only want help with something small or perhaps you'd like quite a lot of assistance. Either way, the duty worker will write all

21-25-Year-Olds' Service Offer

Now, if are between the ages of 21 and 25 our service may look a little different to how it was when you were 18, 19 and 20. This slight change is because of the Children and Social Work Act 2017

Section which basically means you can ask for support from us up until you turn 25, whether

to be that, at 21, if you were working or not in education, employment or training, we would say goodbye, but that is no longer the case if you still want support. Also, if we do say goodbye to each other then you can still return to us before your 25th birthday to ask for more support.









the important information down. You will then provide your contact details and leave the building (unless you need emergency support).

 Allocation: you will be contacted within two weeks and told who your allocated Personal Adviser will be, and they will meet up with you and start providing support. We will try our best to make sure your worker is the last Personal Adviser you had before we said goodbye.

Saed's Story...

Saed is almost 18 and he's about to say goodbye to his Social Worker, IRO and Foster Carer in quick succession. He's only left with his Personal Adviser. This adulthood business is tough...

But his Personal Adviser knows Saed's going to be feeling this way and surprises him by ringing up and saying, 'Hey! Fancy a coffee? I want to hear how you're doing.'

The café is empty but for his Personal Adviser and after they've each grabbed a coffee that *doesn't* cost more than a small yacht, they sit down together.

'Big changes, Saed! How you been doing?' the Personal Adviser asks.

'I feel a bit alone,' he says. 'I had a lot of people there when I was 17 and now it's just you – not that you're not good to have, of course.'

'I understand,' the Personal Adviser replies, smiling. 'That's why I wanted to give you this invitation' – she pulls a flyer from her bag – 'for something called the Esther Outreach group. It meets once a month for lads like yourself, and I think you could make some friends there.'

'Thank you,' Saed says, cheered at the prospect of meeting others. 'I'll give it a go.'

'Remember: you can call me at any time too!'







HOME

Overview

One of the key forms of support we will give you is an offer of accommodation. Housing in Croydon, to put it bluntly, is hard to come by and very expensive. There is also a big shortage of 'council houses' and 'council flats' (sometimes called social housing), and this means that care leavers should expect to be renting privately for a number of years. However, our Housing department does help care leavers by finding landlords who will provide accommodation for care leavers where you won't have to fund lots of up-front costs such as deposits or rent in advance. This may also include accommodation for young people with No Recourse to Public Funds (NRPF). In addition, there is supported

accommodation available to young people who have a higher level of need which may have staff on site or on call to provide extra support. Finally, looked after children aged 16 or 17 will have foster care and semi-independent homes available to them, and there is also a

Staying Put option available for young people who wish to remain with their foster carers after turning 18.

Foster Home

The most common form of accommodation for 16 and 17-yearolds in Croydon is foster care. The support of a foster carer is absolutely vital to ensuring you are ready for adulthood, and the foster home itself can be treated as a 'practice arena' for tackling issues as an adult might: for example, budgeting to limited finances; shopping for the right kinds of food; learning to prepare meals; and understanding and responding to letters and documents (e.g. utility bills, tenancy agreement, etc.). The wisdom of an experienced foster carer will make the difference to whether you make a successful start to adulthood or not.

Semi-independent Home

For 16 and 17-year-olds who have already demonstrated that they've developed strong independent skills, a semi-independent home monitored by Croydon Council offers young people an opportunity to prove that they can not only live independently, but live independently with *other* young people under the same roof. The Council has limited semi-independent homes, but does work with several semi-independent providers to ensure that young people who are ready for this step will be given the opportunity to have a go at it.









Staying Put

If you and your foster carer agree, one option that might be preferrable is for you to remain with your foster carer *after* turning 18. Such an agreement is called Staying Put and is usually considered as an option to ensure there is no disruption to your accommodation arrangement. For example, if you had a year left on your college course and intended to go to university; in this situation, you and your Social Worker might consider Staying Put as the first choice for housing once you become an adult, so as not to disrupt your learning. Or if you had a physical disability and a strong attachment to your foster carers who, in turn, had proven that they were very supportive of you; in such a circumstance, it could be considered that it would be better for you to stay with them 18 and a Staying Put agreement might be considered.









Independent Accommodation

At the age of 18, as with the majority of care leavers, you move into your own accommodation which is most likely to be a private-rented room in a shared house – or house with multiple occupants (HMO), as it is often called. Very few young people are fortunate enough to be offered a studio or one-bed flat and so the expectation should be that you will live with other young people.

The independent accommodation is offered by our Housing department and must be requested through something called a Housing Panel by your Social Worker before you become an adult. An effort is made to find somewhere in your preferred area to live – so if you were studying at Lambeth College, for instance, then we will try to find you somewhere to live nearby; however, there is never a guarantee that this can be done and you run the risk of running out of options and even homelessness if you refuse multiple offers of accommodation. You will be able to move in as soon as you sign the tenancy agreement and receive the keys, although sometime this means you might not have seen the room first.

Oh, and on that point: what is a tenancy agreement? A **tenancy agreement** is basically a legal contract between you and a landlord stating what *your* rights are and what your landlord's rights are.

There are different types of tenancy agreement, but the most common type is an assured shorthold tenancy (AST) which means your deposit is protected under a government-approved tenancy deposit scheme and, at the end of the tenancy period (as stated on the agreement), the tenancy will just carry on going unless you or the landlord choose otherwise.

But you may not live in an accommodation under a tenancy agreement at all – you may instead have a *licence* agreement, which is similar to a tenancy but is very specific about a (usually) short period of time you can live in a property. Generally speaking – and being perfectly honest – you tend to have less rights with this type of agreement, so be careful!

Accommodation will also be found by us for young people with NRPF, though there are some key differences between how their property is handled versus how property is handled for local care leavers and those with recourse to public funds (please see **Money** for further details).

You will have to sign and maintain your tenancy agreement, but should make sure you read it through first to be certain you are comfortable with it. You will also be expected to pay rent on the property in a timely manner and will be able to access a Setting Up Home Allowance (SUHA) to furnish it (again, please see Money for further details).

Finally, support from Housing to find independent accommodation will not stretch to 22, 23 and 24-year-olds, and so they will have to access **Croydon's Independent Living – Young Adults Support Page** for advice. However, you can approach the Council for support with a deposit or rent in advance (please see **Money** for further details).

Supported Accommodation

Supported accommodation is, as the name suggests, housing where there is some type of on or off-site support. There are occasions where it is more appropriate for you to be offered this type of accommodation – perhaps you have learning difficulties and do not feel confident living independently right now, but were unable to enter into a Staying Put agreement. Alternatively, we might be worried that you are at



risk of sexual exploitation or drug misuse and feel you would benefit from a higher level of support. All of the supported accommodation that the Council uses is located within the borough Croydon.

Council Houses and Council Flats

Owing to high local pressures on limited housing stock, we – in Croydon – cannot guarantee you a council property and you should be prepared to rent privately, at least for a time and we will give you support in doing this. We will support you to apply for a place on the Housing Register. The council gives priority in our Allocations scheme to Care Leavers in most need. If you







were previously on the Housing Register, you may have been removed and should ask your worker to confirm this for you, so we can look at getting you added again. If you live outside of Croydon, we will happily explore whether living in a council house or flat is a possibility and help you apply.

Vacation Accommodation

Legally, we have to offer accommodation to care leaver university students during the extended holiday periods (Christmas and summer) if they have nowhere else to live. If you are at university and your accommodation is not for 365 days a year, then you will be entitled to support from us. Alternatively, if you find somewhere yourself for the holiday then you could be given up to £400.00 per month as a contribution towards your rent. Other care leavers may be able to make arrangements with family members or friends, however, and will not need support. Remember: this duty also applies to care leavers at university who are qualifying, as opposed to former relevant.

Release from Custody

If you are in custody – be it a prison or a young offender institution (YOI) – we will make plans for where you will live once you are released, so long as you are still entitled to a Leaving Care service. We'll begin by liaising with Offender Management in your prison

who will update us on your release date. Your Personal Adviser informs our Housing department and they will find you an appropriate home. We will take into account the fact that there may be areas in which you may not be safe – perhaps because of gang

affiliation – and find supported accommodation if you require



Homelessness

The protocol for supporting you if you're homeless or need emergency accommodation differs

depending on your age. If you are

looked after and aged 16 or 17 (or are 16 or 17 and a relevant care leaver) we will find appropriate accommodation as follows:

- Night stop-type or short-term supported lodgings in homes of trained and vetted hosts.
- Emergency beds in specialist young peoples' supported accommodation services.
- Other specifically designed crash pad services with on-site support.
- Emergency foster home.

However, if you are aged 18 to 21 and homeless you should present at the **Turnaround Centre** as early in the day as possible







and your application for emergency support will be completed by a member of staff in the Drop in Zone (DiZ). You will then be able to attend a same-day appointment with a member of our Housing department at Bernard Weatherill House (BWH). Depending on the reasons for homelessness, we may offer emergency accommodation until housing issues can be resolved.

However, if you are aged 22, 23 or 24, whilst you are unable to declare yourself homeless at the **Turnaround Centre**, you will still be able to declare yourself homeless at BWH and be assessed the same as anyone else.

Emergency Duty Team (EDT)

If you find yourself homeless outside of office working hours (9am-5pm / Monday to Friday) or in need of emergency social worker support that cannot wait until the next working day then you can ring our Emergency Duty Service by calling the Contact Centre on 0208 726 6400 and asking for the Out of Hours social work team. These really are for emergencies only and you must make contact with your Personal Adviser as soon as possible to advise them of your situation and follow the homelessness procedure (see above).



It's been a few days since he turned 18 and Saed has now signed his tenancy agreement for a room in a shared house in Thornton Heath – ideally, he'd liked to have remained in Selsdon, near his Foster Carer, but it wasn't to be.

He arrives at the new place in a cab with his bags and find his Personal Adviser waiting for him. She helps him unload and, together, they go inside.

There are three other boys living in the house and he meets two of them immediately: both seem pleasant and he shares a language with them, which is a good start! They show him around and he sees the shared kitchen, living room and bathroom. His room is at the top of the house and they leave him with his Personal Adviser to look at that together.

Fortunately, he's got a double bedroom, presented clean and tidy with a view out onto the street. But something's missing...

'No bed? Or furniture?' Saed says to his Personal Adviser.

'Don't worry. The furniture that we ordered together last week will be delivered in a couple of hours and later we will go shopping to buy essentials like bedding, towels, pots and pans, and a few extras."

'Thanks,' Saed says. 'It all feels quite strange.'

'It will', his Personal Adviser replies. 'But, in time, it will start to feel like home.'







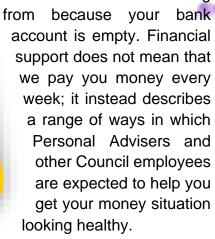


MONEY

Overview

Becoming an adult and becoming independent is financially challenging for anyone, but you may face the extra challenge of having few or no blood relations to support you. We take our financial responsibilities to you very seriously and do our best to make sure that you do not have to go to bed each night wondering

where the next meal is coming





Financial Entitlements

There are several legal entitlements for you to be aware of with regards money. So, here's what you can expect to receive from us:

- Four weekly payments of £50.00 (£200.00 in total) upon turning 18 to help you out until benefit payments can commence, which will be deducted from your Setting Up Home Allowance (SUHA) (see below).
- ✓ **Setting Up Home Allowance** of £1,000.00 to be used for furnishing your first home.
- A **Higher Education Bursary (HEB)** of £2,000.00, usually paid in instalments of £666.67 over the three academic years of university (obviously, you have to be at university to get this!).
- A **Graduation Fund** of up to £200.00 towards the cost of gown hire, graduation photos, mortar, etc. when graduating from university.
- ✓ No Council Tax to pay if you live in Croydon.
- Expenses linked with accessing and remaining in education, employment or training (for example, the cost of a suit for an interview).
- ✓ Support to open a bank account if you've not already done so.
- ✓ Support to get a National Insurance (NI) number, which you will need for any benefit applications and work.
- Potentially, a financial gift on birthdays and/or holidays if you qualify and you're under 18.









Budgeting

Budgeting is a vital skill and you need to be developing it from as young an age as possible. Help is at hand though. You can expect advice from your Personal Adviser on how best to use your money and how to make sure you're getting all the money you're entitled to. This support will be ongoing, but in times of crisis it will be more focused, and you will have a Triple A Financial Assessment to look very carefully at what is going on with your money - this is how it works:

✓ Assess: firstly, we work out all your regular income and outgoings using this exciting form:

INSERT L:INK

- ✓ Analyse: secondly, you and your Personal Adviser will work out where the problem areas are and decide what needs to change.
- ✓ Amend: finally, the Personal Adviser will help you 'maximise your income' (e.g. looking at whether there are any extra benefits you can claim, or whether there are any bursaries for which you are eligible); and you will start to make changes to your spending habits, else you'll be eating tins of baked beans forever.

Income Maximisation

Income maximisation is the term we use when talk about we helping you get all the money you're entitled to. Now, your financial



depend on a few things, including your legal status, your age and whether you're a student, working or neither of these. However, some of the support that may be offered to you is outlined below:

- Benefits: referral to our friendly Income Maximisation Team who can help sort out any issues with your benefit payments through direct links with the Department for Work and Pensions (DWP) (they're the guys who manage the Jobcentre). They can also work out whether there are any other benefits you can claim that you didn't already know about.
- Bursaries: there are several bursaries available to which you may be entitled, including the 16 to 19 Bursary Fund, which can be accessed while you're at college. Again, the sheer range of bursaries reflects the fact that everyone's situation is different. We will also consider other bursary or









- grant options, such as **Buttle UK** or the **Jack Petchey Foundation**.
- ✓ Ongoing Support: in exceptional cases, we might consider offering you temporary financial support – usually when we are worried about your immediate safety (please read on for specifics).

Croydon Council Gateway Service

We simply *have* to mention our Gateway service (it's won awards, y'know!), which is all about solving problems with money and housing as early as possible to stop things getting worse for you. If you have any benefits questions, you can phone them on 0800 731 5920 or go to a **benefit surgery**. And if money is still tight, you can consider applying for some form of **discretionary support** to help with general living and housing payments, including a **deposit or rent in advance**.

Leaving Care Discretionary Payments

As a rule of thumb, we will not make any ongoing payment to you – nor to any other care leaver with recourse to public funds – as it is expected that if you are not earning you will be accessing benefits (**Universal Credit** in Croydon) to support yourself. However, there are exceptional circumstances where we think you may need some help – but we make our decision by thinking about the following ideas:

- Are there genuine safeguarding concerns and you would be placed at immediate risk if you do not receive financial support?
- Is there a SMART plan in place (ideally reflected in a Pathway Plan) of how you and your Personal Adviser will try to overcome your current money issues?
- Have you provided a bank statement to confirm that you have nothing in your account?
- If your Universal Credit payment has stopped, have you tried to fix the issue and/or access an Advance Payment from your local Jobcentre?

If we decide to help you, you will be offered one or more of the following:

- Food Vouchers (Tesco or Iceland)
- Food Bag and toiletries
- Referral to a food bank
- Direct payment to your bank account
- Oyster card or top-up

Your request will be entered into your Pathway Plan as well, so there is a record. But, more importantly, there will be a discussion, within your Plan, of your money situation and how we can work together to improve it.

And another thing: if we do offer to pay money to your bank account you will not receive the payment immediately; it will take at the very least a week owing to the way our financial systems work. There is nothing your Personal Adviser can do to change that.







General Ledger Savings, Child Trust Fund and Junior ISA

Okay...that doesn't sound exciting, but you may want to pay attention, because this is important: as a Looked After child, and then as a care leaver, you'll be able to access three different types of savings:

- 1. Looked after Children Savings are savings Croydon itself keeps for you and will be paid to you when you turn 18. The Council will set aside the sum of £5.00 per week for you while you are in care and 0-10 years old, and £10.00 per week while you are in care and 11-18 years old. Previously, it had been that you only received these kinds of savings if you lived with a foster carer, but that has changed and these savings now apply to all Looked After children (though they will not be paid retrospectively).
- 2. The Child Trust Fund is another form of savings that Croydon takes care of for you and you can request the money from it by speaking to your worker when you turn 18. However, the fund will only be available to you if all of the following criteria apply:
 - a. You were born *between* 1st September 2002 and 2nd January 2011.
 - b. You were looked after by Croydon before 3rd April 2011.
 - c. You were living in the UK.

- d. You weren't subject to any immigration restrictions or, if you were, your restrictions were no longer active before 3rd April 2011.
- 3. The **Junior ISA** is sorted out by the Share Foundation on behalf of the Department for Education (DfE). When it's set up for you, £200.00 is put in it by the government (thank you very much) and, over time, that amount grows a little. At the age of 18, you can request for some or all of the money to be paid to you. However, the ISA will only be available to you if *all* of the following criteria apply:
 - a. You must have been born *before* 1st September 2002 or *after* 2nd January 2011.
 - b. You must have been in care for at least 12 months uninterrupted.
 - c. You must be under the age of 18 (on application).









No Recourse to Public Funds (NRPF)

The financial arrangements for care leavers with No Recourse to Public Funds (NRPF) is very different to the arrangements made for everyone else. Let's imagine a scenario where you have NRPF: you are unable to access benefits and housing, and are very likely to not be legally able to work as well (please see the **Settler Support** section for full clarification on NRPF). In such a position, you would be extremely vulnerable and, given that we have a duty to support care leavers – even those with NRPF – we make the following provision:

- The provision of a prepaid card to be used in place of a normal debit or credit card.
- ✓ Weekly subsistence payments of £45.00 to be used for food, drink, toiletries, clothing and other essentials.
- Weekly subsistence payments for your children if you have NRPF, as follows:
 - o £40.39 per child *under* the age of 1.
 - £38.39 per child aged between 1 and 3 years.
 - o £35.39 per child aged over 3.
- Fully subsidised rent and utility bills in accommodation sourced by Croydon Council.
- Travel payments for getting to college as this should not come out of your weekly subsistence.

However, this support with money is conditional, which means we can stop paying you in the following circumstances:

- You fail to comply with a Removal Order.
- Your application for extended leave is refused.

Your appeal against refusal is dismissed.

Oh, and we *do* expect you to stay in contact with us if we're providing you a subsistence payment so that we know you still need our support.

And here's the legal bit: we have made this decision in line with the Nationality, Immigration and Asylum Act 2002 – Schedule 3. A Human Rights Act assessment will be conducted by the local authority to assess eligibility for further support.

Care Leavers in Prison

Care leavers who are in prison receive no financial support from us, as it is expected that the prison itself will be providing food, drink, clothing, etc. You can also take up work inside prison to pay for any additional items you want.











Saed's Story...

It's been four months since Saed turned 18; in that time, he has struggled with money – after all, he only receives £251.77 in Universal Credit each month. At least he has his college bursary. However, there's been some kind of error with the Department for Work and Pensions (DWP) and his benefits have been reduced to only £170.00 a month.

Fortunately, his Personal Adviser has booked him an appointment with one of her colleagues: an Income Maximisation Officer, who he sits down with one afternoon at the Turnaround Centre.

'Nice to meet you, Saed,' the Officer begins. 'I've had a look at your Universal Credit online account and can see that a mistake has been made. But we're going to try and sort that all out.'

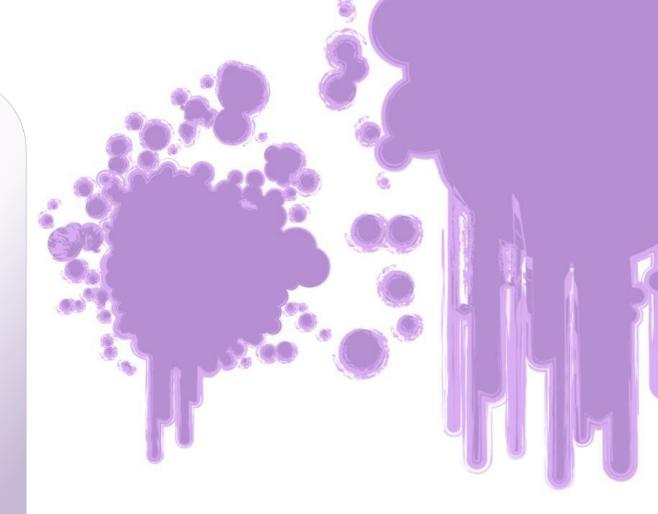
The Officer rings the DWP and, after waiting for 20 minutes for it to be answered, he gets through to someone. Another 20 minutes later, and the Officer has an answer for Saed...

'All sorted, Saed. They accept that they'd made an error and it will be corrected – you'll get the money you were owed.'

'Thanks,' says Saed. 'But even the full amount is difficult to live on.'

'That's where I come in,' says his Personal Adviser, stepping into the room. 'Let's do a Triple A Financial Assessment, work out if you can change your spending habits and think about some serious budgeting.'

'Thanks,' says Saed again. 'That would be a big help.'











MIGRANT SUPPORT

Overview

Croydon is home to people from a range of different backgrounds: some families have lived here for generations; some are high-flying professionals who have been attracted by the borough's ambitious plans for the future; and others have made a home for themselves after claiming asylum at Lunar House, headquarters for the UK Visas and Immigration division of the Home Office. When unaccompanied asylum-seeking children (UASC) come to Croydon, we look after them and give them a home with a foster carer. Once they reach the age of 18, they too receive a Leaving Care service.

Many of our Personal Advisers and Social Workers are extremely

knowledgeable about immigration, bringing with them a great deal of experience in the field. They understand immigration law and procedure and they do their utmost to support you if you are subject immigration to control. Let's have a look at what that support looks

Si Ta Con Luis Andrews A Min On

like.



Some of the young people we support have No Recourse to Public Funds (NRPF), which means that they are not entitled to benefits or housing and, in the vast majority of cases, they are not permitted to work either. In fact, if you're reading this and you either know or think you may have NRPF, then check your biometric residence permit (BRP) – if it says **FORBIDDEN FROM TAKING EMPLOYMENT** then you will be treated by us as having NRPF.

Much of the overall support you, as someone with NRPF, will receive from us is going to be the same as for someone who is local or has recourse to public funds. So, you're going to have a Personal Adviser, a Pathway Plan and general advice and assistance. In fact, the main differences are only financial (see the **Money** section), accommodation (see the **Home** section) and work-related (see the **Jobs** section).

The reality for you if you have NRPF is that you are going to have to return home at some point; some people do successfully fight and overturn this status once the Home Office has issued it, but very few achieve that. The best way we can support you is to help you plan what will happen once you return to your country of origin and though you may not like to think about this, it can make all the difference if you are picked up by the Home Office and sent back home. In your Pathway Plan, therefore, you can expect discussion around the following:

- ✓ Who you have to support you back home (if anyone).
- What dangers you may face.







- Where you could stay and what you could do for work or education.
- How you could engage in education/training in the UK to give you skills for use back home.
- How you will comply with any Home Office conditions, such as attending weekly meetings at Lunar House.
- What voluntary return schemes there are and how you could take advantage of these.

And so one thing you do need to know about – but will probably not enjoying reading – is...

Deportation

Under UK immigration law, a Deportation Order may be made against a foreign national, such as yourself if you have NRPF, and this not only allows for you to be removed from the UK but also means you can be kept in custody until you are removed. The Order also means you can't return to the UK, so long as it remains in force — it doesn't matter what previous leave to remain you may have had.

A Deportation Order may be made for any of these reasons:

It's been decided that it would be in the public's interest for you to be removed from the UK.

- You are the spouse, civil partner or child of someone who has a Deportation Order.
- You are over 17 years old, have been convicted of a crime which carries a prison sentence and the court recommends you be deported after you've served your sentence. The prison sentence can be bypassed altogether and you are simply deported the more serious the crime, the more likely this is to happen.

A Deportation Order should not be made if it breaches your **Human Rights** or **The 1951 Refugee Convention**.

Once a Deportation Order has been made against you, you may be held in a detention centre without any warning, but you will also be advised of your right to appeal. This will be particularly

unnerving if an Order has been made against you and you also have a child.

The reality is that your child would also be at risk of being removed with you, unless they live separately with the other parent and *they* do not face deportation – in such circumstances, the child may avoid deportation.

Where a Deportation Order is usually reserved for someone who has been convicted of a crime, Administrative Removal is another term you may hear

and it is exactly the same as a Deportation Order except it is for someone who breached the conditions of their leave to remain or who obtained permission to stay in the UK through deception. You









can appeal an Administrative Removal decision if you have the right to do so, else you can choose to leave the UK. There is some additional helpful information available on the **Citizens Advice** website.

Now, if you're reading all of this and you recognise it as your situation, then you may be tempted to 'go underground', which is to go into hiding in the UK. It's illegal to hide from the Home Office, but even if you did it successfully life will always be difficult for you. You'll never be able to legally work, you won't be able to open a bank account, rent a flat, buy a house and you will always be looking over your shoulder, because if the Home Office find you they will remove you. So, it's your choice, but we strongly urge you not to do it and will never support you in your decision to do it. You need to be clear about that.

Anyway, if you're subject to a Deportation Order or to being removed, one day you are likely to be...

Detained

You'll only be taken to a detention centre when you're going to be deported in the near future, unless the Home Office thinks you might try to avoid it. You're most likely to be taken into detention when you visit your reporting centre, but it can happen at any time. If you have children they'll be detained with you, so it's important to prepare them.

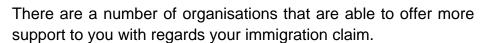
Once you're in detention, you won't be deported for at least 72 hours. You should be given information in your own language explaining your rights while you're there. If you don't receive this, you should ask for it.

Here are your rights though:

- Have visitors, receive post and telephone calls.
- Apply for bail.
- Keep your personal property.
- Communicate with the outside world for example, to tell people in your home country that you may be returning.
- Live in accommodation with your family, if they are detained with you.

You can also ask to see a legal adviser while you're in detention. They'll help you apply for bail and make further appeals if new information about your situation is uncovered.

Other Agency Support -



The **Refugee Council** is one of the leading charities in the UK offering support and advice to people who are seeking asylum.

The charity offers a range of helpful services to asylum seekers and refugees, including **destitution support** to those with NRPF and **therapeutic services** that encompass the following:









- ✓ Psycho-social Groups
- Creative Focus
- ✓ Safer Refugee Women
- Epione Project
- Mother & Toddler Group
- Training
- Volunteers and Student Placements

The Refugee Council also offers practical support that, in addition to other services, includes:

- Signposting to helpful services for asylum seekers by phone, in person or through its online resources directory.
- ✓ Classes to help with learning English.

Finally, it is involved in a great deal of policy work, research, parliamentary work and campaigning to try and improve the lived experiences of all young people who have claimed asylum in the UK.

Indefinite Leave to Remain (ILR) and British Citizenship

For those of you with the legal right to stay in the UK, you'll be considering making an application for **Indefinite Leave to Remain (ILR)** once your Refugee status expires. We'll be right behind your bid to get the permanent right to live in the UK and will be able to offer you a long list of immigration-specialist solicitors who can help you make an application. We anticipate most of you

will be able to access Legal Aid to fund the application and ask that you be as patient as you can, as it takes the Home Office six months (give or take) to make a decision. When you send off your application, you'll have to return your expired Biometric Residence Permit (BRP) – so please be aware of that! We are not able to fund your application if you are not able to access Legal Aid.



The absolute pinnacle of settling in the UK, however, is getting British citizenship; once you have this, you will have all the same rights as anyone who was born in the UK – that includes the right to vote and the right to get a passport. However, there

are two big obstacles you need to be aware of: the cost and the test. To apply, you will need to pay around £1,250.00 out of your own pocket (Legal Aid does not cover the cost and we will not pay for it either). You will also need to sit a test to see if you can tell your Arsenal from your Eltham. Here are a few genuine examples of questions you can expect to test your **vital** knowledge of this country:

- ? What charity works to preserve important buildings, coastline and countryside in the UK?
- ? Who was the tribal leader who fought against the Romans?







? What is the day when jokes are published in newspapers and telecasted on TV?

You'll probably be pleased to hear that there are apps available for you to do some practice questions – try testing your Personal Adviser and see if they'd be granted citizenship.

If you're successful, you can expect to enjoy a ceremony

commemorating your achievement, which will involve singing the National Anthem while looking at a picture of the Queen's face (left).









Saed is now 19 years old and his Refugee status is set to expire. He rings his solicitor and explains that he wants to apply for Indefinite Leave to Remain (ILR).

'That's no problem at all,' the solicitor says. 'If you wish to apply for Legal Aid to cover the costs you'll have to provide me with some documents though.' And he lists the documents needed.

A week later, Saed meets up with his solicitor, face to face, and, an hour later, the application has been made.

'Remember,' the solicitor says. 'It could take up to six months for the Home Office to make a decision, so try to be patient.'

But at the back of Saed's mind is one question: what if the Home Office *don't* give me ILR?

He speaks to his Personal Adviser and they arrange to meet.

'Tell you what,' she says to Saed. 'Let's update your Pathway Plan with plans for what we do *if* the Home Office say "no". That way we are prepared and can immediately challenge the decision. If the worst should happen, I'll be here to support you and we'll fight it together.'

Saed thanks her after they're done. He realises that he won't be able to completely remove the worry from his mind, but he feels more comfortable knowing there is a plan if the worst should happen.









HEALTH AND STAYING SAFE

Overview

The most important thing you have is your health and because of that we do offer a range of support options to you. Some of that support is offered at quite a 'local' level by Personal Advisers, but plenty is offered at a more 'corporate' level too. The Council has a number of initiatives already up and running that will benefit care leavers. It also has links with organisations in Croydon who are

ready with some important help should

you ever need it. As a starting point though, you can find a complete directory of services available in the borough by going to the Croydon Health Services website.



Personal Adviser Support

Every care leaver will have different support needs when it comes to health and it will be for you to ask your Personal Adviser for help where you need it. For example, if you feel there are things in your past that you really need to talk to someone about, then your Personal Adviser can direct you to services and perhaps attend some of the initial meetings with you, if you'd like some moral support.

However, there are some key things that you might want to consider asking your Personal Adviser to help you with:

- Registering with a GP, Dentist and even an Optician if you have not done so already or if you have moved to a new area. You have the right to choose your primary healthcare providers and cannot legally be refused treatment based on any outstanding application for leave to remain in the UK. To check for your nearest health service go to the NHS Service Search tool.
- Signposting you to appropriate services for your physical, mental and sexual health.
- ✓ Attending hospital appointments with you for nonroutine health concerns, as these can often be stressful and so it is good for you to have someone there with you. Also, if you do end up as a patient at hospital then your Personal Adviser should come in and see you.
- Advice on healthy living which will include anything from being smart about having safe sex all the way through to having a balanced diet.







Local Support - Croydon Health Services NHS Trust

In Croydon, we have the expertise of someone called the designated Looked After Children (LAC) Nurse who supports you until you turn 18. They are responsible for several things, including booking you in for your annual health assessment and sometimes even travelling up to 20 miles out of the borough to visit you if there is an urgent need (this is discretionary though).

Shortly before you turn 18, the LAC Nurse will put together a Care Leaver Summary, which is basically your health autobiography with details of all the major events in your life that relate to your physical and mental health, as well as other important information for you, such as:

- NHS records
- ✓ LAC Health Assessments
- Current GP

The LAC Nurse, after putting together the Care Leaver Summary, will send it out directly to you before you reach adulthood.

Croydon University Hospital (CUH)

We're lucky enough to have a big, local hospital here in Croydon with a brand new state-of-the-art Accident and Emergency department, a very well-respected maternity unit and a whole host of other services.

Croydon University Hospital can be contacted on 020 8401 3000 and is open 24 hours a day, 365 days of the year. It can be found at **530 London Road, Croydon CR7 7YE**.













Mental Health Services







Just as we all have physical health, *everyone* has mental health: sometimes it is pretty good, but other times it's *not* so good. We are experienced in supporting care leavers with a very wide range of diagnosed conditions, including:

- Post-traumatic Stress Disorder (PTSD)
- Anxiety Disorders
- Bipolar Disorder
- Schizophrenia
- Dissociative Disorders
- Personality Disorders

If you also happen to have one of these diagnoses – or another diagnosis – then your Personal Adviser will ensure that the support offered is suitably tailored to something that works for you.

You may also be able to get longer-term support.

Improving Access to Psychological Therapies (IAPT) is a free service provided by the South London and Maudsley (SLaM) NHS Foundation Trust and is a popular way of accessing 'talking therapy' for more manageable mental health conditions, such as depression and anxiety.

All you need is to be registered with a GP in Croydon and at least 18 years old. You can self-refer or ask your GP to do it for you and a member of the service will contact you to make an initial phone assessment, before deciding what support would be best for you – whether that is with IAPT or someone else.

And there's more...

Off The Record Youth Counselling Croydon was founded in 1994 to provide free, independent and professional counselling for 14-25 year olds in the Croydon area. Since then the charity has



expanded to include further areas of work including Black and Minority Ethnic group and mental health work; a young offering service carers support to young people under 26 who are caring for a parent or sibling; a specialist counselling service for young refugees; online counselling and

and

counselling

services for young people in the boroughs of Sutton and Merton.

To discuss the possibility of receiving their support, call 020 8251 0251 or email them at croydon@talkofftherecord.org.









Sexual Health Services

We encourage you to be smart about sex and your Personal Adviser will discuss this issue with you in a non-judgemental way - so be prepared for it! As with any other health matter, your Personal Adviser will be supportive of you and happy to offer their advice, but the borough does have ample support for its residents in the form of the Croydon Sexual Health Centre based at Croydon University Hospital (CUH). Croydon's sexual health team also do 'drop ins' at local colleges to talk with young people about keeping safe. Croydon also has its own Condom Distribution Scheme called the C Card, which will allow you to pick up free condoms from a number of places in the borough. Remember: if you're having sex, always be prepared!

Drugs and Alcohol - TURNING POINT Inspired by Acceptable



Again, we encourage you to be smart about drugs and alcohol and your Personal Adviser will discuss this as well in a nonjudgemental way, but if you ever have issues along these lines then we will urge you guite strongly to get the help you need. Once again, we value your health and hope you would too.

Croydon is fortunate enough to have specialist support available if you do ever have need of it. Turning Point is a national service that provides support across a broad spectrum but, in Croydon, it runs the Croydon Recovery Network, which includes a service for substance misuse.

The organisation will provide you with a support worker who links you to other organisations who can help you turn things around. Nothing changes if you don't put in the hard work as well, but there is always someone there to help and guide you.

Healthy Eating and Living

Your Personal Adviser will talk to you about shopping for a balanced diet, ensuring you're getting enough fruit and veg and the importance of not stuffing your face with a takeaway every night...and yes, Croydon does have a lot of takeaways, unfortunately, but it does also have Surrey Street Market, where

> you can pick up good food every day. The NHS Eat Well site is also definitely worth a

look.

The Live Well Croydon programme, which is the healthy lifestyle service for residents has a website called Just Be Croydon which offers advice, hints and tips on 6 health topics

such as being happy, active, Nom, nom, nom, nom... alcohol aware, sexually safe, food

smart and smoke free.













Family Justice Centre

Family **Justice** Centre brings together different people who can help you if you're a victim of domestic abuse and/or sexual violence (DASV). This service is open to all experiencing those abuse and can offer support at any stage of need. The Centre offers you all the support you need in one place so you don't have to go from agency to agency, telling

your story over and over, in order to get help.

The Family Justice Centre is run by a multi-agency team that helps you access support by:

- ✓ Listening and responding to your needs in a safe environment.
- Helping you access a wide range of DASV expertise, support and services.

The team itself provides:

- Fully-rounded assessment of need and risk.
- Advice and support on all aspects of DASV.
- Legal advice and support to obtain injunctions.
- Support and advice to access emergency safe accommodation.
- Support to access specialist services and advice for:
 - No Recourse to Public Funds (NRPF)-related issues.
 - Support for children.
 - Rape and sexual abuse.
- A drop-in and appointment service.
- A domestic abuse helpline for survivors and practitioners.

The Family Justice Centre can be contacted on **020 8688 0100**, or emailed at familyjusticecentre@croydon.gov.uk. It is open Monday, Tuesday and Friday, from 9am-5pm, and Wednesday, from 8am-5pm. It can be found at **Park Lane, Croydon CR0 1JD.**









Saed's Story...

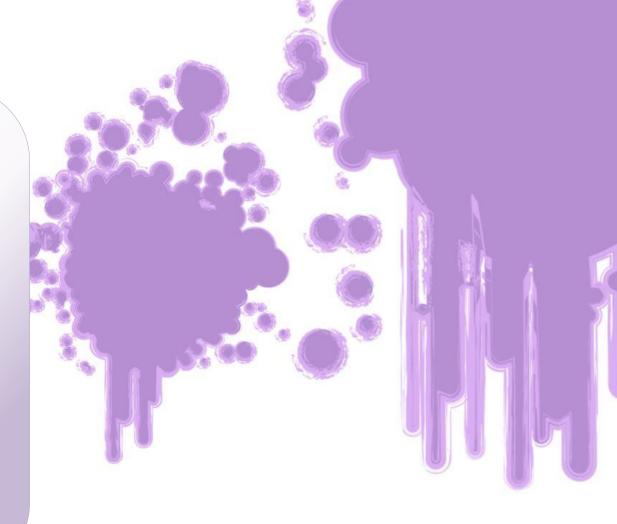
Saed has now been granted Indefinite Leave to Remain (ILR) and he is delighted. But all this worry has taken its toll on him and, more and more, he has been remembering bad things from Afghanistan. It's started to affect his college attendance, his sleep and his appetite.

'You should talk about it, Saed,' his Personal Adviser recommends. 'Might do you some good just to go over it with someone. I know just the people.'

She assists Saed to refer himself to Improving Access to Psychological Therapies (IAPT) in Croydon. A week later, someone from IAPT rings him and he spends 40 minutes on the phone answering some questions. At the end, he's told that he will be able to get some support from them.

Three weeks on from the phone call, Saed goes to his first face-to-face appointment with a talking therapist. The room they're in is plain, clean and quiet. The therapist is easy to speak to and Saed finds himself willing to speak.

'In your own time, Saed. Just tell me anything that comes to mind.'











EDUCATION AND TRAINING

Overview



We're keen to see you achieve all you can through education, as it provides the foundations for finding a higher-skilled job but, more than that, education helps build your overall knowledge, teaches you new skills and lets you meet

other like-minded people. If you are not in

education or work then we will do everything in our power to change that, as you can't get through life doing nothing – plus, you'd be bored silly if you just stayed at home all day.

Croydon itself has a number of local colleges and other opportunities for studying. Croydon College, for example, not only runs further education courses, but also offers some higher education courses. You don't have to be academic and acing exams to get something out of education, and there are more than enough vocational courses available too – so whether you want to be a particle physicist or a construction worker, we're right behind you and we'll do our best to see you achieve your goal.

Personal Adviser Support

As ever, your friendly neighbourhood Personal Adviser will be your main supporter in finding a course of education or training, or indeed being there to advise you if you're already doing it.

But what exactly can they help you with? Here's an overview:

- ✓ **Signposting** you to education and training opportunities that match your interests.
- Planning your overall route from education to employment with you and assisting you in your applications for further or higher education where you need any help.
- Attending parents' evenings and college/university open days with you so your Personal Adviser stays an active participant in your educational progress.
- Liaising with college/university tutors to provide more joined-up support to you while you are on a course of further or higher education.

Personal Education Plan (PEP)

If you're 16, 17 or 18 you can expect to have a Personal Education Plan (PEP). A PEP is a good opportunity for your Personal Adviser and your college or 6th form tutor to meet to discuss and review your academic progress and identify any other form of support you'd like and/or you are entitled to. The Virtual School will also track and monitor your attendance and progress to enable us to intervene and advocate when required.







Virtual School

Like many other local authorities, we have a Virtual School in our Education department. What is a Virtual School, you might say? Well, it sort of suggests some kind of big cyber classroom with computer-generated teachers. As amazing as that would be, it's not the case.

The Virtual School is a small team of people who ensure you get all the help you want to make informed decisions about what you want to do next in education, taking into account your aspirations, skills and potential. They also make sure there are termly Personal Education Plan (PEP) review meetings until you turn 19.

The team's experienced Education Advisors will support you to find up-to-date information about careers, jobs, education courses, volunteering and training opportunities – so you'll never be short of help!

Local Support







Croydon is brimming with education opportunities and it would take quite a while to list them all, so we're going to give you some of the key possibilities that might interest you – however, please do speak to your Personal Adviser, as they will have plenty more! First up, Croydon Adult Learning and Training (CALAT) is a local authority adult learning provider, delivering a wide range of academic, pre-vocational and vocational courses. Courses are offered in three main locations (Central Croydon, New Addington and Strand House in Thornton Heath); two of these centres are located in areas with pockets of high deprivation to reach priority groups. Targeted provision is also delivered at children's centres, schools and community venues to support access to learning and family learning. A key focus is to prepare learners for employment, through embedding employability skills across the curriculum. The service also works with businesses and employers to raise the skills level of employees.

CALAT currently delivers a programme of apprenticeships in:

- Business Administration
- Early Years
- Health and Social Care
- Teaching Assistants (this area is being developed further and the service is working in close collaboration with Croydon's Employment Pathways Team).

Another key education provider in the borough is **Croydon College**, which is situated close to East Croydon Station and takes in 8,000 students each year. It has an Ofsted rating of 'Good' and provides both college and university-level courses. The courses can be studied part-time, full-time or in the evenings and, as well as academic pursuits, there are vocational or industry- and work-based options too.









Qualifications on offer include:

- ✓ Skills for Life
- **ESOL** Certificate
- Foundation Learning
- BTEC Level 1, 2 and 3 Diplomas
- NVQ Level 2 and 3
- Intermediate, Advanced and Higher Apprenticeship
- Higher National Certificate (HNC)
- Foundation Degree (FdA)
- ✓ Bachelor's Degree (BA)

The college also offers an Enrichment Programme, which lets you get involved in a number of different activities both locally and

> more widely. There is also the all-important **Employability**

Hub which is there to help you take your next steps after getting qualification. If you fancy support with job hunting, completing a CV, applying university through UCAS or preparing for an interview, then all you need

to do is ask.

So, whether you want to liven up your language skills, beef up your bricklaying or hop into health and social care, Croydon College has something for you.

A huge campus isn't for everyone, and for smaller classes with more personalised support, you can't go wrong with Sutton and District Training, which has sites in Croydon, Sutton, Rosehill and Brighton and supports up to 250 learners at a time. Course delivery includes Construction, Health & Social Care, Customer Service, Employability, Floristry, Hairdressing, Beauty Therapy and English & Maths, and you can enrol at any time in the year.

The teaching is tailored to what works for you and the atmosphere is relaxed, with a focus on how training with Sutton and District can help you on your way to college, employment or an apprenticeship.











Saed's Story...

Saed makes progress with his talking therapy and returns to regularly attending college. At the age of 20, he finishes his Access to University – Nursing course at Croydon College and tells his Personal Adviser, 'I want to apply to university to do BSC(Hons) Adult Nursing!'

He and his worker sit down together and make an application through UCAS to various universities. Come March, Saed receives a reply from the first: it's a no. Then the second: it's a no. This isn't looking good. But then, his first choice university, Kingston, gets back to him...it's a yes!

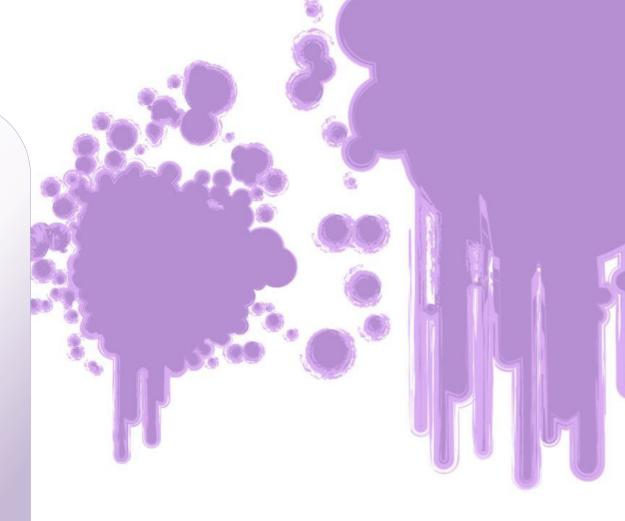
The summer seems to last forever.

'You'll live with other students when you're there,' his Personal Adviser tells him, 'in student halls. Because you're a care leaver, you'll be able to stay there all year long – and they'll give you a Care Leavers' Bursary each year, which is pretty sweet. That should make money less of a worry and let you get on with the important stuff: studying!'

September comes and Saed packs his bags. He's gotten on well with his housemates over the last few years, but it's time to move on with his life and university is a dream come true.

He goes down with a college friend who has a car and they help him settle in.

The campus is big. There are lots of new faces. But Saed feels right at home already.











JOBS

Overview

We offer a range of support options to you if you're looking to get into employment. Some of that support is offered at quite a 'local' level by Personal Advisers, but plenty is offered at a more

'corporate' level too.

We have a number of alreadv uр links who are with opportunities



initiatives and running that will benefit you as well with partner agencies ready some exciting as well.

Personal Adviser Support

Every care leaver will have different support needs when it comes to seeking out employment and it will be for them to ask their Personal Adviser for help where they need it. For example, if a care leaver is uncertain as to how to search for work, or lacks confidence in attending work coach appointments at the

Jobcentre, then the Personal Adviser may wish to undertake some job searches with them or go with them to a Jobcentre appointment. The goal is always to help each care leaver achieve independence, but if a little support is required then that will be offered.

The Personal Adviser's other function, in terms of employment, will be to signpost care leavers to employment opportunities that are brought to their attention and they feel it would suit a specific care leaver. For example, if a Personal Adviser knows that Dave the care leaver has always dreamed of become a sous chef at a Michelin-starred restaurant in Soho, then when an apprenticeship opportunity at a food outlet in Croydon Boxpark rocks up in his email inbox, he will probably want to bring it to Dave's attention.



Croydon is a massive borough with a huge amount of opportunity and an exciting future. The Council works in partnership with a wide range of organisations to deliver growth for the borough and at the heart of all its work is a very simple, but very important, concept: social value. What this means is that everyone the Council does business with has to show they will deliver social, economic and environmental growth in the borough.







The Council's flagship offer is **Croydon Works** – a jobs brokerage service set up to support Croydon residents to address barriers to employment and facilitate access to job vacancies (and apprenticeships) identified through engagement with employers in the borough. There are two key aspects to the service; the first is engagement with employers to identify and source job vacancies. The service allows developers to deliver on employment and training and for the Council's third party contractors to deliver

against social value targets.

The second aspect of the service is working with residents – specifically those who are harder to reach – to identify those who would

benefit most from employability

support and enable these residents to access appropriate vacancies identified through the service. This includes working with a number of referral partners in the borough including Council services, Job Centre Plus, key training providers including CALAT and Croydon College and the voluntary sector.

Better Working Futures – The Work and Health Programme is an employability support programme run by REED which aims to support people who are long-term unemployed (2+ years), have a health condition or disability, or who are from a number of identified disadvantaged groups (one of which is young people in care, and those leaving care) into employment.

The Programme provides personal advice and guidance, skills training, health support and job search support to eligible residents across the five South London Partnership boroughs (Croydon, Merton, Sutton, Richmond and Kingston).

The Programme can also help those interested in selfemployment and has specialist self-employment advisors who can help with developing business plans.

If care leavers are interested in taking part in Better Working Futures, they can speak to their Jobcentre Work Coach.

Palace Foundation has been working with the South London community for over 25 years. It exists to use the power of football and the Crystal Palace FC brand to change the lives of young people across South London. particularly the most hard-to-reach and hard-to-help. $\mathcal{P}(\partial)$









For Croydon care leavers, the Foundation offers the ongoing Talent Match Croydon Programme, which is a dynamic, new and personalised service where young people aged 18-24 years old are matched to a mentor, who will support them towards their chosen pathway – be that education, training or employment.

In addition, the Foundation offers programmes on an annual basis, such as the Premier League Works Employability Programme, as well as the Palace for Life Foundation Traineeship Programme, which involves a 100-hour work placement.

You need only speak to your Personal Adviser to register an interest.

Finally – though not a local resource, strictly speaking – care leavers will be boosted by a new £1,000 bursary payment if they choose to do an apprenticeship from August 2018.

The extra financial support will be for those aged 16-24 and help them in the first year of their apprenticeship as learners jump into the workplace for their practical studies.

The £1,000 bursary will be paid once to each care leaver in the eligible age range, when they start an apprenticeship after 1 August 2018. This comes in addition to the £1,000 we provide to both employers and training providers when they take on 16 to 18 year olds or 19 to 24 year olds who were in care or who have an Education, Health and Care Plan (EHCP).

Saed's Story..

University for Saed flies by and, before he knows it, he is 23 and has successfully achieved a respectable 2:1 in his Adult Nursing degree. He returns to Croydon where his Personal Adviser supports him to make a claim for Universal Credit and find his own shared accommodation.

'Please help me to become a nurse now,' Saed asks his Personal Adviser.

A week later, Saed sits down with someone from Croydon Works and discusses his goals. The person he meets with goes away and manages to find a couple of hospital-based roles: one as a junior nurse and one as an administrator. Though he isn't keen on it, he is advised to apply for the admin role as well – just in case. He gets an interview for both, but doesn't get the junior nurse post, though he is offered the admin job.

'Take it just so you have some income for now,' his Personal Adviser suggests. 'In time, other positions will come up – just be patient and something will turn up.'









GETTING INVOLVED



Overview

As you become an adult, you will find that there's quite a lot available for you to do in wider society. Croydon is a huge borough and – even ignoring the

fact that Central London is

only a short train journey away – there is plenty to do right on your doorstep. A cursory Google search will give you ideas, but you can always chat to your Personal Adviser about

what they think might interest you, as there are specialist groups and organisations that work specifically with young people of certain backgrounds – for example, the Shpresa Programme works with the Albanian community.

Your Personal Adviser is a fount of knowledge and should be able to give you plenty of options. We do want you to be active members of society, which means getting out there and getting involved, so don't be shy!

Personal Adviser Support

Let's start by being a *little* bit more specific on what, realistically, you can expect from your Personal Adviser.

- Voting: they can help you to register to vote (note that you do have to be a British Citizen to do this) so if you are interested in politics and the future of the UK, you can get involved and have a voice. We can't promise that the politicians will keep their promises though!
- **Leisure**: if you want to find out where your local parks, leisure centres, activity groups and clubs are, then approach your Personal Adviser for support.
- Awards/Competitions: whether you're a potential poet, a wannabe weightlifter or something else entirely, your Personal Adviser can pass on information on competitions and awards relevant to you and your talents/interests.
- **Discrimination**: believe it or not, some absolute dinosaurs in society may negatively discriminate against you because you are care experienced. If you ever have to face this, then get your Personal Adviser involved they're always in your corner and will not accept this happening to you. Seriously.

Local Support - Young









Let's look at what the Council *itself* offers. One of its services is the Youth Engagement Team, which provides a range of universal and targeted link-up opportunities, pop-up events and projects for 8-19 year-olds across Croydon through its alter-ego **Young Croydon**. This team exists to support children and young people to feel included in their communities, have a voice about decisions that affect them, access positive activities across the borough, get opportunities that will support them to be engaged in education, training and employment and have fun!

The flagship offer from the Youth Engagement Team that will interest you is the Children in Care Council (CiCC). This is open for care leavers to join a programme of fortnightly sessions, activities and events which provide opportunities for them to share their views, discuss topical and thematic matters related to the leaving care journey. The group is a key way that these views and any proposals that emerge are shared with the corporate parenting panel from September 2018. The project contact for care leavers/professionals is Porsha Robinson, Youth Engagement Leader.

From September 2018 a peer volunteering project will give an opportunity for young people aged 16-21, including care leavers, to learn and develop skills through interactive training and workshops to become a volunteer supporting other young people their age. The project contact for young people, including care leavers/professionals, is Ally McKinlay, Youth Engagement Leader.

The Youth Engagement Team also runs the Youth Congress, Youth Forum and Young Mayor initiatives, which will apply to

some care leavers as well, and both provide an opportunity to kick off a political career, of sorts, if you're into that kind of thing.

In fact, here's Croydon's Young Mayor with his take on it:



Croydon Council is also busy building ways for you to get directly involved in the organisation. For example, the **Takeover Challenge 2017** gave young people the chance to come in and do some local authority jobs – not least of all running the Council itself for the day!

The London Borough of Croydon









Croydon has often been in the news for some pretty grim reasons – whether it's the London Riots, knife crime or just being called a bad place to live – and it's a shame because that gets in the way of so many positives about the borough. Here are just a few:

- ✓ The sheer level of cultural diversity makes Croydon one
 of the cosmopolitan capitals of the UK a real beating heart
 of language, food, fashion, music and leisure.
- The existing infrastructure, by which we mean the stuff we've already got available like Boxpark, Whitgift and Centrale shopping centres, Valley Park retail and leisure complex, the iconic tram network and a host of green sites, to name a few.
- ✓ Planned expansion in the form of a colossal Westfield shopping centre with housing and cinema. Additionally, Fairfield Halls is currently undergoing a major redevelopment and there are a series of ongoing housing development projects, including the erection of the secondtallest skyscraper in the UK (only beaten by the Shard in Central London).
- Crystal Palace FC is an established Premier League club, heavily involved in community projects and soon to begin redevelopment of its home ground, Selhurst Park.

What do our young people think of Croydon though? Why not watch the video (right) to hear *their* thoughts:













Okay, you now know what your Personal Adviser will do and even what Croydon Council as an organisation will do...but what about all those other organisations that are available? Well, there are a lot, so here are some of the key agencies we may direct you to

The **Shpresa Programme** aims to support the Albanian community to become integrated in British society and help them access education and training to enable this goal.

Shpresa's offering includes:

- Providing advice, help and support so that Albanians can orientate, settle and gain access to education, training and employment, as well as fully participate and play an active role in society.
- ✓ A large team of supportive volunteers usually between 35 and 45 volunteers each year. They are mostly from the Albanian community.

The Shpresa Programme runs a range of **projects** that also promote the development, education, health and well-being of the Albanian community. They also offer consultancy services to other organisations and projects who may benefit from their expertise or what they have learnt.

Yalla Hub's mission is to holistically improve migrant women's work-life experiences in the UK. They aim to increase the presence of migrant and BAME women in sustainable businesses by improving their confidence, self-esteem and mental wellbeing through a tailored support system. They also aspire to provide better access to and benefit from economic resources with a drive to increase their social mobility to build a collaborative, lasting network.

Yalla Hub's offering includes:

- A five-month programme that teaches you how to start and maintain a sustainable business, which features a network of entrepreneurs ready to provide advice and support.
- A series of exciting and unusual workshops, including storytelling and tea workshops, puppetry, and more. Some workshops are run by migrant women and will go a long way towards supporting their journeys.
- Events that aim to create a sense of community within the café, as well as benefitting and expanding learning.
- A tailored support system that aims to improve the confidence, self-esteem and mental wellbeing of migrant and BAME women.

Young Roots works in London – and has a base in Croydon – to provide support for young refugees and asylum seekers, by running fun and educational activities, offering peer-led language learning, and providing one-to-one casework.







The activities they feature are varied, but they do have regular youth groups which bring together young people from similar backgrounds giving them a chance to socialise and build community links.

The organisation can be contacted by emailing london@youngroots.org.uk or calling 020 8684 9140.

Croydon Voluntary Action (CVA), based in West Croydon, is an organisation that encourages and supports local community representation through voluntary action.

CVA offers the following:

- A building in which you can hold relevant group meetings.
- A straightforward and local way of volunteering in something that interests you.
- Contact details for established groups you may wish to join.

Its website also provides details of all upcoming local events, training and voluntary sector news.

The British Red Cross has a base in Croydon as well and provides the following flyer for what it offers to care leavers:

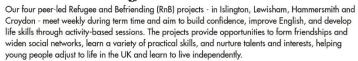


LONDON YOUNG REFUGEE

SERVICE

The Young Refugee Service works with unaccompanied refugee and asylumseeking young people aged 15-21, supporting them through the asylum process and social care system as they transition through to adulthood.

RNB PROJECTS



LEWISHAM: every Monday, 5.30–8pm ISLINGTON: every Tuesday, 5.30-8pm

HAMMERSMITH: every Wednesday, 5.30-8pm CROYDON: every Saturday, 12-3.30pm

CASEWORK []

The Young Refugee casework team take London-based referrals from the RnB projects, and undertake a range of duties designed to empower young people to access their entitlements in the UK and plan for their future. With a focus on holistic support packages, our casework provides guidance on questions of immigration and welfare, as well as help to access statutory medical, legal and educational services. The casework team also promote both refugee support, international family tracing and youth services.

ESOL -

The ESOL and Study Club is aimed at young asylum seekers and refugees aged 15-25, in or out of education, looking to improve their English and numeracy skills and to receive support with their homework through Creative ESOL techniques and one-to-one support.

For more information on the services we provide, please contact: LONDONYRS@REDCROSS.ORG.UK





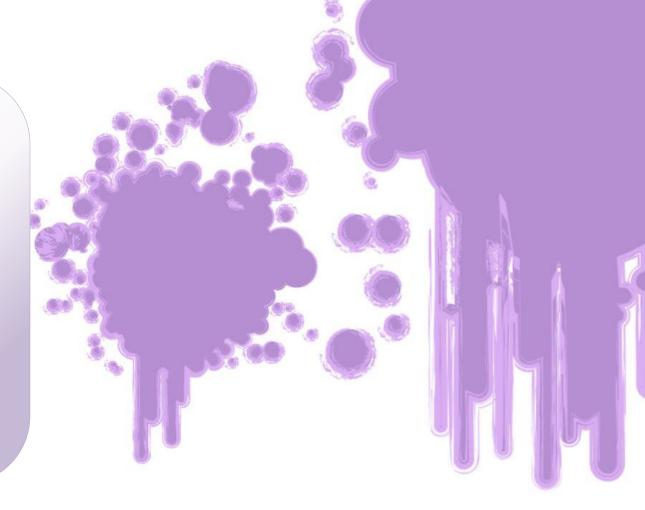


Saed's Story...

Working in Croydon University Hospital (CUH), Saed has been able to get involved with the British Red Cross who have a base there. Although the support is typically for 15-21-year-olds, Saed asks to get involved in helping out with a few projects and mentors several care leavers. He enjoys the work and finds it rewarding to help young people who are in a similar position to his younger self.

Spurred on by his success with the Red Cross, Saed volunteers to help out on the hospital wards and becomes a 'favourite face' among in-patients and staff. He is able to build his experiences into his CV as well, giving him confidence about his next application for a nursing role in the hospital.

'Doing all that volunteering and mentoring has really benefitted you,' his Personal Adviser says. 'But, more than that, you've made a contribution to other people's lives, and it's great to see you doing that.'











RELATIONSHIPS AND FAMILY

Overview

We recognise that the reasons for you coming into care may very well be quite complex with family breakdown a major factor.

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Alternatively, you may have claimed asylum here in the UK and have no family at all. Either way, we think that in all but the toughest circumstances, you should be supported to reconnect, or strengthen your connection, with family or others who are important to you. We may

be your 'corporate parent' for the time being, but when you reach the age of 25 we won't be working with you anymore. Hopefully, you'll live to a ripe old age, so if you *can* have a relationship with your family we do encourage it.

Reunification

If you are estranged from family, there are three types of reunification we would always like to help you work towards – so long as it is what you want to happen:

- Mediation: perhaps you wish to try and repair a relationship with a family member but would like some professional help to do so. If this is the case we will support you to access the services of Dialogue, who are a principal mediation service.
- Tracing: if you have successfully settled in the UK, perhaps with Refugee status, and you had to flee your country of origin, leaving family behind, then we will support you to access the services of the British Red Cross, who can try to trace your family.
- Return Home: if you have No Recourse to Public Funds (NRPF), we will assist you to contact family back home with a view to making a return (please see Settler Support for further details).

Fight Loneliness -



We understand that many of you simply aren't going to have blood relations who are ongoing presence in your life and, as helpful as your Personal Adviser is, they aren't going to be there 24/7, 365 days of the year. There will be times, such as Christmas, where it







seems everyone else is with their family and you don't have anyone.

Well, you're not alone.

The Topè Project, named after a 23-year-old care leaver who took his own life in 2010, was set up to fight loneliness and give care leavers the chance to get together with other care leavers at Christmas, have a big meal and enjoy themselves.

In Croydon, we promise to contact the Project, with your permission, to try and get you a place at Christmas time if you are facing the holiday season alone. It doesn't matter

whether you are Christian, Muslim, Sikh, Hindu or any other religious persuasion (or none at all) as the Project is open to everyone.







Croydon has a flourishing gay and trans community that is celebrated publicly every year with the annual Croydon PrideFest. If you haven't experienced it – it really is worth being part of!

We, at the Council, have a very strong LGBT staff group as well, so it is



something we are very serious about supporting. You can find details of local events and groups **on our website** but we also want you to know that your Personal Adviser and other people helping you want to make sure you get every opportunity you can to explore your identity without fear of discrimination.

Croydon embraces its LGBT community quite passionately and so we want to be certain you feel included, respected and comfortable.









Saed's Story...

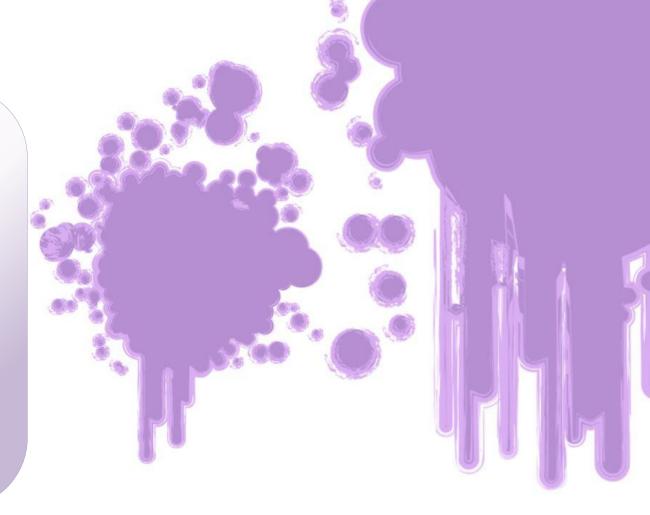
Having made a contact in the British Red Cross with his mentoring role, Saed learns of their tracing service and speaks to a friend he has there about it. She explains that there is a tracing service based in nearby Wimbledon and books him an appointment.

A few weeks later, Saed goes along and speaks with someone for some time about his family back in Afghanistan, discussing how a number of them had been killed, but his mother was alive when he left all those years ago.

'It was the hardest thing to leave her behind,' Saed says, remembering things all too clearly. 'And the worst part is I don't even know if she's still alive.'

The person at the Red Cross asks for a number of supporting documents to help them make their enquiries, which Saed readily provides.

Six months later, Saed hears the news: his mother is alive...











RISK AND CRIMINAL JUSTICE

Overview

We also provide support to care leavers who have a history of, or current, offending behaviour. What's important to note is that we still work with you in a supportive, non-judgemental way to ensure you have every opportunity of turning your life around and leaving offending behaviour behind. Additionally, if you are at risk of falling into offending behaviour or perhaps

being criminally exploited, then we'll

do everything we can to help you redirect your life. However, please be aware that if you do confide knowledge of, or involvement in, a serious crime we would ask you to declare it to the police yourself but, failing that, we would be legally obliged to do it ourselves.



Youth Offending Service (YOS)

Our Youth Offending Service (YOS) is based in the **Turnaround Centre** and works in partnership with other teams who directly support you – like the Leaving Care or Permanence Service. YOS is part of Croydon Council...but also separate, as it is made up of people from the local authority, police, national probation service, health authorities and other local organisations, who all work together to try and help you if you're involved in offending.

The aims of YOS are as follows:

- Work in partnership with other agencies to reduce youth crime.
- Ensure that each young person who breaks the law is dealt with without delay and in a manner that meets the needs of the individual.
- Work with young people to address the particular issues that put them at risk of offending.
- Encourage consultation with young people about the services they receive and ensure that our service reflects and values fairness, equality and diversity.
- Confront young offenders with the consequences of their behaviour in relation to themselves, their family or carer, the victim and the community to develop a sense of personal responsibility.
- Encourage young people to provide reparation to victims.
- Reinforce the responsibility of parents to help them prevent their children from offending.
- Protect the public.







Prisoners

If you are in prison, then you will still be visited and supported by a Personal Adviser who will carry out a Pathway Plan with you. The focus will be on how you can make the best of your time in custody, keep yourself safe and perhaps develop some skills, ahead of your release. However, if you have a sentence that lasts five years or more and you do not wish for us to visit you, then we will say goodbye – though we will also keep in touch with Offender Management in your prison once every six months to do a health and welfare check on you. We can always start to provide support again if you wish it.

Prior to your release we will find you somewhere appropriate to live (please see **Home** section for further details) and Offender Management will complete a risk assessment, which will feed into our *own* risk assessment. Finally, individuals from the Leaving Care team and YOS, both based at the **Turnaround Centre**, meet to discuss how best to support you once you've been released.



Though his mother is alive, contact cannot yet be established. Months pass and Saed becomes upset, angry and frustrated.

'Have patience,' his newly allocated Personal Adviser says – his previous one having left Croydon. 'They're doing their best. Do you want to talk to someone again?'

'No,' Saed mutters.

He knows it's self-destructive but he starts drinking to escape his guilt and, one night, the police pick him up after he is reported causing a commotion in Croydon town centre.

His Personal Adviser meets him at the police station the following morning. 'You can't beat yourself up about something that you have no blame for – do you think your mum would want to see you like this?' he says. 'Don't throw away everything you've worked so hard for. Just remember that I'll be here to support you though.'

Saed heeds the advice and throws himself into his work at the hospital. He becomes close with a colleague who has a similar background to him and he takes comfort from her words. They go out a few times to see a movie and Saed realises that he has fallen for her.









EARLY HELP

Overview

Becoming a parent is a BIG thing. You've been looking out for yourself all these years and then, suddenly, you have this little version of you to look after too. All. The. Time. If you're a parent you may find it a challenge – whether it's your first, second or subsequent baby – and so it's important to know what support is available as a Croydon care leaver. Fortunately, we've got you covered.



Early Help Offer

In Croydon, we have an Early
Help Service who link up with
your Personal Adviser to
help you get all the support
you want or need when it
comes to being a mum or
dad. We do want to be clear
that this support is made

available not because you are a care

leaver and so we think you automatically need help, but because **every** parent – whether they are a care leaver or not – can benefit from some extra support. We have tailored some of the support to you though, because we are your 'corporate parent'

(that horrible term again!) and we want you to be the best mum or dad to your child you can be.

So, before we get on to the services offered directly to you, we want to be completely honest about what happens 'behind the scenes' at the Council. Here is how the Early Help Service and the Leaving Care Service interact:

- An Early Help Family Key Worker, with the support of the Early Help Senior Practitioner, has oversight for supporting care leavers who are parents. Their job is to offer specialist advice and support to your Personal Adviser on services available where you live for care leavers with children under 4. They do this to ensure you get the right specialist advice and support from your Personal Adviser.
- Once you tell your Personal Adviser that you are going to be a mum or a dad, they will inform the Early Help Family Key Worker and discuss whether you could do with the help of an allocated key worker for yourself to provide what is called 'targeted support'.
- If your Personal Adviser has concerns about your unborn child being at risk of harm, or that they may have already suffered harm, they have to speak to their manager and make a referral to the Single Point of Contact (SPOC) for your unborn baby.
- If we all think it would help your Personal Adviser will support the Early Help Family Key Worker to do what's called an Early Help Assessment (EHA) with you. This assessment may help to develop a plan of support for you, which is then written into your next Pathway Plan update,







and reviewed. The EHA is also reviewed by your Personal Adviser's manager and the Early Help Senior Practitioner.

And that's all there is to it! The Early Help and Leaving Care Services will continue to work together to support you in what is called a **Whole Family Approach**. Remember: we *want* you to be a successful parent and will do everything we can to help you make that happen.

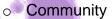


Let's say you are a mum or dad to be — what actual support can you expect?

Well, that depends on whether you simply access what are called 'universal services' (services available for everyone — care leaver or not) or if you're receiving targeted support. Here are the

differences, so you know:

- Universal Support
 - Health
 - Maternity services with midwife support from conception all the way through to 14 days after birth.
 - Health Visitor support, which includes visits both before and after birth.



Parenting programmes for pro-parenting tips and a chance to meet other mums and dads.

Education

- Croydon-based children's centre programme from birth to the age of 5.
- Funded early years education from the age of 3.
- Targeted Support (all the above and some juicy extras below!)

Health

- Referral to the Family Nurse Partnership (FNP) where the FNP Supervisor decides whether the programme is right for you (if it isn't, you get a named Health Visitor instead).
- Perinatal Community Service support who can help you if you have mental health difficulties.

Education

 Funded early years education from the age of 2.







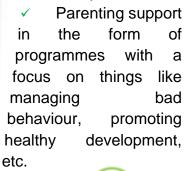


Local Support - Croydon Best Start

Best Start is the key service in Croydon that offers support to all mums and dads throughout the borough from pregnancy until your child turns 5. Different organisations work together under the Best Start banner to offer the following:

- Children's centres that offer baby massages, stay and play sessions, speech and language development support and lots more.
- Health support, including breastfeeding cafés and a 'Time For Me' group to help you cope with distressing thoughts and feelings.
 - Community support in the form of specialist courses

that cover things like employment, budgeting and beauty.





Saed is finally successful in applying for a nursing job at the hospital and loves the role. Things are looking up in general: the Red Cross may have a lead on contacting his mother, and he is now in a relationship with a woman he loves dearly. But the biggest change in his life is the fact that his partner has a twoyear-old daughter who lives with her.

Saed has never even thought of being a parent and tries to overcome his anxiety when he's with his partner.

'She's a child – not a monster, Saed!' his Personal Adviser tells him, laughing. 'Maybe it would be good for you to bond with her a bit, if you and your partner are serious – and it sounds like you are.'

'But I don't even know where to begin!'

'How about the three of you go to a Best Start children's centre? There are plenty in Croydon. You'll be able to mingle with other parents there, discuss parenting tips and your partner's girl can play with other children too.'

Saed feels a little calmer, and thinks the suggestion, coming from him, might work. 'But what if things get too tough for us?'

'Then let me know and we can do an Early Help Assessment. That will allow us to think about who could offer you all some more personalised support.'











PERSONAL INFORMATION AND DATA SHARING



Overview

Croydon Council has access to a lot of sensitive data with regards care leavers and it has a duty to ensure that this data is used appropriately. In line with the Data Protection Act 2018, data collected on care leavers will be stored securely Council's the Case Recording System (CRS) and will not be transferred to any third party without the express consent of the care leaver unless there are aenuine

safeguarding concerns that take precedence over data protection. For example, if a care leaver was missing, Croydon would share appropriate details with the police to try and trace them. However, if there is a situation where a Personal Adviser finds an apprenticeship that he thinks a care leaver would be interested in, he will ask the care leaver's permission to share details with the apprenticeship provider. A lot of it is just common sense.

Access to Files

Every care leaver has the right to access all records the Council holds on them – from initial referral all the way through to the most recent case note for a telephone call to them – and can do so by making a Subject Access Request (SAR). The request must be put in writing and sent to Data Protection, 7th Floor – Bernard Weatherill House, 8 Mint Walk, Croydon CR0 1EA.

Alternatively, the request can be emailed through to the Data Protection team. Croydon's procedures can be read in full in the **Access to Records** online procedure.

Prepaid Cards and Oyster Cards

Care leavers with No Recourse to Public Funds (NRPF) have the use of Council-managed prepaid cards (see Money for further information) and activity on these, in turn, can be checked by the Council via an online portal. Checks are not arbitrarily made and care leavers will be informed when a check has been carried out. In addition to this, if there's ever a situation where we've given you an Oyster card, then there may be reasons for us to carry out a check as well.

Checks on prepaid and Oyster card activity can be made in the following circumstances:









- There are safeguarding concerns for you and card activity may help to determine your location, whether you are being financially exploited, etc.
- It is believed you may have been deported and card activity may indicate whether it is being used abroad (prepaid card only).
- ✓ It is believed the prepaid card is being used fraudulently.
- ✓ It is believed you are misusing your finances and suffering as a result – for example, a Personal Adviser may have reason to suspect you are using your weekly subsistence money to gamble and are not buying adequate food to survive (prepaid card only).



It's two weeks until Saed's 25th birthday and the end of his Leaving Care journey. His career is wonderful, he feels happy, his relationship is going well and he's even getting on with his partner's daughter!

He thinks of all he has been through – both the good and the bad – and wonders what his workers have made of it, over the years. He sits down and sends an email to Croydon's Data Protection team with the following message: I want to access my file.

He receives the files a few weeks later and starts reading them, finding the information he most wanted: how he seemed when he first entered the UK. Reading the Social Worker's notes, he realises that he was only a boy – scared and alone. Blaming himself for leaving Afghanistan behind suddenly doesn't seem the crime he had believed it was in his own mind.

'I suppose this is goodbye,' Saed says, two days before his birthday.

'You're always welcome here,' his Personal Adviser replies. 'Don't forget that, 'cos it isn't goodbye.'

Later that evening, he receives a call: it's the Red Cross, and they've made contact with his mum. Can he come in to Wimbledon tomorrow to speak to her?

He hardly sleeps that night. And when tomorrow comes and the phone is held out to him, he shakes, but puts the phone to his ear.

'S-Saed? Tell me everything...'









GLOSSARY

A

Advocate

Someone who helps you voice your opinions and thoughts where you feel they are not being listened to.

Appeal Rights Exhausted (ARE)

Where you have No Recourse to Public Funds (NRPF) and you cannot appeal the decision in the UK.

Asylum

The protection granted by a state to someone who has left their home country as a political refugee.

Asylum Seeker

A person who has left their home country as a political refugee and is seeking asylum in another.

R

Biometric Residence Permit (BRP)

A form of ID you receive when you apply to settle in the UK. It will have your photo, name, place of birth, whether you have recourse to public funds and details of any status and conditions of stay.

British Citizenship

When you live and work in the UK free of any immigration controls.

Care Leaver

A young person who was previously Looked After and has now left the care system.

Children and Social Work Act 2017

A recent piece of legislation that – with respect to you – introduces new duties to care leavers, including the need for a Local Offer and the requirement to work with you until you turn 25 whether you are in education or not.









Children Act 1989

The core piece of legislation that serves as the legal framework for all children's social care responsibilities in the UK.

Corporate

Relating to a large company or group.

Corporate Parent

An organisation that fulfils the role of parent.

D

Data Protection Act 2018

The recent legislation outlining new laws with regards to the protection of data in the UK – in mainland Europe it is known as GDPR.

Discretionary

Something that is only done at your discretion (i.e. it doesn't have to be done – only if you decide it will).

Ε

Early Help Assessment (EHA)

An assessment that is carried out on pregnant care leavers or care leavers with children aged 5 or under to decide whether any Early Help support is needed.

Early Help Service

The team in Croydon Council that supports parents and families with young children – this support can be in the form of advice or something more practical.

EET

When you are in education, employment or training.

Eligible

Where a young person is 16 or 17 and has been looked after by the local authority for 13 weeks or more after turning 14, and is still being looked after.









F

Former Relevant

Where a young person is aged 18 to 21 and was Eligible or Relevant. They continue to be Former Relevant until they are 25 if they remain in education.

Foster Carer

An individual who opens up their home to care for a Looked After child, potentially up until the age of 18.

Н

Home Office

The department of the British Government which is responsible for things such as the police, broadcasting, and making decisions about people who want to come to live in Britain.

Indefinite Leave to Remain (ILR)

An immigration status granted to a person who does not hold the right of abode in the United Kingdom (UK), but who has been admitted to the UK without any time limit on his or her stay and who is free to take up employment or study, without restriction.

Independent Reviewing Officer (IRO)

An individual responsible for making sure the work done by the social care professionals in your life is of a high standard and your life is progressing according to plan. They also chair Looked After Child (LAC) Reviews.

Independent Visitor (IV)

An adult who befriends you and takes you out for activities, providing a kind of support very different to that which you receive from your allocated worker.

J

Jobcentre

The place where you go for your benefit meetings.

L

Leaving Care Act 2000

The key piece of legislation that tells local authorities what their duties are to care leavers.









Leaving Care Service

The main service that works with you after you turn 18 – it is where your Personal Adviser sits.

Looked After

When a child has been accommodated by the local authority for a period of at least 24 hours because, for whatever reason, their parents are unable to provide suitable care.

Looked After Child (LAC) Review

A meeting chaired by the Independent Reviewing Officer (IRO) which gathers all the relevant professionals as well as the foster carer and Looked After child together to review general progress in their life.

M

Multi-agency Approach

Where two or more 'agencies' (i.e. organisations) are working together.

Ν

National Health Service (NHS)

The government-funded organisation responsible for delivery a healthcare service in the UK that is free at the point of use.

Needs Assessment

Where a judgement is made on how you are doing and what support you might need.

NEET

When you are *not* in education, employment or training.

No Recourse to Public Funds (NRPF)

It means you will not be able to claim most benefits, tax credits or housing assistance that are paid by the state.

P

Pathway Plan

A plan drawn up between you and your worker to set out achievable life goals toward which you work with an effective strategy. The plan covers all areas of your life including housing, money, health and immigration. It is a legal document









Personal Adviser

Your allocated worker after turning 18; they will be your primary contact and the person to whom you should turn when you need support.

Personal Education Plan (PEP)

A plan drawn up between you, your worker and, usually, your college or 6th form tutor, which sets out specific, achievable targets in relation to your education.

Prepaid Card

A debit card given to care leavers who have No Recourse to Public Funds (NRPF) which is owned by the Council and is topped up with weekly subsistence payments.

Professional Network

The linked agencies who work together to support you.

Q

Qualifying

Where a young person aged under 21 (or under 24 if in education) who was not looked after for 13 weeks or more after turning 14, but was looked after for a period when they were 16 or 17.

R

Refugee

A person who has been forced to leave their country in order to escape war, persecution, or natural disaster. It is also an immigration status for those who have been granted five years' leave to remain in the UK.

Relevant

Where a young person was Eligible, but is no longer looked after and has *not* returned home and settled for at least six months. This will also include young people who were detained after turning 16 (e.g. in a psychiatric hospital, youth offending institution, etc.) and had been looked after immediately prior to this happening.

Removal Order

A court-issued directive giving the enforcement arm of the UK Visas and Immigration department the right to remove you from the UK.

Risk Assessment

Where a worker determines how much of a risk you pose to other people and/or how at risk you are from coming to harm.









S

Safeguarding Concerns

When a person or agency is worried about your welfare and wellbeing.

Setting Up Home Allowance (SUHA)

A pot of £1,000.00 used to pay for furniture, white goods and other items that you need as you move into independent accommodation.

Signposting

Directing you to another agency or organisation that can provide you with short- or long-term support.

SMART

Any planned target that is specific, measurable, assignable, realistic and time-constrained.

Social Worker

Professionals who support individuals and their families through difficult times and ensure that vulnerable people, including children and adults, are safeguarded from harm. Their role is to help in improve outcomes in people's lives. They maintain professional relationships and act as guides and advocates.

Subject Access Request (SAR)

An official request for information on yourself that Croydon Council stores.

Supervising Social Worker

A Social Worker who supervises foster carers.

Support Worker

In the context of care leavers, someone who provides practical support with everyday needs (e.g. opening a bank account, budgeting, paying utility bills, etc.).

T

Targeted Service or Support

More than general support, a targeted service or support specifically addresses identified issues where you need, or want, help.

Tenancy Agreement

A contract between you and your landlord. It may be written or oral. The tenancy agreement gives certain rights to both you and your landlord, for example, your right to occupy the accommodation and your landlord's right to receive rent for letting the accommodation.









Turnaround Centre

The Council building in South Croydon that is home to the Leaving Care Service, Youth Offending Service (YOS), Adolescent Service, Early Help and the Family Resilience Service (FRS).

U

Universal Service or Support

A type of service or form of support that is available to everyone.

V

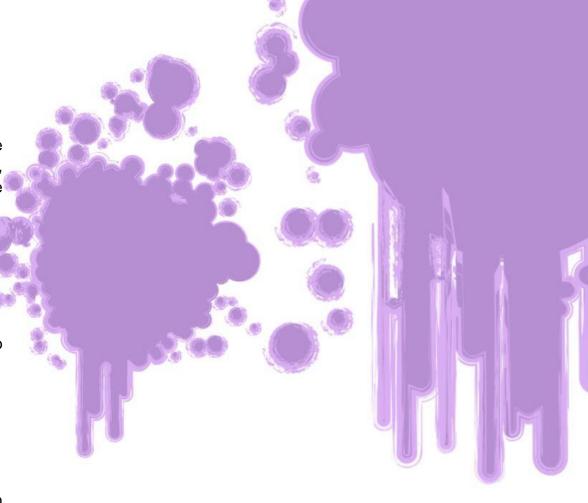
Virtual School

A service within Croydon Council that provides education support to Looked After children and care leavers. It also liaises with local colleges and provides additional support to Social Workers and Personal Advisers.









REPORT TO:	CABINET 24 SEPTEMBER 2018
SUBJECT:	STAGE 1: RECOMMENDATIONS ARISING FROM SCRUTINY
LEAD OFFICERS:	RICHARD SIMPSON, EXECUTIVE DIRECTOR RESOURCES
	AND S151 OFFICER
	STEPHEN ROWAN – HEAD OF DEMOCRATIC SERVICES AND SCRUTINY
LEAD MEMBER:	COUNCILLOR SEAN FITZSIMONS
	CHAIR, SCRUTINY AND OVERVIEW COMMITTEE
WARDS:	ALL
CORPORATE PRIORITY/POLICY CONTEXT:	THE CONSTITUTIONAL REQUIREMENT THAT CABINET RECEIVES RECOMMENDATIONS FROM SCRUTINY COMMITTEES AND TO RESPOND TO THE RECOMMENDATIONS WITHIN TWO MONTHS OF THE RECEIPT OF THE RECOMMENDATIONS

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

1. RECOMMENDATIONS

Cabinet is asked to:

1.1 Receive the recommendations arising from Scrutiny and Overview Committee (10th July & 4th September 2018) to provide a substantive response within two months (ie. at the next available Cabinet meeting on **19 November 2018**).

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. 10 JULY 2018 – SCRUTINY AND OVERVIEW COMMITTEE RECOMMENDATIONS

3.1 The Committee considered an item on the Financial Strategy 2018/2022; present was the Cabinet Member for Finance and Resources. Subsequent to the questions

asked of to those present, the Committee made the following recommendations to the Cabinet:

- 1. That there should be a fundamental rethink on the underlying principles of the Financial Strategy.
- 2. A principle should be established to inform how any income delivered from Brick by Brick was spent.
- 3. A principle should be established around how the Council worked with its partners, with a focus on local wealth building and a focus on social value as well as economic benefit.
- 4. The principles should not be overcomplicated and effort should be made to ensure they were simple and understandable.
- 3.2 This item was pre-decision Scrutiny of the proposed new Financial Strategy. The Financial Strategy is listed elsewhere on this Agenda for decision by Cabinet. The covering report of that item sets out how the recommendations above have been taken into account in developing the proposed strategy.
- 3.3 The Committee also considered the Annual Complaints Report 2017/18 and made the following recommendations for future iterations of the report, which are presented for the Cabinet's information:
 - 1. That a section be added to the report detailing trends in complaints
 - 2. That benchmarking data with other local authorities be included.
 - 3. That a section be added on what has been learnt from the complaints during the year and how processes have changed as a result.

4. 4TH SEPTEMBER 2018 – SCRUTINY AND OVERVIEW COMMITTEE RECOMMENDATIONS

- 4.1 The Committee considered an update on the Financial Strategy 2018/2022 item considered at their meeting in July, to include information on the proposed Asset Investment Strategy; present was the Cabinet Member for Finance and Resources. Subsequent to the questions asked of to those present, the Committee made the following recommendations to the Cabinet:
 - 1. That the Cabinet improves how the Minority Group is formally briefed prior to decisions being taken on individual investments as part of the Asset Investment Strategy, and ensure the briefing is done early in the process.
 - 2. Any future asset acquisition paper should refer back to the proposed matrices and the judgements the Council has made to recommend approval of the purchase.
 - 4.2 As with the report considered in July, this item was pre-decision Scrutiny of the proposed new Financial Strategy listed elsewhere on this Agenda for decision by Cabinet.
 - 4.3 The Committee considered a Call-In item on the decision to acquite the freehold interest in the Croydon Park Hotel as a commercial investment. The Committee were reassured by the information provided and agreed that no further action was required and as such the decision could be implemented.

- 4.4 The Committee also consider a report from the Chief Executive, which provided an update on the New Operating Model and an overview of staffing at Croydon Council. Arising from the discussion, the Committee made a recommendation relating to the Corporate Plan, which is listed elsewhere on this Agenda for consideration by the Cabinet. The recommendation is:
 - 1. That the Cabinet gives further consideration to how the Labour Manifesto pledge to empower local people and communities can be made more explicit within the new Corporate Plan priorities.
- 4.5 The Committee also made three other recommendations on this item, which are presented for the Cabinet's information:
 - That detailed analysis from the staff survey, providing information on a departmental level and also relating to Agency staff is shared with the Members of the Scrutiny & Overview Committee.
 - 2. That further information is provided to the Scrutiny & Overview Committee on the outcomes from the Back to Basics initiative, once it is available.
 - 3. That a further report on staffing be brought back to the Scrutiny & Overview Committee in 12 months.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 There are no financial implications arising directly from the contents of this report.

6. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER

6.1 The recommendations are presented to Cabinet in accordance with the Constitution. This requires that the Scrutiny report is received and registered at this Cabinet Meeting and that a substantive response is provided within 2 months (ie. **Cabinet, 19 November 2018** is the next available meeting).

CONTACT OFFICER: Simon Trevaskis, Senior Democratic Services and

Governance Officer - Scrutiny T: 020 8726 6000 X 64840

Email: simon.trevaskis@croydon.gov.uk

BACKGROUND DOCUMENTS:

Background document 1: Reports to the Scrutiny & Overview Committee on 10th July 2018.

https://democracy.croydon.gov.uk/ieListDocuments.aspx?Cld=166&Mld=1729&Ver=4

Background document 2: Reports to the Scrutiny & Overview Committee on 4th September 2018.

https://democracy.croydon.gov.uk/ieListDocuments.aspx?Cld=166&Mld=1518&Ver=4



REPORT TO:	CABINET 18 SEPTEMBER 2018
SUBJECT:	STAGE 2: RESPONSE TO RECOMMENDATIONS ARISING FROM: STREETS, ENVIRONMENT AND HOMES SUB COMMITTEE 20 MARCH 2018 & 26 JUNE 2018
LEAD OFFICERS:	RICHARD SIMPSON, EXECUTIVE DIRECTOR RESOURCES
	AND S151 OFFICER
CABINET MEMBERS:	ALL
WARDS:	ALL
CORPORATE PRIORITY/POLICY CONTEXT:	The constitutional requirement that Cabinet receives recommendations from scrutiny committees and to respond to the recommendations within two months of the receipt of the recommendations.

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

1. RECOMMENDATIONS

Cabinet is recommended to approve the response and action plans attached to this report at Appendix A and that these be reported to the Scrutiny and Overview Committee or relevant Sub-Committees.

2. EXECUTIVE SUMMARY/DETAIL

- 2.1 This report asks the Cabinet to approve the full response reports arising from the Stage 1 reports presented to the Cabinet meeting held on 16 July 2018 including:
 - Action plans for the implementation of agreed recommendations, or
 - Reasons for rejecting the recommendations

and that these be reported to the Scrutiny and Overview Committee or relevant Sub-Committees.

2.2 The Constitution requires that in accepting a recommendation, with or without amendment, from a Scrutiny and Overview Committee or Sub-Committee, the Cabinet shall agree an action plan for the implementation of the agreed recommendations and shall delegate responsibility to an identified officer to report back to the Scrutiny and Overview Committee or Sub-Committee, within a specified period, on progress in implementing the action plan.

3. SCRUTINY RECOMMENDATIONS

- 3.1 The Scrutiny recommendations are contained in the schedule in the appendix to this report.
- 3.2 The detailed responses including reasons for rejected recommendations and action plans for the implementation of agreed recommendations are contained in the appendices.

4. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

4.1 The recommendations in this report may have a financial implication and as each recommendation is developed the financial implication will be explored and approved.

5. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

5.1 The recommendations are in accordance with the constitution.

6. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

6.1 These are contained in the appendix to this report.

7. OPTIONS CONSIDERED AND REJECTED

7.1 These are contained in the appendix to this report.

CONTACT OFFICER: Stephen Rowan, Head of Democratic Services

and Scrutiny

T: 020 8726 6000 X 62529

Email: stephen.rowan@croydon.gov.uk

APPENDICES: Appendix 1 – Responses to recommendations

BACKGROUND DOCUMENTS:

Background document 1: Reports to the Streets, Environment and Homes Scrutiny Sub-Committee on 20 March 2018.

https://democracy.croydon.gov.uk/ieListDocuments.aspx?Cld=170&Mld=1136&Ver=4

Background document 2: Reports to the Streets, Environment and Homes Scrutiny Sub-Committee on 26 June 2018.

https://democracy.croydon.gov.uk/ieListDocuments.aspx?Cld=170&Mld=1487&Ver=4

	SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
ST	REETS, ENVIRONMENT AND HOMES SC	RUTINY SUB-COM	MITTEE - At its meeting	on 20 March 2	018, the Committe	ee RESOLVED to:	
1.	To recommend to Transport for London (TFL) that they provide an updated report to the Committee in 6 months on Tram safety and Future proposals.	Place Councillor King/Scott (Job Share)	Accept – to be sent to TfL in a letter	Simon Trevaskis	n/a	Letter has been sent to TfL	6/11/18
2.	To recommend to Transport for London (TFL) that Tram Operators attend a future meeting to provide an update on safety measures implemented. The committee should also invite Trams drivers/their representatives to the meeting to provide their view and perspective on safety measures that have been improved.	Place Councillor King/Scott (Job Share)	Accept – to be sent to TfL in a letter	Simon Trevaskis	n/a	Letter has been sent to TfL	6/11/18
3.	To recommend to Transport for London (TFL) that they review their funding criteria for major projects as currently the current regime means that significant tram expansion will never be funded.	Place Councillor King/Scott (Job Share)	Accept – to be sent to TfL in a letter	Simon Trevaskis	n/a	Letter has been sent to TfL	6/11/18
4.	To recommend to Transport for London (TFL) that a briefing on Capital Gains including figures to be provided to the Committee.	Place Councillor King/Scott (Job Share)	Accept – to be sent to TfL in a letter	Simon Trevaskis	n/a	Letter has been sent to TfL	6/11/18
5.	That Croydon Council ensure that it holds to account Tram and Bus Operators on their safety measures.	Place Councillor King/Scott (Job Share)	Accept - write to TfL requesting that it report annually to the Croydon Public Transport Liaison	lan Plowright Head of Transport	n/a	Letter to be sent to TfL September 2018	6/11/18

							Appendix i
	SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
			Panel on Tram and Bus safety measuers and the progress these measures are making in Croydon towards the Mayor of London's Vision Zero objective				
ST	REETS, ENVIRONMENT AND HOMES SCR	RUTINY SUB-COM	MITTEE - At its meeting of	on 20 March 2	2018, the Committe	ee RESOLVED to:	
6.	That Croydon Council consider how it can re-establish its original role as the Champion of the Tramlink expansion.	Place Councillor King/Scott (Job Share)	Accept	lan Plowright Head of Transport	Consideration is not likely to have financial implications. The financial implications of taking on such a role are unknown	March 2019	TBC
7.	That Croydon Council, in its new role as Champion of the Tramlink expansion, should undertake a review about how Tramlink expansion could be funded and consider other forms of funding outside what is provided by TFL.	Place Councillor King/Scott (Job Share)	Accept	lan Plowright Head of Transport	Estimated cost of review £50,000 (funding source not identified)	June 2019 (subject to funding being identified)	TBC

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STDI	SCRUTINY RECOMMENDATION EETS, ENVIRONMENT AND HOMES SCR	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	OFFICER		IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
SIKI	LETS, ENVIRONMENT AND HOMES SCI	COTINT SOB-CON	TWITTEE - Acids meeting t	JII 20 Maion 2	.oro, the Committe	GE KLSOLVED IO.	
tı L E a L C b	That Croydon Council help improve public ransport connectivity with other South ondon Boroughs, such as Sutton, Bromley, Merton, Lewisham, Southwark and Lambeth, It should set up a South ondon Tramlink Expansion Partnership. One of its first aims should be how the boroughs can help link up the tram ystem to the DLR and other major public ransport networks/nodes.	Place Councillor King/Scott (Job Share)	Accept	Ian Plowright Head of Transport	Unknown at this stage	Invitation to be sent to senior officers and / or politicans at south London local authorities (and to the South London Partnership) to meet with a view to establishing such a partnership Dec 2018	TBC
STRI	EETS, ENVIRONMENT AND HOMES SCF	RUTINY SUB-COM	IMITTEE - At its meeting of	on 26 June 20	18, the Committee	e RESOLVED to:	
1	. That Govia Thameslink Railway (GTR) apologise to the people and business of Croydon for the disruption they caused through a timetable change, which they failed to deliver, and that they should provide generous compensation for passengers.	Place Councillor King/Scott (Job Share)	Accept – to be sent to GTR in a letter	Simon Trevaskis	n/a	Letter has been sent to GTR	6/11/18
2	that Information on GTR timetables changes be communicated to passengers more effectively than and with as much advance notice as possible.	Place Councillor King/Scott (Job Share)	Accept – to be sent to GTR in a letter	Simon Trevaskis	n/a	Letter has been sent to GTR	6/11/18

					I		Appendix
	SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	OFFICER		TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
STREE	ETS, ENVIRONMENT AND HOMES SCF	RUTINY SUB-CON	MMITTEE - At its meeting of	on 26 June 20	118, the Committee	e RESOLVED to:	
3.	That passengers with disabilities were being particularly disadvantaged by the breakdown in the delivery of rail services, and GTR should rethink their approach to ensure additional resources were directed to resolving this issue.	Place Councillor King/Scott (Job Share)	Accept – to be sent to GTR in a letter	Simon Trevaskis	n/a	Letter has been sent to GTR	6/11/18
4.	Cancellations of late evening and Sunday services should be minimal, and in particular GTR should not be cutting the last train services which had the biggest impact on passengers getting home at night.	Place Councillor King/Scott (Job Share)	Accept – to be sent to GTR in a letter	Simon Trevaskis	n/a	Letter has been sent to GTR	6/11/18
5.	A robust programme of rebuilding of trust between the operators and passengers should be devised.	Place Councillor King/Scott (Job Share)	Accept – to be sent to GTR in a letter	Simon Trevsaskis	n/a	Letter has been sent to GTR	6/11/18
6.	Consideration needed to be given to the reinstatement of the 9:42 and 10:12 Coulsdon Town to London Bridge which were vital trains for commuters.	Place Councillor King/Scott (Job Share)	Accept – to be sent to GTR in a letter	Simon Trevsaskis	n/a	Letter has been sent to GTR	6/11/18
7.	Consideration is also needed to be given by GTR to the reinstatement of facilities such as the bus and tram pass on vending machines.	Place Councillor King/Scott (Job Share)	Accept – to be sent to GTR in a letter	Simon Trevsaskis	n/a	Letter has been sent to GTR	6/11/18

		I			I		Appendix
	SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	OFFICER		IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
STREI	ETS, ENVIRONMENT AND HOMES SCF	RUTINY SUB-COM	MITTEE - At its meeting of	on 26 June 20	118, the Committee	e RESOLVED to:	
8.	For GTR to make a commitment in support of public scrutiny of their performance by local authority scrutiny committees.	Place Councillor King/Scott (Job Share)	Accept – to be sent to GTR in a letter	Simon Trevsaskis	n/a	Letter has been sent to GTR	6/11/18
9.	To thank Network Rail for their attendance and the openness of their responses.	Place Councillor King/Scott (Job Share)	Accept – to be sent to Network Rail in a letter	Simon Trevsaskis	n/a	Letter has been sent to Network Rail	6/11/18
10	Where Network Rail was responsible, information on timetables changes should be communicated to passengers more effectively and with as much advance notice as possible.	Place Councillor King/Scott (Job Share)	Accept – to be sent to Network Rail in a letter	Simon Trevsaskis	n/a	Letter has been sent to Network Rail	6/11/18
11	Network Rail should Should review its own internal assurance processes in regards rail operators proposed timetable changes, and consider whether it needed to take a stronger public stance when it had concerns about the deliverability of those timetable changes.	Place Councillor King/Scott (Job Share)	Accept – to be sent to Network Rail in a letter	Simon Trevsaskis	n/a	Letter has been sent to Network Rail	6/11/18

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SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET	ACCEPT/ REJECT RECOMMENDATIONS	OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION	DATE OF SCRUTINY
	MEMBER	(inc. reasons for			OF	MEETING TO
	RESPONDING	rejection)			RECOMMENDATIONS	
					IF ACCEPTED	BACK
CTRETE ENVIRONMENT AND HOMES COL	DUTING CUR CON	ADALTTEE At its monoting a	n 00 luna 00	10 the Committee	(ie Action Plan)	
STREETS, ENVIRONMENT AND HOMES SCI	RUTINT SUB-CON	MWITTEE - At its meeting t	on 26 June 20	rio, the Committee	E KESULVED 10.	
12. The facilities for disabled passengers at all stations, but in particular at mainline stations where passengers had to wait, needed to be revised by Network Rail to ensure that their needs were taken into consideration, especially at times of service disruption.	Place Councillor King/Scott (Job Share)	Accept – to be sent to Network Rail in a letter	Simon Trevsaskis	n/a	Letter has been sent to Network Rail	6/11/18
13. That Network Rail take into consideration Croydon's population increase and economic expansion as important factors to be considered when planning changes.	Place Councillor King/Scott (Job Share)	Accept – to be sent to Network Rail in a letter	Simon Trevsaskis	n/a	Letter has been sent to Network Rail	6/11/18
14. That the Department for Transport (DfT) consider whether GTR should continue as the operator for the Thameslink and Southern franchises.	Place Councillor King/Scott (Job Share)	Accept – to be sent to DfT in a letter	Simon Trevsaskis	n/a	Letter has been sent to DfT	6/11/18
15. That the Department for Transport (DfT) explain its own role in why it allowed GTR to press ahead with a major time-table change when GTR didn't have the resources in place on the day of implementation, and which others had flagged up earlier as a cause for concern.	Place Councillor King/Scott (Job Share)	Accept – to be sent to DfT in a letter	Simon Trevsaskis	n/a	Letter has been sent to DfT	6/11/18

SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	OFFICER		IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
STREETS, ENVIRONMENT AND HOMES S	CRUTINY SUB-COI	MMITTEE - At its meeting	on 26 June 20	118, the Committed	e RESOLVED to:	
16. It should make it a legal requirement for rail operators to co-operate fully with local government scrutiny reviews of local rail services, as recently confirmed by the House of Commons Communities & Local Government Select Committee 2017 "Recommendation 6: Scrutiny committees must be able to monitor and scrutinise the service provided to residents. This includes services provided by public bodies and those provided by commercial organisations. Committees should be able to access information and require attendance at meetings from service providers and we call on DCLG to take steps to ensure this happens (Paragraph 90)"	Place Councillor King/Scott (Job Share)	Accept – to be sent to DfT in a letter	Simon Trevsaskis	n/a	Letter has been sent to DfT	6/11/18
17. That Croydon Council Officers explore a case for compensation to the borough due to the effects this has had on economic activity.	Place Councillor King/Scott (Job Share)	Accept	lan Plowright Head of Transport	Cost of legal advice unknown and funding not identified as yet	February 2019 subject to funding	TBC
18. To copy all the above recommendations to the Office of the Rail Regulator.	Place Councillor King/Scott (Job Share)	Accept – to be sent to the Office of the Rail Regulator in a letter	Simon Trevsaskis	n/a	Letter has been sent to the Office of the Rail Regulator.	6/11/18

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SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED	DATE OF SCRUTINY MEETING TO REPORT BACK
					(ie Action Plan)	BACK
STREETS, ENVIRONMENT AND HOMES SCE	RUTINY SUB-COM	IMITTEE - At its meeting of	on 26 June 20	18, the Committee	,	
19. To flag up the Committee's concerns to the Office of the Rail Regulator about the industry-wide assurance process for time-table changes, and whether the system was robust enough to ensure that operators have the correct resources in place to deliver the changes from day one.	Place Councillor King/Scott (Job Share)	Accept – to be sent to the Office of the Rail Regulator in a letter	Simon Trevsaskis	n/a	Letter has been sent to the Office of the Rail Regulator.	6/11/18
20. For the the Office of the Rail Regulator to review its stance on local government scrutiny of rail operators as local accountability of public services is a fundamental role of local government, as recently confirmed by the House of Commons Communities & Local Government Select Committee 2017 "Recommendation 6: Scrutiny committees must be able to monitor and scrutinise the services provided to residents. This includes services provided by public bodies and those provided by commercial organisations. Committees should be able to access information and require attendance at meetings from service providers and we call on DCLG to take steps to ensure this happens (Paragraph 90)".	Place Councillor King/Scott (Job Share)	Accept – to be sent to the Office of the Rail Regulator in a letter	Simon Trevsaskis	n/a	Letter has been sent to the Office of the Rail Regulator.	6/11/18

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SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)		ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
STREETS, ENVIRONMENT AND HOMES SCI	RUTINY SUB-COM	MITTEE - At its meeting of	on 26 June 20	118, the Committee	e RESOLVED to:	
21. The Committee also resolved that these conclusions and recommendation should be copied to the three local MPs.	Place Councillor King/Scott (Job Share)	Accept – to be sent to the three local MPs in a letter	Simon Trevsaskis	n/a	Letters have been sent to the three local MPs.	6/11/18

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Croydon Council

REPORT TO:	CABINET 24 SEPTEMBER 2018
SUBJECT:	INVESTING IN OUR BOROUGH
LEAD OFFICER:	SARAH WARMAN, INTERIM DIRECTOR OF
	COMMISSIONING & PROCUREMENT
	RICHARD SIMPSON, EXECUTIVE DIRECTOR
	RESOURCES & S151 OFFICER
CABINET	COUNCILLOR SIMON HALL
MEMBER:	CABINET MEMBER FOR FINANCE AND RESOURCES
WARDS:	ALL

CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON: 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.

FINANCIAL SUMMARY: There are no direct costs arising from this report.

KEY DECISION REFERENCE NO.:

There are key decisions mentioned in this report, but approval of the Recommendations would not constitute 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 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 Resources or, where the nominated Cabinet Member is the Cabinet Member for Finance and Resources, in consultation with the Leader.
- 1.1.2 The list of delegated award decisions made by the Director of Commissioning and Procurement, between 02/06/2018 08/08/2018.
- 1.1.3 The list of delegated award decisions for contracts over £500,000 in value and procurement strategies over £5,000,000 in value made by the nominated Cabinet Member in consultation with the Cabinet Member for Finance and Resources or, where the nominated Cabinet Member is the Cabinet Member

- for Finance and Resources in consultation with the Leader since the last meeting of Cabinet.
- 1.1.4 Property acquisitions and disposals agreed by the Cabinet Member for Finance and Resources in consultation with the Leader since the last meeting of Cabinet.
- 1.2 The Cabinet recommends to the Leader of the Council that prior to the next meeting of Cabinet in October, the Cabinet Member for Finance and Resources in consultation with the Leader, be authorised to agree the award in respect of the contracts related to the Good to Great ICT transformation programme in line with the strategy approved by Cabinet on 20th November 2017 (reference: 91/17 Investing in our Borough c. ICT sourcing strategy) for the reasons set out in para 4.5 and 4.6. Note that any awards made under this delegation will be notified in the standard contracts report to 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 Resources and with the Leader in certain circumstances, before the next meeting of Cabinet;
 - Delegated contract award decisions made by the Director of Commissioning and Procurement 02/06/2018 – 08/08/2018;
 - Delegated award decisions for contracts over £500,000 in value and procurement strategies over £5,000,000 in value made by the nominated Cabinet Member in consultation with the Cabinet Member for Finance and Resources or, where the nominated Cabinet Member is the Cabinet Member for Finance and Resources in consultation with the Leader since the last 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]
 - Property acquisitions and disposals agreed by the Cabinet Member for Finance and Resources in consultation with the Leader since the last meeting of Cabinet; and
 - 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 Procurement, between 02/06/2018 08/08/2018.
- 3.3 Section 4.3 of this report lists the delegated decisions made by the nominated Cabinet Member in consultation with the Cabinet Member for Finance and Resources or, where the nominated Cabinet Member is the Cabinet Member for Finance and Resources in consultation with the Leader since the last meeting of Cabinet.
- 3.4 Section 4.4 of this report lists the property acquisitions and disposals agreed by the Cabinet Member for Finance and Resources in consultation with the Leader since the last meeting of Cabinet.
- 3.5 Section 4.5 and 4.6 of this report outlines the rationale for the delegation being requested for the Good to Great ICT transformation programme, which is delivering the strategy approved by Cabinet on 20th November 2017 (reference: 91/17 Investing in our Borough c. ICT sourcing strategy).
- 3.6 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 Resources or, where the nominated Cabinet Member is the Cabinet Member for Finance and Resources, in consultation with the Leader.

Contract Title	Contract Revenue	Contract Capital	Dept/Cabinet
	Budget	Budget	Member
Best Start Children's Centre Contract extensions	£2,160,000 (contract length 12 months, maximum contract total £8,646,000)		Children, Families & Education / Cllr Flemming

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept/Cabinet Member
Section 75 Agreement for Health Visiting	£4,200,000 (contract length 12 months, maximum contract total £16,800,000)		Children, Families & Education / Cllr Flemming
Section 75 Agreement for Family Nurse Partnership	£530,000 (contract length 12 months, maximum contract total £2,120,000)		Children, Families & Education / Cllr Flemming
Section 75 Agreement Public Health School Nursing Service	£1,123,000 (contract length 12 months, maximum contract total £4,492,660)		Children, Families & Education / Cllr Flemming

- 4.2 Delegated award decisions made by the Director of Commissioning and Procurement.
- 4.2.1 Revenue and Capital consequences of delegated decisions made Procurement for contract awards (Regs. 18, 27 a & b) between £100,000 & £500,000 and contract extension(s) previously approved as part of the original contract award recommendation (Reg. 27.d) and contract variations (Reg.29).

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept/Cabinet Member
Carer Assessment Service	£285,083 (contract length 15 months)		Health, Wellbeing & Adults / Cllr Avis
Annual Assets Valuations	£350,000 (contract length 5 years)		Resources/Cllr Hall
Pensions Investment Management Consultancy	£430,000 (contract length 5 + 2 years)		Resources / Cllr Hall
Transportation of Bodies to Public Mortuaries Lot 2 Bromley & Bexley	£280,000 (contract length 4 years)		Resources / Cllr Hall

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept/Cabinet Member
Education & Monitoring Tracking LAC	£128,544 (contract length 2 + 2 years)		Children, Families & Education / Cllr Flemming
Fairfield & East Croydon Walking & Cycling Improvement		£134,865	Place / Cllr King

CONTRACT VARIATIONS & EXTENSIONS					
Contract Title	Value of Contract to Date	Value of Extension Term	Total Revenue value including extension term	Contract Capital Budget	Dept/Cabinet Member
In House Foster Care Recruitment	£1,340,000	Extension of contract length and not value (additional contract length 5 months)	£1,340,000		Children, Families & Education / Cllr Flemming
Primary Schools Expansion Programme 2015 Quantity Surveyor Services	£303,375	£120,527		£423,902	Children, Families & Education / Cllr Flemming
Young Adults Carers Support	£95,000	£50,000 (contract length 12 months)	£145,000		Health, Wellbeing & Adults / Cllr Avis
Tutoring Services for Looked After Children (LAC)	£96,000	£26,000 (no increase in contract length)	£122,000		Children, Families & Education / Cllr Flemming
Revenues & Benefits Hosting & DR Support and Maintenance	£498,000	£380,000 (contract length 1 + 1 years)	£878,000		Resources / Cllr Hall

4.3 Delegated award decisions for contracts over £500,000 in value made by the nominated Cabinet Member in consultation with the Cabinet Member for Finance and Resources or, where the nominated Cabinet Member is the Cabinet Member for Finance and Resources in consultation with the Leader since the last meeting of Cabinet.

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept/Cabinet Member
Foster Care Recruitment	£989,000 (contract length 2 years)		Children, Families & Education / Cllr Flemming
Preventative 3 rd Sector Fund contract extensions	£224,875 (contract length 6 months, maximum contract total £2,676,125)		Resources / Cllr Hall
Integrated Framework Agreement – contract extension	£24,861,538 (contract length 18 months, maximum contract total £97,199,034)		Health, Wellbeing & Adults / Cllr Avis
Timebridge Community Centre Construction		£4,000,000	Place / Cllr King

4.4 Revenue and Capital consequences of property acquisitions and disposals over £500,000 agreed by the Leader of the Council.

Contract Title	Disposals	Acquisitions	Dept/Cabinet Member
Croydon Park Hotel		£31,279,500 (this figure includes Stamp Duty Land Tax of £1,479,500)	Leader of the Council

- 4.5 The Good to Great programme is working at pace to deliver the strategy to disaggregate IT contracts and transform IT services as approved by Cabinet on 20th November 2017 (reference:91/17 Investing in our Borough c. ICT sourcing strategy). There is a contract notice period in November 2018 with the incumbent supplier by which notices need to be served to terminate services (in whole or in part) by the contract break date. By following the timetabling of Cabinet meetings for contract award decisions, there is a risk that the contract notice periods will not be met.
- 4.6 The delegation of contract award decisions will provide the flexibility required and ensure timely decisions can be made for contract awards which align with contract notice periods and do not impact on the ability to serve notice by the contract notice date.

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 Solicitor to the Council 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 by: Sean Murphy, Head of Commercial and Property Law and Deputy Monitoring Officer on behalf of the 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: Sue Moorman, Director of Human Resources

7 EQUALITY IMPACT

- 7.1 An Equality Analysis process has been used to assess the actual or likely impact of the decisions related to contracts mentioned in this report and mitigating actions have been defined where appropriate.
- 7.2 The equality analysis for the contracts mentioned in this report will enable the Council to ensure that it meets the statutory obligation in the exercise of its functions to address the Public Sector equality duty (PSED). This requires public bodies to ensure due regard to the need to advance equality of opportunity; foster good relations between people who share a

- "protected characteristic" and those who do not and take action to eliminate the potential of discrimination in the provision of services.
- 7.3 Any issues identified through the equality analysis will be given full consideration and agreed mitigating actions will be delivered through the standard contract delivery and reporting mechanisms.

8 ENVIRONMENTAL IMPACT

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

9 CRIME AND DISORDER REDUCTION IMPACT

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

CONTACT OFFICER:

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Telephone no:	63186

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

Best Start Children's Centre contract extensions including Section 75
 Agreement Extensions for Health Visiting, Family Nurse Partnership and Public Health School Nursing Service.