CABINET AGENDA

for the meeting
on
19 November 2018
at
6.30 pm

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Cabinet Seating Plan

Minority Group Members

Press

Shadow Cabinet
6 seats

Guest Speakers

Members

Officers

Deputy Cabinet Members

Deputy Cabinet Members

Officers

Executive Director - Place

Louisa Woodley

Stuart King
(voting Job Share)

Jane Avis

Executive Director - Health, Wellbeing & Adults

Paul Scott
(non-voting Job Share)

Oliver Lewis

Hamida Ali

Manju Shahul-Hameed

Executive Director - Children, Families and Education

Alisa Flemming

Simon Hall

Director or Law & Monitoring Officer

Executive Director - Resources

Chief Executive

Stuart Collins
(Deputy Leader)

Tony Newman
(Leader)

Alison Butler
(Statutory Deputy Leader)

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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, 19 November 2018** at **6.30 pm** in **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**

JACQUELINE HARRIS BAKER	Victoria Lower
Director of Law and Governance	020 8726 6000 x14773
London Borough of Croydon	victoria.lower@croydon.gov.uk
Bernard Weatherill House	www.croydon.gov.uk/meetings
8 Mint Walk, Croydon CR0 1EA	9 November 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 15 October 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: Cabinet Member for Families, Health & Social Care

5. **Annual Report of the Director of Public Health 2018** (Pages 21 - 84)

   Officer: Rachel Flowers
   Key decision: No

Cabinet Member: Cabinet Member for Safer Croydon & Communities

6. **Community Safety Review - First Findings and Next Steps** (Pages 85 - 110)

   Officer: Shifa Mustafa
   Key decision: No

Cabinet Member: Cabinet Member for Children, Young People & Learning

7.   **Children's Improvement Plan** (Pages 111 - 154)

Officer: Kerry Crichlow
Key decision: No

Cabinet Member: Cabinet Member for Children, Young People & Learning

8.   **Regional Adoption Agency** (Pages 155 - 168)

Officer: Philip Segurola
Key decision: Yes

Cabinet Member: Cabinet Member for Economy & Jobs

9.   **Croydon's Year of Business** (Pages 169 - 224)

Officer: Emma Lindsell
Key decision: No

Cabinet Member: Cabinet Member for Safer Croydon & Communities

10.   **Croydon Tram Incident - Summary of Croydon Council's response and learning** (Pages 225 - 248)

Officer: Kelly Jack
Key decision: No

Lead Member: Chair of Scrutiny & Overview Committee

11.   **Stage 1: Recommendations arising from Health & Social Care Scrutiny Sub-Committee and Streets, Environment & Homes Scrutiny Sub-Committee** (Pages 249 - 254)

Officer: Richard Simpson
Key decision: No

Cabinet Member: All Cabinet Members

12.   **Stage 2 Response to Recommendations arising from Scrutiny & Overview Committee 10 July 2018 and 4 September 2018** (Pages 255 - 262)

Officer: Jo Negrini
Key decision: No

Cabinet Member: Cabinet Member for Finance & Resources

13.   **Investing in our Borough** (Pages 263 - 270)

Officer: Sarah Warman
Key decision: No

Cabinet Member: Cabinet Member for Finance & Resources

13a. **Electricity and Gas Supplies Contracts** (Pages 271 - 282)

Officer: Mark Norrell
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 held on Monday, 15 October 2018 at 6.30 pm in Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillor Tony Newman (Chair);

Councillor Alison Butler, Stuart Collins, Hamida Ali, Jane Avis, Alisa Flemming, Simon Hall, Stuart King (Voting - Job Share), Oliver Lewis, Paul Scott (Non-Voting - Job Share) and Manju Shahul-Hameed

Also Present: Councillor Muhammad Ali, Jamie Audsley, Janet Campbell, Sherwan Chowdhury, Patsy Cummings, Maria Gatland, Lynne Hale, Yvette Hopley, Vidhi Mohan, Jason Perry, Helen Pollard, Tim Pollard, David Wood and Louisa Woodley

Apologies: Councillor Patricia Hay Justice, Shafi Khan and Steve O'Connell

PART A

77/18   **Minutes of the previous meeting**

The part A minutes of the Cabinet meeting held on 24 September 2018 were received. The Leader of the Council signed the minutes as an accurate record.

78/18   **Disclosure of Interests**

There were none.

79/18   **Urgent Business (If any)**

There were no items of urgent business.

80/18   **Delivering the Croydon Growth Zone**

The Leader informed Cabinet that items 83/18 and 84/18 would be taken first at the meeting.

The Cabinet Member for Environment, Transport & Regeneration (voting – Job Share), the Cabinet Member for Environment, Transport & Regeneration (non-voting – Job Share), and the Cabinet Member for Economy & Jobs gave a presentation which outlined the ambitions of the Croydon Growth Zone which would support investment in jobs, regeneration and housing, and would deliver borough wide improvements.

It was noted that a large amount of change was already being seen in the town centre with the redevelopment of the Nestle Tower, George Street, Fairfield Halls, College Green and Taberner House. The Growth Zone project included 46 projects which sought to create office space, homes, jobs and infrastructure improvements; as such it was noted that the Croydon skyline would change dramatically over the next five years.

To facilitate the large amount of development that was planned for the town centre a Construction Logistics Plan had been developed which would ensure the safety of all whilst maintaining business as usual as it was recognised the town needed to continue to trade. The Plan would involve holding HGVs in holding areas until they were required on site and would restrict HGV movements during peak hours.

The Growth Zone also sought to enhance transport capacity through improvements and additions to the public transport network, junction improvements such as Five Ways, and improved walking and cycling options. Furthermore, Members were informed that all Controlled Parking Zones would be reviewed across the borough and technology would be utilised to facilitate people parking more quickly.

The Cabinet Member for Environment, Transport & Regeneration (non-voting – Job Share) stated that improvements to the public realm were an important aspect of the Project which would support and enhance many of the projects planned for the town centre; including Ruskin Square, One Lansdowne Road and Westfield. Work would also be undertaken to improve pathways and enhance historic sites.

Meanwhile uses of sites were noted as being important schemes that utilised sites before the permanent development took place and often supported culture within the borough and brought investment. The pedestrianisation of the High Street had given the council the opportunity to test how people used the space and was considered to be highly successful.

Members were informed that there would be a report taken to Cabinet in 2019 that would include social infrastructure; the Hub, community gardening and how the council can develop existing community spaces.

The Cabinet Member for Economy & Jobs informed Members that a detailed report on the Smart Cities programme would be taken to Cabinet in 2019 would include the roll out of fibre broadband across all businesses and homes. The Croydon Works initiative was noted by the Cabinet Member as a valuable service that assisted people in developing their employments skills and facilitated residents finding jobs.

In response to Member questions the Cabinet Member for Environment, Transport & Regeneration (voting – Job Share) confirmed that the council had begun engaging businesses and work had started on engaging

residents; with a roadshow using an electric vehicle planned which would be used as an opportunity to engage with residents regarding the plans. The Cabinet Member for Environment, Transport & Regeneration (non-voting – Job Share) went on to confirm that there were plans for ward councillors to be engaged in the process to be part of community forums which would facilitate community engagement in the Projects.

The Cabinet Member confirmed that any changes to the projects would be taken to Cabinet, particularly those that would constitute a key decision so asto ensure transparency of decisions. Furthermore, it was noted that there were a number of papers related to the Growth Zone which were intended to go to future Cabinet meetings, including the Smart City report.

In response to questions the Cabinet Member confirmed that details of the Construction Logistics Sub-Group and progress on the Fiveways junction would be shared with the Shadow Cabinet Member. Whilst the one-way system near Chepstow Road was not part of the Growth Zone project, Members were informed that residents had agreed to work together to develop a traffic scheme that would meet their needs.

The Cabinet Member for Economy & Jobs stated that the priorities for the Smart City Project was to ensure superfast fibre broadband was available to properties, the roll out of which had begun in Thornton Heath and would include properties in housing estates and free connectivity in community centres.

It was noted by the Cabinet Member for Economy & Jobs that at a business rate manifesto launch at the Houses of Parliament there had been a large amount of discussion on the rise of internet shopping and its impact on high streets; however the Cabinet Member stated that in Croydon there was a large amount of optimism due to the Croydon Partnership development.

Members recognised that it was important that councillors worked together for the benefit of the borough and welcomed a representative of the Croydon Partnership for attending the meeting.

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

RESOLVED to:

1. Agree to fund the projects as summarised in paragraph 3.2 of the report and itemised in Appendix 1; and

2. Subject to the requirement to comply with the provisions of Part 4G of the Constitution in taking delegated decisions and the parameters within paragraph 3.88 delegate to the Executive Director of Place in consultation with the Executive Director of Resources (Section 151 Officer), the Cabinet Member for Finance

and Resources and the Cabinet Member for Environment, Transport & Regeneration (Job Share), authority to make necessary changes to the funding and phasing to the projects in Appendix 1. Any such changes would be reported to Cabinet.

81/18   **Third Local Implementation Plan (LIP3) & Liveable Neighbourhood Bid**

The Cabinet Member for Environment, Transport & Regeneration (Job Share) stated that the LIP3 proposed submission was the council's plan to deliver the Mayor's Transport Strategy (MTS). The LIP3 aimed to provide a viable and attractive alternative to cars, and support good growth through sustainable transport. It was noted that within the MTS there was a commitment to Vision Zero which introduced the concept of working toward zero road deaths and that the council was required to submit plans that supported work towards that aim.

The Cabinet Member noted that an online survey had been completed by 990 people which found that 86% of respondents agreed that traffic levels were too high in Croydon and ¾ of respondents stated they were concerned about the air quality in the borough, however only 44% of respondents felt that traffic speeds were too high. The survey, it was stated, indicated support for traffic reduction measures.

Members were informed there were 12 programme areas which included identifying two areas in the borough where there were clusters of schools and implementing schemes to transform the neighbourhoods into healthier and safer streets which would result in more active travel. Liveable Neighbourhoods, which was a £150m fund to be spent across London, required a compelling bid which sought to reduce the reliance on cars. The council's bid, it was noted was for Roman Way which included segregated cycle lanes, public realm improvements, lighting, art schemes and the removal of subways.

It was recognised by the Cabinet Member that it was important to ensure suburban areas saw improvements to public transport and as such TfL was testing demand responsive buses and autonomous vehicles to improve transport accessibility. In Croydon, TfL had agreed to undertake a full bus review to ensure the bus service met the needs of residents.

Members welcomed improvements to encourage more walking and cycling and recognised that items on these schemes had previously had Scrutiny input.

The Cabinet Member noted that LIP funding had become less flexible than under previous MTS's, however stated that the administration supported the aims of the Strategy and did not view it as a challenge to develop schemes and strategies to improve sustainable transport. It further stated that while the funding available was disappointing it was considered inevitable given the grant cuts experienced by TfL.

In response to questions the Cabinet Member stated that TfL would phase out Hail & Ride buses as it was not possible to ensure the points that people got on and off were accessible, whereas it was possible to ensure accessibility at bus stops. It was noted that when development on Wellesley Road took place that some passengers would be required to change buses due to the building works, however it was anticipated to impact no more than 5% of passengers in Croydon and any proposals would be considered by the Public Transport Liaison Panel.

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

RESOLVED to:

1. Note the overarching Mayor's Transport Strategy (MTS) outcomes, draft Croydon objectives, three year programme of investment, target trajectories and overall approach for delivering the Third Local Implementation Plan (LIP3).

2. Approve the draft LIP3 core components at appendices A to D of this report as the basis of the draft LIP3 to be finalised by the Executive Director, Place, in consultation with the Cabinet Member for Environment, Transport and Regeneration (Job Share).

3. Agree that the Executive Director, Place, in consultation with the Cabinet Member for Environment, Transport and Regeneration (Job Share), be delegated authority to submit the draft LIP3 document to the Mayor of London for his review by the November 2018 deadline and to consult more widely on the draft LIP3.

4. Agree that the Executive Director, Place, in consultation with the Cabinet Member for Environment, Transport and Regeneration (Job Share), be delegated authority to finalise the LIP3 document for submission to the Mayor of London for his approval by the February 2019 deadline.

5. Approve the submission of the Liveable Neighbourhood funding bid to the Mayor of London and TfL based on the summary at section 5 of this report.

82/18   **Culture, Leisure & Sport update**

The Cabinet Member for Culture, Leisure & Sport gave a presentation which outlined the strong position the authority was in to deliver its ambitions. The Cabinet Member highlighted that there had been capital investment in tennis courts in Addiscombe and a new café in Ashburton. The ambition of parks to be more widely used was highlighted and it was noted that masterplans had been drawn up for six parks.

In regards to the culture of the borough, Pride and Melua events were noted as having increased their attendance significantly from 2017 and it was hoped that the success could be built upon for future years. Street art was celebrated by the Cabinet Member as enhancing the reputation of the borough both nationally and internationally, with street artists coming from across the world to contribute to the growing street art in Croydon.

The Cabinet Member informed Members that the council would look to develop a strategy for sports facilities in the borough and a library strategy would be brought to a future Cabinet meeting as it was recognised that libraries provided a number of opportunities for the council placing them firmly in the cultural offer of the borough.

In response to Member questions the Cabinet Member stated there were a number of opportunities to work both formally and informally with schools to encourage more young people to attend libraries and read more, and this would be encouraged further.

Concerns were raised that whilst park masterplans had been developed that there was not the funding available to invest in parks; however the Cabinet Member stated that the masterplans provided a framework for investment and it was the ambition of the council to work with Friends of Groups and communities to deliver these plans through bids to the Heritage Lottery Fund, crowd funding or utilising Section 106 funding. The Cabinet Member for Clean Green Croydon confirmed that Veolia would be requested to support events held in the parks.

The Cabinet Member noted that there were a number of events taking place in the borough, some of which were funded directly and some were part funded by the council. Whilst the council supported cultural events it was noted that it was not a specialist publicity organisation and many event organisers undertook their own publicity.

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

RESOLVED to note the contents of the report.

83/18   **Croydon Safeguarding Children Board Annual Report 2017/18**

The Independent Chair of the Croydon Safeguarding Children Board gave a presentation informing Members that it was a statutory requirement to write an annual report which evaluated the effectiveness of safeguarding in the borough. It was noted that the annual report covered the six months leading up to the 2017 Ofsted inspection and the six months following the inspection.

The Independent Chair stated that there had improvements to partnership working since the inspection and that the annual report was owned by the partnership.

Members were informed of the progress that had been made since the inspection which included ensuring the Board was closely aligned to the council's improvement plan and partners were actively engaged in the improvement journey. Progress had also been about making tangible improvements with work on vulnerable adolescents being a key piece of work. This had been a comprehensive piece of work that had begun attracting a lot of interest and was considered a leading piece of work in this area, and was vital to addressing the key issues experienced in Croydon.

A further key area of work had been neglect and a new system had been introduced to ensure the issue of neglect was considered whenever safeguarding was a concern.

The Independent Chair stressed that the voice of the child was integral to work on safeguarding to ensure the voice was listened to and was acted upon.

Whilst improvements had been made to the Board, the Independent Chair informed Members that further improvements were planned, and that it was essential for the Board to maintain an alignment to the council's improvement plan and develop better multi-agency partnership through data sharing and audit arrangements. As such, work would continue to ensure all partners felt that they owned and were working towards all improvements.

It was noted that the statutory arrangements for the Board were changing which required three safeguarding partners to develop new proposals by June 2019; however the Independent Chair stated her commitment to ensuring that there was no loss of pace or commitments by partners during the transition period.

The Cabinet Member for Children, Young People & Learning thanked the Independent Chair for her work and for ensuring the development of a partnership mentality and commitment to working for all young people in the borough. The Cabinet Member further noted the strong thematic work that had been undertaken that had gained national coverage; including the work on vulnerable adolescents, neglect and supporting young people with disabilities. It was recognised by Members that it was a complex situation in Croydon as it was the borough with the largest number of young people in London and there was a very large cohort of unaccompanied asylum seekers in the borough also.

Members noted the increased engagement and buy-in from partners; however stressed the need to ensure that lessons were learnt from serious case reviews to ensure the situation did not happen again. Furthermore it was stated that it was critical to ensure the outcomes of thematic work, such as the work on vulnerable adolescents, were fed into

policies going forward and were published so as to share best practice nationally.

The Independent Chair informed Members that two serious case reviews were being considered by the Board as part of the vulnerable adolescents review and work had been completed on one review and the findings from the second case would be shared with the Board in December 2018. Following the completion of the review the findings would be shared.

The Cabinet Member for Families, Health & Social Care commended the work of the Board and stated that the best practice work would be fed into the Adult Safeguarding Board as there were a number of areas of cross-over and it was important to recognise that residents may transition into adult safeguarding.

In response to Member questions, the Cabinet Member stated that on the occasions she was unable to attend Board meetings, due to attending other meetings, her Deputy Cabinet Member attended and fed back to her.

Members thanked the Independent Chair for her work with the Board and the annual report.

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

RESOLVED to note the CSCB Annual Report for 2017/18 which sets out

- The work undertaken by the CSCB to secure improvement following the Ofsted review published in August 2017
- Progress relating to the priorities of the CSCB
- Key issues and challenges around safeguarding children & young people in Croydon

84/18   **Croydon Adults' Safeguarding Board Annual Report 2017/18**

The Independent Chair of the Croydon Adult's Safeguarding Board gave a presentation informing Members that it was a statutory requirement to write an annual report under the Care Act 2014. The report sought to detail the activities and effectiveness of the Board, and identify future areas of work.

Work continued on prevention and early identification of vulnerable adults as it was recognised as an important area to ensure residents were supported.

The hoarding project was noted as having been successful and the Board had received a number of requests from other authorities for information on this project as it was recognised that hoarding can stop people from functioning in their lives, and was also a health & safety issue. Hoarding

was not only a safeguarding concern, but also one of health and had an impact on the community.

Members were informed that there was an intelligence sharing committee which was attended by professionals across the partnership. It was noted that all partners contributed and were engaged in the process and were committed to making safeguarding personal which was a national approach which sought to put each person at the heart of the work and ensured they were engaged in the process.

The Independent Chair noted that communication was very important as often those in receipt of services did not know what support the safeguarding service could provide. As such, a new website had been commissioned, and the leaflets had been refreshed and distributed. All partners, Members were informed, partners were actively engaged in disseminating the information.

Going forward, the Independent Chair stated that priorities including assessing feedback from service users, increasing the engagement of Lay Members, building a strong Chair's sub-group, increasing engagement with the Children's Board and working more effectively across the sector. The Independent Chair confirmed the 2018/19 annual report would further evidence the effectiveness and strength of the partnership.

The Cabinet Member for Families, Health & Social Care stated that her experience of the Board was that all partners were engaged and looked to make safeguarding a priority area. The ambition for increased engagement with the Children's Board was commended as partnership work would ensure better outcomes, particularly for those young people transitioning.

Members noted the successful work on hoarding as it was recognised to be a complex issue which often included mental health issues, and had previously led to some residents losing their homes. It was further noted that hoarding also had a serious impact on young people and could lead to neglect; as such the Cabinet Member for Children, Young People & Learning requested that both Independent Chairs looked at neglect of children as a consequence of hoarding. The refreshed leaflet and new website were welcomed, as was making use of social media, as it was recognised that a number of residents were not aware of the service and the support available.

In response to Member concerns, the Independent Chair stated that the number of referrals may rise if there is a greater understanding and knowledge of safeguarding as it was believed that there was high level of hidden abuse nationally as well as cases of self-neglect that were not known about. As such it was felt that as the level of understanding and recognition of neglect increased the level of reporting would also.

Members thanked the Independent Chair for her work with the Board and the annual report.

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

RESOLVED to note the Annual Report of the Croydon Safeguarding Adults' Board.

85/18   **Construction, Modern Day Slavery and Employer with Heart Charters and IHRA Definition**

The Leader of the Council stated that the administration followed a value approach which was evidenced in the commitment to sign up to the Charters included in the report. It was further noted by the Cabinet Member for Finance and Resources that the initiatives built upon the council's commitment to the London Living Wage, and that the council would also provide a further commitment to employees who were EU nationals.

In response to Member questions, the Cabinet Member for Finance and Resources stated that a large amount of work had been undertaken to ensure the council's supply chain benefited local businesses and communities. Furthermore, a number of apprenticeships had been undertaken in the borough which had benefited a large number of Croydon residents.

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

RESOLVED: to note

1. That the Leader of the Council sign up to Unite the Union's Construction Charter, as set out in Appendix 1 of the report;

2. That the Leader of the Council has signed up to the Co-operative Party's Charter against Modern Slavery, as set out in Appendix 2 of the report;

3. That the Leader of the Council has signed up to The Smallest Things' Employers with Heart Charter, as set out in Appendix 3 of the report; and

RESOLVED: to recommend

4. That the Council adopt the International Holocaust Remembrance Alliance working definition of antisemitism as part of its commitment against any form of discrimination as set out in Appendix 4 of the report.

86/18   **Stage 1: Recommendations arising from Children & Young People Scrutiny Sub-Committee**

The Chair of the Children & Young People Scrutiny Sub-Committee commended the great work of the Chair of the Croydon Safeguarding Children's Board and noted that there would be new requirements under the new ways of working. Members were asked to be aware of their role as a corporate parent.

In response, the Cabinet Member for Children, Young People & Learning committed to sessions on Corporate Parenting being held and one session would focus on the new ways of working in regards to safeguarding.

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 Children and Young People Scrutiny Sub-Committee (18 September 2018) and to provide a substantive response within two months (i.e. at the next available Cabinet meeting on 10 December 2018).

87/18   **Investing in our Borough**

The Cabinet Member for Finance and Resources highlighted the huge amount of excellent work that had been undertaken on the Good to Great ICT programme which would continue under the proposed contract awards, and the fantastic news on the progress being made to open a new SEN school.

The SEN transport procurement strategy was noted and it was stated it would build upon the in-house transport service and the success of the re-procurement of the service three years ago. The service, it was stated, would provide more continuity for young people.

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

RESOLVED to approve:

The procurement strategy which will result in contract awards for the provision of services in respect of Passenger Transport for a maximum term of eight years as set out at agenda item 12a;

RESOLVED to note:

The list of delegated award decisions made by the Director of Commissioning and Procurement, between 09/08/2018 – 13/09/2018.

RESOLVED to recommend:

1. To the Leader of the Council that the Cabinet Member for Finance and Resources in consultation with the Leader, continues to be authorised to agree the award of contracts related to the Good to Great ICT transformation programme for reasons set out in paragraph 4.3 and 4.4 of the report. These awards will be in line with the strategy approved by Cabinet on 20th November 2017 (reference: 91/17 Investing in our Borough. ICT sourcing strategy) and any awards made under this delegation will be notified in the standard contracts report at future Cabinet meeting; and

2. To the Leader of the Council, that the Cabinet Member for Environment, Transport & Regeneration in consultation with Cabinet Member for Finance and Resources and Cabinet Member for Children, Young People & Learning be authorised to agree the awards of contracts related to the Addington Valley SEN School for the purposes set out in the Education Estates Strategy approved by Cabinet on 22nd January 2018 (decision reference A6/18) and in line with the Addington Valley SEN Free School Procurement Strategy (CCB reference CCB1400/18-19) for reasons set out in paragraph 4.5 of the report and any awards made under this delegation will be notified in the standard contracts report at future Cabinet meetings.

88/18   **Passenger Transport Procurement Strategy**

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

RESOLVED to:

1. Approve the strategy identified within the detail of the report to procure suppliers to be appointed under a DPS agreement for a term of four years, plus 2 extension periods of two years (4+2+2), to deliver taxi services to the total of £68 million (across 8 years);

2. Approve the strategy identified within the detail of the report to procure suppliers to be appointed under a contract, for Lot 1, for a term of 1 years, plus 2 extension periods of 1 year (1+1+1) to deliver minibus services for children/young people with Special Educational Needs/Disabilities and vulnerable adults, to the total of £2.5 million (across 3 years);

3. Approve the strategy identified within the detail of the report to procure suppliers to be appointed under a contract, for Lot 2, for a term of 2 years, plus 2 extension periods of 1 year (2+1+1) to deliver minibus services for children/young people with Special Educational Needs/Disabilities and vulnerable adults, to the total of £3.5 million (across 4 years);

4. Approve the deviation from the Council's Tender and Contract regulation 21 for the reasons set out in section 3.5, to depart from the standard evaluation split of 60:40 (cost: quality) to allow a weighting of 100% quality for admittance on to the taxi service DPS, noting that the Council's standard split 60:40 (cost: quality) will apply to operation of the DPS.

89/18 **Exclusion of the Press and Public**

The item was not required.

The meeting ended at 8.47 pm

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For General Release

REPORT TO:	CABINET, 19 November 2018
SUBJECT:	Annual Report of the Director of Public Health 2018
LEAD OFFICER:	Rachel Flowers, Director of Public Health
CABINET MEMBER:	Cllr Jane Avis, Cabinet Member for Health, Wellbeing and Adults
WARDS:	ALL

POLICY CONTEXT

It is a statutory requirement for the Director of Public Health to produce an Annual Report and for the Council to publish this as detailed by the Health and Social Care Act 2012.

The Annual Report is an important resource to inform the Council and its stakeholders of priorities and recommend actions to improve and protect the health of the communities they serve.

This year's report focuses on the first 1000 days of children's lives from conception to age 2 (appendix 1). The issues highlighted in this report will underpin the successful delivery of all objectives of both Croydon's Community Strategy, Health and Wellbeing Strategy as well as Croydon's Corporate Plan.

FINANCIAL IMPACT

There are no direct financial implications arising from this report

FORWARD PLAN KEY DECISION REFERENCE NO.: This is not a key executive decision

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

RECOMMENDATIONS

The Cabinet is asked to note the information, the evidence provided and to agree and action all of the recommendations.

2. EXECUTIVE SUMMARY

2.1 The Director of Public Health has a statutory responsibility to produce an annual report and this cover report details the highlight of her independent report and her recommendations.

2.2 This year, as with all years, the public health department (a small group of specialist, professional experts) has proactively worked in partnership with a range of organisations and communities with the aim of improving health and

wellbeing and reducing inequalities in Croydon. Some of this work is captured in the attached annual report and includes:

2.2.1 Led the development of a multiagency healthy child weight action plan

2.2.2 Provided public health expertise around the evidence base and best practice, including modelling, working with commissioners and CHS, to improve health visiting services and their mandatory checks

2.2.3 Developed children's priorities within the Health and Wellbeing Board

2.2.4 Provided public health expertise, advice and modelling to support the early help strategy.

2.2.5 Produced a range of public health intelligence to inform commissioning across the local authority and the CCG.

2.2.6 Joint work led by Gateway on the food poverty action plan including the promotion of the Healthy Start vouchers

2.2.7 Led the re-shaping and refining of the smoking cessation services for pregnant women within the wider development work of Live Well.

2.2.8 Facilitated the teenage pregnancy partnership and re-energising the action plan

2.2.9 Led the development of Croydon's first Suicide Prevention and Harm Reduction strategy (ensuring true multi-agency engagement)

2.2.10 Continued the on going work around health protection across Croydon including the local management of outbreaks including measles and mass immunisation protecting children from Hep A infection, in partnership with local, regional, and national organisations.

2.2.11 Actively supported the Croydon's Children's safeguarding Board including the Director of Public Health chairing of the Croydon Child Death Overview Panel

2.3 The Director of Public Health report attached presents the evidence about the key role every's child's first 1000 days plays in determining their future health and development. The report has used the evidence to inform key principles and recommendations. The report acknowledges the importance of pre pregnancy health and the contribution it makes to the first 1000 days and beyond

2.4 The report recognises and discusses the factors, such as social and economic circumstances, that influence the first 1000 days and can perpetuate inequalities

2.5 The report introduces the concept of Adverse Childhood Experiences (ACEs), such as neglect or abuse. Some ACEs may occur during the first 1000 days of life, and may have a long lasting impacts. Each additional ACE that a child is explosed to increases the risk of poorer health outcomes

2.6 The report shows what Croydon is already doing to improve the wider environment and support children and their families during the first 1000 days.

2.7 In summary, the 2018 Director of Public Health Report focuses on
    A.   The setting for the first 1000 days – the role of the wider environment
    B.   Preparing for pregnancy
    C.   Pregancy
    D.   Infancy

E.   Adverse Childhood Experiences (ACEs)

F.   Recommendations

2.8   The report proposes three principles to guide our future actions.These are:

2.8.1   **Know your role:** we all have a role to play in helping children thrive uring the first 1000 days- however we need to understand what this role is and how best we can contribute through a whole systems approach

2.8.2   **Health in all policies:** we all should shift the focus from managing ill health to creating the right conditions for good health through a health in all policies approach

2.8.3   **Breaking the inequalities cycle**:tackling the socio- economic determinants of health- (such as jobs, homes, social cohesion, education, income) is key in reducing inequalities in early years that, in turn, become inequalities across the life course. We all have a role to play in breaking this cycle

2.9   The report makes key recommendations for action which include:

2.9.1   Review, revise and join up the maternal mental health pathways from the community, and primary care, through midwifery and health visiting and other partners by 2019.

2.9.2   All (100%) of midwives and health visitors in Croydon to receive training around recognising and supporting families with risk of multiple Adverse Childhood Experiences by the end of 2019.

2.9.3   1000 front line staff in the council, NHS, police and voluntary sector to have training around Adverse Childhood Experiences, their causes and impact, in 2019

2.9.4   Develop and Implement a plan of action for increasing the levels of awareness about pre pregnancy health and the importance of preparing for pregnancy by the end of 2019

2.10   The information, principles and recommendations presented in this report are intended to focus our efforts to make the most of our collective resources across the Borough to ensure each child has the best possible first 1000 days.

2.11   It is proposed that the Health and Wellbeing Board (HWB) create a task and finish group to develop an action plan informed by the recommendations contained in the report. It is also intended that this task and finish group report progress made to the HWB and Local Strategic Partnership. It was agreed by the Health and Wellbeing Board Executive last month that this report is presented at the Health and Wellbeing Board in January 2019 and this is then taken forward.

2.12   The 2018 Director of Public Health Report is an appendix to this report.

3.   DETAIL

3.1   Background

3.1.1   Public Health is the art and science of preventing disease, prolonging life and promoting health through the organized efforts of society. It includes working to reduce inequalities in society.

3.1.2   There is a statuory requirement for the Director of Public Health to produce an annual report. This is the Director of Public Health's professional statement about the health of local communities, based on sound epidemiological evidence, and interpreted objectively. The report should be useful for both professionals and the public[1].

3.1.3   The annual report is an important vehicle by which Director of Public Health can identify key issues, flag up problems, report progress and thereby serve their local populations. It will also be a key resource to inform stakeholders of priorities and recommend actions to improve and protect the health of the communities they serve.

3.1.4   The report is a tool for advocacy as well as a statement of needs, current priorities and action and continuing progress. It can also be a valuable process for internal reflection and team prioritisation as well as external engagement and awareness raising.

3.1.5   The report details that working together to ensure that children experience the best first 1000 days is a vital prevention activity that will enable us to change the future health of Croydon residents.

3.1.6   Although we will not see some of the impacts of our current efforts for 10 years or more evidence shows that early experiences, both positive and negative, last a lifetime.

3.1.7   A healthy start in life gives each child an equal chance to thrive and grow first into an adolescent and then into an adult, able to make a positive contribution to the community.

3.2   Report Focus

3.2.1   Each year nearly 6000 babies are born in Croydon and we have an enormous opportunity to make a difference for each one of these children

3.2.2   The first 1000 days are a period of enormous development and what happens during them lays the foundations for every child's future. Not all the foundations are equally firm and this can be a source of inequalities. It is well accepted that inequalities result in poor health, social, educational and economic outcomes across the whole of the life course and across generations. By focusing this report on the first 1000 days we can identify the opportunities we have to make a difference to the lives of parents and babies and narrow the inequalities gap.

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[1] Guidance on DPH Annual Report- 2016-Association of Directors of Public Health and Faculty of Public Health

3.2.3 The report includes 34 recommendations listed below in the order found in the report . Four recommendations have been highlighted by the Director of Public Health as her top four recommendations- they have been highlghted below.:

3.2.4 The setting for the first 1000 days

    i.   Ensure training raises awareness among staff of: the importance of the first 1000 days and pre pregnancy health; the impact of wider determinants such as poverty and how they can make a difference in their role for children and their families

    ii.   Use population and community level intelligence at borough and locality level to target resources and services to those individuals and communities most in need

3.2.5 Young parents

    iii.   Provide senior strategic support from across the partnership to the borough's teenage pregnancy action plan and ensure that its work is widely understood and linked to other strategies and programmes

    iv.   Increase awareness among young people of all sexes of the importance of being healthy before pregnancy and planning pregnancies through implementation of the teenage pregnancy action plan and maximising the opportunities created by the statutory changes both in SRE (sex and relationship) education and in PSHE (personal, social, health and economic) education

    v.   Ensure the findings of Croydon's Vulnerable Adolescent Mental Health deep dive are acted upon to identify when, where and how to provide support to children and teenagers

3.2.6 Knowledge about pre-pregnancy health and planning for pregnancy

    vi.   **All agencies to maximise their use of existing opportunities to raise awareness of the importance for both parents of planning for pregnancy and addressing health issues before becoming pregnant.**

    vii.   Use existing and new media to promote pre-pregnancy health messages, particularly about smoking and being overweight or obese for people living and working in Croydon

3.2.7 Smoking and pregnancy

    viii.   Develop a pathway for pregnant smokers and their partners into smoking cessation support that is opt out rather than opt in

    ix.   Identify the groups continuing to smoke through pregnancy and review the evidence base to identify the best approaches for helping them to stop smoking

    x.   Develop a smoke free homes programme with social and private landlords

3.2.8 Parental weight, diet and nutrition

    xi.   Continue to provide senior strategic support to the partnership's Healthy Weight steering group, and ensure its work plan includes pre pregnancy health.

xii. Ensure that all programmes that promote pre-pregnancy health (see previous recommendation box) include key messages around the importance of being a healthy weight and having a healthy diet before pregnancy.

xiii. Incorporate the recommendations of the London Mayor's Food Strategy (due to be published in December 2018) into local plans

3.2.9 Mental health in pregnancy and beyond

xiv. **Review, revise and join up the maternal mental health pathways from the community, and primary care, through midwifery and health visiting and other partners by 2019.**

xv. Ensure all staff have the skills to identify parents and prospective parents with potential mental health concerns and are able support and signpost them appropriately

xvi. Ensure that all programmes that promote pre-pregnancy health (see previous recommendation box) address mental health concerns before pregnancy.

3.2.10 Relationships, social support and excess stress during pregnancy

xvii. Review the effectiveness of the current arrangements for identifying women who need more social support and make recommendations to address any system wide gaps that are identified.

xviii. All (100%) of midwives and health visitors in Croydon to receive training around recognising and supporting families with risk of multiple Adverse Childhood Experiences by the end of 2019.

xix. 1000 front line staff in the council, NHS police and voluntary sector to have training around Adverse Childhood Experiences, their causes and impact in 2019

3.2.11 Positive environments, child development and stress in infancy

xx. Ensure maximum delivery of the health visiting development checks, from the antenatal visit to the 2 year check

xxi. Ensure all parents who may need additional support know what options are on offer and where to access them.

xxii. All practitioners working with children and families understand what toxic stress is, its sources and what impact it may have

3.2.12 Immunisation rates in Croydon

xxiii. All GP practices to reach 95% of MMR immunisations

xxiv. Implement comprehensive vaccination for vulnerable groups

3.2.13 Breastfeeding in Croydon

xxv. Reset targets for increasing breastfeeding rates at 6 to 8 weeks and 6 months across the Borough and within particular localities

xxvi. Achieve level 3 of the UNICEF Baby Friendly award

xxvii. Turn Croydon into a breastfeeding friendly Borough, so women feel at ease to breastfeed when they are out and about (PHE, 2016)

3.2.14 Child healthy weight,

xxviii. Review the Child Healthy Weight action plan in light of this report and amend to increase its focus on the first 1000 days.

xxix.   All families with young children, nurseries and other early years'
        providers to be encouraged to become Sugar Smart and their pledges
        monitored. For example nurseries and early years providers to only be
        giving children in their care water and milk to drink by 2020
xxx.   Increase the numbers of young children who go to the dentist
xxxi.   Increase the numbers of eligible families claiming their healthy start
        vouchers for fruit and vegetables and vitamins from pregnancy (uptake is
        currently 63%).

3.2.15 Adverse childhood experiences in Croydon
xxxii. Working as a partnership, develop evidence based actions to champion
        the importance of ACEs and the first 1000 days, and to identify and
        support children and families most vulnerable to ACEs
xxxiii. **All (100%) of midwives and health visitors in Croydon to receive
        training around recognising and supporting families with risk of
        multiple Adverse Childhood Experiences by the end of 2019.**
xxxiv. **1000 front line staff in the council, NHS police and voluntary sector
        to have training around Adverse Childhood Experiences, their
        causes and impact in 2019**

3.3.   The report is presented in five chapters. The first reflects on the role of the
        wider environment, the socio-economic situation of families, and characteristics
        such as age, ethnic group, disability, and sexual orientation. The following three
        chapters address key issues in each of the phases; health before pregnancy,
        pregnancy and infancy. The fifth chapter talks in more detail about Adverse
        Childhood Experiences and the impact they can have.

3.3.1   **The setting for the first 1000 days**. All children's first 1000 days are influenced
        by their parents' or carers' worlds. Housing, family income, education levels of
        parents, neighbourhoods, communities can all impact. Poverty in the early
        years can affect progress at school. Indivdual characteristics such as age and
        ethnicity, can influence the likelihood of health conditions such as diabetes and
        sickle cell. This can result in inequalties that can pass down through
        generations unless we all work toegther to break the cycle.

3.3.2   Croydon already has a range of programmes in place to help maximise incomes
        and reduce inequalities. There are also further opportunities to shape the social
        and economic circumstances of parents and carers: capitalising on the Council
        and partnership resources and expertise to maximise their collective impact and
        working together as a community to break the cycle of inequalities so every
        child has the best opportunity to reach their potential.

3.3.3   **Health before pregnancy**: There is a large and growing body of evidence that
        good health before pregnancy can provide the best start for children. Not only is
        the mother's health important, the father's health and the that of the wider
        household can also influence the long term health of children.

3.3.4   Planning for pregnancy is a crucial element of preparing for and being healthy
        for pregnancy; it allows support to be put a place at the right time and changes
        to health behaviours to be made. The state of people's health before pregnancy
        is influenced by their social and economic cicumstances and their individual

charctaeristics.

3.3.5. **Pregnancy:** Good physical and mental health in pregnancy is better for childrens' health and development. Stopping smoking, drinking and drug use are crucial as is a healthy weight and good nutrition. 50% of women are overweight and obese when they get pregnant, this increases their child's likelihood of being overweight and developing type 2 diabetes.There is clear evidence of links between social and economic circumstances and characteristics such as age and ethnicity and the likelihood that people will smoke , have excess weight, be under weight, have a poor diet, drink or take drugs. This increases the possibility of inequalities developing from before birth.

3.3.6 The effects of extress stress during pregnancy can be transferred to the unborn child. This can effect children's behaviour late in life. Sources of stress include untreated anxiety and depression, lack of support and social isolation, poverty, domestic abuse, and unplanned pregnancy.

3.3.7.Positive and supportive relationships during pregnancy can improve mental health. Croydon has programmes in place to support women during pregnancy. Our opportunity is to recognise from the earliest stage and ideally before pregnancy, how women and families' wider circumstances and their health may impact the quality of the pregnancy and ensure that any risks for the first 1000 days are minimised.

3.3.8 **Infancy:** The first two years of life provide a window of opportunity to shape the brains of the future. Children's brains are developing at their fastest rate during infancy and parents, the wider family and community can all ensure that this development is as great as possible. Our brain cells need connecting and positive stimulating environments are vital to this process. Differences in child development at three between the children from the least and most deprived communities are already apparent.

3.3.9. Safe environments including a positive relationship with at least one adult care giver are extremely important. Learning to cope with stressful situations is a normal part of learning but where these situations lead to 'toxic stress' long term damage is possible. A strong relationship with an adult and community resources can help children to thrive despite adversity;

3.3.10.Physical health during infancy can be supported. Immunisations are a proven and cost effective way of eliminating damaging and life threatening infectious diseases. Breastfeeding also helps bonding between mother and baby and breastfed babies are less likely to be overweight and obese or have type 2 diabetes and have higher cognitive development scores. Breast feeding and immunisation rates across the borough vary.

3.3.11There is a link between child overweight and obesity and wider determinants; children living in deprived neighbourhoods are more likely to be overweight and obese. Children on lower incomes but in better neighbourhoods are less likely to be overweight and obese.

3.3.12 Croydon has already reognised the need to give every child the Best Start in life with the creation of the Best Start programme. This has incorporated the

need to support parents, both through targeted support and universal Children's Centre activities.

3.3.13 Adverse Childhood Experiences (ACEs): Abuse, domestic violence, homelessness, parental relationship breakdown experienced in early childhood all have the capacity to become an Adverse Childhood Experience. The chronic toxic stress from ACEs can impact on both brain and physiological development. Consequences for the child include increased risk of self harming, anti-social behaviours, mental illness, and earlier development of chronic diseases in adulthood

3.3.14 It is extremely positive that Croydon has programmes to support vulnerable adolsecents. Our opportunity is to recognise that some of the causes of risky behaviours in adolscenece will rest within these chidlren's first 1000 days and identify what can be done to reduce the risk factors. For example children from deprived neighbourhood are both more likely to be exposed to ACEs and to experience clusters of them, although ACEs are apparent in all sections of society.

4.   CONSULTATION

4.1   As part of the development of this document Croydon Youth Forum and a range of people working in early years development have been involved in the process. The Director of Public Health report is meant to provide an independent report that others can then use to inform and shape any subsequent consultations however feedback will be requested from readers of the 2018 Director of Public Health report to ensure that it is as accurate as it can possibly be.

5.   FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1   There are no direct financial implications arising from this report.

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

6.   COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

6.1   There are no additional legal considerations arising directly as a result of recommendations in this report.

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

7.   HUMAN RESOURCES IMPACT

7.1   There are no direct Human Resources implications arising from this report. However, the content of this report are likely to have an impact on the future

development of Council services, which may have HR implications. Where that is the case, the Council's existing policies and procedures must be observed and HR advice sought at an early stage.

Approved by: Sue Moorman, Director of Human Resources

8. EQUALITIES IMPACT

8.1 Breaking the inequalities cycle is one of the three principles to guide our future actions. This will include: tackling the socio- economic determinants of health- (such as jobs, homes, social cohesion, education, income) is key in reducing inequalities in early years that, in turn, become inequalities across the life course. We all have a role to play in breaking this cycle. This will help the Council meet its equality objective to reduce differences in life expectancy between communitiesAn equalities impact assessment was not conducted due to the nature of the report as it covers all children from conception to the age of two within Croydon.

Approved by: Yvonne Okiyo, Equalities Manager

9. ENVIRONMENTAL IMPACT

9.1 Not applicable

10. CRIME AND DISORDER REDUCTION IMPACT

10.1 Evidence has shown across the globe that work to stop, reduce or mitigate Adverse Childhood Expereinces before the age of two may have a positive impact in the reduction of crime and disorder for every child throughout the course of their life

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 Based on the evidence and information that has been sighted by the Director of Public Health she has used her specialist expertise to make this informed decision

12. OPTIONS CONSIDERED AND REJECTED

12.1 Not applicable

CONTACT OFFICER: Rachel Flowers, Director of Public Health, Extn: 65596

BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972: none

APPENDICES: Appendix 1: Draft Annual Director of Public Health Report 2018

WE ARE CROYDON

EARLY EXPERIENCES LAST A LIFE TIME

The first 1000 days from conception to the age of 2

DIRECTOR OF PUBLIC HEALTH ANNUAL REPORT
— 2018 —

Delivering for Croydon

CROYDON
www.croydon.gov.uk
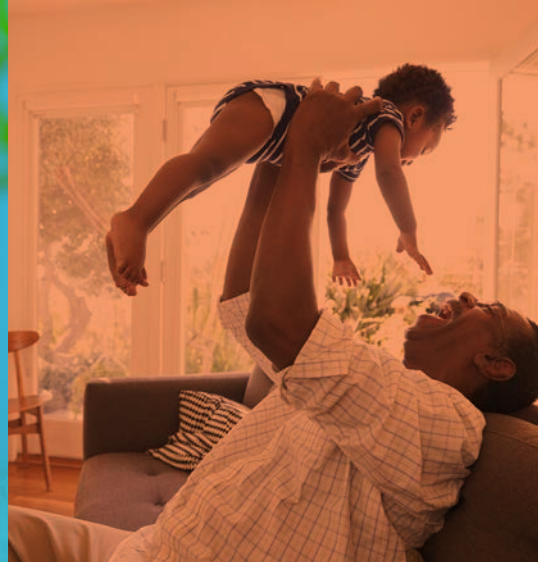
FOREWORD

I am delighted to provide my introduction to Rachel Flowers' third Annual Public Health Report for Croydon. All Directors of Public Health are required to produce an independent annual report on the health of their population, highlighting key issues that impact on the population.

Rachel and I have been working together over the last few years looking at how we can best address the historic inequalities here in Croydon. This report is a strong statement and provides a range of recommendations at a time when we have competing priorities and not enough resource. It comes, however, at the right moment, when we are focusing on prevention and increased locality working.

The first 1000 days of a child's life lay the foundations for their own and Croydon's futures. In last year's report Rachel highlighted that there are stark health inequalities between communities just a 30 minute bus ride apart. In this report she will be showing what this means for early childhood and what opportunities there are to make a difference and to reduce these health inequalities.

The more we understand about the first 1000 days and what influences them at borough, community, locality, family and individual level, the more chance children in Croydon will have, to thrive equally.

Croydon Council is committed, from the top down, to doing more to putt prevention at the heart of all our work, working collaboratively with all our partners and our communities. Working together to ensure that children experience the best first 1000 days is a key prevention activity that will enable us to change the future health of Croydon residents. Although we will not see some of the impacts of our work for 10 years or more, we know that early experiences last a lifetime!

HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 33

Early Experiences Last a Lifetime

INTRODUCTION BY RACHEL FLOWERS DIRECTOR OF PUBLIC HEALTH

Within Croydon we are starting to embrace a prevention model, working with communities at a locality level to reduce the likelihood or impact of a range of issues.

Over the last few years evidence from across the world and all communities, has been demonstrating the importance of the first 1000 days - the period from conception to when the child reaches the age of 2. These first 1000 days for a child are fundamentally important because they lay the foundations for the rest of their lives. A healthy start in life gives each child an equal chance to thrive and grow into an adult who makes a positive contribution to the community.

Children born into secure and loving families, where their physical and emotional needs are met, are more likely to grow up to be better educated, more financially secure, and healthier - emotionally, mentally and physically. They are more likely to give their own children the same good start in life and are less likely to be involved in acts of violence, either as the perpetrator or victim or misuse substances.

It is well accepted that inequalities result in poor health, social, educational and economic outcomes across the whole of the life course and across generations. Many people do not appreciate how much of a person's brain development is completed by the age of 2, well before most people are able to remember. By focusing this report on the first 1000 days we can identify the opportunities we have to make a difference to lives of parents and babies and narrow the inequalities gap.

This report will reflect on the role that the wider environment, the socio-economic situation of families and the issues such as age, ethnic group, disability and sexual orientation, play in the first 1000 days of a child.

I will also talk about Adverse Childhood Experiences. These are experiences that impact negatively on later childhood. Indeed, work undertaken by colleagues from Croydon's Safeguarding Children's Board has identified how many of the young people impacted by knife crime and youth violence have experienced Adverse Childhood Experiences. Evidence shows that children who experience stressful and poor quality childhoods are more likely to: develop health-harming and anti-social behaviours, perform poorly in school, be involved in crime and are ultimately less likely to be a productive member of society. Although not all Adverse Childhood Experiences will occur within the first 1000 days, I feel they are important to emphasise in my report, because of evidence showing that people who experience four or more ACEs in their childhood are, for example, 14 times more likely to be involved in violence .

My report proposes three principles to guide our future actions:

· **Know your role:** We all have a role to play in helping children thrive during the first 1000 days- however we need to understand what this role is and how best we can contribute through a whole systems approach

· **Health in all policies:** All partners should shift the focus from managing the burden of ill health to promoting actions that create the right conditions for good health by a health in all policies approach

· **Breaking the inequalities cycle:** tackling the socio-economic determinants of health- e.g. job, homes, social cohesion, education, income is key in reducing the inequalities in early years that become the inequalities in health and life chances. We all have a role to play in reducing these inequalities.

Nearly **6000** children are born in Croydon each year. With each one of these children we have an 'unparalleled opportunity' to shape 'the brains of the children who will build the future'. [1] This report makes recommendations for action over the next year, which I believe will start having a significant impact not only on the children under 2 now but for the rest of their lives.

While there are recommendations throughout the report, there are four that I would like to highlight here:

1. Review, revise and join up the maternal mental health pathways from the community, and primary care, through midwifery and health visiting and other partners by 2019.

2. All (100%) of midwives and health visitors in Croydon to receive training around recognising and supporting families with risk of multiple Adverse Childhood Experiences by the end of 2019.

3. A 1000 front line staff in the council, NHS, police and voluntary sector to have training around Adverse Childhood Experiences, their causes and impact, in 2019

4. Develop and Implement a plan of action for increasing the levels of awareness about pre pregnancy health and the importance of preparing for pregnancy by the end of 2019

I would like to thank the Croydon Youth Congress for their help in shaping some of the messages in this report. They represent Croydon's future.

HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 35

CHAPTER 1

PARENTS AND CARERS WORLDS: THE SETTING FOR THE FIRST 1000 DAYS

All children's first 1000 days are influenced by their parents' or carers' worlds and the environment these provide.[2]

These worlds are shaped by a diverse range of social, economic and environmental factors including household income, homes, educational attainment, health, relationships, community networks, pollution and neighbourhoods.[3] [4] [2] Together these factors are known as the wider determinants of health and it has been estimated that they account for between 40% and 50% of differences in health.[5]

Due to the importance of these wider determinants in shaping the first 1000 days and in perpetuating inequalities, I have included evidence of their impact throughout the report. The icons on the image opposite will appear on each page as a reminder.

Individual characteristics such as age, ethnicity and disability will also influence the first 1000 days. The age of parents when they have their children can affect pregnancy and child outcomes; both young and older women may experience poorer outcomes.[6] In 2015, **174** children in Croydon were born to mothers under 20 and **297** were born to mothers over the age of 40.[7]

Croydon is a diverse Borough. For example, 45% of births in 2016/2017 were to mothers from black, asian and minority ethnic (BAME) groups.[8] This diversity impacts the first 1000 days. Mothers from ethnic minority groups are, for example, more likely to breastfeed their babies[9] and BAME groups are at greater risk from diseases such as sickle cell and diabetes, both of which can affect pregnancy outcomes.[10] [11]

Croydon is also home to a wide range of cultures and languages, whose role and influence needs to be understood. Records show that in 2015, **3503** births in Croydon were to mothers not born in the UK.[12] Apart from possible difficulties relating to language and culture, women who have recently arrived in the country may lack social support,[13] and those who are asylum seekers or refugees may have experienced trauma.[14]

Wider Determinants of Health

- DISCRIMINATION, STRESS & TRAUMA
- HOUSING
- NEIGHBOURHOODS
- ENVIRONMENT
- EDUCATION
- INCOME & WORK
- HEALTHCARE
- SOCIAL SUPPORT AND COMMUNITY NETWORKS

CROYDON HAS A DIVERSE POPULATION

50.7% Black, Asian and Minority Ethnic (BAME)

49.3% of Croydon are White*

(includes 'White British', 'Other White' and 'White Irish')

PRE PREGNANCY   DAY 1 ●━━● DAY 1000

Page 36

WIDER DETERMINANTS AND INDIVIDUAL CHARACTERISTICS ⊕	HEALTH BEFORE PREGNANCY ⊕	PARENT AND FAMILY FEATURES ⊕	IMPACT ON CHILD
• Parents' age and ethnic group • Income/Job Status • Housing • Neighbourhood	• Parents' diet, weight, stress, smoking status • Father's diet, weight, smoking status • Maternal grandmother's diet and weight	• Physical and Mental health and wellbeing • Family and wider relationships • Parents' skills and capabilities	• Child health and development

Adapted from: Feinstein et al. 2004 [15]

Parents' and carers, experiences of poverty, homelessness, social isolation, discrimination, poor housing, as well as their relationships and experiences, can affect their child's development and physical and mental health.[16][3] For example, higher levels of stress and depression are experienced by people who live in deprived communities and parents' stress and depression can affect the first 1000 days of children's lives.[3]

Impacts of inequalities

• Young mothers (under 25 years old) living in low income households and/or deprived areas are more likely to have a baby born with a low birth weight[17]

• There is a higher infant mortality rate among Pakistani, Black Caribbean and Black African groups[12]

• Mothers with higher socioeconomic status are more likely to set a regular bed time and read to their child. These mothers experience lower levels of postnatal depression[3][19]

• Evidence shows that safe public spaces, with pavements to walk on and lighting, are part of the physical infrastructure that helps people to maintain social connections. These factors cut across the whole of the life course as part of sustainable communities and places in which people are born, grow, live, work and age[19]

The wider social and economic factors are a key source of inequalities. They result in poorer health and worse social, educational and economic outcomes across the whole of the life course and for many, the cycle will continue into future generations.[3][20] It is only by addressing inequalities from before birth and supporting children and their families, that we can break the cycle and help children achieve their potential.[3]

'The fact that in England today people from different socio-economic groups experience avoidable differences in health, well-being and length of life is, quite simply, unfair and unjust'.[3]

Definition

Health inequalities are

'Avoidable and unfair differences in health status between groups of people or communities' [20]

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DISCRIMINATION, STRESS & TRAUMA
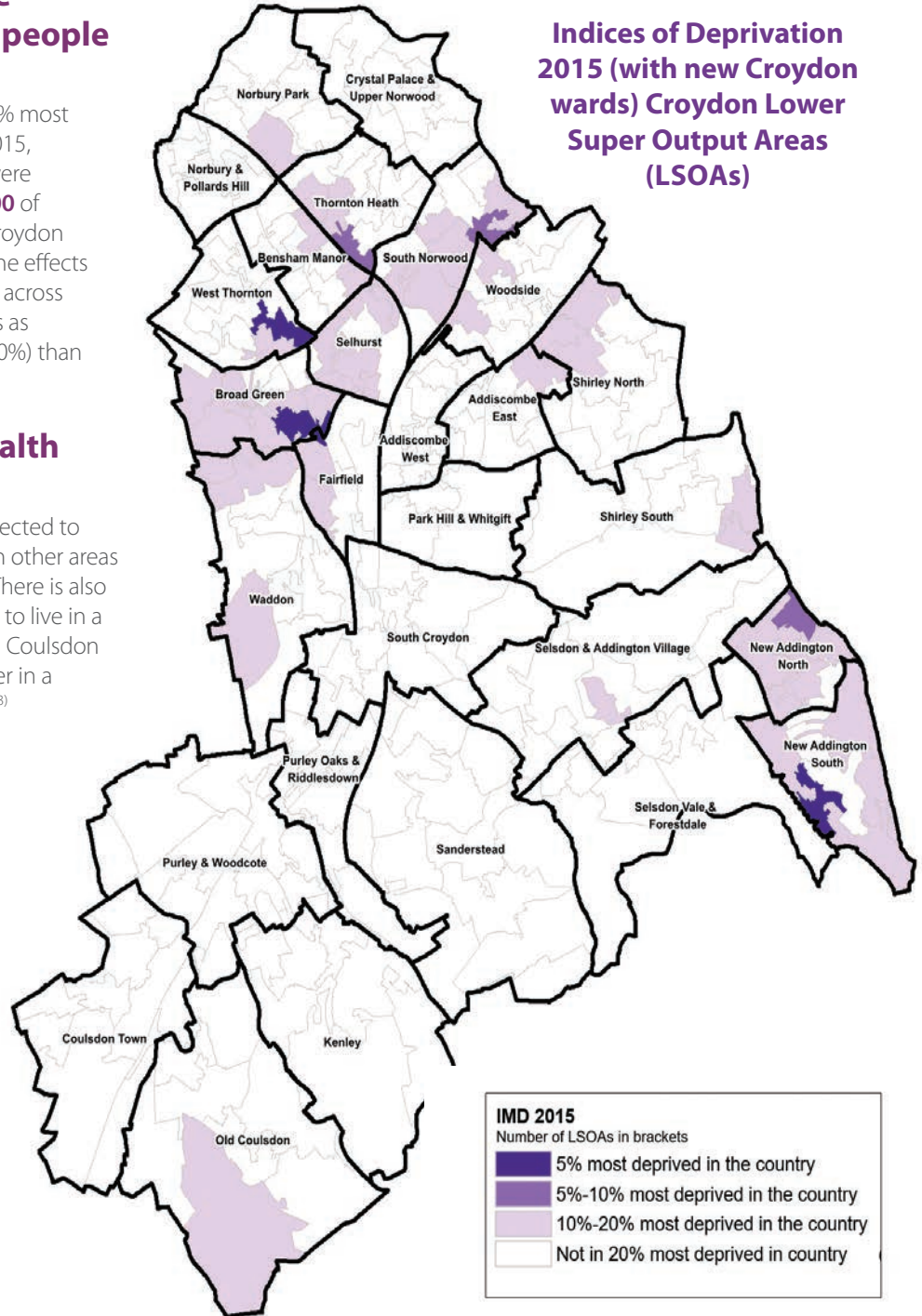
Page 37

Early Experiences Last a Lifetime
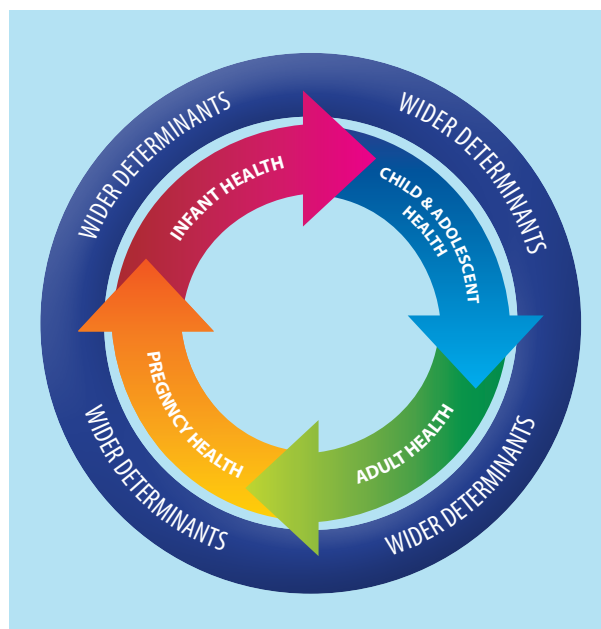
PARENTS AND CARERS WORLDS: THE SETTING FOR THE FIRST 1000 DAYS

What do we know about the economic circumstances of people and children in Croydon?

Some areas in Croydon are amongst the 10% most deprived in the country. We know that in 2015, almost a fifth (18.7%) of Croydon children were living in poverty.[8] This means that over **1100** of the nearly **6000** babies born each year in Croydon may have their first 1000 days touched by the effects of poverty. Child poverty varies significantly across the Borough. For example almost four times as many children live in poverty in Fieldway (30%) than Sanderstead (8%).

What do we know about health inequalities in Croydon?

Girls born in some areas of Croydon are expected to live six years more than their counterparts in other areas and for boys, the difference is over 9 years. There is also a difference in how long people can expect to live in a healthy state. As an example, women in Old Coulsdon are expected to live at least nine years longer in a healthy state than women in Broad Green.[23]

Indices of Deprivation 2015 (with new Croydon wards) Croydon Lower Super Output Areas (LSOAs)

IMD 2015
Number of LSOAs in brackets

- 5% most deprived in the country
- 5%-10% most deprived in the country
- 10%-20% most deprived in the country
- Not in 20% most deprived in country

PRE PREGNANCY   DAY 1 ●————————————————————————————————● DAY 1000

Page 38

Female Healthy Life Expectancy 2009 - 2013
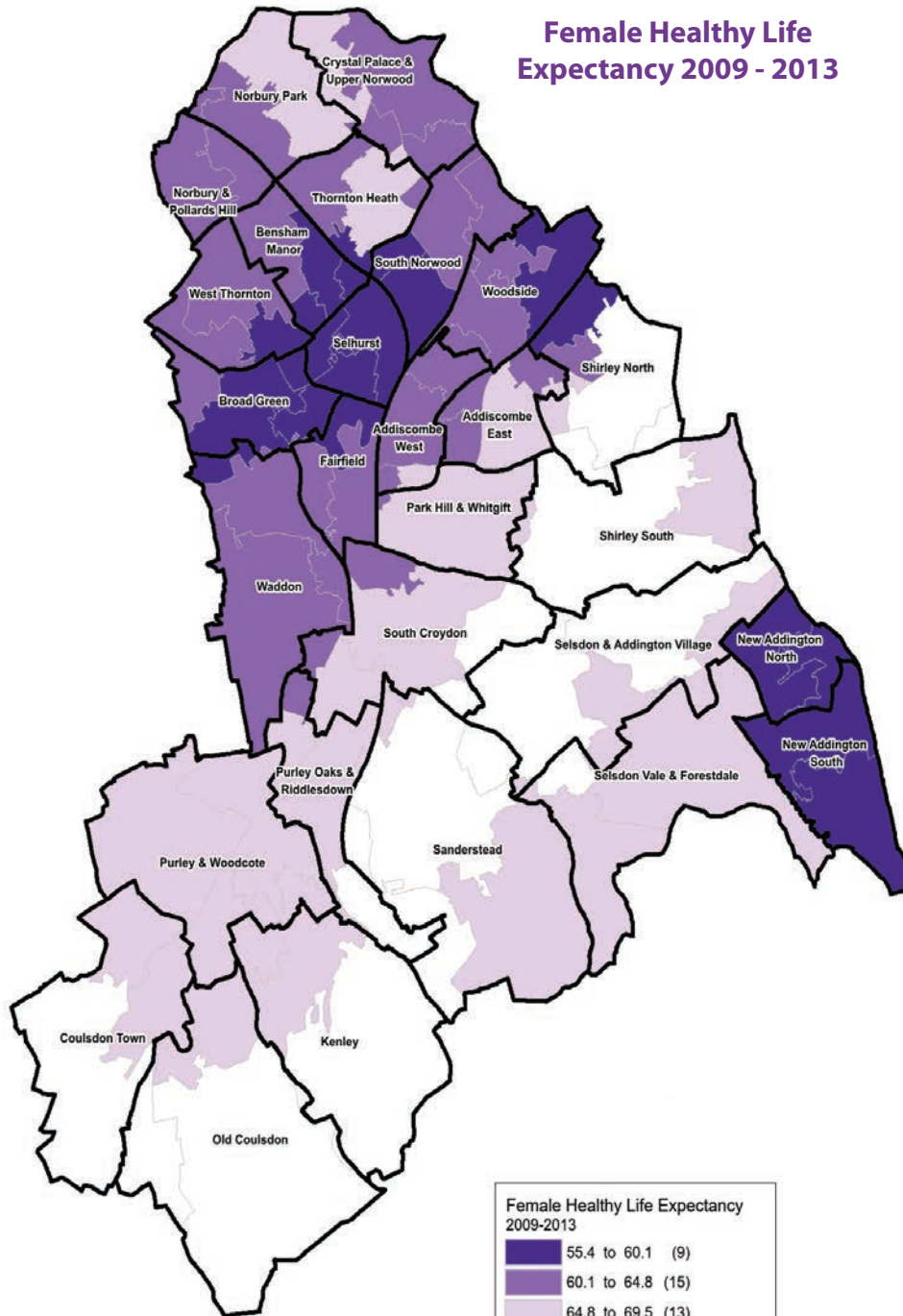
Female Healthy Life Expectancy
2009-2013

- 55.4 to 60.1 (9)
- 60.1 to 64.8 (15)
- 64.8 to 69.5 (13)
- 69.5 to 74.3 (7)

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HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT
AND COMMUNITY
NETWORKS

DISCRIMINATION,
STRESS & TRAUMA

Page 39

Early Experiences Last a Lifetime

PARENTS AND CARERS WORLDS: THE SETTING FOR THE FIRST 1000 DAYS

In my introduction, I mentioned Adverse Childhood Experience (ACEs). There is a danger that some experiences during the first 1000 days will turn into ACEs with long lasting impacts, into adolescence and beyond. I would like to reflect briefly here that whilst ACEs are present throughout all sections of society, children living in poverty or in disadvantaged areas are both more likely to be exposed to ACEs such as homelessness and neglect, and are more likely to experience a 'cluster' of them.[24] I will talk about ACEs, their sources and long term impact on children later in the report.

The relationship between parents' and carers' social and economic circumstances, their own physical and mental health and that of their children, shows how vitally important it is for us all to understand the wider needs and circumstances of each family and their community.[3] With this understanding, action and support can be offered, by the right people, at the right time, in the right place

It may seem that circumstances such as income, housing and educational level cannot be easily changed, yet there is considerable evidence about the many ways in which communities, families, individuals and statutory and voluntary services can work together to ensure that all children have the opportunity to experience the best possible first 1000 days.[26]

Focusing this report on the first 1000 days provides us with an opportunity to direct our collective attention to making an even greater difference to the lives of parents and babies in Croydon and on narrowing the inequalities gap.

Adverse childhood experiences and the wider determinants of health
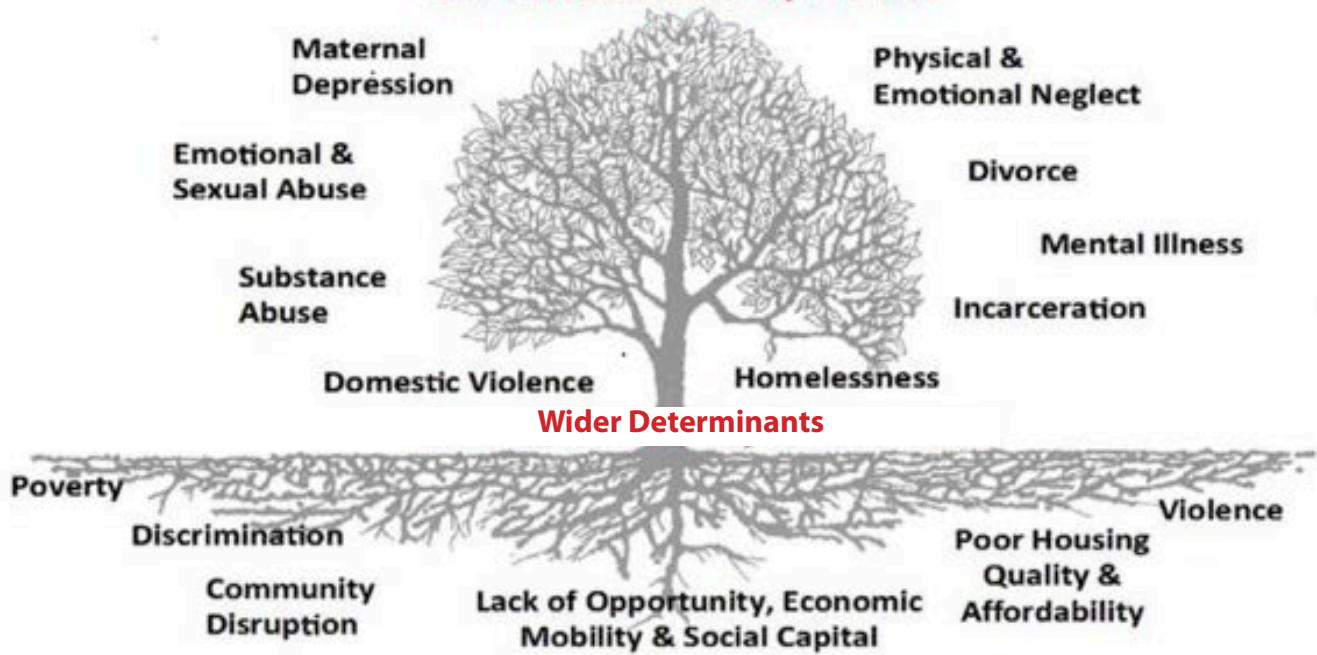
Adapted from: Ellis and Dietz, 2017 [25]

PRE PREGNANCY   DAY 1 ●━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━● DAY 1000

Page 40
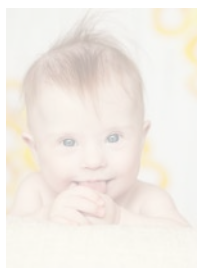
The setting for the first 1000 days

Examples of what we are doing in Croydon

- Gateway and Welfare Services are providing a pathway to financial stability, improved housing options and employment support through initiatives such as Community Connect: The Food Stop and food poverty reduction schemes

- Croydon Council is a London Living Wage employer and through the Croydon Good Employer Charter is encouraging other employers in Croydon to sign up too

- We are making better homes available to Croydon residents (via our Brick by Brick programme)

- Through the community Safety Strategy we are focusing on violent crime and antisocial behaviour and particularly on improving the safety of children and young people

Recommendations

1. Ensure training raises awareness among staff of the importance of the first 1000 days and pre pregnancy health, the impact of wider determinants such as poverty and how they can make a difference in their role for children and their families

2. Use population and community level intelligence at borough and locality level to target resources and services to those individuals and communities most in need

HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 41

■ **CHAPTER 2**

HEALTH BEFORE PREGNANCY, PLANNING PREGNANCY AND TEENAGE PARENTS

There is a large and growing body of evidence that good health before pregnancy provides the best start for children.[13] [27] [28] [29] Planning pregnancy, looking after our health and getting support when needed, are all aspects of preparing for pregnancy.[28]

	PLANNING PREGNANCY		FIT FOR PREGNANCY

HEALTHY BEHAVIOURS
Includes: a healthy diet, folic acid supplements, regular physical activity, promoting emotional wellbeing and ensuring cervical screening, sexual health checks and immunisations are up to date.

RISK FACTORS
Includes: Smoking, alcohol, substance misuse, obesity, long-term physical and mental health conditions, previous pregnancy complications, genetic risks, maternal age, adverse childhood experiences, domestic abuse, migrant health factors.

WIDER DETERMINANTS
Includes: relationships and support, education, housing, employment, financial stability, environment, community safety and cohesiveness.

Source: PHE, Making the case for preconception care, 2018 [13]

Many parents will have pre-existing health and social needs, some of which may be complex. Whilst it is never too late to start to address these needs, the optimum time to identify and manage them, is before pregnancy.[27]

One way my annual report can contribute to improving the first 1000 days and reducing inequalities is to highlight what being healthy before pregnancy means.

To begin with, **DID YOU KNOW** that few of us actually know what being healthy for pregnancy means? [30] [28]

Lack of awareness of the importance of pre-pregnancy health may result in parents not making changes to their health behaviours, or not seeking the support that would have positive benefits.

DID YOU KNOW that it is not just the mother's pre-pregnancy health that is important? A father's health also has an impact on the long term health of a child.[32]
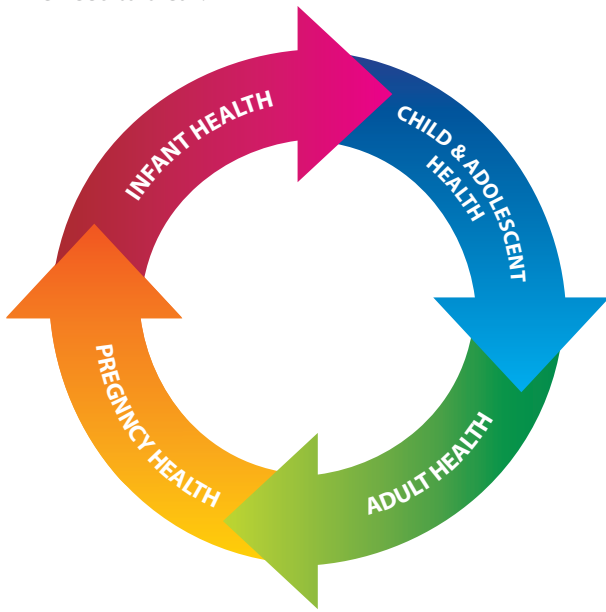
PRE PREGNANCY   **DAY 1** ●━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━● **DAY 1000**

Page 42
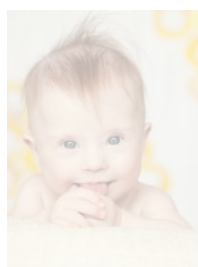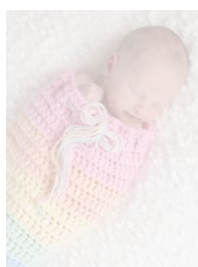
And it is not just the health of the present day parents which is important. **DID YOU KNOW** that what parents themselves experienced in their own first 1000 days and earlier can be passed onto their children?[34] This leads to cycles of poor health across generations which together we need to break.

INFANT HEALTH

CHILD & ADOLESCENT HEALTH

ADULT HEALTH

PREGNNCY HEALTH

The good news is that there are things we can all do to improve health before pregnancy. Planning for pregnancy is an important step but **DID YOU KNOW** that only two thirds of us clearly plan a pregnancy? [31]

DID YOU KNOW that planned pregnancies are less risky? Planned pregnancies result in fewer premature births, fewer babies born with low birth weights, and greater involvement from fathers once the child is born.[35] [36]

Planning between pregnancies is also very important; a gap of 18-59 months between babies is safer for mother and baby.[37] The period between pregnancies is an ideal time to try and resolve any issues that may affect the first 1000 days of the next baby. [13]

1/3 of births in Britain are unplanned or ambivalent

Impact on women:
- obstetric complications
- later for antenatal care
- antenatal and postnatal depression

Impact on children:
- birthweight
- mental and physical health
- do less well in cognitive tests

Source: PHE Health matters: reproductive health and pregnancy planning, 2018 [31]

What do we know about unplanned pregnancy in Croydon?

Taking the national rates we have estimated that each year approximately **2000** babies will be born where the pregnancy was unplanned. Women with recent experiences of smoking, drug use, and depression are more likely to report an unplanned pregnancy.[38]

Only just over half (55%) of teenage mothers say they had planned their pregnancy.[38] Teenage parents are more likely to have a baby with low birth weight and are almost two thirds (64%) more likely to bring up their child in poverty.[39] There is much that we do in Croydon to support this group.

"You read up on all the stuff about being healthy during a pregnancy, but nothing really before that. It never occurred to me, we just started trying and a few months later, it happened". [13]

HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 43

■ **CHAPTER 2**

HEALTH BEFORE PREGNANCY, PLANNING PREGNANCY AND TEENAGE PARENTS

EVIDENCE

Unplanned pregnancies have

- A 31% increased risk of the baby being delivered before 37 weeks, known as premature birth [35]

- A 36% increased risk of being born with a low birth weight.[35] This has important consequences for the development of the child which are explored later

- Fathers of unplanned pregnancies are less likely to live with the mother and less likely to be involved in caregiving and play [36]

What do we know about teenage parents in Croydon?

It is very positive that the number of teenagers becoming pregnant in Croydon has reduced, as it has nationally. There were **175** teenage (under 18) conceptions in 2016 compared to **262** in 2010 although this is still high compared to London and England. [8] There were 36 predicted births to teenagers under the age of 18 and 153 to teenagers aged 19 and under in 2018. [38]

EVIDENCE

Teenage pregnancy

- Low birth weight is increased by 30%

- Still birth is increased by 24%

- Infant mortality is increased by 75%

- 21% of teenagers not in education, employment or training are teenage parents

- Teenage parents have the highest rate of poor mental health up to 3 years after birth [39]

- Teenage parents are three times more likely to smoke throughout pregnancy, with 28% smoking compared to 7.5% of over 25s [41]

Young parents

Some examples of what we are doing in Croydon

- The Croydon Healthy Schools programme and Croydon Youth Engagement Team provide programmes focusing on mental and physical health for vulnerable young parents

- Croydon's Young People's Sexual Health outreach team is working with schools and in places where young people congregate

- The 'Be Sex Safe' section on the Just Be website hosts a range of self-help tools and resources to promote healthy relationships

- Young first time mothers (age 19 and under at conception) are supported by the Family Nurse Partnership through pregnancy and early childhood to maximise their own, and their child's, potential
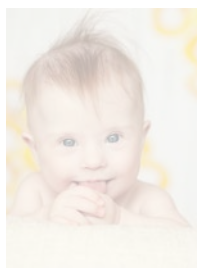
Recommendations

3. Provide senior strategic support from across the partnership to the borough's teenage pregnancy action plan and ensure that its work is widely understood and linked to other strategies and programmes

4. Increase awareness among young people of all sexes of the importance of being healthy before pregnancy and planning pregnancies through implementation of the teenage pregnancy action plan and maximising the opportunities created by the statutory changes both in SRE (sex and relationship) education and in PSHE (personal, social, health and economic) education

5. Ensure the findings of Croydon's Vulnerable Adolescent Mental Health deep dive are acted upon to identify when, where and how to provide support to children and teenagers

VOICE OF CROYDON'S FUTURE:
'Make sure you are ready for pregnancy'
N, age 13

PRE PREGNANCY   DAY 1 ●━━━━━━━━━━━━━━━━━━━━━━━━━━━━━● DAY 1000

Page 44

Women are increasingly entering pregnancy with more health problems.[42] Long term health conditions such as diabetes, sickle, cell severe asthma, heart disease, high blood pressure, epilepsy and psychiatric conditions can effect pregnancy and women with long term conditions should all see a doctor before planning to become pregnant.[43] [10]

Almost two thirds of women who died in the UK between 2013 and 2015 in pregnancy had pre-existing physical or mental health problems.[42]

Some women are at greater risk of having a long term health condition. Type 2 diabetes is, for example, more common in South Asian, Black Caribbean and Middle Eastern women.[29] Sickle cell and thalassaemia are more common in women of black ethnicity and these conditions increase the risk of premature labour and problems with growth of the baby.[10] Diabetes in pregnancy is becoming more common as more women are overweight or obese and are older when becoming pregnant.[44]

DID YOU KNOW that an estimated one in four women have a health condition that would benefit from pre-pregnancy counselling? A study found that these women were no more likely to seek or receive specific pregnancy advice.[30]

What do we know about pre-existing health conditions in Croydon?

Using national data, we have estimated that **1500** or more babies born in Croydon each year have a mother with a pre-existing health condition.

Knowledge about pre-pregnancy health and pregnancy planning

Some examples of what we are doing in Croydon

- Live well and Just Be are signposting and supporting people around 'Be Sex Safe', 'Be Active', 'Be Alcohol Aware', 'Be Food Smart', 'Be Smoke Free' and 'Be Happy'

- We are delivering a partnership led Borough wide healthy weight action plan

Recommendations

6. All agencies to maximise opportunities to raise awareness of the importance for both parents of planning for pregnancy and addressing health issues before becoming pregnant.

7. Use existing and new media to promote pre-pregnancy health messages, particularly about smoking and being overweight or obese for people living and working in Croydon

HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 45

■ CHAPTER 2

GETTING FIT FOR PREGNANCY

There are things we can do to prepare for pregnancy which will positively improve a child's first 1000 days.

Smoking, weight, diet, alcohol and drug use can all affect a pregnancy.[28] These are all what is known as 'modifiable behaviours' that is they are things that we can change.[45]

DID YOU KNOW that stopping smoking in pregnancy avoids the greatest risk to birth outcomes?[27] Babies in the womb need oxygen to grow and smoking not only reduces the oxygen in the mother's blood,[20] it can also restrict the growth of the baby and is a cause of low birthweights.[46]

Although stopping smoking is a positive action at any point, it is better to stop smoking before becoming pregnant.[47] Women who receive counselling prior to pregnancy are three times more likely to quit smoking before conceiving than those that don't.[48]

Smoking is more common in certain groups. Asian and Pakistani women have much lower smoking rates than women of White ethnicity, and people living in the most deprived areas are more likely to smoke and less likely to quit.[49]

DID YOU KNOW it is not just maternal smoking that affects babies? Babies with a father who smokes also have a higher risk of a low weight at birth[32] AND children who grow up in households where there are smokers are at increased risk of sudden infant death and are more likely to have respiratory problems.[27]

What do we know about smoking in Croydon?

Although overall, 12% of adults in Croydon smoke, pregnant women report lower rates.[58] In 2016/2017 6.6% of women in Croydon reported smoking at the time they gave birth, which means that about **353** babies were born to mothers who smoked.[59] More will be born in households that smoke. We also know that across Croydon there are areas with higher rates of smoking for example, in Fieldway and New Addington (see map on page 17).

Smoking and pregnancy

Examples of what we are doing in Croydon

- We provide one to one support to women who are pregnant or postnatal to help them stop smoking with Livewell Croydon
- Everyone can access stop smoking tools, advice and support on our website.
- All Croydon foster carers are required to have smokefree homes

Recommendations

8. Develop a pathway for pregnant smokers and their partners into smoking cessation support that is opt out rather than opt in

9. Identify the groups continuing to smoke through pregnancy and review the evidence base to identify the best approaches for helping them to stop smoking

10. Develop a smoke free homes programme with social and private landlords

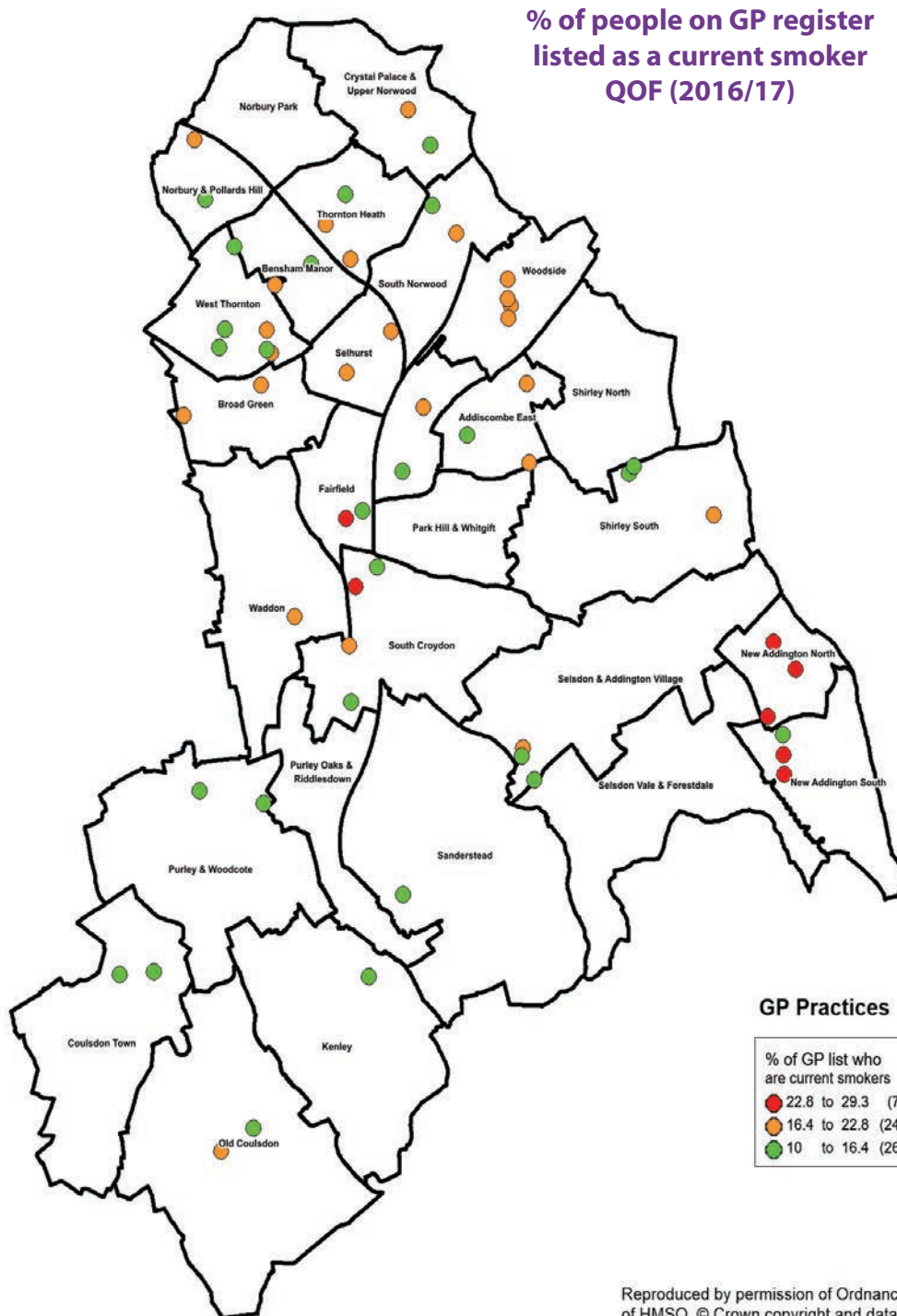PRE PREGNANCY   DAY 1 ●   ● DAY 1000

Page 46
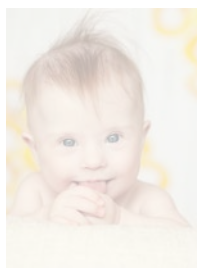
Smoking

Smoking is associated with an increased risk of:

• Miscarriage by over 30% [50] and still birth by nearly 50% [51]

• Low birth weight and reduced growth [46] [48] [52]

• Childhood asthma [53] [54]

• Obesity in childhood [54] [55]. There is nearly twice the risk of being overweight as a teenager [56] and up to four times the risk of being overweight as an adult [57] [53]

% of people on GP register listed as a current smoker QOF (2016/17)

GP Practices

% of GP list who are current smokers

🔴 22.8 to 29.3 (7)
🟠 16.4 to 22.8 (24)
🟢 10 to 16.4 (26)

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HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 47

CHAPTER 2

GETTING FIT FOR PREGNANCY

The numbers of overweight and obese adults is a high profile national issue with 59% of adults in England being overweight and obese[8] with an estimated annual cost to the NHS of £6.1 billion.[60]

"UK MOST OVERWEIGHT COUNTRY IN WESTERN EUROPE"
says OECD 2017

DID YOU KNOW that over 40% of women in England are overweight, and more than one in five are obese at the start of pregnancy? [61]

Although overweight and obesity is an issue for the country as a whole, some parents and groups are more at risk. For instance, 46% of black women are overweight or obese compared to 39% of White and Asian women.[49]

Environments can help us maintain a healthy weight [62] but we know that the environment in Croydon varies across the borough. For example, there are more fast food outlets in Fairfield than Kenley (see map on page 19); some areas have greater access to green spaces, and walking is easier and safer in some neighbourhoods than others.

Due to the complex web of issues underpinning the current epidemic of overweight and obesity, our collective efforts are required to reduce its influence over the first 1000 days of children in Croydon.[62]
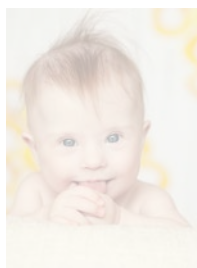
IMPACT OF INEQUALITIES

Overweight, obesity and underweight

- 38% of women living in the most deprived areas are overweight at the start of pregnancy compared to 29% in the least deprived [13]

- Women over 40 are more likely (40%) to be overweight or obese at the start of pregnancy [49]

- 11% of young mothers (under 18 years) are underweight at the start of their pregnancy [49]

PRE PREGNANCY   DAY 1 ●————————————————————————● DAY 1000

Page 48

Fast food outlets (as at December 2017) Rate per 100,00 population

Norbury Park

Crystal Palace & Upper Norwood

Norbury & Pollards Hill

Thornton Heath

South Norwood

West Thornton

Bensham Manor

Woodside

Selhurst

Shirley North

Broad Green

Addiscombe West

Addiscombe East

Fairfield

Park Hill & Whitgift

Shirley South

Waddon

South Croydon

Selsdon & Addington Village

New Addington North

New Addington South

Purley Oaks & Riddlesdown

Selsdon Vale & Forestdale

Sanderstead

Purley & Woodcote

Coulsdon Town

Kenley

Old Coulsdon

Rate per 100,000 population

	92 to 120
	64 to 92
	36 to 64
	8 to 36

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HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 49

■ **CHAPTER 2**

GETTING FIT FOR PREGNANCY

Overweight and obesity in either the father or mother can affect pregnancy. For example, a mother who is overweight has four times the risk of developing diabetes in pregnancy compared to mothers who are a healthy weight.[63] It also affects the long term health of their child.[65]

DID YOU KNOW that children whose parents are a healthy weight, are less likely to be overweight or develop type 2 diabetes?[34] [54]

EVIDENCE

Obesity during pregnancy:

• Doubles the risk of caesarean section

• Triples the risk of pre-eclampsia (a condition of high blood pressure in pregnancy which can be dangerous for mother and baby)

• Increases the risk of premature delivery by 30% and antenatal and postnatal depression by 35% [63]

A child whose mother is overweight or obese prior to pregnancy:

• Is more likely to be obese in childhood [54] and grow up to be obese in adulthood [65]

• Has a higher risk of type 2 diabetes and high blood pressure [34]

• Has a 30% increased risk of asthma and wheeze [65]

What do we know about overweight and obesity in Croydon?

59% of adults in Croydon were classified as overweight and obese in 2016/2017.[66] We have estimated from the national rates that nearly **half** of the **6000** babies born in Croydon this year will have mothers who are overweight or obese. This has important health implications for mothers and children and is a source of potential long term health inequalities.

"If I'd known the impact of carrying all this extra weight when I was pregnant…. then I might have tried to lose weight before. They didn't tell me". [13]
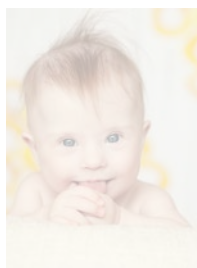
VOICE OF CROYDON'S FUTURE:

What is important for the first 1000 days?

Not smoking, eating bad foods, drugs, overexercising, not to get too stressed Z, age13

PRE PREGNANCY — DAY 1 ————————————————— DAY 1000

Page 50

Diet and nutrition before pregnancy can also have long term impacts. For example, taking folic acid before pregnancy prevents babies having severe problems with the formation of their spine and nerves.[67] Women living in the least deprived areas are more likely to take folic acid.[49]

What do we know about folic acid in Croydon?

Using the national rates we have estimated that **1200** babies each year in Croydon have mothers who did not take folic acid before pregnancy.

POTENTIAL IMPACTS OF INEQUALITIES

Folic acid

• 20% of white women take folic acid before pregnancy compared to 12% of black women and 13% of Asian women

• 10% of women aged 20-24 don't take folic acid compared to 25% of women aged over 45

• 10% of women living in the most deprived areas take folic acid compared to 26% of least deprived[49]

DID YOU KNOW that a baby's development in the womb is dependent not just on the mother's diet during pregnancy, but also on the stored nutrients and fats from through her lifetime?[68] [64] So although it is important to eat well during pregnancy, it is also important to eat well before pregnancy.[64]

The long term implications of our own health as parents on our children's health is a recurring theme in this report. A baby girl is born with all the eggs for her own children and the quality of these eggs will reflect her mother's health; a mother's nutritional state can even affect her grandchildren's health! [34] A new baby in Croydon therefore represents past, present and future health which is another key reason for this focus on health before pregnancy and the first 1000 days.
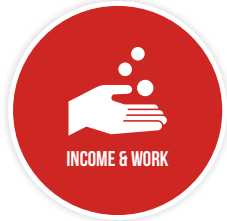
Parental weight, diet and nutrition

Some examples of what we are doing in Croydon

• We have a coordinated, collaborative approach to helping children and families achieve and maintain a healthy weight. The programme aims to influence the system at many levels including the borough's food culture, opportunities to be physically active and wider determinants

• Croydon has a very strong schools food programme that encourages food growing, cooking skills and healthy eating

• The Sugar Smart campaign, which encourages people to eat less sugar, was launched in Croydon in 2018

• We are improving environments and encouraging people to use parks and green spaces

Recommendations

11. Continue to provide senior strategic support to the borough's Healthy Weight steering group, and ensure it promotes pre pregnancy health

12. Ensure that all programmes that promote pre pregnancy health (see previous recommendation box) include key messages around the importance of being a healthy weight and having a healthy diet before pregnancy

13. Incorporate the recommendations of the London Mayor's Food Strategy (due to be published in December 2018) into local plans

HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 51

Early Experiences Last a Lifetime

PREGNANCY AND BIRTH

Pregnancy is a hugely exciting and positive time for most families and their babies.

Good mental and physical health during pregnancy provide the best possible support for the babies first 1000 days and beyond.[69]

Parents' mental, emotional and physical health, their relationships, their weight, their diet and their drug, alcohol and tobacco use can all effect a baby's brain and physical development. [71] [72] [73] [74]

A key message is how important pregnancy is for babies' developing brains. Brain development starts just after conception and continues at a rapid pace through the first years of life; when our brains grow the fastest.[75]

DID YOU KNOW that experiences during pregnancy can change a baby's brain? Although it is genes that predict babies early brain development, their early experiences will shape it.[75] These experiences can affect how genes are switched on, or whether they are switched on at all.[76] This can lead to genetic changes by a process called epigenetics and these changes can pass down through the generations.[76] These changes have both physical and mental causes.[77]

DEFINITION BOX

Epigenetics

"Epigenetic influences are one of the biological mechanisms through which the environment of relationships, the physical, chemical, and built environment, and early nutrition all get "under the skin" and influence lifelong learning, behaviour, and health. These changes can be passed on to affect the health and well-being of future generations".[76]

Good mental health during pregnancy helps provide the positive conditions every baby needs.

**DID YOU KNOW** that as many as one in four women experience mental health problems during pregnancy and the first year after birth?[79]
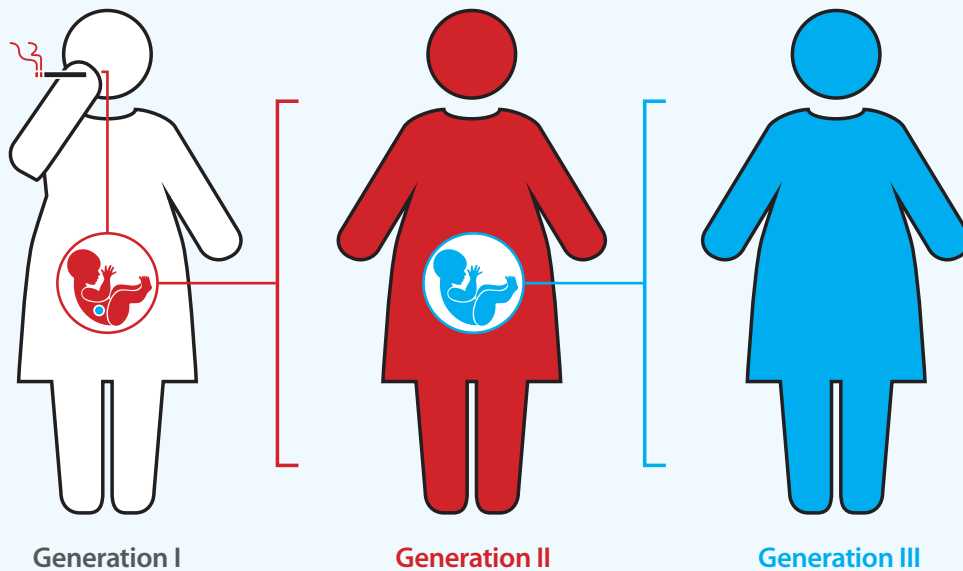
Supporting parents' mental health is important because untreated antenatal depression and depressive symptoms can effect brain and child development, and lead to behavioural problems during adolescence.[71]

PRE PREGNANCY   DAY 1 ●━━● DAY 1000

Page 52

Generation I   Generation II   Generation III
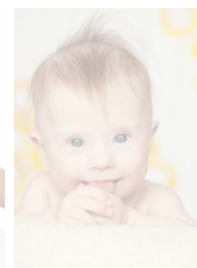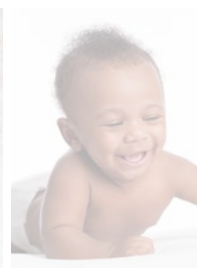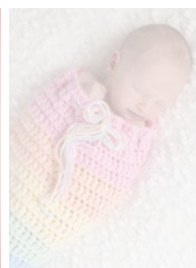
A woman who smokes while pregnant induces epigenetic changes in three generations at once: in herself, her unborn child and her child's reproductive cells

Source: Jude Huffon, Harvard Magazine, 2017 [78]

EVIDENCE

Effects of depression

- Women with depression are likely to have a shorter duration of breastfeeding.[80] Children are more likely to have behavioural problems and poor social emotional development even into adolescence [55]

- Maternal anxiety during pregnancy has been shown to change the brain structure and function in offspring in infancy up to late adolescence [81]

- Maternal suicide is the leading cause of death in the postnatal period [82]

Receiving the right support and treatment can help improve a mother's mental health and ensure a child's development is not affected.[83] Positive relationships and social support during pregnancy are beneficial.[72]

Although poor mental health during pregnancy can be experienced by anyone, some women are more at risk. This includes women without good social support, women who have experienced domestic violence or previous abuse, women living in deprived areas, and women with a history of mental health problems.[84]

It is not only a mother's mental health that is important. **DID YOU KNOW** that the father's mental health can also affect children in early life? 1 in 10 fathers will develop depression after the birth of their baby.[86]

When this effects the relationship between parents, or results in hostile or detached parenting from the father, this can lead to problems with child and adolescent emotional and behavioural development.[87]

EVIDENCE

Numbers of women who experience anxiety and depression during pregnancy

- More than 10% of women experience issues with mood during pregnancy

- 3.3% of pregnant women will experience major depression

- 17% of teenage parents will experience major depression [71]

IMPACT OF INEQUALITIES

Depression

- Social determinants are an important cause of depression in pregnant women and mothers [4]

- Up to 26% of pregnant women in poor, urban communities have depression [85]

- Women from minority ethnic backgrounds are more likely to live in deprived environments and therefore may be at higher risk of depression in pregnancy [85]

HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 53

Early Experiences Last a Lifetime

PREGNANCY AND BIRTH

DEFINITION BOX

Perinatal period

The perinatal period commences at 22 completed weeks (154 days) of pregnancy and ends seven completed days after birth. [88]

What do we know about the mental health of parents in Croydon?

In 2015/2016 it was estimated that between **525** and **1600** women in Croydon during the perinatal period had a mild to moderate depressive illness anxiety or adjustment disorders.[22]

Supportive relationships and social support during pregnancy have positive effects on outcomes. Unfortunately not all women have a positive relationship and some women lack social support; migrant women, especially asylum seekers and refugees, are vulnerable to being socially isolated and a study has shown that they are at higher risk of having a premature birth or mental health problems.[14] This may also be related to past traumatic experiences, challenges with accessing health care before and during pregnancy and other social circumstances such as poverty.[14]

EVIDENCE

Supportive relationships and social support

• Mothers in supportive relationships are more likely to be physically active during pregnancy [89] and have smaller risks of pregnancy complications such as infections [89]

• Women without social support are more likely to develop symptoms of depression during pregnancy [72]

• After delivery, social support is associated with better breastfeeding, maternal self-esteem and adapting to care for the baby [90]

Mental health in pregnancy and beyond

Examples of what we are doing in Croydon

• Croydon has a strong community perinatal mental health team

• Specialist delivery of the Live Well Croydon programme by Mind

• Our new partnership Early Help offer working in local communities will ensure the needs for vulnerable families with young children are provided for

Recommendations:

14. Review, revise and join up the maternal mental health pathways from the community, and primary care, through midwifery and health visiting and other partners by 2019.

15. Ensure all staff have the skills to identify parents and prospective parents with potential mental health concerns and are able to support and signpost them appropriately

16. Ensure that all programmes that promote pre-pregnancy health (see previous recommendation box) address mental health concerns before pregnancy

PRE PREGNANCY   **DAY 1** ●————————————————————————● **DAY 1000**
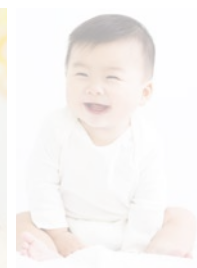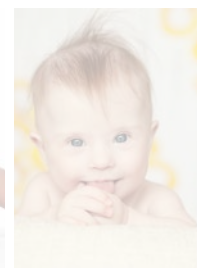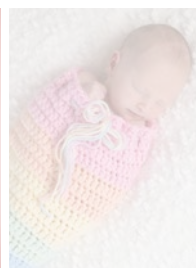
What do we know about the potential for lack of social support in Croydon?

Some parents are more likely to lack social support and this includes lone parents, those living in temporary accommodation and asylum seekers. In 2014 **447** babies in Croydon (7.9% of births) were registered by just one parent.[31] This is one sign that there may be parents in Croydon who lack social support. Another is the number of children or expected children living in temporary accommodation. In March 2018 there were **864** Croydon children or expected children living in temporary accommodation.

Relationships which cause stress, anxiety and trauma can negatively affect the unborn child.[70] A key source of stress is domestic abuse.

DID YOU KNOW that domestic abuse is likely to start or escalate during pregnancy?[70]

Women experiencing abuse may find it difficult to access antenatal care and there are risks to the child including low birth weight.[70] Disabled women are twice as likely to suffer physical abuse from their partner than non-disabled women and are likely to be particularly vulnerable to pregnancy abuse.[91]

What do we know about domestic abuse in Croydon?

Based on national figures, we have estimated that between **240** and **540** babies are born each year to mothers who may have experienced domestic violence during pregnancy.

EVIDENCE

Domestic abuse

Possible consequences of domestic abuse include:

- Mothers who may find it difficult to access antenatal care
- An Increased risk of premature birth
- An increased risk of low birth weight
- Poorer development of the foetus and the child [70] [92]

EVIDENCE

Who experiences domestic abuse?

- It is estimated that 7.4% of women and 4.8% of men experience domestic abuse each year
- It is estimated that between 4% and 9% of women experience domestic abuse during pregnancy [92]
- Young women, those with long term disability or mental health problems and who are pregnant or have recently given birth are particularly at risk [93]

Excess stress during pregnancy can have long lasting effects on the baby and on through to adulthood. Babies who experience higher stress in the womb are more likely to have emotional, behavioural and learning problems later in life. [94] [95] [96]
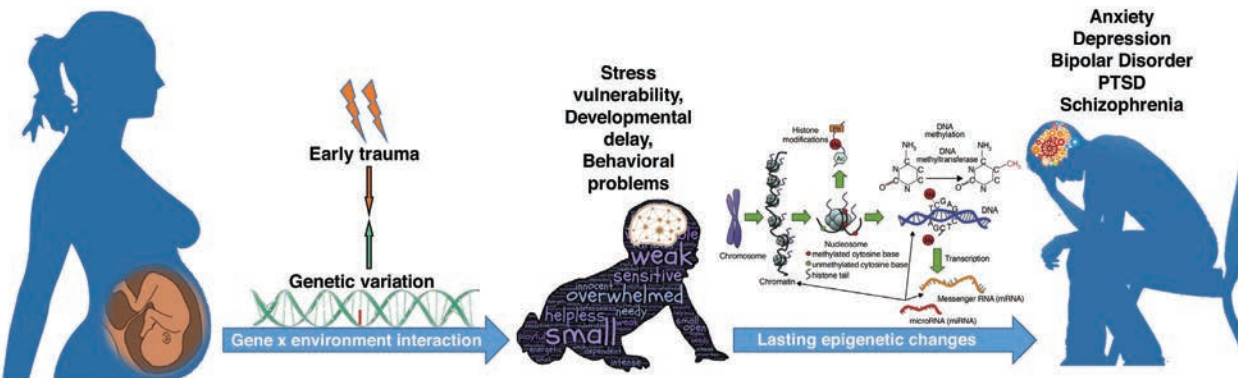
Source: Cruceanu et al, 2017, Current Opinion in Behavioural Sciences [97]

HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 55

Early Experiences Last a Lifetime

EVIDENCE

Effects of excess stress during pregnancy

- Different hormones can cross the placenta making the child more reactive to stress and threat themselves
- Children may have longer-term problems with emotional and cognitive functioning (Thompson,2014) and an increased risk of behavioural problems[98]

What do we know about stress affecting women and their families in Croydon?

We know that depression and anxiety, financial insecurity, unplanned pregnancy, lack of support and domestic violence are all potential sources of stress[71] [72] and that some women will experience more than one of these sources of stress. We have estimated that at least **1000** of the **6000** babies born each year in Croydon are at higher risk from stress during pregnancy.

Relationships, social support and excess stress during pregnancy

Examples of what we are doing in Croydon

- A multi-agency vulnerable women's group identifies pregnant women who need additional support

- The Family Justice Centre is available to all women in insecure and unhealthy relationships who experience domestic violence

- Our partnership Early Help offer prioritises working with children and their families where there is domestic abuse

- Homestart runs a support group for asylum seeking women in hostel accommodation from 6 weeks before babies are born until 6 weeks afterwards

- We are implementing a borough wide approach to prevention and early intervention that will strengthen community based knowledge and support and through the partnership Early Help offer we will support people at the right time and in the right place

Recommendations

17. Review the effectiveness of the current arrangements for identifying women who need more social support and make recommendations to address any system wide gaps that are identified

18. All (100%) of midwives and health visitors in Croydon to receive training around recognising and supporting families with risk of multiple Adverse Childhood Experiences by the end of 2019

19. 1000 front line staff in the council, NHS, police and voluntary sector to have training around Adverse Childhood Experiences, their causes and impact in 2019

PRE PREGNANCY   DAY 1 ●————————————————————————————● DAY 1000

Page 56
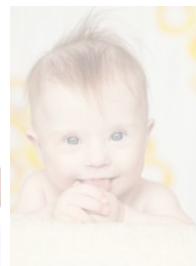
GOOD PHYSICAL HEALTH

Good physical health during pregnancy contributes to creating the best possible environment for the first 1000 days.

Being overweight or underweight, smoking, drinking alcohol and using drugs during pregnancy have long term impacts on children.[64] [99]

The impacts of overweight and obesity and smoking were discussed earlier, here I would like to touch on the effects of drinking alcohol, drug misuse, diet and exercise.

DID YOU KNOW that even mild to moderate alcohol consumption especially during the first three months can cause changes in brain development, and cause behavioural problems in childhood? [100] [101]

Drinking more than one unit a day in pregnancy increases the possibility of pre term birth and low birth weight.[102] Children's height, behaviour, fine motor skills, cognitive development and mental health can be changed by drinking alcohol during pregnancy. [99] [102]

Nationally 1% of women declare that they consume alcohol during pregnancy although actual levels of drinking during pregnancy are thought to be higher. [49] There is evidence that 3% of children under the age of one live with a harmful drinker and 9% live with a hazardous drinker. [104]

What do we know about drinking in pregnancy in Croydon?

Using the national rate of 1% we have estimated that **60** of the **6000** babies born each year will have mothers who drink. We have also estimated that about **700** children under one live in households where there is harmful or hazardous drinking. [104]

THE EFFECTS OF **ALCOHOL** IN THE WOMB

Increased chance of cerebral palsy

Increased chance of fetal alcohol syndrome

Increased chance of miscarriage

Increased chance of stillbirth

Increased chance of low birth weight

www.MentalHelp.net

Source: Mentalhelp.net [103]

Taking drugs during pregnancy can also harm both the woman and her baby. Physical damage to the baby is most likely during the first 4-12 weeks of pregnancy. [101]

It is estimated that 4.5% of pregnant women use drugs[10] and that 7% of children under one live with a drug using parent. [106]

EVIDENCE

Effect of taking drugs

• Taking cannabis, cocaine and opioids during pregnancy can increase the possibility of low birth weight,[107] [108] premature birth and perinatal and cot death [108]

• Drugs taken later in pregnancy can effect growth, cause intoxication or withdrawal symptoms [73]

What do we know about drug use during pregnancy in Croydon?

Using the national rates we estimate that **300** of the **6000** babies born each year will be born to mothers who took drugs during pregnancy and over **400** infants will be living with a drug taking parent.

HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 57

■ **CHAPTER 3**

PREGNANCY AND BIRTH

NUTRITION AND PHYSICAL ACTIVITY DURING PREGNANCY

It is vital that women eat well during pregnancy. [109] When babies in the womb have to adapt to insufficient nutrients it can lead to permanent changes which may be the origins of diseases in later life such as coronary heart disease, diabetes, stroke and hypertension. [110]

However, "eating for two" should also be avoided. [111] No increased food intake is needed in the first six months of pregnancy and only an extra 200 calories per day for the third trimester. [112]

Aside from folic acid, there are other vitamins and minerals important for pregnancy. Some people, for example, may need to take more vitamin D. A deficiency in iron in pregnancy can harm the development of the child and a supplement may be advised if women are not getting enough from their diet. [113] Other important nutrients in pregnancy include vitamin C and calcium, which can be obtained through a balanced diet. [114]

Along with good nutrition, being physically active can help women maintain a healthy weight throughout pregnancy. Women should aim for 150 minutes of moderate intensity exercise per week. [115]

Home

Throughout pregnancy aim for at least **150** minutes of moderate intensity activity **every week**

Out and about

Leisure

Adapted from: UK Chief Medical Officer 2017 [117]

EVIDENCE

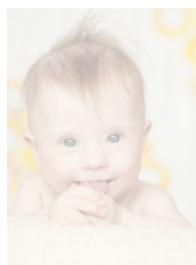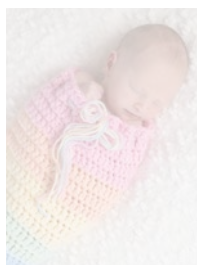### Physical activity in pregnancy:

- Helps control weight gain
- Helps to reduce high blood pressure problems
- Makes it 30% less likely women will develop gestational diabetes [116]
- Improves fitness
- Improves sleep
- Improves mood [115]

Accessing timely and good quality **antenatal care**, including scans, immunisations and examinations, physical and mental health advice and support, is a key component of supporting parents through pregnancy.

IMPACT OF INEQUALITIES

Antenatal care

• Women in low income households are 60% less likely to have had any antenatal care in pregnancy [118]

• 28% of black women and women of 'other' ethnicity attended their first pregnancy appointment after 13 weeks compared to 15% of women of white ethnicity [49]

• 77.3% of women with the highest level of deprivation had their first antenatal appointment within 13 weeks compared to 86.7% of the least deprived women [49]

GET YOUR FLU SHOT

DID YOU KNOW that some women are less likely to have antenatal care or access care later than recommended? [49] [118]

Women should have their first antenatal appointment within the first 13 weeks of pregnancy and ideally by 10 weeks. [119] Some women are more likely to attend later in their pregnancy putting themselves and their child at extra risk, for example women aged between 18 and 24 and women living in more deprived households. [49]

Immunisations in pregnancy are important for both the mother and child are an easy and effective way of preventing certain illnesses.

DID YOU KNOW only 45% of (pregnant) women in England had the flu vaccine in 2016/17? [120]

Pregnant women are recommended to have the seasonal flu vaccine because they are more likely to develop serious illness. [121] One in 11 maternal deaths between 2009-2012 was a result of flu. [82] Pregnant women are also advised to have the whooping cough (pertussis) vaccination between 20 and 32 weeks, or until labour, to help protect the baby from whooping cough in their first few weeks of life. [122]

HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 59

■ **CHAPTER 3**

PREGNANCY AND BIRTH

LOW BIRTH WEIGHT

Reducing the number of babies born with a low birth weight will improve child health and development and long term health.[53] [55]

Some women are at higher risk of having a baby with a low birth rate, for example women who smoke or have unplanned pregnancies. [35] [46]

What do we know about the numbers of babies with a low birth weight in Croydon?

In 2016 **158** babies born after 37 weeks had a low birth weight. **445** of all babies in 2016 (7.7%) were born with a low birth weight and of these **73** were born with a very low birth weight. [7] The map shows that the percentage of babies born with a low birth of weight varies across the Borough and is more common in deprived areas.

Definition

Pre term birth and low birth weight

• **Pre term is defined as being born before 37 weeks** [123]

• **A low birthweight baby weighs less than 2500g (5lb 8oz) and a very low birth weight is below 1,500g (3lb 8oz)** [7]

EVIDENCE

Impacts of low birth weights

• Low birth weight is associated with worse child health, even up to 11 years of age [55]

• Low birth weight babies are twice as likely to have problems with cognitive development or need specialist support in school and are also more likely to have physical problems such as asthma and high blood pressure and high cholesterol in adulthood [53]

EVIDENCE

Factors effecting birth weights

• Low birth weights are more common in women of black ethnicity and women with higher levels of deprivation [49]

• Babies whose mothers are aged under 20 years have around a 20% higher risk of low birthweight; this can be partly explained by the higher than average smoking rates in pregnancy [49]

• Maternal smoking is associated with a birth weight reduction of around 250g.[46] Paternal smoking is also linked to low birth weights [46] as is maternal passive smoking [49]

• Unplanned pregnancy increases the possibility of low birth weight by 36% and pre term birth by 31% [35]

• Drinking more than one unit of alcohol per day [102], taking cannabis, cocaine and opioids [108] and experiencing domestic abuse also increase the risk of having a baby with a low birth weight [70]

PRE PREGNANCY   **DAY 1** ●━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━● **DAY 1000**
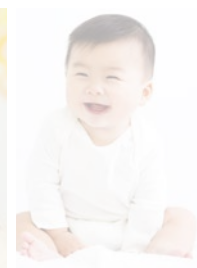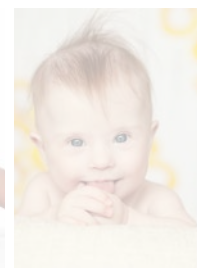
Page 60

% of Live births at term with low birth weight 2001-2015
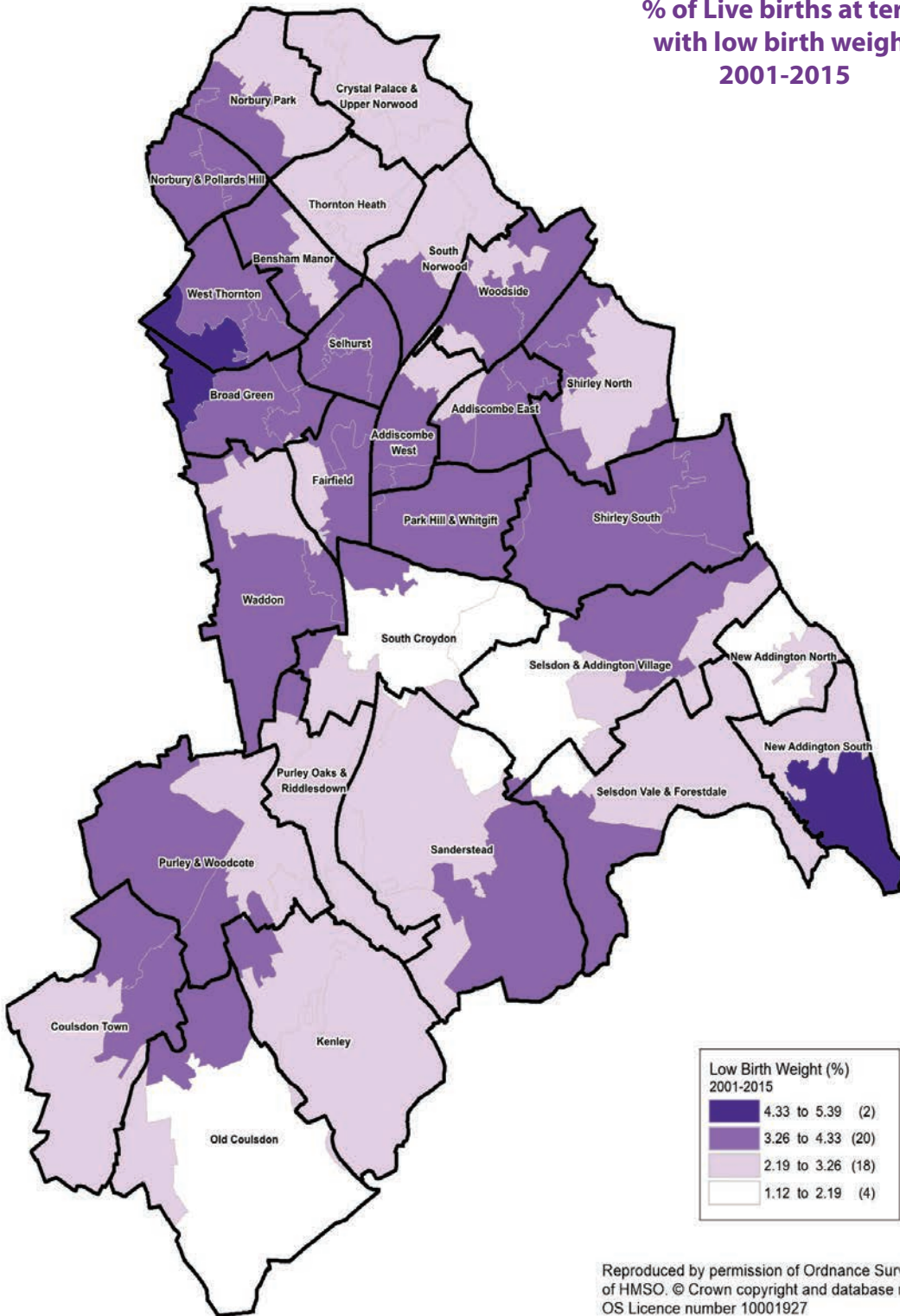
Low Birth Weight (%)
2001-2015

■	4.33 to 5.39	(2)
■	3.26 to 4.33	(20)
■	2.19 to 3.26	(18)
□	1.12 to 2.19	(4)

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HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 61

Early Experiences Last a Lifetime

■ **CHAPTER 4**

INFANCY

The first two years of life are a time of great opportunity for children, their families and the wider community. [2]

The rate of brain development during the first two years of life is extraordinary [124] with more than a 1 million new neural connections formed every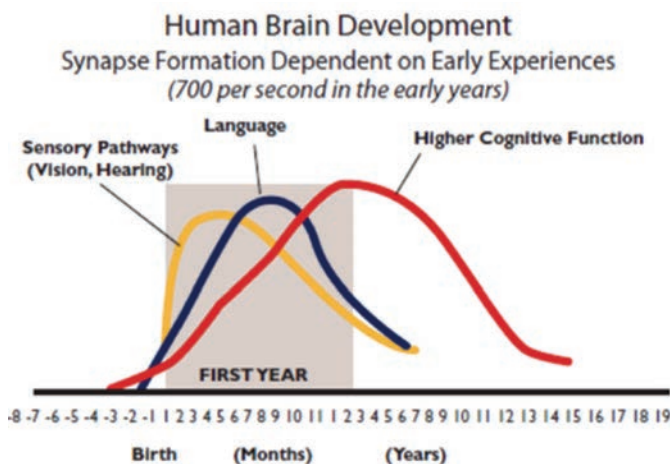 second [125] but it does not all happen on its own. While we are all born with many billions of brain cells, they need help connecting with each other. [2]

Human Brain Development
Synapse Formation Dependent on Early Experiences
(700 per second in the early years)

Source: 'Human Brain Development: Neural Connections for Different Functions Develop Sequentially'. Graphic courtesy of the Center on the Developing Child at Harvard University. Data Source: C.A. Nelson (2000).

DID YOU KNOW that stimulating environments and positive relationships encourage the development of these connections? [2] Talking, love, a hug, engaging, playing, reading, singing all help form the connections. [1]

Positive, warm and predictable social relationships with parents, carers, the extended family, the community, child care providers, are all of vital importance to young children's brain development. [2] [3] [74] [94] [126]
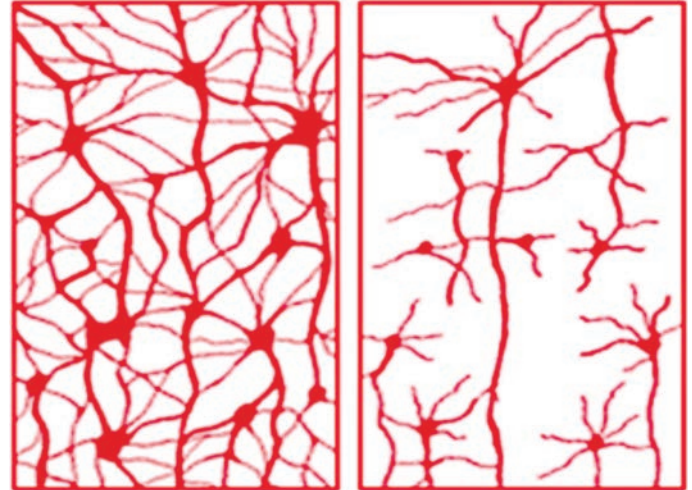
Section of a stimulated brain   Section of a unstimulated brain

How children's brains develop during the first 1000 days lays the foundations for future educational success, income and health. [3] [76] Without positive brain stimulation there is less development, and getting a child back on track later requires significant effort and cost. [75]

The strength of the early influences on the brain means that the first 1000 days are a time of great opportunity but also great vulnerability for children. [126]

A study of 19 000 babies born between September 2000 and September 2002 reported that behaviours and characteristics from early childhood affected children's performance six to ten years later. [55]

The one and two year development checks undertaken by the health visitors provide an early opportunity to a child's progress and whether they and their family may need some extra support. Children who attend day care will also have progress checks with, for example their nursery or childminder.

An important and nationally available measure of a child's social, emotional and cognitive development is school readiness. Not all children are equally ready for school; nationally, girls have a higher level of school readiness than boys and pupils that are eligible for free school meals are 20% less likely to be school ready. [127]

PRE PREGNANCY   **DAY 1**   **DAY 1000**

Source: Picture courtesy of the Center on the Developing Child at Harvard University [76]

EVIDENCE

Impact of positive relationships and stimulation on child development

- Children with good parent child relationships in the first year are more likely to develop stronger cognitive skills and progress better at school [3]

- Children whose parents do not think stimulation is important have significantly more difficulties [55]

- Higher parent / child closeness is associated with higher verbal ability and more pro social behaviours such as helping and sharing [128]

IMPACT OF INEQUALITIES

Child development

- By the age of three, disadvantaged disadvantaged children are almost a year and a half behind, on average, in their early language development [129]

- On average 40% of the overall gap between disadvantaged 16 year olds and their peers has emerged by the age of five [130]

- At the ages of five, seven and eleven, single parenthood is associated with lower test scores [55]

- Low maternal education has a negative impact on all cognitive outcomes at 5, 7 and 11 [55]

HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

VOICE OF CROYDON'S FUTURE:
Help children to stimulate their brain through music, puzzles, trying to talk with them.

Page 63

■ **CHAPTER 4**

INFANCY

What do we know about school readiness in Croydon?

In Croydon in 2016/2017, 73.4% of all children achieved a good level of development at the end of reception, however only 62.8% of children receiving free school meals achieved a good level of development.[7] While both these percentages have improved significantly since 2012, and compare well to London and England averages,[7] if the current trends continue, **1500** of the **6000** babies born in Croydon this year may not be ready for school.

> ### Definition
> ### School readiness
> **School readiness is a measure of how prepared a child is to succeed in school, cognitively, socially and emotionally. If a child is not school ready at age 5 this has a strong impact on future life chances.** [131]

The majority of children will have safe nurturing environments which foster good child development. When, however, the child's immediate environment is a source of stress it can have long lasting negative effects.[76] Learning to cope with adverse situations is a normal part of child development but continuous high levels of stress may cause a child to experience what is called "toxic" or "chronic stress". Chronic stress can lead to physical and chemical disruptions in the brain that can last a lifetime and affect learning capacity, physical and mental health.[76]

A relationship with a supportive adult can block the effects of stress and therefore some children will be impacted less than others by adverse circumstances.[132]

Chronic stress can be caused by extreme poverty, abuse, neglect, maternal withdrawal, caregiver substance misuse or parental mental health issues. [76] [132] [134]

POSITIVE
Brief increases in heart rate, mild elevations in stress hormone levels

TOLERABLE
Serious temporary stress responses, buffered by suportive relationships

TOXIC
Prolonged activation of stress response systems in absence of protective relationships

Source: Kansas University[133]

PRE PREGNANCY   DAY 1   DAY 1000

Page 64

> **VOICE OF CROYDON'S FUTURE:**
> *'Don't neglect; Love and care'*

Early excess stress can also affect future generations. **DID YOU KNOW** that problems experienced in childhood can pass on to future generations due to lasting genetic changes?[94] This means that we need to take every opportunity we can to support families and children and increase the chance of breaking the cycle.

DEVELOPMENTAL EFFECTS

| Maternal stress during pregnancy affects the developing fetal stress systems | Critical periods of brain development are influenced by stress | Severe, chronic stress can result in a lower threshold for stress response |
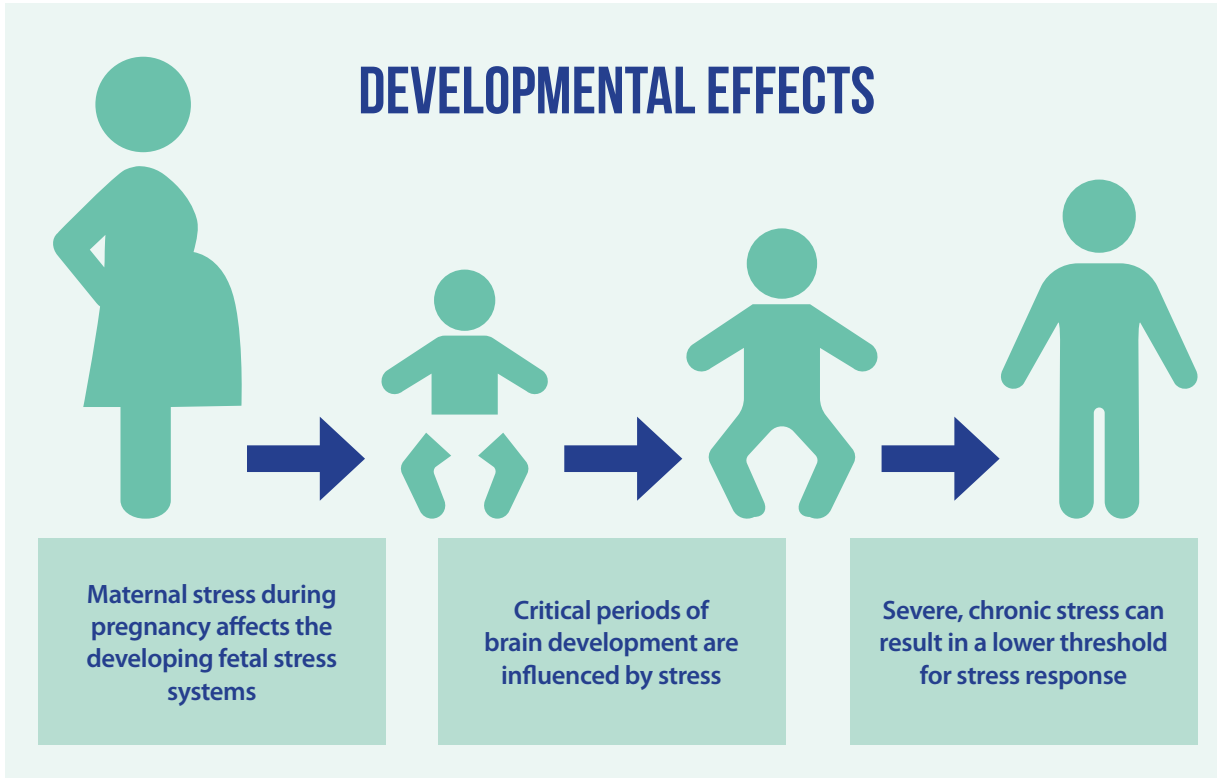
Source: Short, Derek 2016 [135]

Positive environments, child development and stress in infancy

Examples of what we are doing in Croydon

- Croydon's partnership Early Help offer delivers a range of evidence based programmes including parent support
- Parents are informed about activities and support through Best Start antenatal welcome evenings and through social media
- Improvements are being made to parks and recreational spaces to increase opportunities for play

Recommendations

20. Ensure maximum delivery of the health visiting development checks, from the antenatal visit to the 2 year check
21. Ensure all parents who may need additional support know what options are on offer and where to access them.
22. All practitioners working with children and families understand what toxic stress is, its sources and what impact it may have

HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 65

■ CHAPTER 4

INFANCY

PHYSICAL HEALTH NEEDS IN INFANCY

Immunisations, screening, breastfeeding, healthy diet, being active, being safe, good oral hygiene all contribute to a healthy start in life. [70]

The national childhood immunisation programme is offered to every child. Immunisation is a proven and cost effective way of eliminating damaging and life threatening infectious diseases. [20] Children who have not received all their immunisations are more likely to be admitted to hospital by nine months. [136]

What do we know about immunisation rates in Croydon?

Croydon is doing much worse than nationally. Taking MMR (Measles, mumps and rubella) as an example, the Croydon MMR vaccination rate in 2017/2018 for two doses by age five (required for full coverage) was **67%**, which is considerably lower than the national average of 87.2% (still far lower than the recommended 95%) and is no higher than the rate was five years ago. [8] There is a similar picture for the other childhood immunisations. [8] If we apply the current MMR percentage to the **6000** babies born in Croydon this year, we estimate that over **1500** babies will not receive two MMR doses by age 5 and other vaccines leaving them vulnerable to infections that can have very serious complications. Croydon had a number of measles cases during the outbreak in 2018.

Immunisation rates

Examples of what we are doing in Croydon
• An active Health Protection Forum (HPF) meets regularly to scrutinise immunisations and other health protection issues. Croydon is one of few areas to have such a forum
• Croydon Council obtained funding for a research project with the national behavioural insights team to understand the barriers to MMR uptake with Croydon

Recommendations
23. All GP practices to reach 95% of MMR immunisations
24. Implement comprehensive vaccination for vulnerable groups

We hear a lot about **breastfeeding BUT DID YOU KNOW** that breastfed babies are less likely to be overweight and obese or have type 2 diabetes? [137] Breastfeeding also helps bonding between mothers and their babies. [138] The cost to the NHS every year of treating just five types of illnesses linked to babies who were not breastfed is at least £48 million. [139]

The UK government recommends exclusive breastfeeding for around six months. [140] In England 74% of mothers start to breastfeed, with 44% breastfeeding at 6 weeks and only 1% exclusively breastfeeding until 6 months. [141]

Older mothers and some ethnics groups are much more likely to breastfeed whereas young, white mothers working in routine and manual jobs and who left education early are least likely to breastfeed. [139] Health inequalities experienced by mothers and children in low-income families would be reduced if babies were breastfed exclusively for the first six months. [141]

Breastfeeding supports families and communities[19]

Breastfeeding can help to reduce health inequalities for babies and improve their life chances

Breastfeeding can support family budgets – less illness and time off work, feeds babies for significantly less

Families benefit from the inherent relationship building that breastfeeding brings

Source: Source: PHE Commissioning Infant feeding service 2016 [139]

What do we know about breastfeeding rates in Croydon?

The number of babies who were breastfed at birth in 2016/2017 was 84%. Local data from the health visiting service shows that between January and March 2018 72% of babies (where breastfeeding status was known) were being breastfed at 6 to 8 weeks. Breastfeeding rates vary across the Borough with less than 40% of babies being breastfed in some areas at 6 to 8 weeks.

We have estimated that of the **6000** births expected this year, **1000** babies will not be breastfed from birth and at least **1300** of them will not be breastfed at 6 to 8 weeks.

EVIDENCE

Health and development benefits of breastfeeding

- Breastfed babies are 13% less likely to be overweight or obese and 35% less likely to have type 2 diabetes [145]
- Babies who are breastfed up to six months have higher test results at ages 7 and 11 [55]

Breastfed babies have lower rates of: gastroenteritis, respiratory infections, allergies, ear infections and tooth decay. [139]

Being physically active and having a healthy diet are important from the earliest stages of life. [70]

The UK Chief Medical Officer recommends at least three hours of movement every day from birth to five years. [142] Timely introduction to solid foods, a healthy family diet, along with physical activity are key to helping children maintain a healthy weight and healthy teeth. [143] [144] Surveys of children's weight and teeth at age five give us some idea about our success in helping Croydon children to be active and eat healthily.

Breastfeeding supports close and loving relationships which helps the baby's brain development

Source: PHE Commissioning Infant feeding service 2016 [139]

Breastfeeding in Croydon

Examples of what we are doing in Croydon

- There are baby cafes with peer supporters and breastfeeding clinics in different localities in the Borough
- There is a peer support programme in Fieldway / New Addington where low breastfeeding rates were identified

Recommendations:

25. Reset targets for increasing breastfeeding rates at 6 to 8 weeks and 6 months across the Borough and within particular localities
26. Achieve level 3 of the UNICEF Baby Friendly award
27. Turn Croydon into a breastfeeding friendly Borough, so women feel comfortable breastfeeding when they are out and about [139]

HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Early Experiences Last a Lifetime

ACTIVE CHILDREN ARE HEALTHY, HAPPY, SCHOOL READY AND SLEEP BETTER

- BUILDS **RELATIONSHIPS & SOCIAL SKILLS**
- MAINTAINS **HEALTH & WEIGHT**
- CONTRIBUTES TO **BRAIN DEVELOPMENT & LEARNING**
- IMPROVES **SLEEP**
- DEVELOPS **MUSCLES & BONES**
- ENCOURAGES **MOVEMENT & CO-ORDINATION**

Source: Adapted from UK Chief Medical Officer, 2011 [142]

What do we know about children's teeth in Croydon?

Five year olds in Croydon have higher than the average levels of tooth decay. [149] Over 28 % of five years olds in 2016/2017 had experienced tooth decay. [146] If this trend continues over **1700** of the **6000** babies born in Croydon this year will have tooth decay by the age of five which not only has an impact on them and their families, but puts them at increased risk of disease in their permanent adult teeth. [147]

What do we know about the children's weight in Croydon?

In 2017/2018 **995** children (21.9%) in Croydon were overweight or obese in reception, which is similar to the London average. [148] This is down from a peak of **1140** children (23.7%) in 2016 /2017 which was the highest number since 2011/2012. Children from more deprived areas and from black ethnic groups have the highest levels of overweight or obesity. [8]

If current trends continue **1300** of the **6000** babies born this year will be overweight or obese by the time they start school.

Child healthy weight, physical activity and diet

Examples of what we are doing in Croydon

- The early years providers (nurseries, childminders) are implementing a new programme to improve children's health (Healthy Early Years London)
- There are healthy weight and food sessions for parents and young children at Children's Centres
- Families, schools and early years providers are being encouraged to sign up to the Sugar Smart campaign

Recommendations

28. Review the Child Healthy Weight action plan in light of this report and amend to increase its focus on the first 1000 days

29. All families with young children, nurseries and other early years' providers to be encouraged to become Sugar Smart and their pledges monitored. For example nurseries and early years providers to only be giving children in their care water and milk to drink by 2020

30. Increase the numbers of young children who go to the dentist

31. Increase the numbers of eligible families claiming their healthy start vouchers for fruit and vegetables and vitamins from pregnancy (uptake is currently 63%).

PRE PREGNANCY   DAY 1 ●━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━● DAY 1000

Page 68
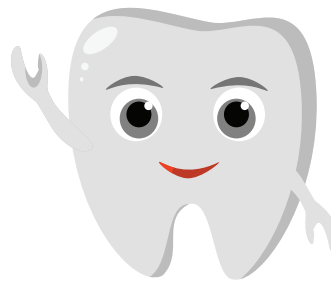
% measured children in Reception who were classified as overweight or obese 2014/15-2016/17
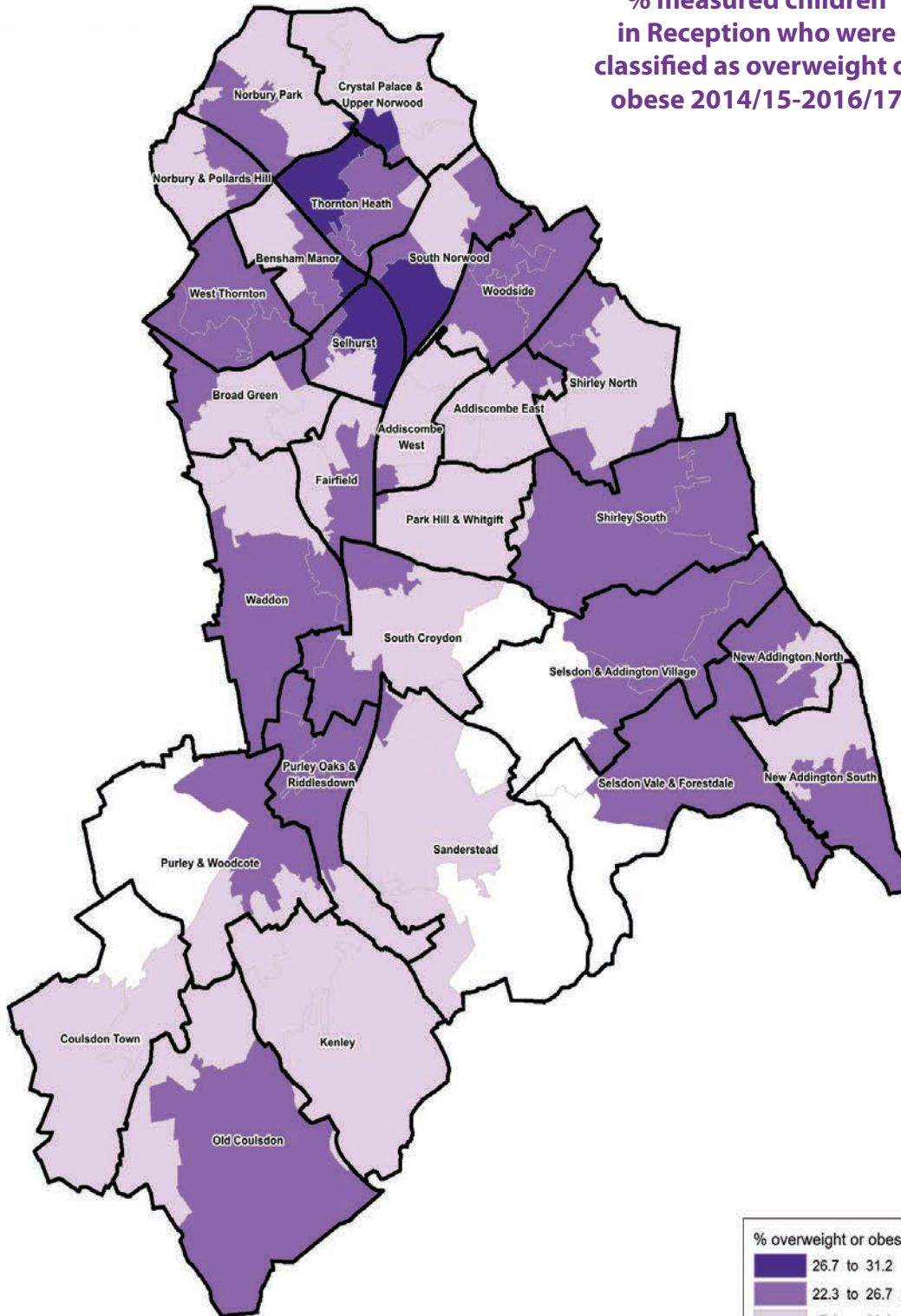
Map labels:
- Norbury Park
- Crystal Palace & Upper Norwood
- Norbury & Pollards Hill
- Thornton Heath
- Bensham Manor
- South Norwood
- West Thornton
- Woodside
- Selhurst
- Shirley North
- Broad Green
- Addiscombe East
- Addiscombe West
- Fairfield
- Park Hill & Whitgift
- Shirley South
- Waddon
- South Croydon
- Selsdon & Addington Village
- New Addington North
- Purley Oaks & Riddlesdown
- Selsdon Vale & Forestdale
- New Addington South
- Purley & Woodcote
- Sanderstead
- Coulsdon Town
- Kenley
- Old Coulsdon

% overweight or obese

Colour	Range	(n)
	26.7 to 31.2	(2)
	22.3 to 26.7	(19)
	17.9 to 22.3	(20)
	13.5 to 17.9	(3)

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- ENVIRONMENT
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- DISCRIMINATION, STRESS & TRAUMA

WE ARE SUGAR SMART Croydon

FOR THE FIRST TIME IN HUMAN HISTORY, THE WORLD HAS MORE PEOPLE THAT ARE OVERWEIGHT THAN UNDERWEIGHT

www.croydon.gov.uk/sugarsmart

Page 69

CHAPTER 5

ADVERSE CHILDHOOD EXPERIENCES

DID YOU KNOW that chronic or excessive stress in the early years can change brain and physiological development and cause long term damage over the life course? [(149)]

Adverse Childhood Experiences (ACEs) are a source of this chronic stress. ACEs include experiences such as abuse, domestic violence, neglect, homelessness, parental relationship breakdown, parental incarceration and substance misuse. [(149)] ACEs are common, with about half of the population reporting that they had experienced at least one ACE between the ages of 0 to 18 years and 8% experiencing four or more ACEs. [(149)] Many ACEs may be experienced in the first 1000 days of life.

Children who experience chronic stress from ACEs are more likely to develop antisocial and health harming habits and suffer from the earlier onset of chronic diseases as an adult. [(132)] The more ACEs a child experiences the higher the risk of developing these health harming behaviours and suffering poor adult health. [(134)]

ACEs affect children at all levels of income, however children growing up in poverty, are more likely to experience a greater number. [(24)(149)]

A UK study found that nearly 13% of children in the most deprived group experienced four or more ACEs compared to just over 4% in the least deprived group. [(150)] Furthermore, as poverty itself increases stress it is likely to heighten the risk of ACEs. [(24)]

A joint study with the WHO found that children who had experienced four or more ACEs compared with children who had experienced no ACES were:

• 30 times more likely to have attempted suicide

• 10 times more likely to have problem drug use

• 8 times more likely to have committed a crime

• 6 times more likely to have problem alcohol use

• 4 times more likely to have depression

• 4 times more likely to have been a teenage parent
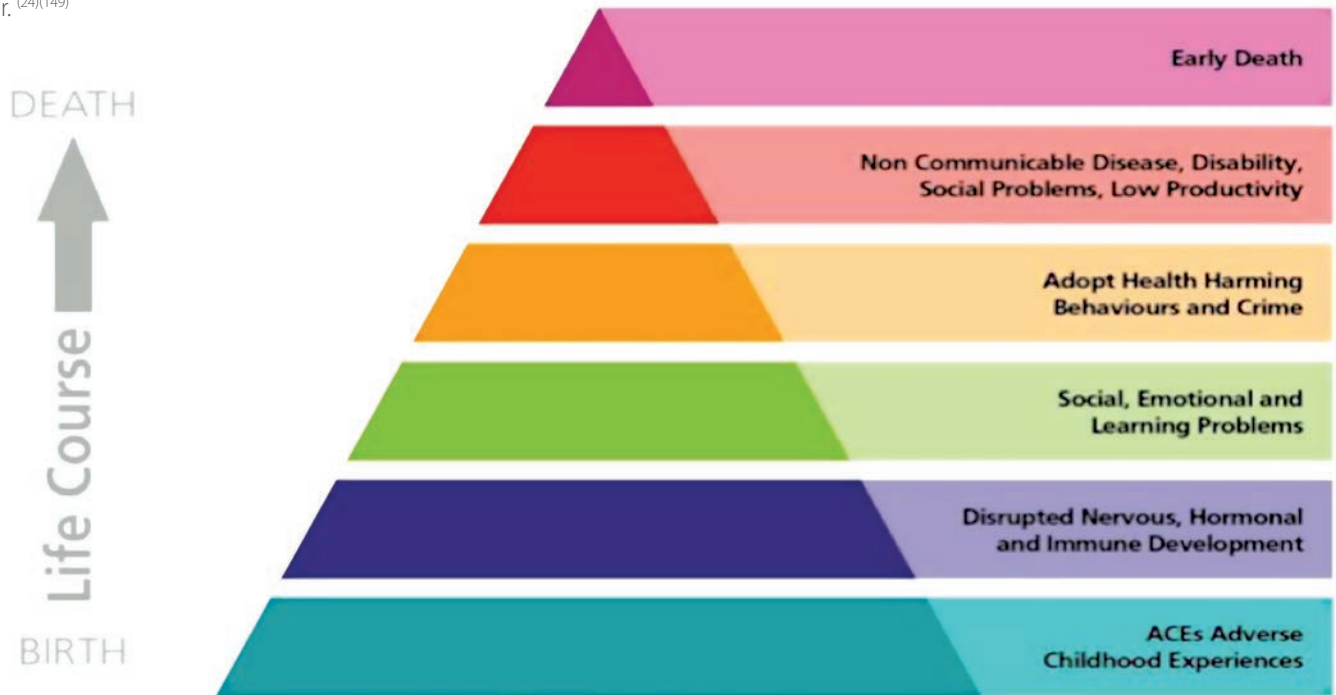
Source: Felitti 1998. CDC, Image credit to Warren Larkin Associates Limited

Page 70

People with four plus ACEs are more likely to have contact with health services than those with no ACEs. [150] [153] For example, 64% of those in contact with substance misuse services had more than 4 ACEs

- **2.1 x** more likely to have **visited their GP in the last 12 months**

- **2.2 x** more likely to have **visited A&E in the last 12 months**

- **2.3 x** more likely to have **more than ten teeth removed**

ACEs can also increase the risk to the child of asthma, gastrointestinal conditions and headaches; the higher number of ACES a child has, the greater number of health problems. [132]

It is incredibly important to emphasise that not everybody who experiences ACEs goes on to suffer from emotional and physical health problems.

Even children who have experienced multiple ACEs can, through resilience, transform potentially damaging stress into a more tolerable form. [154] A trusted adult, community support and cultural engagement can help the child develop the resilience and the capacity to thrive, despite growing up facing adversity. [2] [132]

ACEs AND RESILIENCE

Culturally Connected

Always Available Adult

Manage your behaviour and emotions

Guide your destiny and overcome Hardship

The Resilience Research Centre Adult Resilience Measure (RRC-ARM), Wales, 2017 The Resilience Research Centre Adult Resilience Measure (RRC-ARM), Wales, 2017

Source: Mark A. Bellis, WHO Collaborating Centre on Investment in Health and Well-being, Public Health Wales (2017)

Page 71

HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Early Experiences Last a Lifetime

ADVERSE CHILDHOOD EXPERIENCES

DID YOU KNOW that one of the reasons ACEs are not detected early is that professionals and the public were not aware of the links between adverse experiences in early childhood and later problems? [155]

Barriers To Early Detection

The client is unlikely to spontaneously disclose.

Professionals rarely ask about adversity directly.

The Professional is unsure of connection between psychological difficulties and ACEs and wants to avoid causing distress to the client or themselves.

Source: Lancashire NHS Foundation Trust [155]

What do we know about ACES experienced in Croydon?

Using national survey data, we estimate that of the **6000** babies born each year almost **500** (8.4%) will have experienced four or more ACEs by the time they reach 18 years, placing them at very much higher risk of experiencing worse outcomes as an adult.

Children born into deprived communities are more likely to experience multiple ACEs. Of the estimated 1,200 babies in the least deprived group, approximately **50** will experience 4 or more ACEs, whereas three times that number, **150** of the 1200 babies in the most deprived group will experience four or more ACEs. Using this same survey, we have estimated (below) the number of babies born in Croydon each year that will be affected by each type of ACE by the time they reach 18 years of age. Almost a quarter (**1,422** babies) will experience two or more of them. [152]

National survey responses applied to the 6000 children born each year- in Croydon

Alcoholism	9%	540
Drug abuse	4%	240
Mental illness	12%	720
Incarceration	4%	240
Domestic violence	12%	720
Physical abuse	14.3%	858
Parental separation	22%	1320

The studies of ACEs have largely focused on how they have impacted on adult health and behaviour. I would, however, like to reflect briefly on how ACEs may already be affecting adolescents in Croydon.

PRE PREGNANCY   DAY 1 ●————————————————————————————————● DAY 1000

Page 72

What do we know about vulnerable adolescents in Croydon?

There are adolescents in Croydon whose risky and health harming behaviours may have their origins in the chronic stress caused by ACES in earlier childhood. Children excluded from school and those admitted to hospital for self-harm and alcohol are two possible examples.

We do not have a complete picture but we know that in Croydon there were: (PHE, 2018)

223	first time entrants to the youth justice system (2017) [8]
1452	secondary school exclusions (2015/2016) [8]
91	admissions for substance misuse [7] in 15 to 24 years olds (2014/15- 2016/2017) [7]
166	hospital admissions as a result of self-harm among 10 to 24 year olds (2016/2017) [7]
56	admissions for alcohol specific conditions for under 18s (2014/2015 to 2016/2017) [7]
970	16 and 17 year olds not in education and training (2016) [7]

We have a range of opportunities to identify and support children at higher risk of multiple ACEs. To begin with, everyone working with children and their families' needs to understand that ACEs can have a profound impact on children and their life chances (155). Other key opportunities are reducing the underlying risk factors such as poverty, deprived neighbourhoods and poor housing and strengthening family relationships and community support so that where ACEs do occur each child has the capacity to thrive despite circumstances.

Adverse childhood experiences

Examples of what we are doing in Croydon

- The council and its partners are focusing on prevention, engagement with residents and using intelligence to target evidence based and cost effective approaches
- We are improving public realm through neighbourhood regeneration and increased use of parks and open spaces

Recommendations

32. Working as a partnership, develop evidence based actions to champion the importance of ACEs and the first 1000 days, and to identify and support children and families most vulnerable to ACEs

33. All (100%) of midwives and health visitors in Croydon to receive training around recognising and supporting families with risk of multiple Adverse Childhood Experiences by the end of 2019.

34. 1000 front line staff in the council, NHS police and voluntary sector to have training around Adverse Childhood Experiences, their causes and impact in 2019

HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 73

■ CHAPTER 6

MY RECOMMENDATIONS

I would like us all to ask ourselves: 'Do I know what impacts on the health of children in their first 1000 days of life? And what can I, or my organisation, do to reduce inequalities?'

My three high level principles are:

Know your role: We all have a role to play in helping children thrive during the first 1000 days - however we need to understand what this role is and how best we can contribute through a whole systems approach

Health in all policies: We all should shift the focus from managing ill health to creating the right conditions for good health through a health in all policies approach

Breaking the inequalities cycle: Tackling the socio- economic determinants of health - (such as jobs, homes, social cohesion, education, income) is key in reducing the inequalities in early years that, in turn, become inequalities across the life course. We all have a role to play in breaking this cycle

Throughout the report I have identified recommendations that will help us deliver these principles; some are specific and some more general that require further development and co-creation. (The full list is in appendix A) I recommend that the Health and Wellbeing take the responsibility for the oversight of these recommendations and the monitoring of their implementation and impact. My four key recommendations are:

1. Review, revise and join up the maternal mental health pathways from the community, and primary care, through midwifery and health visiting and other partners by 2019.

2. All (100%) of midwives and health visitors in Croydon to receive training around recognising and supporting families with risk of multiple Adverse Childhood Experiences by the end of 2019.

3. 1000 front line staff in the council, NHS, police and voluntary sector to have training around Adverse Childhood Experiences, their causes and impact, in 2019

4. Develop and Implement a plan of action for increasing the levels of awareness about pre pregnancy health and the importance of preparing for pregnancy by the end of 2019

EPILOGUE

Writing this report has reminded me how early in life inequalities start, and that no single person or organisation can change this on their own. We have to work together to ensure that no child is left behind. My aim in this report was to share the evidence and highlight what we can do to give Croydon's children the best possible chance.

I must stress again that the first 1000 days of a child's life is inextricably linked with the lives and health of their parents and carers, neighbourhoods and communities. It is hugely important to reduce the impact that social and economic factors such as poor housing, low income and deprived neighbourhoods have on perpetuating inequalities.

What a child experiences in the first 2 years can be passed on to their own children which can trap some families and communities in a cycle of poorer outcomes. This is wrong.

Everything I have read has underlined the importance of prevention in breaking this cycle and has shown that there are many things we can do together to make a difference for our children. I know that Croydon is up for the challenge

"Childhood, after all, is the first precious coin that poverty steals from a child" Anthony Horowitz

> **VOICE OF CROYDON'S FUTURE:**
> *'Women should breastfeed; Parents should make sure that they are in good health as well as their baby; They should keep in good shape and eat healthily; They should not neglect their child and make them feel loved and cared for'*
> *C, 13*

PRE PREGNANCY   DAY 1 ●━━━━━━━━━━━━━━━━━━━━━━━━● DAY 1000

Page 74

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A very special thanks to Andy Martin, deputy manager of the council's design team, for his patience and superb interpretation of my design ideas.

GIVE US YOUR FEEDBACK.

Do let me know your comments on the report, either by emailing me at **rachel.flowers@croydon.gov.uk**

or by post to:
**Croydon Council,
Public Health, Health, Wellbeing and Adults Department
2nd floor Zone E, Bernard Weatherill House
8 Mint Walk, Croydon, CR0 1EA**

HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 75

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HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 77

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Page 78

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HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 79

REFERENCES

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Page 80

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HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 81

APPENDIX A: THE RECOMMENDATIONS FROM DIRECTOR OF PUBLIC HEALTH REPORT 2018

Four key recommendations drawn from different chapters in the report

1. Review, revise and join up the maternal mental health pathways from the community, and primary care, through midwifery and health visiting and other partners by 2019.

2. All (100%) of midwives and health visitors in Croydon to receive training around recognising and supporting families with risk of multiple Adverse Childhood Experiences by the end of 2019.

3. 1000 front line staff in the council, NHS, police and voluntary sector to have training around Adverse Childhood Experiences, their causes and impact, in 2019

4. Develop and Implement a plan of action for increasing the levels of awareness about pre pregnancy health and the importance of preparing for pregnancy by the end of 2019

Recommendations from individual sections of the report

The setting for the first 1000 days

1. Ensure training raises awareness among staff of: the importance of the first 1000 days and pre pregnancy health; the impact of wider determinants such as poverty and how they can make a difference in their role for children and their families

2. Use population and community level intelligence at borough and locality level to target resources and services to those Young parents

3. Provide senior strategic support from across the partnership to the borough's teenage pregnancy action plan and ensure that its work is widely understood and linked to other strategies and programmes

4. Increase awareness among young people of all sexes of the importance of being healthy before pregnancy and planning pregnancies through implementation of the teenage pregnancy action plan and maximising the opportunities created by the statutory changes both in SRE (sex and relationship) education and in PSHE (personal, social, health and economic) education

5. Ensure the findings of Croydon's Vulnerable Adolescent Mental Health deep dive are acted upon to identify when, where and how to provide support to children and teenagers

Knowledge about pre-pregnancy health and planning for pregnancy

6. All agencies to maximise their use of existing opportunities to raise awareness of the importance for both parents of planning for pregnancy and addressing health issues before becoming pregnant.

7. Use existing and new media to promote pre-pregnancy health messages, particularly about smoking and being overweight or obese for people living and working in Croydon

Smoking and pregnancy

8. Develop a pathway for pregnant smokers and their partners into smoking cessation support that is opt out rather than opt in

9. Identify the groups continuing to smoke through pregnancy and review the evidence base to identify the best approaches for helping them to stop smoking

10. Develop a smoke free homes programme with social and private landlords

Parental weight, diet and nutrition

11. Continue to provide senior strategic support to the partnership's Healthy Weight steering group, and ensure its work plan includes pre pregnancy health.

12. Ensure that all programmes that promote pre-pregnancy health (see previous recommendation box) include key messages around the importance of being a healthy weight and having a healthy diet before pregnancy.

13. Incorporate the recommendations of the London Mayor's Food Strategy (due to be published in December 2018) into local plans

Mental health in pregnancy and beyond

14. Review, revise and join up the maternal mental health pathways from the community, and primary care, through midwifery and health visiting and other partners by 2019.

15. Ensure all staff have the skills to identify parents and prospective parents with potential mental health concerns and are able support and signpost them appropriately

16. Ensure that all programmes that promote pre-pregnancy health (see previous recommendation box) address mental health concerns before pregnancy.

Page 82

Relationships, social support and excess stress during pregnancy

17. Review the effectiveness of the current arrangements for identifying women who need more social support and make recommendations to address any system wide gaps that are identified.

18. All (100%) of midwives and health visitors in Croydon to receive training around recognising and supporting families with risk of multiple Adverse Childhood Experiences by the end of 2019.

19. 1000 front line staff in the council, NHS police and voluntary sector to have training around Adverse Childhood Experiences, their causes and impact in 2019

Positive environments, child development and stress in infancy

20. Ensure maximum delivery of the health visiting development checks, from the antenatal visit to the 2 year check

21. Ensure all parents who may need additional support know what options are on offer and where to access them.

22. All practitioners working with children and families understand what toxic stress is, its sources and what impact it may have

Immunisation rates in Croydon

23. All GP practices to reach 95% of MMR immunisations

24. Implement comprehensive vaccination for vulnerable groups

Breastfeeding in Croydon

25. Reset targets for increasing breastfeeding rates at 6 to 8 weeks and 6 months across the Borough and within particular localities

26. Achieve level 3 of the UNICEF Baby Friendly award

27. Turn Croydon into a breastfeeding friendly Borough, so women feel at ease to breastfeed when they are out and about (PHE, 2016)

Child healthy weight

28. Review the Child Healthy Weight action plan in light of this report and amend to increase its focus on the first 1000 days.

29. All families with young children, nurseries and other early years' providers to be encouraged to become Sugar Smart and their pledges monitored. For example nurseries and early years providers to only be giving children in their care water and milk to drink by 2020

30. Increase the numbers of young children who go to the dentist

31. Increase the numbers of eligible families claiming their healthy start vouchers for fruit and vegetables and vitamins from pregnancy (uptake is currently 63%).

Adverse childhood experiences in Croydon

32. Working as a partnership, develop evidence based actions to champion the importance of ACEs and the first 1000 days, and to identify and support children and families most vulnerable to ACEs

33. All (100%) of midwives and health visitors in Croydon to receive training around recognising and supporting families with risk of multiple Adverse Childhood Experiences by the end of 2019.

34. 1000 front line staff in the council, NHS police and voluntary sector to have training around Adverse Childhood Experiences, their causes and impact in 2019

HOUSING

NEIGHBOURHOODS

ENVIRONMENT

EDUCATION

INCOME & WORK

HEALTHCARE

SOCIAL SUPPORT AND COMMUNITY NETWORKS

DISCRIMINATION, STRESS & TRAUMA

Page 83

WE ARE CROYDON

EARLY EXPERIENCES LAST A LIFE TIME

The first 1000 days from conception to the age of 2

DIRECTOR OF PUBLIC HEALTH
ANNUAL REPORT 2018

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REPORT TO:	Cabinet
	19 November 2018
SUBJECT:	Community Safety Review - First Findings and Next Steps
LEAD OFFICER:	Shifa Mustafa, Executive Director of Place
CABINET MEMBER:	Cllr Hamida Ali, Cabinet Member for Safer Croydon & Communities
WARDS:	All

CORPORATE PRIORITY/POLICY CONTEXT

The Corporate Plan (2018-2022) under the objective "Everyone feels safe in their street, their neighbourhood, their home" committed to work in partnership to develop a public health approach to tackling serious youth violence and knife crime." This report updates progress to date and proposes next steps.

FINANCIAL IMPACT

There are no direct financial impacts from the interim report. Should the detailed work carried out in any of the proposed work streams identify a financial impact this will be raised in due course.

FORWARD PLAN KEY DECISION REFERENCE NO.: N/A

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

1. **RECOMMENDATIONS**

    The Cabinet is recommended to:

1.1   Agree the adoption of a public health approach to tackling serious violent crime as described at 3.6 and 3.7 of the report in accordance with the commitment in the Corporate Plan.

1.2   Note improvements in violent crime figures set out at 3.2 of this report.

1.3   Note the proposal for a work stream to create a Violence Reduction Unit as described in paragraph 3.5.

1.4   Note the revised approach to the Safer Croydon Partnership and the positive results arising from this.

1.5   Note the initial findings of an interim review into community safety appended at A and agree the proposed principles for community safety services as set out in 3.5 of this report and in 4.0 and 5.0 of Appendix A.

1.6   Note that detailed proposals arising from the review be further taken forward in accordance with the work-streams proposed at 2.7 of this report.

1.7   The Cabinet Member for Safer Croydon and Communities in conjunction with the Executive Director of Place will lead all these work-streams and manage the newly configured Violence Reduction Unit initially comprising the services set out a 3.5 of this report during this ongoing review period.

2. **EXECUTIVE SUMMARY**

2.1   The Corporate Plan (2018-2022) made a commitment to deliver a public health approach to serious violent crime. The Community Safety review sets out how, through a reshaping of the Safer Croydon Partnership and proposed changes in the organisation and focus of Council services, this is going to be delivered and progress to date.

2.2   The review identified encouraging progress in serious violent crime statistics, early wins from the reshaped Safer Croydon Partnership and considered best practice and new directions locally and nationally in order to shape next steps. This report sets out the initial results of the review and areas for further action.

2.3   The review concludes that the Council's approach to community safety services in terms of policy and objectives is clear, strategic, well documented and resourced. The new model for the Safer Croydon Partnership is already bringing benefits and there is progress against stated objectives. This progress matches agreed priorities.

2.4   Some enhancements to approach and organisation are suggested to further improve impact and increase the emphasis on youth crime and violence reduction. This report seeks endorsement to the key influences to be integrated in the new approach as described at 3.5 below and in more detail in Appendix A. If agreed, staff and partnership consultation would follow and work-streams will be set up to work out details and practicalities for implementation.

2.5   The scope of this review is as follows:

        Referencing national best practice on making a positive impact on crime (including that of Glasgow and the public health approach) and identifying current themes and influences, this review will look at approaches, processes, cultures and ways of organising resources and activity that can improve the impact that Croydon Council makes as a whole organisation in achieving Community Safety's Strategy's stated objectives - in order to both reduce crime and to ensure leading edge approaches to prevention are taken locally to reduce future crime.

2.6   In order to manage the work arising from these revised directions it is proposed that a series of programme managed work streams led by the Cabinet Member for Safer Croydon and Communities and the Executive Director of Place further research the initiatives and oversee a process of implementation.

2.7   The work streams that will be established are:

        a)   New directions – policy to practice - prevention, diversion, public health, Gateway operating model, longevity of approach, neighbourhood working and regeneration and any other emerging priorities such as modern day slavery.

        b)   The creation of a Violence Reduction Unit and the programme of multi agency actions, programmes, funding and activity to support it.

        c)   Creation of a data hub with the aim of enhanced use of data, intelligence, analysis and tasking functions.

        d)   Designing and running an effective S17 community safety audit.

        e)   Improving operational efficiency and culture in community safety services.

3.   THE REVIEW

3.1   Reductions in Crime Statistics

3.2   The Safer Croydon Partnership reports a number of recent successes with regard to serious violent crime for example;

- A reduction in reoffending by offenders under the partnerships integrated offender management cohort to just 17% against a target of 34% (less is better);
- A 11.9% reduction in ASB calls to the Police; and
- A 29% drop in deliberate arson incidents

There have also been reductions in youth violence related offences. Following the partnership restructure Croydon has seen sustained improvements to its violent crime figures, specifically since February 2018. Comparing October 2017 to September 2018 to the previous 12 months the following trends are noted:

- Knife Crime – has dropped by 3.4% compared to a 7.9% increase across London. Croydon's position in London has improved from 8th to 11th by volume and 17th out of 32 boroughs by per 1,000 population rate.

- Knife Crime with Injury Victims Aged 1-24 – Croydon has seen a -18.3% reduction compared to a -1.6% decrease across London. Croydon's position has improved from 5th to 7th highest in London by volume between August and September 2018 and is 15th highest by rate per 1,000 of residents aged 1-24.

- Serious youth violence – Croydon is seeing a -6.3% reduction compared to a 0% change across London. Although Croydon remains the highest ranking borough by volume, although it is ranking per 1,000 population has improved from 10th in July to 13th in September 2018.

3.3   As a result Croydon's approach towards tackling Serious Youth Violence was cited as an example of good practice by the Metropolitan Police Service, London Councils and the Mayors Office for Policing and Crime (MOPAC).at the London Knife Crime Summit, held by the London Mayor on 27th June 2018. This reflects an increasing trend in recognition of the work being carried out in Croydon around this priority including by London Councils, MOPAC, the Greater London Authority (GLA), and the Metropolitan Police Service (MPS), for example at the recent Home Office Serious Violence Engagement Event on the 8th October 2018.

3.4   Emerging Themes

The Council and partnership are making progress. Since the review of the Safer Croydon Partnership there have also been further changes locally, nationally and sub regionally. A series of themes for future direction have been identified including:

- Prevention and a public health approach
- Neighbourhood, regeneration and locality focus
- Effective use of data, intelligence and tasking
- Continuity and longevity of approach
- Tackling dwindling resources
- Strengthening strategic approach

This review explores these themes in more detail and makes the following key proposals for endorsement.

3.5   Creation of a Violence Reduction Unit and a Public Health Approach to Serious Violence

This report proposes the creation of a Violence Reduction Unit replacing the previous community safety grouping. This - in accordance with the commitment set out in the Corporate Plan (2018-2022) - will adopt a public health approach to serious youth violence and lead this new approach. It will work with others to revise wherever applicable services and activities so that violence is prevented, through identifying and working on root causes. Initially it will comprise Community Safety Policy and Partnerships, the Prevent, Anti-Social Behaviour, CCTV and Family Justice Services reporting to the Executive Director of Place. Following the adoption of this report the work of these and commissioned services will be reviewed to ensure direction is aligned with violence reduction and public health objectives.

3.6   A Public Health Approach

3.6.1   The Council's Corporate Plan has already committed to taking a public health approach to serious violent crime. A public health approach focuses on tackling the root causes of violence as well as preventing or mitigating its impacts. It involves communities and partners in designing and evaluating interventions that are relevant to the social, economic and physical geography and the end results are system wide.

3.6.2   A number of cities including Birmingham, Glasgow and Lambeth have adopted a public health approach to serious violence and there is evidence that this approach has reduced violence through preventing both the triggers for violence and the propensity to be involved in violence. The work has involved a wide range of partners across the health system, local government services, the criminal justice system and voluntary sector working at different times in the life of the perpetrator (or potential perpetrator).

3.6.3   Each serious violent crime originates from a much wider and deeper set of issues for example - inequality, poverty, families with multiple and complex needs, the vulnerability of young people and violence is perhaps the most serious symptom of these deeper issues. In researching and identifying these symptom and their causes in the local area there will be implications for a whole range of policy areas and agencies.

3.6.4 This report initiatives a work stream of activity to review all delivery and operations with a view to moving both the Council and external agencies where possible to this public health approach.

4. CONSULTATION

4.1 Informal consultation was carried out with council staff within community safety; Cabinet members; and other Council staff. These staff, and others in mainstream services will continue to be consulted and involved as the work-streams progress. All of the proposals will involve talking to partner and community organisations and taking their views on board.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 There are no direct financial implications from the recommendations of this report. All proposed changes in resource allocation relate to a reallocation of current resources rather than any growth and will be met from the existing budget.

Should the detailed work from any of the work streams identify a financial impact in addition to existing budget this will be managed through the budget monitoring and cabinet reporting process.

5.2 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 with the exception of the proposals to establish a new multi-disciplinary multi-agency unit (the "Violence Reduction unit"), there are no direct legal implications arising from the recommendations within the report. In relation to the proposals around the Violence Reduction Unit, this will require separate legal advice around, among other matters, governance arrangements for the entity; information management and data protection implications (including GDPR); management structure and reporting lines; responsibilities of various participant agencies and overall structure. In addition, if it is proposed to delegate any statutory functions to such a unit, this will also require specific legal advice and approvals from the various participant agencies.

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

7. HUMAN RESOURCES IMPACT

7.1 Staff in the previous Safety division of the Place Directorate have been affected by the merger of the Safety and Streets divisions. This review begins the

process of confirming management arrangements for those staff in Community Safety. Until the full review is completed these staff will be managed by the Executive Director of Place. When and if there are human resources implications arising from the activity in the work-streams then appropriate consultation and due process will be followed.

7.2 Staff in the Anti-Social Behaviour Unit will change line management to form part of the new Violence Reduction Unit.

7.3 Approved by: Sue Moorman on behalf of the Director of Human Resources

8. EQUALITIES IMPACT

8.1 The Council's Corporate Plan and the partnership plans for Community Strategy and Community Safety have undergone extensive review in relation to ensuring that equalities considerations are taken on board. The Community Safety Review will help the Council meet its equality objectives around Community Safety

8.2 This report commits to detailed consultation with staff and partners with regard to integrating new policy influences and making operational changes.

8.3 The reports also identify opportunities to do more in relation to making positive early interventions, to preventing violence, working locally with partners and community. Further analysis will need to be undertaken to ascertain the potential impact on groups that share a protected characteristic

8.4 An equality analysis was undertaken to assess any proposed impact on groups that share a protected characteristic. This found that work to ensure the policy and practice is focused on early intervention and prevention of violence, targeted to localities and is using better quality information to diagnose problems and target activities and resource allocation will have a positive impact on groups with protected characteristics. Further analysis will need to be undertaken for workstreams to identify and mitigate any potential negative impact on protected groups.

Approved by: Yvonne Okiyo, Equalities Manager

9. ENVIRONMENTAL IMPACT

9.1 This report mainly addresses the effective use of human resources and activity but in doing so it seeks to minimise waste in any form which will hopefully in due course have a positive impact on the environment.

9.2 Ultimately the objective in maximising positive impact of the Safer Croydon Partnerships Community Safety Strategy is to enhance life chances, reduce crime and fear of crime and maximises positive life choices. Again ultimately this may result in positive behaviours which could have an environmental benefit.

10. CRIME AND DISORDER REDUCTION IMPACT

10.1 Section 17 of the Crime and Disorder Act 1998 states that without prejudice to any other obligation imposed on it, it shall be the duty of the Council to exercise its various functions with due regard to the likely effect of the exercise of those functions, and the need to do all that it reasonably can to prevent crime and disorder in its area.

10.2 This entire report deals with the objectives of the strategy for the reduction of crime and disorder in the area and the effective organisation of resource to achieve this. All activity described and planned is intended to ensure greater positive impact of the Council's community safety strategy.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 In accordance with the scope for this review all proposed actions are intended to identify approaches, processes, cultures and ways of organising resources and activity that can improve the impact that Croydon Council makes as a whole organisation in achieving Community Safety Strategy stated objectives - in order to both reduce crime and to ensure leading edge approaches to prevention are taken locally to reduce future crime.

12. OPTIONS CONSIDERED AND REJECTED

12.1 The ongoing work streams will consider other options as appropriate and report as appropriate in due course.

CONTACT OFFICER: Gill Davies, Interim Project Director - Place

APPENDICES TO THIS REPORT: Appendix 1 – Initial Review
Appendix 2 – Map of Community Safety Partnership influencers and activity

BACKGROUND PAPERS: None

SUPPORTING DOCUMENTS:

- Local Strategic Partnership Community Plan (2016-2022)
- Corporate Plan (2018-2022)
- Community Safety Strategy (2017-2020)
- Community Safety Strategic Assessment
- Domestic Abuse and Violence Strategy (2018-2021)
- Local Strategic Partnership Youth Plan

COMMUNITY SAFETY INTERIM REVIEW

1.   Summary

1.1   The Corporate Plan (2018-2022) made a commitment to deliver a public health approach to serious violent crime. This review sets out how through a reshaping of the Safer Croydon Partnership and proposed changes in the organisation and focus of Council services this is going to be delivered.

1.2   The review identified encouraging progress in serious violent crime statistics, early wins from the reshaped Safer Croydon Partnership and considered best practice and new directions locally and nationally. This report sets out the initial results of the review and areas for further action.

1.3   The review concludes that the Council's approach to community safety services in terms of policy and objectives is clear, strategic, well documented and resourced. The new model for the Safer Croydon Partnership is already bringing benefits and there is progress against stated objectives. This progress matches agreed priorities.

1.4   Some enhancements to approach and organisation are suggested to further improve impact and increase the emphasis on youth crime and violence reduction. This report seeks endorsement to some principles of a new approach. If endorsed, staff and partnership consultation would follow and work-streams would be set up to work out details and practicalities for implementation.

1.5   The scope of this review was devised following consultation with staff, member and the Cabinet members. The scope is as follows:

Referencing national best practice on making a positive impact on crime (including that of Glasgow and the public health approach) and identifying current themes and influences this review will look at approaches, processes, cultures and ways of organising resources and activity that can improve the impact that Croydon Council makes as a whole organisation in achieving Community Safety Strategy stated objectives - in order to both reduce crime and to ensure leading edge approaches to prevention are taken locally to reduce future crime.

1.6   The intention of this review is to set outline directions for community safety within the central "community safety" services and the Council as a whole - and that these principles be subject to future community and partnership consultation.

1.7   The review recommends three main policy focus areas to support the Community Safety work in the borough in future, namely:

- A focus on prevention
- A focus on a public health approach to a violence reduction and serious youth violence
- Establishing a long term approach and continuity of intervention

These areas are all explored in more detail in the body of the report at paragraph 4.

1.8 The policy focus areas and the analysis within the review has allowed the development of the following organisation recommendations for consideration by Members:

- Creation of a new Violence Reduction Unit as detailed more fully in paragraph 4.1 c)
- Creation of a high quality analytical, intelligence and tasking function within the new Violence Reduction Unit as detailed in paragraph 5.1.12
- Ongoing implementation of a locality approach
- Making best use of external resources via commissioning and improving internal resources such as ICT.
- Using upcoming audit to promote the work and new approaches detailed in the review

1.9 <u>Implementation</u>

As stated the intention of this review is to set outline directions for community safety within the central "community safety" services and the Council as a whole - and that these principles be subject to future community and partnership consultation. In order to manage the work arising from these revised directions it is proposed that a series of programme managed work streams led by the Cabinet Member Safer Croydon and Communities and the Executive Director Place further research the initiatives and oversee a process of implementation.

2. **The Review**

2.1 **Scope of the Review**

2.1 1 The scope of this review was as follows:

Referencing national best practice on making a positive impact on crime (including that of Glasgow and the public health approach) and identifying current themes and influences this review will look at approaches, processes, cultures and ways of organising resources and activity that can improve the impact that Croydon Council makes as a whole organisation in achieving Community Safety Strategy stated objectives - in order to both reduce crime and to ensure leading edge approaches to prevention are taken locally to reduce future crime.

2.1.2 The review has been an internal one and officers have conducted in depth interviews with key Council staff combined with desk research. Members and officers also conducted research and fact finding including a series of visit as well as paper research. So far the team has visited Glasgow and reviewed current developments, existing policies and interviewed key members of staff and Members. This research and fact finding visits will continue.

3. **Policy Review**

3.1 Relevant Reports and Studies

The Council and partners priorities and outcomes for the borough are set out in the Community Plan (2016-2021) developed and adopted by the Local Strategic Partnership (LSP). The LSP's current focus is on young people and a Youth Plan is being developed.

3.2 In the Community Safety Strategy (2017-2020) adopted by the Safer Croydon Partnership the following objectives were identified:

- *To reduce the overall crime rate in the borough; focus on violent crime and domestic abuse.*
- *To improve the safety of children and young people.*
- *To tackle anti-social behaviour and environmental crime.*
- *To improve public confidence and community engagement*

3.3 Both the Community Plan and the Community Safety Strategy have been informed by comprehensive needs assessments.

3.4 The community safety partnership itself has been subject to a recent review carried out by the partnership which has resulted in a revised partnership management structure that strengthens focus around the key priorities, is more transparent and less cumbersome.

3.5 In addition the Council and partners have agreed and adopted a Domestic Abuse and Violence Strategy (2018-21).

3.6 All of these priorities and the action plans associated with them have been captured in the Council's Corporate Plan (2018-2022) and the local operational Service Plans of the relevant community safety and most mainstream services. In turn these priorities have then been largely set out in individual's work plans.

3.7 This review found clear evidence that this "golden thread" of a cascade of policy, plans and actions was up to date, relevant and operational.

3.8 The Review of the Safer Croydon Partnership

In June 2017 the Safer Croydon Partnership (SCP) adopted a new Safer Croydon Strategy which set out five new strategic objectives identified through the annual strategic assessment process with due regard for the Mayor's Office for Policing and Crime's (MOPAC) 2016-2020 Police and Crime Plan. The objectives identified included;

- Violent Crimes, including domestic and sexual violence
- Safety of children and young people
- Improving public confidence and community engagement
- Anti-social behaviour and environmental crime
- Improving support and reducing vulnerability for all victims of crime; focus on hate crime

3.9   These represented a significant departure from the Mayors focus on acquisitive crime captured within the 'MOPAC 7' basket of crimes. Recognising that the current partnership structure was due for review it was agreed that the partnership would review the existing framework and governance processes and make recommendations in order to ensure the partnership was fit for purpose – i.e. able to deliver on the strategic outcomes it had committed to achieving by 2020.

3.10   This was conducted through a review including key stakeholders which assessed the ability of the partnership to deliver against the partnership's new strategic objectives. This process identified the following recommendations to inform the review of the Safer Croydon Partnership including;

- A new partnership structure with the creation of new programme boards responsible for the delivery of each of the thematic priorities set out in the 2017-2020 strategy, with chairs drawn from across the partnership member agencies.

- A refreshed Safer Croydon Executive board membership with senior representatives from the statutory partners accountable for the delivery of the 2017-2020 strategy.

- A new terms of reference setting out the role and responsibilities of all members and improving transparency over decision making and accountability.

- New performance key performance indicators (KPI's) to reflect the Partnerships' priorities, linked to thematic action plans and owned by the partnership programme boards, whose chairs will be held to account by the board for delivery of these and projects resourced through the MOPAC London Crime Prevention Fund,

- Pro-active engagement with other strategic partnerships (e.g. Safeguarding Boards etc.), to prevent duplication or gaps and improve the brokerage of resources to tackle overlapping issues.

3.11   Implementation of New Structure
       The revised structure of the partnership was agreed by the Safer Croydon Partnership Executive in October 2017, with the intention to fully implement the new structure before the start of the new financial year. This was achieved with the exception of the formal appointment of Voluntary Community Sector (VCS) representatives on every board. The voluntary sector representatives were identified via an election process managed by Croydon VCS infrastructure partners that was not completed until May 2018.

       The final structure can be seen below:

Organisation chart: Safer Croydon Partnership (connected by dashed line to Safer Neighbourhood Board), with the following programme boards and sub-groups:

- **Domestic and Sexual Violence**
  - Multi Agency Risk Assessment Conference
  - Domestic Homicide Review Panels
  - Female Genital Mutilation Steering Group
- **Youth Crime and Safety**
  - Gangs & Serious Youth Violence
  - Community Local Intelligence Panel (tbc)
- **Managing Offenders**
  - Integrated Offender management
  - Multi-agency public protection arrangements
- **Anti-social behaviour and enviro crime**
  - Joint Action group
  - Antisocial Behaviour Forum
  - Safer Streets
  - Risk & Vulnerability Management Panel
- **Confidence and community engagement**
  - Prevent Delivery Board
  - Channel

3.12   The SCP has moved to this new structure and whilst it is still relatively early days and there is much work still to do there is positive feedback from partners and Council on the new approach and enhanced focus.

3.13   An Update on Partnership Progress Tackling Serious Youth Violence

3.13.1 One of the key priorities of the partnership was the re-establishment of a Gangs and Serious Youth Violence board in November 2017, reporting into the Youth Crime and Safety board. This replaced the Serious Youth Violence task and finish group set up to tackle the issue during the review of the partnership. The key role of the board was to develop and coordinate the implementation of a multi-agency action plan to tackle the issue. This plan was refreshed the start of the 2018-19 financial year using input from stakeholders (including feedback from young people at Youth Congress and VCS Serious Youth Violence forum) and best practice from organisations such as the Early Intervention Foundation, alongside evidence drawn from a local Serious Youth Violence analytical profile.

3.13.2 Outcomes and Progress to Date

        The new structure of the partnership has provided greater accountability and transparency to the delivery activity of the programme board. In addition to written updates at every meeting one of the programme board chairs and project leads are called in provide an in-depth presentation to the executive members at every meeting. The board also has a new dashboard of 47 KPIs to track the delivery of the partnership's objectives mapped across the strategic themes. The partnership has had a number of successes for example;

- A reduction in reoffending by offenders under the partnerships integrated offender management cohort to just 17% against a target of 34% (less is better).
- A 11.9% reduction in ASB calls to the Police
- A 29% drop in deliberate arson incidents
- Falls in youth violence related offences (see section 3.13.6).

3.13.3 One of the outcomes the partnership was looking to improve was to improve the reporting rates of hate crimes which had dropped by 15% over the last 12 months. The aim of the partnership is to increase reported offences as hate crime is known to be under reported. Although some of this drop is due in part to the tailing off of a national increase in hate crimes following the referendum, the Safer Croydon Partnership will be looking at how to tackle specific issues such as the drop in reported disability related hate crimes.

3.13.4 <u>Serious Youth Violence (SYV) Outcomes</u>
The Gangs and SYV group has continued to deliver the Borough's action plan which has over fifty actions to be delivered under five themes including; Prepare; Plan; Prevent; Protect and, Pursue. The plan incorporates a wide range of activity ranging from the creation and funding of dedicated SYV early intervention workers through to funding of physical improvements identified as risky locations for violence using S.106 (planning) capital.

3.13.5 Prior to the community safety partnership restructure the Borough had been identified by MOPAC as a priority borough due to the volume and rate of increase of serious youth violence. In the 12 months up to August 2017 Croydon had seen a;

- 59% rise in knife crime
- 18.8% rise in Knife Crime with Injury Victims Aged 1-24
- 18.5% rise in Serious youth violence

3.13.6 Following the partnership restructure Croydon has seen sustained improvements to its violent crime figures, specifically since February 2018. Comparing October 2017 to September 2018 to the previous 12 months.

- Knife Crime – has dropped by 3.4% compared to a 7.9% increase across London. Croydon's position in London is has improved from 8th to 11th by volume and 17th out of 32 boroughs by per 1,000 population rate.
- Knife Crime with Injury Victims Aged 1-24 – Croydon has seen a -18.3% reduction compared to a -1.6% decrease across London. Croydon's position has improved from 5th to 7th highest in London by volume between August and September 2018 and is 15th highest by rate per 1,000 of residents aged 1-24.
- Serious youth violence – Croydon is seeing a -6.3% reduction compared to a 0% change across London. Although Croydon remains the highest ranking borough by volume, although it is ranking per 1,000 population has improved from 10th in July to 13th in September 2018.

3.13.7 As a result Croydon's approach towards tackling Serious Youth Violence was cited as an example of good practice by the Metropolitan Police Service, London Councils and the MOPAC.at the London Knife Crime Summit, held by the London

Mayor on 27th June 2018. This reflects an increasing trends of recognition of the work being carried out in Croydon around this priority including by London Councils, MOPAC, the GLA, and the MPS, for example at the recent Home Office Serious Violence Engagement Event on the 8th October 3018.

3.13.8 Since the review of the Safer Croydon Partnership nearly a year ago there have been further changes locally, nationally and sub regionally. Set out below is a summary of these directions and some suggestions as to how these too can be integrated into practice.

4.   Review - Horizon Scanning and Emerging Policy Themes

4.1   The objectives in the Community Safety Strategy remain relevant and appropriate. In terms of emerging themes the following were identified:

a) ***The focus on prevention, diversion and a new operating model.*** As stated in the Council's Corporate Plan (2018-2022) the Gateway approach "*aims to improve outcomes for our residents and reduce the demand on our services*" "*working in a holistic preventative way in response to whole family needs.*" The Community Safety Strategy already puts heavy emphasis on prevention.

b) ***The public health approach to serious violent crime and a focus on youth and serious violent crime*** The Community Safety strategy already includes a clear priority around tackling violent crime and youth violent crime. The Corporate Plan also states " We believe treating youth violence as a public health issue is the best way to make a difference."

There is some dispute and a number of interpretations regarding what is meant by a public health model, including the use of the term "public health" itself. Where there seems to be broad consensus is that a public health approach focuses on tackling the root causes of violence as well as preventing or mitigating its impacts. In order for this approach to be truly effective it needs to involve communities and partners in designing and evaluating interventions that are relevant to the social, economic and physical geography and the end results should be system wide shared direction and actions driven by strong leadership.

A number of cities including Birmingham, Glasgow and Lambeth have adopted what they describe as a public health approach to serious violence and there is some evidence that this approach has reduced violence through preventing both the triggers for violence and the propensity to be involved in violence. The work has involved a wide range of partners across the health system, local government services, the criminal justice system and voluntary sector working at different times in the life of the perpetrator (or potential perpetrator).

The model's working assumption is that each serious violent crime arises and originates from a much wider and deeper set of issues for example inequality, poverty, families with multiple and complex needs, the vulnerability of young people and concludes that violence is perhaps the most serious symptom of these deeper issues. Researching and identifying these symptom and their causes in the local area can give rise to implications for a whole range of policy areas and agencies.

It is proposed that this working assumption is adopted by the services associated with community safety and it is for this reason that it is proposed that a Violence Reduction Unit is created (see below).

The recent Serious Case Reviews and the themed Serious Case review focused on vulnerable adolescents which is being led by the Safeguarding Board will also be a source of considered recommendations for areas requiring attention with respect to early intervention and prevention.

c) *Creation of a Violence Reduction Unit and approach* The causes of youth violence are many and include familial, social, and economic factors. While the potential influence that parents, family members, and other adults can have in pushing a young person toward violence is important, the influence of schools and in particular of peer groups is also significant in shaping the attitudes and behaviours of children toward violence. Changing a culture of violence will take time, as will strengthening collaboration and commitment from partners within the Council, Police, the wider criminal justice system, health and voluntary sector organisations.

The creation of a multi-agency, multi-disciplinary Violent Reduction Unit would provide the focus to coordinate activity across local partnerships to deliver improved long term outcomes for young people across these themes. The unit would need to have the ability to influence, co-ordinate and in some instances deliver services and interventions that would enable the borough to deliver a long term public health approach to tackle the issue of serious youth violence.

This central Unit will not work in isolation but in conjunction with mainstream services partners and community. The creation of the Unit is also intended to set the direction and approach more widely. Some Council services will have a greater and significant role to play in am early intervention and prevention approach for example those provided for children and young people. Significant partners will also include Academies and schools.

The Unit will initially comprise the following existing services - Community Safety Policy and Partnerships, CCTV, FJC, Prevent and the Anti Social Behaviour Unit. Following this report and the setting of directions these services and commissioned services will further review plans, objectives and programmes to align behind the violence reduction objective.

d) *The Glasgow Experience and ensuring services are effectively organised.* Members and officers undertook a visit to Glasgow City Council which currently has an excellent reputation for best practice and results with regard to youth crime. As well as taking about the public health approach described above - focusing on prevention and changing life paths - Glasgow's approach also included the following relevant principles:

- the establishment and maintenance of an intelligence, data sharing and joint tasking function with strong tracking and monitoring in order to be able to assess effectiveness and impact

- the strategic centre managing only the key services focused around priorities

- managing by priority, joint working and trust, rather than direct management or co location

- strong strategic emphasis and strong central and joint leadership

- longevity of approach, choosing a set of actions and sticking with these for the long term rather than switching directions and initiatives

- a strong emphasis on communication and communication with communities

- area and neighbourhood working, engaging with communities (including a third sector concordat) and targeting resources to the areas of greatest need

- identifying high risk individuals and families and working around those individuals

- working with complainants

- a focus on work in schools and police located in schools

Not all the approaches taken by Glasgow are relevant for an English and London location given differences in police structure and legislative framework as well as those of society and crime related problems and therefore only those that are relevant have been included here. However as a best practice Council Croydon is keen to learn from those parts of the approach that are relevant and translatable.

e) *Neighbourhood working* Croydon is a very large and very diverse borough. Districts and neighbourhoods are often significantly different from each other. Working through the lens of distinct geographical areas is already a feature of the Croydon Community Plan, LSP Youth Plan, Corporate Plan, the regeneration vision, the Local Plan, Planning policies and democratic structures. A number of service operations such as the Neighbourhood Safety Officers are already structured on a neighbourhood basis. The new Gateway service also aims to create multi service multi agency geographically based services and this approach is being piloted in the Council. Neighbourhood working was also a feature of the successful Glasgow approach. The benefits of adopting a neighbourhood focus and way of working from a community safety perspective are that through good local intelligence relevant tailored joint operations can be devised and implemented; community engagement can be specific and local, community can play a key role and trust between community and agencies can be strengthened and small but effective public realm design outs can be identified at relatively low cost.

There is also an opportunity to enhance this with London Ambulance and Croydon Healthcare Service A&E information - to further ensure that intelligence helps partners target around violent crime and domestic violence.

f) *Regeneration* Virtually all of the current crime and environmental crime data shows Croydon Town Centre as the largest hot spot of incidents in the borough.

Potentially £5 billion of regeneration will come to Croydon and to Croydon's Town Centre in the next decade.

A number of aspects of the ten key projects within the regeneration proposal for central Croydon will assist in designing out parts of the physical infrastructure that play a role in or facilitate crime and instead create inspiring new physical structures

Additionally new job opportunities will be created and the influx of investment has the potential to strengthen residents' opportunities for work and career; provide new homes which strengthen emotional security and community; and leisure, culture and health opportunities that will enable positive lifestyle choices.

However it is possible that in the interim as areas go through the necessary cycle for regeneration that there is short term potential for enhanced crime and fear of crime and regeneration areas will need careful management in community safety terms. Opportunities to design out issues should be tracked and taken advantage of wherever they arise and regeneration or CIL funding sought and obtained to make the physical environment more liveable.

g) ***The Police Tri-borough pilot (creating one command structure to cover three London boroughs) and the reduction of available police resources as well as the reduction in other resources*** such as MOPAC funding increases the need for the Council to be effective in attracting resources through high quality and innovative ideas and bidding. The Corporate Plan already commits the Council to campaigning for resources, and additionally commits new resources to the community safety priority .

Other funds are reducing however - the partnerships MOPAC funding is due to be cut from £708,000 per annum to approximately £598,000 (subject to confirmation). This will put significant pressure on the partnerships ability to fund new and existing programmes to deliver against its objectives. It is believed that by ensuring strong and skilled commissioning staff in the Council's strategic Policy and Partnerships Team within the new Violence Reduction Unit service grouping this resource will pay for itself and lever in funds to compensate. The current service whilst successful in levering in funding to date could potentially be even more effective with this enhancement. The investment will pay dividends including greater ability to mix and match funding and use new funding to get further funding.

As well as bidding for funds the Council should look to maximise resources by ensuring that all relevant existing funded services are as efficient as they can be. This can be achieved through a range of mechanisms including improving basic internal efficiency and ensuring good management practice including performance management, people management and use of inter connected and fit for purpose ICT systems, software, new technology and social media. The use of technology is an area where significant step change improvements can be made.

Finally there are dangers that with others' reducing resources, that partners may seek to meet community safety needs with Council resources, and/or leave the whole burden of tackling issues to the Council. As well as getting funding in and increasing efficiency the Council will also have to look at defining thresholds and

holding boundaries as to what it does have the resources and powers to do and what it does not.

h) *Taking a longer term approach* There is a heavy reliance by stakeholders on tackling serious violence through the use of short term grant funding by regional and national stakeholders - with funding being for between 12 and 36 months. This makes it difficult to deliver long term sustainable outcomes as the grant funding processes are also focused on delivering short term gains. Whilst funding agencies (MOPAC, Home Office etc.) need to take this into account when also advocating to Council's long term 'public health' approaches to tackling serious youth violence - (which are more likely to have a duration of 5 to 15 years) it is suggested that the Council too commit to this principle and both advocate for it and stick to it itself wherever possible. This is also one of the approaches adopted in Glasgow's successful work on youth crime.

The Director of Public Health in her third annual report details the evidence around the first 1000 days of life and how adverse childhood experiences can impact right at the start of life.

The need for longer term planning also applies to the SYV action plan, which was designed to tackle the immediate issues and remedy many for the symptoms of serious youth violence. It was not however intended to provide a long term solution to tackling underlying systemic drivers of serious youth violence. This will require a long term strategic approach with an agreed shared narrative by the partnership leveraging in mainstream resources in order to achieve the desired outcomes.

i) *The community and voluntary sector and Council approaches and responsibility for managing these relationship* It is a Council priority and ambition to ensure that work in relation to all partnership and Council objectives is carried out in conjunction with the local community and that there are pro-active relationships and a vibrant empowered and engaged community sector. Feedback in the review confirmed that there is a substantial active community sector in Croydon. But it was also suggested that intelligence about the community and voluntary sectors and the way of relating to it were not yet as organised or effective as they could be and that officers did not always have good oversight of the sector. It is noted that as part of a separate review within the Council's corporate policy function that this issue has been identified and noted and an improvement plan will be forthcoming in due course.

j) *Scale of the Borough and Volume Services* Croydon is the second largest borough in London and the largest by population at 382,000. It has the largest population of young people in London and is home to the third most busy transport hub. As a result of these factors many core services are "volume" services and have extremely large numbers of clients and referrals. The youth of the population together with its regeneration plans mean the place is set to become very different in the next ten years. These and many more are unique factors for Croydon and mean that Croydon has the potential to become a very powerful and influential player in greater London. It also means there will be a lot of change and service design needs to take into account and plan for. Additionally it will be essential to recognise that large scale operations and interventions require a specific skill set and approach.

5. Organisational Review

The review looked at how the Council is operating with the objective of identifying if improvements could be made. Some of the themes arising from the review in organisational terms include:

a) The need to continue to ensure and emphasise the *strategic importance of and focus* of the community safety priority and services and to focus services around key priorities.

b) The need to ensure that community safety is the *business of all Council services as* well as those of key partner agencies and the community.

c) The fact, as with all services which aim to achieve cross cutting objectives and outcomes, *that it is literally impossible to draw a bold line around all the services that contribute to safety in the borough.* And that whilst it is helpful and makes common sense to group some key and high priority services good working relationships, networks and agreed procedures are the key to making multi agency working to a shared agenda a living reality.

d) There is little evidence that there are currently significant problems with such relationships and therefore if organisational changes are made the *maintenance of these relationships* will ensure ongoing service integrity

e) The r*eduction in partnership resources from the police,* and also from some other partners, is increasing the burden of support to the partnership to the Council and decreasing the sum total of resources dedicated to achieving the strategic aims. The Council needs to consider how best to retain partnership resources and to use its resources as effectively as possible to ensure that there is not a negative impact from these external resource decisions.

5.1 Organisational Conclusions

5.1.1 Strategic Direction

One of the conclusions of the review is that the Council has ensured the continuity and resourcing of key services contributing to the community safety agenda in Croydon such as Domestic Violence and Neighbourhood Safety Officers. This is good news and shows that resources reflect priorities.

5.1.2 However it is considered that it is possible to rebalance existing resources so that strategic functions can be even more effective in terms of overall direction and focus, and levering in further funds. This change will ensure the Council can more easily respond to the constantly shifting local, sub regional and national trends.

5.1.3 Enhancing Commissioning and Bidding It is proposed that the Council also enhance the central team's capability to bid for and bring in resources, which if successful will thereby further expand the Council's capability to fund and deliver projects to meet its priorities. Some further self-funding resource in this area will ensure that early and high quality bids are submitted in bidding rounds, funds can be matched to get further funds and there is plenty of time to work with all stakeholders to ensure all partnership bidding is as effective as possible. Work is

also needed to ensure that monies attracted are co-ordinated and intelligence led so that resources are deployed as effectively as possible.

5.1.4   For example the Gangs and SYV board and Serious Youth Violence Forum (run by the BME Forum for VCS partners) has been successful in delivery of a lot of activity across the borough. The issue however has been in coordinating all of this activity to the area of greatest need and to where the effect would be most impactful. This has been caused largely due to the ability for stakeholders to bid directly to national and regional agencies (e.g., Home Office), without input from the partnership. This brings the risk of duplication or gaps in provision being offered by local delivery partners. Better co-ordination will be part of the new role.

5,1,5   Enhancing Partnership Ways of Working

As stated in 3.8 above there has been a recent review of the SCP itself and how the partnership works. The full engagement of senior partners is key to the success but there are current risks to this with the restructures and budget pressures occurring with key partners including the Police. The police are moving to a tri-borough structure with fewer senior management officers and the London Community Rehabilitation Company (who manage lower risk offenders) contract is being cut short and reviewed by the Ministry of Justice at the end of the financial year.

5.1.6   This means that the partnership and council staff need a strong focus on maintaining and expanding high quality partnership working. The SCP has begun building stronger links with other structures including sub boards of Local Children Safeguarding Boards (LSCBs) linked to missing children and child sexual exploitation, and Modern Slavery within the Adult Safeguarding context.

5.1.7   With these challenges work is needed to ensure that activity is truly jointly agreed and taken activity and that sufficient time and energy is available and invested in getting partners, colleagues and their resources to the table for joint planning and deployment.

5.1.8   Managing by Influence rather than Direct Service Management

One of the key aspects from the Glasgow visit was that of ensuring central functions were truly strategic, managed by priority and direct management of only key functions from the centre. It is proposed that a similar approach be adopted in Croydon.

5.1.9   In a new model it is suggested that the focus be on policy, strategy, strategic direction, partnership and multi agency working of all relevant internal and external services and not have as many day to day operational responsibilities and that this central service form a new Violence Reduction Unit. As stated above this change affects not just how the Unit works but how whole mainstream service groupings work.

5.1.10   One initial change recommended now - is that the new Violence Reduction Unit take over responsibility for management of the ASB team. The initial grouping of services would continue to include - Community Safety Policy and Partnerships, CCTV, the FJC and the Prevent service. Other details of the management and

organisation of functions will be devised in the relevant work stream in consultation with staff and partners.

The services directly managed by the Violence Reduction Unit should also reflect Council and partnership's current priorities. Over time as priorities change the content of this grouping could also change. The new service grouping will therefore be a flexible one that can shift its approach as the borough itself changes.

5.1.11 As has already been stated it will never be possible to actually contain under one management structure all the services that relate to community safety. The diagram attached as Appendix 2 clearly illustrates this. Council and partner services will work with this new service via partnership, relationship and networking. Making this way of working effective will be one of the main functions of the new service. Key processes and points of handoff will be developed and agreed where they don't currently exist.

5.1.12 <u>Intelligence, Tasking and Problem Solving Capacity</u>

The Council and partnership are already signed up to a problem solving approach. It is proposed to create an enhanced analytical, intelligence and tasking capacity and function located in the reformed central community safety service.

5.1.13 Not only would this bring together and disseminate relevant intelligence but it would involve the creation of an ongoing multi agency structure to share intelligence and joint task with partners thereby making the best use of council resources, combining resources with others to maximise impact (particularly given the reduction in police resources). It will also enhance the ability to create geographically based data and identify hot spots and issues which in turn can then be jointly problem solved.

5.1.14 Key services within the violence reduction grouping would then have in effect mini intelligence functions which both contribute to and received intelligence and tasking in a virtuous two way circle.

5.1.15 For this to work as effectively as possible it needs to be supported and underpinned by clearly agreed data sets and good quality internal data created by effective and robust performance management of relevant services and the ICT systems that enable this to happen efficiently.

5.1.16 This new function can work closely with the work that is being developed across the wider health and care system around population health management.

5.1.17 <u>Performance Management and Operational Efficiency</u>

There is a lot of scope to improve the use of performance management both internally to the Council and via jointly agreed partner indicators. The review the Safer Croydon Partnership has already set a revised suite of targets at the Partnership level. Greater use of measurement throughout Council services will enable a far more sophisticated direction of community safety and associated resources as well as ensuring that efficiency and effectiveness is maximised.

Whilst the use of performance measurement is not consistent between services it is clear that overall significant improvements could be made.

5.1.18   Whilst staff were seen to be working on the stated community safety strategy objectives participants in the review felt that joint working between services was not always as effective as it could be both within divisions, and between divisions and departments - except where well established and clear routes had had to be developed for business processes eg in relation to domestic violence. Routine and high volume matters seemed to work well, the less routine and the more complex less so. It is believed that staff and services could be more effective with internal methods to escalate and problem solve stuck issues.

5.1.19   <u>S17 Governance and Audit - Making sure the Council is as effective as it can be in relation to Community Safety Objectives</u>

One of the objectives of the review was to consider to what extent all Council services were buying into and effectively contributing to the stated community safety priorities. The review has focused on this and noted some initial areas where changes can be made.

5.1.20   However it is also the case that the community safety team had already identified as a priority the conducting of a S17 governance review which has not yet been undertaken in Croydon.

5.1.21   Section 17 of the Crime and Disorder Act 1998 dictates that the responsible authorities must consider the implication on crime and disorder of all of their day to day activities. Effective compliance with this duty is often patchy in the UK. It is however - as well as a duty, an area where the Council could be judicially reviewed for non compliance. The s17 process is an effective and thorough tool for working with Council services to identify the contributions they could make to the community safety agenda and enhance overall effectiveness.

5.1.22   Whilst it is the requirement of Council reports to include a required s17 comment it is good practice to actually conduct a Council wide audit, often using community safety expertise to facilitate the audit and help mainstream services to identify their contributions and impacts to the community safety agenda.

5.1.23   As there are plans already in hand to conduct this audit it is suggested that to avoid duplication no further detailed work on Council wide contribution be carried out as part of this review save to propose that the status of the s17 audit be enhanced.

5.1.24   <u>Culture and Organisational Fitness</u>

Whilst overall there was very positive feedback about the services and their ways of working some suggestions were made in relation to how to improve cultural ways of working.

5.1.25   There was some evidence of silo working and room for more inclusivity. There was also evidence that internal communications could be enhanced, making the community safety systems and infrastructure intelligible and easy to engage with for those for whom community safety is not a daily and core issue.

5.1.26   Concerns were also expressed about the amount of effort going into the partnership and planning vs that of direct action. Whilst obviously good planning results in effective action it will be worth challenging teams to ensure that maximum action and impact is accruing from funded activity. The move to enhance performance management will also assist this.

6.   Interim Operational Management and Changes to Delegations

The services described in 4.1 c) will be managed by the Executive Director of Place with interim management support until the work streams on violence reduction and other associated issues have completed.

In accordance with the previous organisational review the Neighbourhood Safety Officers (including the Environmental Response Team (ERT)) will now report to the Director of Public Realm but further work will continue on the review of this service and enforcement functions as part of this overall community safety review work.

7.   Work Streams

As has been made reference to the objective of this review is to set directions for the future, with the detail relating to this directions to be delegated to task and finish work groups to take forward. It is suggested that five distinct work-streams be created as follows, and that these be programme managed by interim support reporting to the Executive Director of Place. Each of these work streams will have regard to equalities considerations in formulating their outcomes.

a) Identifying what will be meant in practical terms and what action needs to be taken to integrate the identified influences - prevention, diversion, public health, Gateway operating model, longevity, neighbourhood working and regeneration and emerging priorities as they arise such as modern day slavery.

b) The creation of a Violence Reduction Unit and the programme of multi agency actions, programmes, funding and activity to support it including looking at the role of mainstream services.

c) Reviewing, enhancing and creating a data hub with the aim of enhanced use of data, intelligence, analysis and tasking functions including the use of performance management, ICT and software and partner data wherever possible.

d) Designing and running an effective S.17 Audit

e) Improving operational efficiency and culture of all services contributing to the community safety agenda including completing the review of the Neighbourhood Safety Officers Team and associated enforcement functions.

Community Safety Services – Relationship Chart

Service	Function	Partner

Community Safety

CCTV

- Out of Hours Call Handling
  - Children Social Service
  - Noise Nuisance
  - ASB
  - Adult Social Services
- Critcial Incidents
  - Resilience team
  - Police
- SCC Compliance
  - ASB
  - Parking
  - Neighbourhood Safety
  - Leisure
  - Housing
  - Cemeteries
  - Facilities Management
- Redeployable Cameras
  - Community Safety
  - ASB
  - Police
- Missing Persons
  - Social Services (MASH
  - Police
- Crime / ASB / PSPO Incident Monitoring
  - Police
  - ASB
  - Neighbourhood Safety
  - Community Safety
- Site monitoring
  - Housing
  - Facilities Management
  - Libraries
  - Cemeteries
- CCTV Siting and Management Advice
  - Planning
  - Brick 2 Brick

Community Safety

- Offender Management
  - CRC
  - Housing
  - ASB
  - Probation
  - Police
  - Health
  - YOS
  - Gateway services
  - Croydon Works
  - SLAM
- Hotspot Problem Solving
  - ASB
  - Housing
  - Highways / Parks
  - Planning
  - NSOs
  - BID
  - Education
  - Communications
  - Fire
  - Youth Engagement
  - CCTV team
  - Police
  - TFL
- S17 CDA Compliance
  - All services
- Community Safety Partnership
  - Public protection
  - Licensing
  - CCG Health
  - Public Health
  - Probation
  - Fire
  - Immigration
  - Police
  - Education
  - YOS
  - Childen Social Servcies
  - Adult Social Services
  - Communities
  - VCS
  - NSOS
  - CRC
  - MOPAC
  - London Councils

Environmental Response Team

- Graffiti removal
  - Regeneration
  - Parking
  - BID
- RTC clearup
  - CCTV team
  - Highways
- Signage
  - Community Safety
  - ASB
  - CCTV
  - NSOs
- CCTV siting and creation of bespoke Camera fixtures
  - NSOs
  - ASB

FJC

- DHR
  - All services
- MARAC
  - YOS
  - Police
  - Early Help
  - Education
  - SLAM
  - Health
  - Housing
  - Gateway services
  - Children's Social Servic
  - Adult Social Services
- FGM
  - Children's Social Servic
  - Adult Social Services
  - Health
  - VCS
- DRIVE
  - Children's Social Servic
  - Adult Social Services
  - Police
  - Probation
  - Health
  - Housing

NSOs

- Dogs
  - ASB
  - Licensing
  - Police
- Licensing (Cranes, skips, etc)
  - Customer contact
  - Licensing
- Flytipping Investigations / Surveillance
  - Veolia
  - Environmental respons
  - CCTV
- Unauthorised Encampments
  - Parks
  - Police
- Illegal waste carrying
  - DEFRA
  - Veolia
  - DVLA
  - Police
- Abandoned Vehicles
  - Parks
  - Police
  - Housing
- ASB patrols (PSPOs etc.)
  - CCTV
  - ASB
  - Police
  - Community Safety
  - Housing
- Enviro crime
  - Veolia
  - Community Safety
  - ASB
  - Highways
  - CCTV

Prevent

- Prevent delivery Plan / Board
  - Health
  - Fraud
  - Education
  - Early Help
  - Police
  - Adult Social Services
  - Community Safety
  - Children's Social Servic
- Channel
  - YOS
  - FJC
  - Children's Social Servic
  - Home Office
  - Immigration
  - Health
  - SLAM
  - Education
  - Early Help
  - Police
  - Adult Social Services
- Wrap Training
  - All services

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For General Release

REPORT TO:	**CABINET**
	19 November 2018
SUBJECT:	**Children's Improvement Plan and feedback from the October Ofsted Monitoring Visit 2018/19**
LEAD OFFICER:	**Eleni Ioannides, Interim Executive Director, People Department**
CABINET MEMBER:	**Councillor Alisa Flemming, Cabinet Member for Children, Young People & Learning**
WARDS:	**All**

CORPORATE PRIORITY/POLICY CONTEXT

Croydon Corporate plan 2018-22

The recommendations address the following Corporate Plan priority:

- Our children and young people thrive and reach their full potential.

- More specifically, the recommendations will contribute to the following commitments under this priority;

  o Continue to invest in and improve services for children and young people in need of help and protection

  o Champion the interests of children and young people in our care and support care leavers into successful young adulthood

FINANCIAL IMPACT

£10.9m has been allocated to base budgets in 2018-19 to support the drive to improve children's services, in addition to transformation funding.

FORWARD PLAN KEY DECISION REFERENCE NO.

This is not a key decision.

1.   RECOMMENDATIONS

The Cabinet is asked to:

1.1   Note that the Children's Improvement Plan has been revised for 2018/19 with a sharpened focus on key areas of priority for improvement

1.2   Endorse the Children's Improvement Plan 2018/19, as approved by the Children's Improvement Board

1.3   Note the feedback from the fourth Ofsted monitoring visit which took place on 3rd and 4th October 2018

2. EXECUTIVE SUMMARY

2.1 Following the publication of the Ofsted report on children's services in Croydon on 4th September 2017 under the single inspection framework (SIF) the council developed an Improvement Plan which was presented to and endorsed by the council's cabinet in November 2017. This plan was then submitted to Ofsted and the Department for Education in December 2017.

2.2 Ofsted assess progress against an improvement plan for Councils with an inadequate children's social care judgement through quarterly monitoring visits. The fourth visit to Croydon was on 3rd and 4th of October and feedback from this visit was published on the 26th October 2018. The next visit is scheduled for February 2019. Progress against the plan is also monitored on a monthly basis through the Children's Improvement Board which is independently chaired and has representation from the Department for Education, Camden, Elected Members and key statutory partners (schools, police and health).

2.3 The Children's Improvement Plan 2017/18 specified that a review would take place after six months. This process began in June 2018 and concluded in October 2018 in order to respond to feedback from four Ofsted monitoring visits and capture work with our intensive peer support partner, Camden Council. An indicative draft of the 2018/19 Improvement Plan was shared with Ofsted during the October monitoring visit.

2.4 This report provides information to cabinet about the revised Children's Improvement Plan 2018/19 (included as appendix 1), highlighting the main changes between the old and new plans. The report also provides feedback on the fourth Ofsted monitoring visit which took place on 3rd and 4th October 2018 and was focused on progress made for children in care, including thresholds and permanence planning.

3. BACKGROUND

3.1 When a local authority's children's services are judged inadequate following an Ofsted inspection under the Single Inspection Framework (SIF) the Secretary of State is able to use powers in accordance with section 497A (4B) of the Education Act 1996 to direct the council to take certain actions in order to ensure that all of the Council's children's social care functions are performed to an adequate standard.

3.2 Following the publication of the Ofsted report on children's services in Croydon on 4th September 2017 the Secretary of State for Education (the Secretary of State) issued a direction to the Council to co-operate with Eleanor Brazil as the Children's Services Commissioner for Croydon (the Commissioner) to support

her recommendations to the Minister for Children and Families (the Minister) on the future of children's services in Croydon.

3.3 An Improvement Board was established in September 2017 under the leadership of an independent chair to drive the substantial programme of work required to improve the quality of services for vulnerable children and young people. The initial Children's Improvement Plan 2017/18 was endorsed by the Children's Improvement Board in October 2017 before it was presented at cabinet in November 2017.

3.4 A further revised direction published by the DfE on 25th January 2018 required Croydon to agree arrangements for intensive peer support with Camden Council. The Commissioner's contract was extended until 31st March 2018 to broker the support arrangements and provide a view on the appropriateness of these to address the shortcomings in Croydon's performance as identified by the Office for Standards in Education (Ofsted).

3.5 The peer support proposals were submitted to the Minister on 20th April 2018 and approved. A revised statutory direction was published by the Secretary of State on 8th May 2018 requiring Croydon to co-operate with Camden Council on the proposals and setting out the arrangements for monitoring and reporting progress against these. The direction also ended the involvement of the Commissioner in Croydon.

4. CHILDREN'S IMPROVEMENT PLAN 2018/19

4.1 The Children's Improvement plan 2018/19 was reviewed between June and October 2018; sharpening the focus to drive actions that are concentrated on the right priorities at increased pace. This has resulted in a simpler, shorter document that is made of four distinct 'work plans'.

4.2 The plan outlines the actions that we will take in 2018/19 to address the weaknesses that were identified during the Ofsted inspection and subsequent monitoring visits and to ensure that children in Croydon are supported and protected.

4.3 The main changes between the old and new plans are set out below;

- The plan is divided into four distinct 'work plans' under new work streams;
  - o Management & Practice; covering actions to improve management grip and the quality and consistency of social work practice
  - o Workforce; covering actions to recruit and retain staff and learning and development activity

- Partnerships; covering actions to develop a partnership early help offer, improve partnership working and strengthen the local safeguarding board
- Platforms; covering actions relating to corporate support services including finance, performance, children's recording systems, commissioning and business (administrative) support

- Fewer priorities (11 down to 7) to focus on what matters most, these are;

    1. Strengthening management grip at all levels (Management & Practice)
    2. Identifying, assessing and responding to risk (Management & Practice)
    3. Robust and effective planning (Management & Practice)
    4. Building a skilled and stable workforce (Workforce)
    5. Implementing an all age Early Help Offer, strengthening partnership working and improving the LSCB (Partnerships)
    6. Creating the conditions for social work to flourish (Platforms)
    7. Creating a culture of shared ownership and social work values

- Significantly fewer actions which are higher level to focus on fewer things at a faster pace. These will supplemented by underlying action and project plans.

- The addition of a new 'success measures' column to ensure that we continue to focus on tracking and evidencing the impact of actions (for example through qualitative data, or qualitative feedback form auditing, children and staff)

- New programme reporting arrangements aligned to our social work practice model, strengthening families, which will focus on answering the following four questions;
    - What's working well? (e.g. key achievements or improvements)
    - How do we know? (evidence of impact)
    - What are we worried about? (e.g. risks, issues and underperformance)
    - What needs to happen, and by when? (e.g. mitigating or remedial actions)

4.4   New internal governance arrangements across the Council have been agreed to support this next phase of Croydon's improvement journey, aligned to the new Improvement Plan's structure. (see Appendix 1, pages 4-5 for more information). The programme approach aims to increase the focus and pace of change and includes:

- A monthly programme board chaired by the Chief Executive until the permanent Executive Director Children, Families and Education takes up post in December 2018. This will monitor and challenge progress across all work

streams and ensure there is sufficient corporate support, focus and resource to drive improvement activity and deliver the plan.

- A monthly task group for each work stream, chaired by the relevant senior responsible officers (SRO's) which will;
  - o Hold lead officers to account for delivery of actions through oversight and challenge
  - o Report up to the Children's Improvement Programme Board
  - o Assess the impact of actions
  - o Drive forward underlying action planning and task and finish group activity

4.5 The programme board will report directly to the Children's Improvement Board through a monthly highlight report from the Executive Director for Children, Families and Education (DCS).

4.6 The Children's Safeguarding Board will continue oversee the development of the early help offer with additional internal assurance from the 'Partnerships' work stream Task Group to ensure that all the actions in the plan are on track for delivery.

4.7 These governance arrangements will be kept under review over the next 3-6 months to ensure they are as effective as possible and to allow time to discuss how and when oversight responsibilities for early help will be transferred to the Children and Families Partnership Board.

4.8 In addition to this, there will be oversight from Elected Members at Cabinet, Scrutiny and Overview Committee and The Children and Young People's Scrutiny Committee. The revised Corporate Parenting Panel will focus on improving outcomes for our looked after children and care leavers, as set out in the plan.

4.9 There will also be six-monthly 'stocktake' meetings with the DfE and Chair of the Improvement Board to scrutinise and evaluate our progress and the impact of the intensive peer support partnership with Camden

4.10 A work plan to deliver priority 7, 'Creating a culture of shared ownership and social work values', will be developed through consultation with the Staff Reference Group. Actions under this priority will include those to improve the culture (e.g.; communication, staff wellbeing and how we listen to and act on the voices of children and young people).

5. FEEDBACK FROM OCTOBER OFSTED MONITORING VISIT

5.1 The fourth Ofsted monitoring visit took place on 3rd and 4th October and focused on progress made for children in care, including thresholds and permanence planning. Inspectors looked at six 'tracked cases'; three children who had recently become looked after and three children who had been in care for more than twelve months, and sampled more cases in the following areas;

- unaccompanied asylum seeking children
- children with a plan for adoption
- children in care who have a disability
- children placed at a distance
- care leavers

5.2 Inspectors provided verbal feedback on the second day of the monitoring visit to the Cabinet Member for Children, Young People & Learning, Chief Executive, Interim Executive Director, Children, Families and Education and Director of Early Help and Children's Social Care. A letter summarising inspectors' feedback was published by Ofsted on the 26th October 2018.

5.3 Overall the feedback on the forth monitoring visit is balanced, acknowledging that the while the council has made progress in some key areas, including management oversight, this is not yet having the required impact for all children in care and too many children experience drift and delay in having permanency secured for them.

5.4 Examples of positive or more encouraging feedback detailed within Ofsted monitoring visit letter include;

- Progress can be seen in management oversight, with management involvement evident on virtually all case records seen by inspectors
- Improvements to the audit process are assisting senior managers in their oversight of the experiences of children in Croydon
- The core components of effective social work practice for children in care are in place and social workers show a high degree of commitment to the children they work with and are proud of each child's achievements.
- Most children are well placed and benefit from secure, stable placements
- Practice is generally better for children who have come into care more recently, although it is still not undertaken with sufficient urgency
- The service for care leavers is showing improvement, has high morale and is benefiting from the importance that has been placed on it (through the development of the local offer for care leavers)
- The commitment of members was noted in championing the interests of care leavers through the local offer

5.5 Despite this acknowledged progress, inspectors also highlighted the following areas where practice is weaker or requires further improvement;

- A perceived lack of urgency in ensuring that children's placements are formally matched to achieve permanence for children
- Drift and delay for some very young children with a plan for adoption; taking too long to find an adoptive family
- Life story work is not yet fully embedded as a necessary part of permanency planning for all children
- Family group conferences are slow to be arranged, meaning early opportunities to explore permanence options within the wider family may be missed
- Morale was generally found to be lower in the looked after teams within the Corporate Parenting Service with some staff finding their caseloads hard to manage, despite averages being lower than other services
- The extent and quality of management oversight remains variable
- Case transfers between services (e.g. poor handovers) mean that some social workers are playing catch up to complete work

5.6 The feedback from this and prior monitoring visits has led the development of new and revised actions in the Children Improvement Plan 2018/19 (for example, actions relating to permanency planning for children set our under priority 3 of the plan). In addition to this, senior managers are working closely with our intensive peer support partner, Camden Council, to learn from best practice, (Camden's adoption service has been graded 'outstanding') to identify and implement improvements to the adoption service at pace.

5.7 The next monitoring visit will take place on the 19th and 20th February 2019 and will focus on cases that are 'stepped down', including child protection to child in need, child in need to early help, and looked after children returning home.

6. **CONSULTATION**

6.1 A communication and engagement plan has been developed to underpin the improvement activity, with the following objectives:

1. To communicate how we are improving children's services in Croydon over the next two years
2. To inform our staff, stakeholders and partners about our improvement plan – progress, key decisions, activities and dates

3. To encourage staff, children and partners that they are a vital part of the journey and the solution and to create confidence in them that we can run an effective and safe service – we are people focused.
4. To help create the environment for effective culture change through communication and engagement
5. To help in the recruitment and retention of key children's service staff – by showcasing Croydon as a great place to work through creating a strong 'We are Croydon' brand

6.2 A Council staff reference group has been established and feeds into the improvement board through the chair and vice chair of the group, two social workers, who sit on the board bringing practitioners' perspectives.

6.3 Consultation and engagement with children and young people is central to social work practice and service improvement. Croydon has a range of mechanisms to engage and consult with children, young and their families. This includes the Youth Engagement Strategy which sets out a number of initiatives to ensure that children and young people have a voice, and the Children in Care Council.

7. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

7.1 The 2018/19 budget includes growth of £10.2m in the People (Children's base budget) and £0.7m in Resources (Business Support base budget) to ensure the staffing structure and budget support both the level of demand being experienced and also the areas of focus for improvement.

7.2 The Medium Term Financial Strategy approved at Cabinet in September 2018 assumes a further investment in Children's Social care of £7m in 2019/20 to fund the continued growth in demand and complexity of need.

7.3 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

8.2 Approved by: Doutimi Aseh, Head of Social Care & Education Law for and on behalf of the Director of Law and Governance and Monitoring Officer.

9. HUMAN RESOURCES IMPACT

9.1 It is recognised that in order to improve outcomes for children in Croydon we need to attract and retain a skilled and committed workforce with manageable workloads and good management oversight. This is a key priority outlines in the Children's Improvement Plan 2018/19 (see priority 4) and the actions that we will take to ensure this happens are set out under the Workforce work stream of the plan (see appendix 1, pages 17 to 19)

9.2 Work is continuing to utilise all available options to maintain the successful recruitment of permanent staffing and plan for turnover of both permanent and locum staff. This is showing signs of progress but remains challenging and we continue to use high levels of locums. The investment in newly qualified social workers and the revision of the learning and development offer for staff aligns to workforce planning and development priorities for the service

9.3 Approved by Sue Moorman, Director of Human Resources

10. EQUALITIES IMPACT

10.1 The Children's Improvement Plan aims to ensure that all children and young people in Croydon who require it benefit from high quality social work, regardless of disability, gender, religion, race or sexual orientation. An Equality Analysis on the plan will be undertaken by 1 December 2018 to consider any disproportionate impact on people sharing one or more protected characteristics. For underlying actions within the plan that relate to service design or other structural changes (e.g. staffing changes), individual equality assessments will be undertaken in line with council-wide procedures.

10.2 Equalities and diversity considerations are a key element of social work practice. It is imperative that help and protection services for children and young are sensitive and responsive to age, disability, ethnicity, faith or belief, gender, gender identity, language, race and sexual orientation.

10.3 Croydon has a diverse population of children and young people. Children and young people from minority ethnic groups 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%).

10.4 Social workers' planning and recording in relation to inequalities is inconsistent, which can result in plans for children's care that do not reflect their needs. The improvement plan addresses the additional work which needs to be done to

ensure that children's diversity and identity needs are accurately and consistently identified, inform assessment and so met through their care plans.

10.5 Approved by: Yvonne Okiyo, Equalities Manager

11. ENVIRONMENTAL IMPACT

11.1 There are no direct implications contained in this report.

12. CRIME AND DISORDER REDUCTION IMPACT

12.1 There are no direct implications contained in this report.

13. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

13.1 N/A

14. OPTIONS CONSIDERED AND REJECTED

14.1 N/A

CONTACT OFFICER: Kerry Crichlow, Programme Director
Children's Improvement
Tel. 07957 228818

APPENDICES TO THIS REPORT: Appendix 1 – Croydon Children's Improvement Plan 2018/19
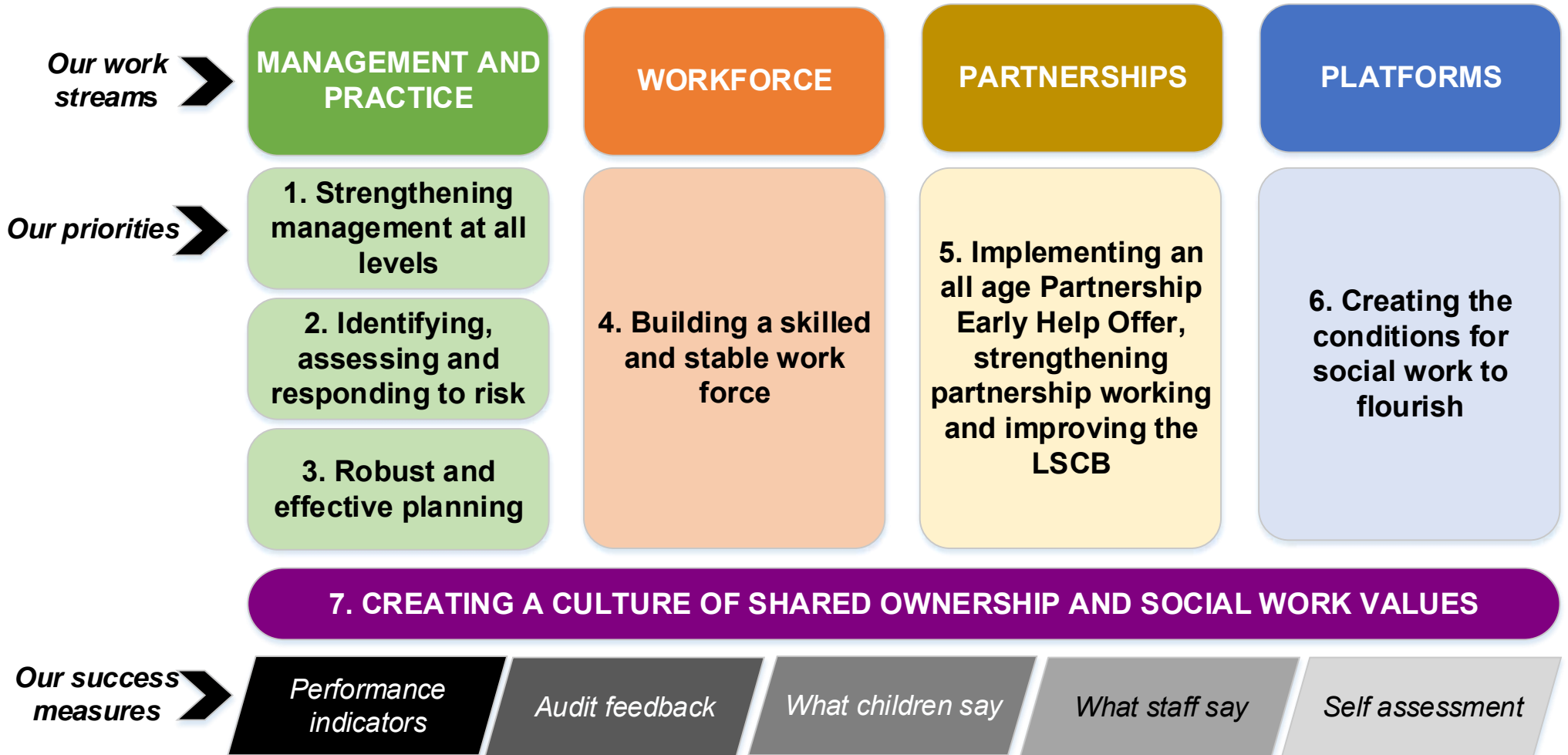Appendix 2 – Ofsted Monitoring Visit 4 feedback letter

BACKGROUND DOCUMENTS: None

Children's Improvement Plan 2018/19

November 2018

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CHAMPIONS for Children

cscb
Croydon Safeguarding Children Board

CHILDREN S IMPROVEMENT PLAN ON A PAGE 18/19

Our work streams ➤

MANAGEMENT AND PRACTICE	WORKFORCE	PARTNERSHIPS	PLATFORMS

Our priorities ➤

1. Strengthening management at all levels

2. Identifying, assessing and responding to risk

3. Robust and effective planning

4. Building a skilled and stable work force

5. Implementing an all age Partnership Early Help Offer, strengthening partnership working and improving the LSCB

6. Creating the conditions for social work to flourish

7. CREATING A CULTURE OF SHARED OWNERSHIP AND SOCIAL WORK VALUES

Our success measures ➤

Performance indicators	Audit feedback	What children say	What staff say	Self assessment

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1

CHILDREN'S IMPROVEMENT PLAN 2018/19

Introduction

The Ofsted inspection of Croydon's services for children in need of help and protection, children looked after and care leavers took place between 20th June and 13th July 2017. The inspection judged services to be inadequate; with poor quality social work practice and weak managerial oversight leaving too many children at risk of harm.

This Improvement Plan for Children's Services and the Croydon Safeguarding Children Board was developed in response to the Ofsted report findings, including the 21 specific recommendations and in recognition of our ambition to improve our services for vulnerable children. It has also been informed by learning from Serious Case Reviews and engagement with staff, which will continue throughout the plan's implementation.

The plan was reviewed between June and October 2018; sharpening the focus to drive actions that are concentrated on the right priorities at increased pace, to respond to feedback from four Ofsted monitoring visits and to capture work with our intensive peer support partner, Camden Council. This plan outlines the actions that we will take over the next six months to address the weaknesses that were identified during the Ofsted inspection and subsequent monitoring visits and to ensure that children in Croydon are supported and protected. The nature of improvement means that we will need to review and refine our plan on an ongoing basis.

Our ambition is to deliver good services for our children and young people. However, we recognise that consistently 'getting to good' will be a three to five year journey and will require wider activity from the council and partners outside of this plan.

Successful implementation of this plan will depend on a significant cultural change within Children's Services, the wider council and our partners, with a focus on:

- Creating an open system where challenge is welcomed and views are respected
- Inspiring staff to feel passionate about the work that they do and the difference they make
- Understanding the lived experiences of children and young people
- Listening to staff, children and families
- A culture of performance management that drives improvements for children

Our vision

This plan supports our vision for all children and young people in Croydon, and aspirations described in the council's Corporate Plan;

> *'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.'*

Our priorities for 2018/19

To ensure that we continue to focus on the right priorities at the right pace we reviewed our plan between June and October 2018, reducing the number of priorities from **11** down to **7**. This review was based on feedback from our staff and managers about the things getting in the way of delivering high quality services for our children and young people and feedback from Ofsted about our persistent areas of weakness and need to significantly increase the pace of change.

For simplicity, the plan is structured under four work streams **Management & Practice**, **Workforce**, **Partnerships** and **Platforms**. These work streams each have Senior Responsible Officers (SRO's) who will be held to account on progress and delivery by both the Council and the Croydon Children's Improvement Board. These are also set out below. Each action in the plan will have a Lead Officer/s who will be held to account by the relevant SRO (see appendix 1 for a list of our lead officers).

WORK STREAM	PRIORITY	SRO
Management and Practice	1. **Strengthening management grip at all levels**	**Director, Early Help and Children's Social Care**
	2. **Identifying, assessing and responding to risk**	
	3. **Robust and effective planning**	
Workforce	4. **Building a skilled and stable workforce**	**Director, Human Resources**
Partnerships	5. **Implementing an all age Partnership Early Help Offer, strengthening partnership working and improving the LSCB**	**Executive Director Health, Well-being and Adults and Director of Quality & Governance, NHS, CCG** (jointly owned)
Platforms	6. **Creating the conditions for social work to flourish**	**Executive Director, Resources**
Cross cutting focus		
	7. **Creating a culture of shared ownership and social work values**	**Not applicable**

How we will deliver on our priorities

Work plans

The Children's Improvement Programme is divided into four work plans which set out the high and medium-level actions we will take in 2018/19 to deliver on our priorities under each work stream;

- **Work plan 1:** Management and practice (see pages 6-15)
- **Work plan 2:** Workforce (see pages 16-18)
- **Work plan 3:** Partnerships (see pages 19-22)
- **Work plan 4:** Platforms (see pages 23-26)

A work plan to deliver **priority 7**, *'Creating a culture of shared ownership and social work values'*, will be developed through the Staff Reference Group; this group will play a key role in holding the system and management to account for enabling this. Actions under this priority will include those relating to improving internal communication, staff wellbeing and how we listen to and act on the voices of children and young people.

Governance and oversight

The Croydon Children's Improvement Board will provide effective oversight of the council's Children's Improvement Plan and programme of work in order to ensure that all of the recommendations outlined in the Ofsted inspection report are responded to. This will be chaired by Edwina Grant OBE, and will bring together officers, the Lead Member for Children, Young People and Learning and other Elected Members from the council, the Director of Children's Safeguarding and Social Work from Camden Council, partners, the LGA and the Department for Education's (DfE) representative. The board will meet on a monthly basis to provide oversight and challenge.

In addition, the Board will have representation from front-line staff who will provide feedback on whether the improvement programme is having an impact on the ground. The Board will receive regular monitoring reports on the implementation of the improvement plan and its impact on front-line delivery and scrutinise performance information which will be used to track progress and hold SRO's to account for the delivery of the improvement priorities.

There will be oversight from Elected Members at Cabinet and Scrutiny and Overview Committee. The Children and Young People's Scrutiny Committee will consider and challenge progress against the improvement plan. The revised Corporate Parenting Panel will focus on improving outcomes for our looked after children and care leavers, as set out in this plan. There will also be six-monthly 'stocktake' meetings with the DfE and Chair of the Improvement Board to scrutinise and evaluate our progress and the impact of the intensive peer support partnership with Camden.

4

The diagram in appendix 2 sets out the governance arrangements for the Children's Improvement Programme, which were revised in August 2018 to align to the new plan structure (4 work plans) and to drive and challenge the delivery of actions across the programme at increased pace. These governance arrangements will be reviewed and refined after three months to ensure that they are as effective as possible. As a partnership activity, the development of an all age-early help offer will be overseen by the Croydon Safeguarding Children Board (CSCB).

Work plan 1: Management & Practice

Senior Responsible Officer (SRO): Director, Early Help and Children's Social Care [Philip Segurola (PS)]

1. Strengthening management grip at all levels

What this means …

- **Setting the standards;** for practitioners and managers to improve compliance and recording and embed Strengthening Families
- **Supervision;** improving the quality, frequency and impact of supervision
- **Using data to drive performance;** and ensure better oversight of pre-proceedings and permanence planning to reduce drift and delay
- **Quality assurance**; using audit activity and CPC chair and IRO challenge to assess and improve quality and compliance

No.	Issue [Ofsted ref]	Actions	Lead	Partner involvement	By when	Success measures
Setting the standards						
1.1	Standards [SIF Paras 32, 40 110] Monitoring Visit 3 (MV3) feedback	Embed the social care practice standards to ensure all practitioners are clear about what is expected of them through; • regular communication from managers • recruitment procedures • induction and probation procedures • appraisal, supervision and mid-year reviews	PS & SH	CSCB	Ongoing from April 18 Review of impact in Apr 19	*Improved compliance with expectations evidenced through performance data and audit findings*
1.2	Management oversight [Rec 1] MV3 feedback	Develop and implement a plan to operationalise the social care managers' practice standards to ensure all managers are clear about what is expected of them through; • regular communication from senior managers • recruitment procedures • induction procedures • appraisal, supervision and mid-year reviews	PS & SH		Dec 18 Review May 19	*Auditing and performance reporting demonstrates more consistent management footprint*
1.3	Model and tools [SIF Para 32, 40 & 110]	Embed the new practice model 'Strengthening Families' (SF) across the service monitoring and assuring its impact on outcomes for children and families through direct observation of its use in practice (e.g. CP conferences, CP reviews and LAC reviews) case audits, practice week and case reviews.	OW & SH	CSCB	From Oct 18 Review of impact Apr 19	*Impact review shows that SF is used consistently*

	MV3 feedback						*Staff feedback that they understand the model*
1.4	Improve the quality of case recording	Hold managers at all levels to account for the accuracy of recording across the service by; • Reviewing and refreshing the recording policy • communicating expectations around accurate recording • regularly reporting on compliance at team and service level to monitor improvements in recording practices	SH		Ongoing Review of impact in Dec 18	*Auditing demonstrates more consistent recording practices* *Increased confidence in data accuracy*
1.5	Management oversight [SIF Rec 1]	Roll out a programme of peer support, challenge and development for managers (starting with Heads of Service and their direct reports) to improve the quality of practice by strengthening management at all levels. [See Camden-Croydon Intensive Peer Support Plan, work stream 1].	NS	Camden	Mar 19	*Feedback from staff around improved culture of support and challenge*
1.6	Compliance [SIF Rec 13]	Ensure that the fostering service conforms with national minimal standards through; a. delivering the fostering service action plan b. reporting progress to CSMT and Corporate Parenting Panel on a bi-monthly basis	WT	Foster carers	Dec 18 Ongoing	*Reports demonstrate improved compliance and performance*
1.7	Children with disabilities [SIF Para 34]	Support the transition of the children with disabilities (CWD) service back under Children's Social Care and ensure that all children receive high quality social work, including those children and young people with disabilities.	PS & GV	Parents Health Education Voluntary sector	Apr 19	*Audits demonstrate improvement in the quality of work in CWD*
1.8	Children with disabilities [SIF Para 34]	Continue to embed a clear understanding of statutory duties for children and young people with disabilities in relation to child protection and care arrangements to identify and mitigate risks alongside the service transition arrangements.	MB	Parents Health Education Voluntary sector	Dec 18	*Improved performance for CWD around CIN and CP work*
Supervision						
1.9	Management oversight [SIF Rec 1]	Monitor performance around supervision and follow up on non-compliance to ensure that all practitioners are receiving sufficient support from their line managers.	PS		Ongoing	*More supervision taking place in timescales*

1.10	Supervision MV 3 feedback	Improve the quality of supervision through routine auditing under the QA framework and developing a bank of good practice examples for managers (e.g. supervision templates).	SH		Jan 19	*Auditing and staff feedback demonstrate improved quality of supervision*
Using data to drive performance						
1.11	Management oversight [SIF Rec 1]	Provide assurance that the quarterly 'spotlight deep dive clinics' and monthly performance discussion at Children's Leadership team is leading to improved compliance with service standards, including quality.	PS		Review of impact in Feb 19	*Reports evidence improvements in team performance*
1.12	PLO and court work [SIF Rec 6, Para 47, 48, 49] MV 3 feedback	Embed a more systematic tracking/monitoring process for PLO to minimise delays for children through; • streamlining the CRS workflow • monitoring timeliness	MK & DA	Legal	Dec 18	*Average duration of cases in PLO process are reduced*
1.13	Planning for permanence [SIF Rec 14]	Improve the tracking and oversight of permanence planning for looked after children to reduce drift and delays in achieving permanence, including children where the plan is for adoption.	WT & SH	Camden	Feb 19	*More children have a clear plan for permanence* *Auditing demonstrates fewer delays in achieving permanence*
Quality assurance						
1.14	Quality assurance [SIF Para 103] MV 3 feedback	Further develop moderation as part of the quality assurance cycle of bi-monthly case audits, bi-annual practice weeks and quarterly Ofsted monitoring visits. [See Camden-Croydon Intensive Peer Support Plan, work stream 2].	SH	Camden	Dec 18	*Audit activity provides an accurate picture of the quality of practice*
1.15	MV 3 feedback	Monitor and challenge the completion of remedial actions from case audits.	SH		From Oct 18	*More remedial actions from audits are completed*
1.16	Quality assurance [SIF Para 103]	Continue to develop auditors' and moderators' shared understanding of what good looks like by leading follow-up workshops with managers.	SH	Camden	Jan 19	*Shared understanding of what good looks like*

1.17	Quality assurance [SIF Para 103] MV 3 feedback	Support and challenge the service to use audit findings to embed learning that impacts on quality of practice. [See Camden-Croydon Intensive Peer Support Plan, work stream 2].	SH	Camden	Jan 19	*Audit findings inform targeted improvement activity*
1.18	Quality assurance [SIF Para 103]	Ensure the resources for quality assurance and practice improvement are focused on improving compliance and quality. [See Camden-Croydon Intensive Peer Support Plan, work stream 2].	SH	Camden	Dec 18	*Quality assurance activity improves compliance and quality*
1.19	IRO & CPC Chair challenge [SIF Rec 10]	Embed the revised Croydon Escalation and Resolution Protocol (CERPs) process through communications and monitoring to ensure that Child Protection Conference (CPC) chair and Independent Reviewing Officer (IRO) challenge and scrutiny is more robust, consistently recorded on CRS and makes a difference for children and young people.	SH		Dec 18	*CERPS process used more consistently Evidence that IRO/CPC chair challenge has had an impact*
1.20	Complaints [SIF Rec 21]	Ensure that; a. more complaints are responded to appropriately within timescales b. learning from complaints is consolidated and informs learning and development activity for managers	SH		Mar 19	*More complaints are responded to appropriately in timescales*
1.21	Support for foster carers [SIF Rec 13, Para 59]	a. Engage in house foster carers to monitor progress on the fostering service improvement action plan. b. Conduct an annual foster carer survey as part of the quality assurance framework. c. Ensure that feedback from foster carers, including complaints, is monitored, responded to appropriately and is used to drive service improvements.	WT	Foster carers	Dec 18 Mar 19 2nd survey May 19	*Evidence of foster carer engagement Improved feedback in 2019 foster carer survey*

2. Identifying, assessing and responding to risk

What this means …
- **Assessments;** improving the timeliness and quality of assessments
- **Thresholds;** ensuring thresholds are applied consistently throughout the child's journey
- **Protecting vulnerable adolescents;** through the use of specialist tools and safety planning to reduce risks around exploitation and going missing
- **Driving service transformation;** providing strong leadership to drive service transformation from the front door to care planning

No.	Issue [Ofsted ref]	Actions	Lead	Partner involvement	By when	Success measures
Assessments						
2.1	Assessments [SIF Rec 12, Para 22, 31, 66] MV 1, 2 & 3 feedback	Improve the timeliness and quality of child and family (C&F) assessments including; a. ensuring that families are not waiting for a service during an assessment b. ensuring historic information and research is used support assessments and decision making in the assessment service. c. ensure that individual voices of all children in larger family groups feature in assessments	IL		Dec 18 Dec 18 Dec 18	*More C&F assessments completed in timescales to ensure children's needs are met and risk identified.* *Audits demonstrate incremental improvement in quality of assessments and children's wishes influencing plans.*
2.2	[SIF Rec 19, Para 84]	Ensure that all care leavers who are pregnant, or are parents have access to support to ensure their and needs and those of their children are met.	WT & CAJ	Health	Jan 19	*Review of this cohort demonstrates more care leavers have access to parenting support services*
Thresholds						
2.3	Thresholds [SIF Rec 6] MV 1 feedback	Undertake an analytical review to understand the high levels of demand at the front door and test the application of thresholds	IL	Camden	Nov 18	*Improved understanding of demand and threshold application*

2.4	Thresholds [SIF Rec 6] MV1 feedback MV 3 feedback	a) Review and test children's journey from identification of needs through into assessment and care planning to assess; • appropriate application of thresholds (e.g. step up and step down) • timely transfer across services (see action 3.2) b) Explore the role that brief intervention approaches could play in reducing the need for multiple assessments, providing swift access to the right services and enabling families to safely exit from statutory services to early help	IL & MK	CSCB Camden	Nov 18 Mar 19	*Improvement actions identified* *Informed management decision*
Protecting vulnerable adolescents						
2.5	Reducing risk [SIF, Rec 3] MV 2 feedback	Develop the use of contextualised risk management planning to reduce risks for vulnerable adolescents.	HD	Camden	Apr 19	*Auditing and performance reports demonstrate effective risk management planning for vulnerable adolescents*
2.6	CSE [Para 40] MV 2 feedback	Embed reviewed process for the council's response to child exploitation and the multi-agency child exploitation (MACE) panel so that partners share information and intelligence, engage in joint decision making and co-ordinate responses to children at risk of exploitation.	HD	CSCB Police Education Health Community Safety	Dec18	*CE risk management meetings evidence strong multi-agency involvement and referral to MACE for strategic oversight*
2.7	Missing [SIF, Rec 4] MV 2 feedback	Embed agreed procedures for responding when children and young people go missing through regular monitoring to ensure that children and young people receive a more consistent response.	HD	CSCB	Feb 19	*Auditing and performance reports demonstrate more consistent responses to missing episodes*
2.8	Missing [Rec 4] MV 2 feedback	Improve the timeliness of return home interviews (RHI's) to ensure that more young people who go missing receive an interview within 72 hours.	HD	Safer London	Feb 19	*More RHIs completed in timescales*
2.9	Missing [SIF, Rec 4]	Ensure that children and young people with repeat missing episodes are provided with a timely targeted interventions to help identify and reduce risks.	HD	Safer London, CSCB	Apr 19	*Auditing and sampling evidence more interventions are taking*

						place for these young people
2.10	Quality and consistency [SIF Para 60, 61]	Ensure that the council collates and analyses information about children placed in Croydon from other boroughs and that risks are understood and communication arrangements with placing authorities are clear.	WT & HD	Other LAs	Dec 18	*Analytical information from MACE and Monthly Missing Panel*
Driving service transformation						
2.11	Early Help Services [SIF para 37]	Carry out a mock inspection of the single front door, collating findings into a service improvement plan its done so focus on findings & improvement plan	IL/PS/ HD		Nov 18	*Improvement actions identified*
2.12	PLO and court work [SIF Rec 6, Para 47, 48, 49] MV 3 feedback	a) Embed Family Group Conferencing (FGC) at an earlier stage as part of the PLO and pre-proceedings process b) Expand the use of family group conferencing through disseminating guidance/protocol to staff of when to use FGC and how to access it. c) Establish a whole service FGC offer ensuring earlier access to FGC as a powerful model of intervention	MK	Provider	From Oct 18 Dec 18 March 2019	*FGC used more frequently as evidenced through audit*

3. Robust and effective planning

What this means …
- **Plans;** improving the quality and impact of written plans (including Child in Need [CiN], Child Protection [CP], Care and Pathway Plans)
- **Streamlining transfers;** between services so let children and young people are not waiting for help and plans are progressed
- **Public Law Outline (PLO); pre-proceedings and court work;** reducing delays for children and improving compliance with court orders
- **Permanence planning**; ensures early permanence planning occurs for children who are unable to live with their birth parents
- **Pathway planning**; improving the timeliness pathway planning for looked after children aged 15 and over

No.	Issue [Ofsted ref]	Actions	Lead	Partner involvement	By when	Success measures
Plans						

3.1	Plans [SIF Rec 5] Para 33, 66] MV 2 feedback	a. Improve the quality of written plans across the service to ensure they are SMART, child-focused and include contingency plans. To include:
		  i. child in Need (CiN) plans
		  ii. child protection plans
		  iii. care plans for looked after children
		  iv. pathway plans
		
		b. Assure impact through bi-monthly case audits
			OW
			
			SH
					Dec 18	*Auditing demonstrates incremental improvement in quality of plans*

Streamlining transfers						
3.2	Case transfers MV 3 feedback	Assess the impact of revised case transfer process across all services and identify improvements to reduce delay for children and families.	IL		Dec 18	*Average time taken from referral to care planning service has reduced*
3.3	Pathway planning [SIF Rec 17	Agree the role that personal advisors (PA's) should play for children aged 17 and a half and communicate these expectations to staff to ensure a smoother transition for young people leaving care.	WT		Dec 18	*Auditing demonstrates more consistent involvement of PA's before young people reach 18*

		PLO, pre-proceedings and court work				
3.4	PLO and court work [SIF Rec 6, Para 47, 48, 49]	Improve the timeliness and quality of all assessments for court proceedings (including special guardianship and family and friend assessments).	MK & WT	Judiciary	Jan 19	*Average time taken to conduct an assessment is reduced.* *More positive feedback from judiciary on assessment quality.*
3.5	Relationship with the judiciary [SIF Para 49 & 101]	Revise the court action plan, in light of feedback from a meeting with the judiciary in October 2018 in order to, • improve compliance with court orders as a matter of urgency • ensure social workers are sufficiently prepared for court • improve Croydon's reputation through hosting an annual conference with representation from the judiciary and Children • expand the take up of 'legal workspace' functionality on CRS	PS & JHB	Cafcass Judiciary	Dec 18	*Feedback from the judiciary that compliance, timeliness and quality of court work are improving*
		Permanence planning				
3.6	Permanence MV 4 feedback	Conduct a short term project to recognise permanence (e.g. through matching) for children aged 14 and under that have been in our care for 1 year or more.	WT	Foster carers	Jan 19	*More children are matched to their carers*
3.7	Permanence MV 4 feedback	Ensure more practitioners recognise the emotional importance of achieving permanence for children, through; • communications activity • training on life story work and related direct work	WT	Foster carers	Mar 19	*More children have a clear plan for permanence*
3.8	Permanence MV 4 feedback	a. Review and launch permanence policy to set out clear expectations for practitioners and managers around planning for permanency at every stage of the child's journey b. Test impact through reviews, audit and performance indicators	WT SH		Dec 18 Mar 19	*More children have a clear plan for permanence* *Auditing demonstrates fewer delays in achieving permanence*
3.9	Permanence MV 4 feedback	Complete a review of looked after and adoption workflows on CRS (including permanency work) and streamline processes to support effective recording (usability) and enable accurate reporting. [See CRS action 6.6]	WT/ SH		Jan 19	*More information relating to permanence and adoption can be reported from CRS.*

							Improved confidence in data accuracy.
3.10	Quality and consistency [SIF Para 60, 61]	Improve the timeliness of reviews for looked after children so that more looked after children receive reviews in statutory timescales.	SH		Dec 18		*Higher % of LAC reviews completed in timescales*
3.11	UASC work MV 4 feedback	Review work to support unaccompanied and asylum seeking children (UASC) through targeted audit activity and identify improvement actions to ensure that these children receive a high quality service.	WT& SH		Apr 19		*Auditing demonstrates improvements in work to support UASC*
3.12	[SIF Rec 14]	a. Increase the number of children leaving care through adoption. b. Increase the timeliness of children leaving care through adoption	WT	RAA Adopters	Mar 19		*Incremental increase in the number of children being adopted each quarter*
3.13	Adoption outreach MV 4 feedback	Ensure that the adoption service conducts more proactive outreach work to support social workers across the service to initiate and progress plans for adoption.	WT		Feb 19		*Auditing demonstrates fewer delays in progressing adoption and higher quality work*
3.14	Planning for permanence [SIF Rec 14]	Engage with RAA to develop post-adoption support offer to ensure a joined up approach across the council and partners to meet the needs of children and young people and support adoptive parents.	WT	Education Health CAMHS	Sep 19		*More adopters receiving post adoption support*
Pathway planning							
3.15	Pathway planning [SIF Rec 17]	Improve the timeliness of pathway planning to ensure that more young people have an up to date plan within timescales.	WT	N/A	Dec 18		*More pathway plans completed in timescales*
3.16	Staying Put [SIF Rec 18, Para 85]	Monitor the impact of the revised staying put offer to test whether this is allowing more young people who wish to do so to stay put with their foster carers.	WT	Foster carers	Jan 19		*Numbers of young people 'staying put'* *Feedback from social workers, foster carers and care leavers*
3.17	Accommodation for care leavers [SIF Para 89]	Work with housing colleagues to source the appropriate accommodation for care leavers to ensure they can live independently if they are ready to do so and have a place to call home.	WT & Director, Housing	Housing providers Voluntary sector	Apr 19		*More care leavers living in suitable accommodation*

Work plan 2: Workforce

Senior Responsible Officer (SRO): Director of HR (Sue Moorman [SM])

4. Building a skilled and stable workforce
What this means …
- **Urgent capacity to reduce caseloads;** filling vacancies in key areas quickly to reduce high caseloads
- **Permanent recruitment and retention;** delivering an action plan to recruit more permanent staff and retain talented practitioners and managers
- **Learning and development;** delivering a high quality, responsive L&D offer to practitioners and managers
- **Workforce data;** improving the accuracy of workforce information to inform reporting, recruitment activity and workforce planning

No.	Issue [Ofsted ref]	Actions	Lead	Partner involvement	By when	Success measures
Urgent capacity to reduce caseloads						
4.1	Manageable caseloads [Rec 2, Para 23] MV 1 & 3 feedback	a. Develop and implement a short term action plan to fill unfilled posts via agency as a matter of urgency. b. Develop mechanisms with managers and agencies to mitigate future unfilled vacancies (e.g. sharing information quickly when staff give notice, conducting exit interviews with agency staff and responding to feedback). c. Determine what an 'optimum team' looks like, and explore the role differently qualified staff can play to support social care teams.	NM & ATh	Providers	Ongoing from Nov 18 Dec 18 Jun 19	*Fewer unfilled vacancies in key areas* *Proposals around use of unqualified staff developed*
Permanent recruitment and retention						
4.2	Stable & permanent workforce [Rec 2, Para 112]	Raise Croydon's employer profile to attract more job applications through partnerships with Community Care, Jobs go Public and BASW, targeted recruitment activities (e.g. sector events and open days), press coverage and better use of social media platforms.	NM		May 19	*More job applications received*
4.3	Stable & permanent workforce [Rec 2, Para 112] MV 2&3	Develop and implement an action plan to recruit permanent frontline staff and managers in hard to fill social care posts. To include; a. activity to convert long standing agency workers b. streamlining and standardising recruitment processes c. developing the role of children and young people in recruitment	NM	Community care	Apr 19	*Higher % of permanent staff*

16

4.4	Skilled workforce [Rec 2]	Review and standardise the induction process for all new staff (permanent and agency). To include; • a finalised induction pack given to all new starters • booking on mandatory induction programme and core training (e.g. strengthening families)	NM & NS		Dec 18	*Staff feedback on improved induction experience*
4.5	Stable & permanent workforce [Rec 2, Para 112]	Develop, deliver and monitor a retention strategy including; • financial incentives and other benefits • career progression pathways and opportunities • continuous professional development (L&D) offer • ongoing staff engagement	NM & NS		Dec 18	*Reduced staff turnover rate*
4.6	Stable & permanent workforce [Rec 2, Para 112]	a. Increase the number of face to face exit interviews completed across the service b. Ensure that emerging findings from exit interviews are reported to CSMT and the Director and HR on a monthly/bimonthly basis.	NM & ATh		Dec 18 From Nov 18	*More exit interviews taking place* *Senior managers understand reasons why staff leave*
Learning and development						
4.7	Skilled workforce [Rec 2, Para 110]	a. Publish a learning & development (L&D) offer for Early Help and Children's Social Care aligned to corporate L&D approach. To include: • requirements of compulsory accreditation for social workers • links with universities • links with new registration body • clear continuous professional development (CPD) and career progression pathways b. Deliver the L&D offer	NS	Universities Training providers Social Work England DfE	Dec 18 From Jan 19	*Staff feedback on awareness around L&D opportunities*
4.8	Skilled workforce [Rec 2]	a. Deliver the 'excellence in core skills' training programme for social workers and early help practitioners to improve the quality and consistency of practice for children and young people. b. monitor and evaluate the impact of this training	NS	Training providers	Mar 19 Apr 19	*Auditing and performance reporting demonstrates improvements in quality and timeliness*
4.9	Skilled workforce [Rec 2]	a. Develop a programme for all managers which covers; • reflective Supervision • performance management (including the use of data) • managing poor performance and sickness	NS	Camden	Dec 18	*Auditing and performance reporting demonstrates more*

17

		b. Deliver the programme c. Develop a wider leadership programme for managers within Children's Social Care and Early Help.			From Jan 19 Apr 19	*consistent supervision and oversight*
4.10	Skilled workforce [Rec 2]	Ensure social workers in their Assessed and Supported Year in Employment (ASYE) in Croydon are supported through a dedicated programme of training, mentoring and development.	NS	Training providers	From Oct 18	*Positive feedback from ASYE social workers* *Retention of ASYE social workers*
Workforce data						
4.11	Manageable caseloads [Rec 2, Para 23]	Improve workforce data accuracy to ensure figures capture all starters and leavers (including agency staff) and workforce information can be used with confidence by managers to inform caseload reporting workforce planning, and oversight of sickness and capability.	NM, ATh & CB		Jan 19	*Managers' report greater confidence in data*

Work plan 3: Partnerships

Senior Responsible Officers (SROs): Executive Director, Health, Well-being and Adults (Guy Van Dichele [GVD]) and Director of Quality & Governance, NHS, CCG (Elaine Clancy [EC]) (jointly owned)

5. Implementing an all age Partnership Early Help Offer, strengthening partnership working and improving the LSCB

What this means …
- **Early Help;** collective delivery of our partnership universal and early help offer
- **Strengthening partnership working;** around LAC health, strategy meetings and child protection conferences
- **Commissioning;** of services based on need
- **Improving Croydon's Local Safeguarding Board (CSCB)**

No.	Issue [Ofsted ref]	Actions	Lead	Partner involvement	By when	Success measures
Early Help						
5.1	Early Help Services [SIF Para 27] MV 2 feedback	Engage widely with all partners to implement the Early Help Strategy to include; a. Strategy launch and dissemination b. Developing a partnership outcomes framework performance scorecard for Early Help c. Communication on the continuum of need d. Referral pathways including single assessment framework e. Realignment of council Early Help services towards a locality based model for children and young people with 'intensive need' [see continuum of need] – aligned to council's new operating model	CJ	CSCB CCG Police Schools C&F partnership Voluntary sector	From Oct 18 From Oct 18 Nov 18-Apr 19 From Oct 18 Dec 18	*More children and families supported through Early Help* *Feedback from partners that they understand their role in Early Help*

Strengthening partnership working around strategy meetings, child protection conferences and LAC health							
5.2	Strategy meetings [SIF rec 7]	Improve partners involvement (e.g. attendance and participation) in; a. initial strategy meetings b. child protection conferences	IL & DS	Health Schools Police	Dec 18 Jan 19		*Improved partner attendance at strategy meetings and CPC's*
5.3	Quality and consistency [Para 65]	a. Improve the timeliness and quality of initial health assessment notifications (within 3 working days of the child becoming looked after). b. Work with health professionals and carers to reduce the proportion of missed health assessment appointments for looked after children	WT WT & AT (CCG)	CCG/ CHS	Dec 18 Dec 18		*Higher % of notifications completed in timescales* *Higher % of health assessment completed in timescales*
5.4	Therapeutic support [SIF Para 65]	a. Identify looked after children requiring Children and Adolescent Mental Health Service (CAMHS) b. Work with the CAMHS service to put in place resources to meet the needs of these children.	WT & SW	CCG/ SLAM	Jan 18 Apr 19		*More LAC benefit from CAMHS support*
Commissioning							
5.5	Needs assessment [SIF, para 104]	a. Complete a thorough needs assessment of Children and Young People as part of the JSNA (based on an analysis of available data) to inform service planning and commissioning across Children's Services. b. Create a briefing on outliers in Children's services to inform priority setting.	RF	HWB Joint Commiss ioning Exec	Dec 18 Nov 18		*Commissioning decisions informed by needs assessment*
5.6	Early help services [FI rec 11, para 26]	Develop and implement the commissioning model for Partnership Early Help, to support the Partnership EH strategy and new locality based service model, including; • Health visiting • Family Nurse Partnership • Health improvement of school aged children • Children's Centre's • Parenting support • Young Carers • Counselling services	SW	CCG Joint Commiss ioning Executiv e	Mar 20		*Commissioned services are aligned to early help priorities*
5.7	CSE [Para 40]	Increase the provision of early intervention and diversion services for vulnerable adolescents in Croydon as part of a revised Partnership Early Help Offer.	CJ & JW	CSCB Police Schools Health	Jan 19		*More young people benefit from early intervention and diversion activities*

					Voluntary sector		

Improving Croydon Local Safeguarding Board (LSCB)							
5.8	Discharging statutory functions [para 118]	Ensure that the improvement priorities for the CSCB and the Improvement Board continue to be closely aligned, providing robust challenge to the Improvement Board to ensure a strong focus on monitoring and evaluating the effectiveness of frontline practice	DS	All partners		Ongoing from Sep 18	*Minutes and plans from the Children's Improvement Board and CSCB and sub groups evidence alignment of priorities and a focus on frontline practice*
5.9	Discharging statutory functions [Para 118]	Embed clear expectations for all CSCB partners, supporting and encouraging board members to robustly monitor, scrutinise and evaluate the work of all partners, establishing a climate of constructive challenge. To include: • Continue to apply 'constructive challenge' at Board and Executive meetings • Identify and agree with partners the data to be routinely provided as part of CSCB multi-agency data set • Secure partnership commitment to multi-agency audits	DS	All partners		Ongoing from Sep 18	*Minutes from the CSCB and sub groups evidence consistent attendance, scrutiny and constructive challenge* *Feedback from CSCB partners that they understand their role*
5.10	Learning from SCRs [Para 128]	Ensure that learning from learning reviews and SCR's informs improvements in frontline practice and establish arrangements for evaluating the impact.	MF	All partners		March 19	*CSC and multi-agency training address SCR learnings* *Feedback from CSC staff and partners that they are more aware of learnings from SCR's*
5.11	Monitoring practice/impact [Rec 113 & Para 120]	Monitor and challenge the multi-agency dataset so that board members can actively quality assure, evaluate and challenge the effectiveness of services.	MF	Council Police CCG		December 18	*Multi-agency dataset is fit for purpose* *Minutes from the CSCB and sub groups evidence scrutiny of dataset*

5.12	Monitoring practice/impact [Rec 113 & Para 120]	Ensure that the multi-agency audit programme is sufficiently targeted on priority areas and enables the board to monitor, evaluate and challenge frontline practice and its impact on children and families. • Agree multi-agency audit programme for 2019 • Audit programme linked to priorities and learning from SCRs • Re-audit in place to measure effectiveness and improvement • Align with single-agency audit programmes	MF	All partners	March 19	*Agreed 2019 audit programme aligned to priority improvements areas and SCR learning*
5.13	Early Help Strategy [Rec 116]	Secure partnership support and commitment to the joint ownership and collective delivery of an all age Partnership Early Help Strategy.	DS	All partners	March 19	*Partners jointly own and collectively deliver the Partnership Early Help Strategy*
5.14	Thresholds [Rec 116]	Continue to promote the shared understanding across all partners represented on the board around the application of thresholds and pathways across the partnership. • Analysis of no further action (NFA) decisions by agency • Increase awareness of pathways to support children and families, EH or CSC • Continued delivery of threshold awareness training • Use feedback information and contact analysis to develop further training proposals • Delivery and awareness raising at safeguarding lead meetings	DS	All partners	Nov 18 – Apr 19	*Feedback from partners that they understand thresholds and pathways* *Reduction of contacts and referrals leading to NFA*
5.15	CSE and missing [Rec 114. Para 123]	Develop systems to assure the impact of the CSE and missing sub-group, focused on improved outcomes for children and young people and evidence of influencing commissioning decisions across partners.	DS	All partners	Dec 18	*Records (e.g. minutes and reports) from the subgroup evidence impact on practice*

Work plan 4: Platforms

Senior Responsible Officer (SRO): Executive Director, Resources (Richard Simpson [RS])

6. Creating the conditions for social work to flourish
What this means …
- **Finance;** ensuring that Children's Services and the Children's Improvement Programme is adequately resourced
- **Performance data, business intelligence and recording systems;** improving the accuracy, analysis and usability of operational data reports and developing fit for purpose electronic recording systems that support social work practice and management oversight
- **Commissioning;** of services based on need
- **Administrative support and Improved Ways of Working;** improve the business support offer and technology enablers

No.	Issue [Ofsted ref]	Actions	Lead	Partner involvement	By when	Success measures
Finance						
6.1	SIF para 110	Ensure that the children's improvement programme and children's services is adequately resourced in order to invest in the necessary improvements, and deliver these at the required pace. To include; a. initial investment in 2018/19 in key areas b. ongoing resource allocation through future budgets	RS		Feb 19	*Sufficient Social Care, Early Help and support resource is in place to support improvements*
6.2	SIF para 110	Ensure improved forecasting of future demand for children's services to inform resourcing decision-making: a. Establish a short-term working group to establish the "single version of the truth" on expenditure utilising performance data, service data and financial data b. Develop a forward view of potential demand so that pressures can be tackled proactively	LT		Oct 18 Mar 19	*Seniors Managers have a clear understanding of expenditure, pressures and demand to inform service planning*
Performance data, business intelligence and recording systems						
6.3	Operational data [Para 98, 102]	Improve the accuracy of operational data by working closely with; • practitioners and managers to improve recording practices • managers in the service to sense check data and address recording issues	PS ST & SW	Camden	Ongoing from Oct 18	*Managers have increased confidence in performance reports Improved Data quality*

23

	MV 3 feedback	• the CRS team to identify and resolve systems/workflow issues, including reducing manual trackers • colleagues across the council in HR and finance to triangulate data from multiple sources	SW & ST SW, LT and NM		Review Apr 19	*Reduction of manual trackers*

6.4	Operational data [Para 98, 102]	Ensure the continued provision of;
		a. regular operational data reports for team and service managers, which enable and support day to day decision making and risk management
		b. strategic performance and business intelligence reports for senior managers which;
		   • provide a line of sight into performance
		   • support strategic decisions, including commissioning
		   • allow partners and members to scrutinise performance
			SW
			
			SW
				Camden	Ongoing from Oct 18 Review Apr 19
					
					Ongoing from Nov 18 Review Apr 18
						Managers feedback that reports are fit for purpose and timely
						
						Feedback from Managers Spotlight sessions

6.5	Operational data [Para 98, 102]	Support first line managers and service leaders to proactively use data to drive performance and reduce drift and delay for children, developing a strong improvement culture.	SW & PS	Camden	Ongoing from Sep 18 Review Apr 18	*Evidence of managers using data to improve performance* *Assessment at Manager Spotlight sessions* *Usage of data and performance improvement*
6.6	Fit for purpose systems [Rec 2, para 27]	Develop fit for purpose electronic recording systems, processes and workflows that are aligned to the new practice model and support good practice: a. Delivery of Case Recording System and Early Help Module Development plan b. Delivery of Controcc project to streamline and improve financial processing	SH	N/A	Mar 19	*Case Recording system is easy to use, staff are trained, and the quality of case recording improves* *Financial processing is easier and takes less time*

24

		c. Ensure procurement and development of People's System meets the needs of children's services d. Increase user support and confidence e. Reduce manual tracking of data outside the system				
Commissioning						
6.7	Needs assessment [SIF, para 104]	a. Finalise sufficiency strategy b. Deliver the sufficiency strategy to ensure that more looked after children benefit from local placements that are suited to their needs.	SW	Providers	Jan 19 Oct 19	*More looked after children in local placements*
6.8	Fostering Compliance [SIF, Rec 13] Support for foster carers [SIF, rec 13, Para 59]	Mobilisation of new in-house foster carer recruitment contract in order to recruit foster carers to meet local need	SW	Provider Foster carers	Ongoing from Nov 18	*More in house foster carers* *More children placed in in-house foster care*
6.9	Commissioning advocacy [SIF, Rec 15, para 38 and 56]	Recommission advocacy services to ensure they meet the needs of children and young people.	SW	Providers	Ongoing from Oct 18	*More children accessing advocacy services*
6.10	Sufficiency [SIF para 89]	a) Deliver improvements to the children's placements function including; • System improvement [see action 11.4b – Controcc & CRS integration] • Development of an effective end to end process • Development of accurate placement information and reporting b) Improve utilisation of in house foster carers	SW	Providers Foster carers	Mar 19 Dec 19 Dec 19 Mar 19	*More accurate information and reporting*
6.11	Children and Young People Commissioners [SIF, para 104]	Provide training to children and young to be involved in the commissioning services.	SW	CCG Joint Commissioning Executive	Mar 19	*Young people involved in commissioning*

Administrative support and Improved Ways of Working						
6.12	SIF para 110	Implement Improved Ways of Working for children's services to support frontline practice, further enable mobile working and provide the right tools to work effectively, through: • defining vision for Improved Ways of Working in children's services to support new People's Operating Model • implementation of improved ways of working, including technology enabler piloting and implementation, and supporting behaviour change • business Support Review Phase 2 to review business support offer and resourcing requirements for 2019-20 onwards • improve access to information about services available and maximise online resources/information to support staff and families	RS	N/A	Nov 18 Apr 19 Jan 19 Mar 19	*Business support effectively supports social work practice* *Staff are provided with and supported to use existing and new technology* *Service users can easily access information about support and services*

Appendix 1: Our lead officers

Lead Officers

Each action within the plan will have a lead officer who will be held to account on progress and successful delivery by the relevant SRO. These are outlined in the table below.

LEAD OFFICERS	
PS, Philip Segurola, Interim Director, Early Help and Children's Social Care	JHB, Jacqueline Harris-Baker, Director of Law and Monitoring Officer
NS, Nicki Shaw, Children's Learning and Development Professional Standards Manager	SW, Sarah Warman, Interim Director of Commissioning and Procurement
OW, Oretha Wofford, Principal Social Worker	SM, Sue Moorman, Director of Human Resources
SH, Shaun Hanks, Head of Quality Assurance	NM, Nadine Maloney, HR lead for Children's
WT, Wendy Tomlinson, Head of Service, Corporate Parenting	ATh, Adrian Thomson, Agency Operations Manager
GV, Guy Van Dichele, Executive Director, Health, Well-being and Adults	CB, Caroline Bruce, Head of Performance and Business Intelligence
MB, Michael Brown, Interim Head of Service Children with Disabilities, Transitions Service and Calleydown Short Breaks Home	DS, Di Smith, Interim CSCB Chair
HD, Hannah Doughty, Head of Adolescent Services	AT, Amanda Tuke, Head of Children and Maternity Integrated Commissioning
MK, Moira Keen, Head of Care Planning Service	RF, Rachel Flowers, Director of Public Health
DA, Doutimi Aseh, Head of Social Care and Education Law	JW, Jenny Wade, Head of Service, Commissioning and Procurement (People)
IL, Iain Low, Head of Single Point of Contact (SPOC) and Assessment	MF, Maureen Floyd, CSCB Board Manager
CJ, Carolann James, Interim Head of Early Help	RS, Richard Simpson, Executive Director of Resources
ST, Simon Townend, Systems Strategic Manager	LT, Lisa Taylor, Director of Finance, Investment and Risk (Deputy S151 Officer)

Appendix 2: Our governance arrangements

Key:
_____ accountable to
- - - - - progress reporting, influence and engagement

* Chair until Executive Director of Children, Families and Education is in post

External challenge and progress monitoring

- Croydon/Camden Improvement Partnership Quarterly Review Meeting (DfE Stocktake)
- Children s Improvement Board — *Chair: Edwina Grant*

Political and partnership scrutiny

- Cabinet
- Scrutiny and Overview committee — *Chair: Cllr Fitzsimmonds*
- Local Strategic Partnership
- CSCB — *Chair: Di Smith*
- Children and Families Partnership Board — *Chair: Cllr Flemming*
- Leader s Safeguarding meeting — *Chair: Cllr Newman*
- Children s Improvement Finance Group — *Chair: Cllr Hall*
- Children and Young People s Sub committee — *Chair: Cllr Ward*
- Lead Member — *Cllr Flemming*

Corporate challenge, support and resourcing

- Children s Improvement Programme Board — *Chair: *Jo Negrini, Chief Executive*

Operational delivery groups

- Staff reference Group — *Co-chairs Nicki Shaw & elected staff representative*
- Management and Practice task group — *SRO & Chair; Director of EH and CSC, Philip Segurola*
- Workforce task group — *SRO & Chair; Director of HR, Sue Moorman*
- Partnership task group — *SRO and chair; Executive Director Health, Well-being and Adults Guy Van Dichele and Director of Quality & Governance, NHS, CCG Elaine Clancy*
- Platforms task group — *SRO and chair; Executive Director, Resources, Richard Simpson*

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T 0300 123 1231
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26 October 2018

Eleni Ioannides
Interim Executive Director, Children, Families and Education
London Borough of Croydon
8 Mint Walk
Croydon
London
CR0 1EA

Dear Ms Ioannides

Monitoring visit to Croydon children's services

This letter summarises the findings of the monitoring visit to Croydon children's services on 3 and 4 October 2018. The visit was the fourth monitoring visit since the local authority was judged inadequate in September 2017. The inspectors were Louise Hocking and Anne Waterman, Her Majesty's Inspectors, and Tracey Nurse, Ofsted Inspector.

The local authority is making progress in improving services for its children and young people. However, senior managers need to ensure that progress is consistent for all children and at a pace that meets each child's needs. They are aware of the work that is still required and the need for continuing improvements to the quality of frontline practice. A permanent executive director for children, families and education has recently been appointed, and takes up his post in December.

Areas covered by the visit

During the course of this visit, inspectors reviewed the progress made for children in care, including thresholds and permanence planning.

This included the experiences of:

- children who had recently become looked after
- children who had been in care for more than 12 months
- unaccompanied asylum-seeking children
- children with a plan for adoption
- children in care who have a disability
- children placed at a distance
- care leavers.

A range of evidence was considered during the visit, including evidence from electronic case records and meetings with social workers, team managers, service leads and independent reviewing officers (IROs). We also considered information and data regarding permanency trackers, performance information, the complaints process and the use of independent visitors and advocates for children in care.

Overview

Some children in care are experiencing drift and delay in securing their permanence arrangements. In particular, this affects children who have been waiting to be formally matched with their current carer, although drift is also occurring for very young children with a plan for adoption. Practice is generally better for children who have come into care more recently, although more urgency is needed to prevent drift in securing permanency.

Most children are well placed and benefit from secure and stable placements. The core components of effective social work practice for children in care are in place. Thresholds are applied effectively for children who need to be in care. Children are visited frequently, and they have an appropriate care plan. The majority of children's records contain helpful case summaries and clear case notes that broadly reflect their wishes and feelings. Social workers show a high degree of commitment to the children they work with and they are proud of each child's achievements.

Findings and evaluation of progress

Too many children in care in Croydon experience delay in having permanency secured for them. Most children who have been in care for more than a year are well settled in suitable placements, but there is a lack of urgency in ensuring that these placements are formally matched. There is insufficient understanding of the emotional impact that such delay will have on children, and senior leaders need to tackle this legacy of drift for children with additional pace. Tracking systems are in place, but they have not been used effectively to drive improvements for all of the children who are waiting to be permanently matched.

In most cases, social workers know children well, and inspectors saw positive examples of work with children in care. This included some particularly strong and thoughtful practice. Life-story work is not yet fully embedded as a necessary part of permanency planning for all children. However, some social workers are sensitive to the timing of this work and have acted accordingly.

Practice is generally better for children who have come into care more recently, although it is still not undertaken with sufficient urgency. Staff in the looked after children service, now renamed the corporate parenting service, report that when cases are transferred to them, they have to catch up on actions that should have taken place earlier. Family group conferences are particularly slow to be arranged, meaning that a significant early opportunity to explore permanence options within the wider family may be missed.

2

There is drift and delay for some very young children with a plan for adoption and it is taking too long to find an adoptive family. For some of these young children, interested adopters have not been pursued and opportunities to place them sooner have been missed.

Senior managers are aware that they need to ensure that all practitioners understand what good permanency planning practice looks like, that this is driven with urgency and that it is supported by helpful policies, procedures and panel processes, including panel availability.

Social workers in the corporate parenting service report an unsettled period. This is reflected in staff turnover and some staff report that they feel demoralised about working in the service. Although staff and managers are committed, there is some potential instability for the three teams for local children in care that do not have permanent managers. Social workers in the corporate parenting service have an average caseload of 14 to 15 children. However, some staff feel that their caseloads are hard to manage, due to the complexity of casework, the need to 'catch up' with historic actions, and processes and systems that do not support their work sufficiently. Senior managers are aware of these concerns and of the need to stabilise the workforce further to sustain and accelerate the improvements being made.

The service for care leavers is showing improvement and is benefiting from the importance that has been placed on it. This area of work is particularly championed by the lead member for children. The development of the recently launched 'local offer' involved young people directly and is ambitious. Staff morale in the leaving care service is high. Staff report feeling more fully part of the whole service for children who have been in care. Staff are committed to the young people they work with. However, high caseloads in the service have reduced the frequency of visits and resulted in some delays to the timeliness of reviews of pathway plans. Additional resources have been identified, and staff are aware of this. The vast majority of care leavers are in suitable accommodation. Work to further develop 'staying put' has led to an increase in young people remaining with their foster carers; 48 young people are currently in 'staying put' arrangements.

Progress can be seen in management oversight, with management involvement evident on virtually all case records seen by inspectors. The extent and quality of management oversight remain variable, ranging from basic factual notes through to well-evidenced reflective supervision. Staff report that they find their managers accessible and supportive in style, but there is a lack of clarity about the frequency of supervision.

IROs are beginning to provide more effective challenge, although this had not had sufficient impact on some of the plans for children seen during this visit. However, there have been 27 examples of formal escalation over the last three months, including two to the director of social care and one to Cafcass. Positive progress can also be seen in the take up of independent visitors and the use of advocacy. Over 60 children now have an independent visitor, with 40 new independent visitors recruited

in 2018, compared to 15 in 2017. A small number of children are still waiting for an independent visitor and work needs to continue to develop this service further. The take up of the advocacy service has more than doubled in recent months, with 55 children supported between January and June 2018.

Improvements to the audit process are assisting senior managers in their oversight of the experiences of children in Croydon. However, senior managers are aware that the audit and quality assurance processes, including performance information, need to be strengthened further. A clear understanding of priorities is assisting with the work being undertaken, which includes a targeted improvement plan for the current year, alongside some external reviews of specific services, such as the fostering service.

In summary, progress has been made, but this is not yet having the required outcome and impact for all children in care.

I am copying this letter to the Department for Education. This letter will be published on the Ofsted website.

Yours sincerely

Louise Hocking
Her Majesty's Inspector

4

For General Release

REPORT TO:	**Cabinet** **19 November 2018**
SUBJECT:	**Adoption Regionalisation**
LEAD OFFICER:	**Eleni Ioannides** **Executive Director, Children, Families and Education** **Philip Segurola** **Interim Director of Early Help and Children's Social Care**
CABINET MEMBER:	**Councillor Alisa Flemming** **Cabinet Member for Children, Young People and Learning**
WARDS:	**All**

CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON

The recommendations in the report align with Croydon's Corporate Plan ambitions to ensure: Our children and young people thrive and reach their full potential

FINANCIAL IMPACT

The financial impact of Croydon joining the RAA is £559k per annum and will be funded from within existing service budgets. This will fund staff costs of £495k and support costs including HR, IT, legal, finance, insurance, facilities and buildings.

The London Borough of Southwark are the host borough and all member boroughs will transfer their funding to Southwark. Resulting in a total budget for the RAA of £3 - £3.5m.

The remainder of the budget for adoption services which is circa £1m will be retained by Croydon Council for delivery of all other elements of the adoption service, including the payment of adoption allowances.

FORWARD PLAN KEY DECISION REFERENCE NO.:. 1618CAB

The decision may be implemented from 1300 hours on the 6th working day after the decision is made, unless the decision is referred to the Scrutiny & Overview Committee by the requisite number of Councillors.

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

1. RECOMMENDATIONS

The Cabinet is recommended to agree:

1.1 That Croydon enter into regional adoption arrangements as part of Adopt

London South;

1.2   That staff and funding (estimated at 8.5 FTE and a budget of £559k) are transferred to Southwark who will be hosting Adopt London South on behalf of ten South London boroughs;

1.3   That the statutory and legal functions relating to adoption services set out in Section 15(3) of the Education and Adoption Act 2016 be delegated to Southwark as host of the Regional Adoption Agency Adopt London South; and

1.4   That authority is given to the Director of Early Help and Children's Social Care to finalise and agree the arrangements including signing off the Inter-Authority Agreement between Croydon and Southwark and any other legal and financial agreements in consultation with the Cabinet Member for Children, Families & Learning, Cabinet member for Finance and Resources, the Section 151 Officer and the Monitoring Officer.

2.   EXECUTIVE SUMMARY

2.1   This report summarises the business case for Croydon entering regional adoption arrangements with nine other local authorities in South London as part of Adopt London South. All local authorities in England have been instructed by the Department for Education to enter into regionalised adoption arrangements by 2020.

2.2   This report sets out the proposed approach to regionalisation for Croydon and seeks formal agreement to begin implementing the new arrangements. This report sets out indicative staffing FTE and financial implications of these proposals.

3.   DETAIL

3.1   It is proposed that a new Adopt London South Regional Adoption Agency (RAA) is created through combining the adoption services for the ten South London Boroughs of Croydon, Greenwich, Kingston, Wandsworth, Lambeth, Lewisham, Merton, Richmond, Southwark, and Sutton. These agencies wish to build on the success of their existing services to improve performance in meeting the needs of those children who require permanence through adoption by bringing together the best practice from each authority within the RAA. This proposal forms part of an overarching project to develop four RAAs across London.

3.2   This report describes how establishing a single agency will allow the ten authorities to provide a more cohesive, efficient and effective use of resources and development of practice to the benefit of children, adopters and others who gain from adoption services. It proposed that the London Borough of Southwark will host the RAA, the cost of development to be funded by the Department for Education. This document also sets out how the RAA will work with its partners to deliver Adoption Services.

3.3 In March 2016, the government announced changes to the delivery of adoption services setting a very clear direction that all local authorities' adoption services must be delivered on a regionalised basis by 2020. This followed a range of national policy changes since 2012, including the 2015 'Regionalising Adoption' paper by the DfE that sought improvements in adoption performance. Following the general election in June 2017, the Minister of State for Children and Families reaffirmed commitment to this policy. In March 2018, the DfE commenced the legislation that allows them to direct a local authority into a RAA if there is no progress being made.

3.4 The premise of regionalisation is to:
- Increase the number of children adopted
- Reduce the length of time children wait to be adopted
- Improve post-adoption support services to families who have adopted children from care
- Reduce the number of agencies that provide adoption services thereby improving efficiency & effectiveness.

3.5 The South London RAA will be known as Adopt London South (ALS) and will build upon the previous positive practice established within the two South London consortia – South London Adoption and Permanence Consortium (SLAPC) and South West Consortium which have acquired over the years good reputations for delivering effective services.

Issues

3.6 The rest of this report sets out the issues and detailed proposals for delivering Adopt London South.

3.7 The business case is founded on a number of key assumptions:
- There is one host for the south London RAA and it is proposed this is Southwark; however, it is expected that staff will be located across all ten LA sites; and that there is a host site for the South West in Merton.
- There is one lead responsible officer and centrally located functions, likely senior management, performance, commissioning and back office will be located in Southwark.
- Wherever possible practice and processes will be the same across all south London boroughs; however, there is a recognition of the scale of the South London RAA (and that it is bigger than all other RAAs in the country), therefore there will be tailoring and delivery based within two spokes which are based on the existing consortia (Merton, Sutton, Kingston, Wandsworth and Richmond in the South West and Southwark, Lambeth, Lewisham, Greenwich and Croydon in the South East).
- All agencies have the resources available to actively lead on and participate in agreed work streams and achieve the deliverables within agreed timescales set out in the plan;
- Adopt London South (ALS) will share case work responsibility for the child at the earliest possible point, at the discretion of each Agency Decision Maker but in most cases at the point of the Placement Order being granted;
- Staff affected will retain their existing Terms and Conditions, including pension rights, holiday entitlements and sick pay policies. Staff will be transferred to the host authority under the Transfer of Undertakings (Protection of Employment)

regulations (TUPE). In Croydon at this stage, and subject to formal consultation 8.50 FTE staff have been identified as potentially in scope for TUPE.

- Any applicable redundancy costs will be underwritten by the currently employing LAs as this will not be funded by the DfE or the host;
- Premises – ALS will be delivered from office bases in all ten locality areas. This will ensure: continuity of provision as far as possible; close working relationships with children's social workers and easy access for local communities to a service within their community. A small number of workers undertaking central functions (mainly senior management and back office staff) will work from a central base in the Host authority Southwark, and some functions will be delivered from the South West site of Merton. To ensure the new ALS team is established with a cohesive and single culture it is expected that particularly in the early stages that staff will be based for team building events, conferences, team meetings at Southwark's Tooley Street offices.

The Principles

3.8   The principles which this business case has followed were agreed by the Adopt London Executive Board which was delegated by the Association of London Directors of Children's Services (ALDCS) to oversee the development of the four London Regional Adoption Agencies.
These principles have been endorsed by the DfE:

- Local authorities involved in Adopt London and each of the four RAAs are committed to collaborating adoption arrangements so that the best interests of children and their adoptive families are secured and kept at the forefront of decision-making.
- Adopt London will provide an overarching framework for enabling effective coordination, coherence and partnership working across London.
- Adopt London authorities, and the four RAAs will make sure that there is consistency of approach in relation to key strategic and operational decisions, e.g. about whether staff are transferred under TUPE arrangements or seconded. Project teams in the four RAAs and RAA governance arrangements should reflect the ambition to promote such consistency of approach.
- We are committed to working effectively together with Voluntary Adoption Agencies (VAAs), making sure that their unique and important contribution is maximised and that VAAs are involved in the development of the RAAs and Adopt London.
  - o The focus of work over the next 18 months will be on establishing the four RAAs; in phase two, developmental work on the Adopt London hub will progress. We will use the Adopt London Executive Board to operate a virtual Hub in the coming period, with a view to exploring options for joint commissioning across London, maintaining common design principles for the spokes and exploring opportunities for further development of the Hub in phase 2.

The scope and delivery model

3.9   The decision to pursue four RAAs in London was agreed by ALDCS, and endorsed by the DfE in May 2018. This report does not revisit that decision, but provides more detail for how the agreed delivery model will work in south London.

3.10 Whilst a number of options were considered early on including the creation of a new single entity to deliver adoption services across South London, the preferred option is to combine the ten London boroughs with one borough becoming the host authority. Creation of new single entities is time consuming and costly and not a preferred option elsewhere with RAAs already live.

3.11 Governance of the RAA will operate through a board comprising of senior representatives from all LAs with executive voting powers with non-executive advisory representation from Voluntary Adoption Agencies (VAAs), adopters and adoptees. The RAA will continue to be accountable to Corporate Parenting Boards and other Local Authority bodies.

3.12 The RAA will aim to provide a high-quality service to adopted children with improved outcomes; taking the best models of delivery from each of the nine services and considering the best level of geography on which to deliver (sub-regional, regional or pan-London). The RAA will also aim to provide savings through economies of scale.

3.13 It is important to note that each of the other London RAAs has between 5-7 local authorities, and no other RAA has gone before nationally which combines such a large number of Local Authorities. Therefore, ALS will be implemented as two spokes with the South West comprised of Sutton, Merton, Wandsworth, Richmond and Kingston (with Merton acting as a spoke office) and the South East comprised of Southwark, Lewisham, Greenwich, Lambeth and Croydon (with Southwark acting as both spoke office and overall hub).

3.14 The delivery model for the RAA addresses the five areas set out by the DfE as their minimum expectations of a Regional Adoption Agency:
1. A single line of authority with the ability to act as a single service and a head of service in place.
2. Transfer of staff into the organisation.
3. Inclusion of core adoption functions of recruitment and assessment of adopters, early permanence and family finding, and adoption support.
4. Pooled funding from local authorities into the RAA.
5. Pan-regional approach to matching i.e. one pool of children and adopters.

3.15 Adopt London South will work collaboratively with 3 other RAAs across London namely:
- Adopt London West – hosted by Ealing
- Adopt London North – hosted by Islington
- Adopt London East – hosted by Havering

3.16 Approximately 50-60 FTE LA staff, many of whom work part time, are expected to become part of the new organisation to deliver the following main services across South London:
- Recruitment and Assessment – to provide the prospective adopters;
- Permanence Planning – ensuring that children identified as requiring adoption achieve a placement;
- Matching and Placement – to match prospective adopters with children in need of adoption;
- Adoption Support – to help all affected by adoption;

3.17   The table below sets out the RAA and LAs will work together, summarising roles and responsibilities for each:

Function	Regional Adoption Agency	Local Authority
RECRUITMENT AND ASSESSMENT		
Marketing and Recruitment Strategy	✓	
Adopter Recruitment and Enquiries	✓	
Assessment of Prospective Adopters – all Stage One and Stage Two functions	✓	
Completion of Prospective Adopter Report	✓	
Agency Decision Maker for approval of adopters	✓	
Post approval training	✓	
Matching	✓	
Post Placement training for Prospective Adopters	✓	
PERMANANCE PLANNING		
Early identification of a child possibly requiring adoption		✓
Tracking and monitoring the child possibly requiring adoption	✓	✓
Support and advice to child care social worker on the adoption process	✓	✓
Sibling or other specialist assessments if commissioned by LA	✓	✓
Direct work to prepare child prior to placement	✓	✓
Preparation of the Child Permanence Report		✓
Agency Decision Maker for "Should be placed for Adoption" decisions		✓
Case management prior to the point agreed by the LA ADM		✓
Case management from point agreed by the LA ADM		✓
MATCHING AND PLACEMENT		
Family finding	✓	

Function	Regional Adoption Agency	Local Authority
Looked After Child reviews	✓	✓
Shortlist potential families	✓	
Visit potential families	✓	✓
Organising child appreciation day	✓	
Ongoing direct work to prepare child prior to placement	✓	
Adoption Panel administration and management	✓	
Agency adviser role	✓	
Agency Decision Maker for Matching prospective adopters and child		✓
Placement Planning meeting administration and management of introductions	✓	
Support to family post placement and planning and delivery of adoption support	✓	
Ongoing life story work and preparation of Life story book	✓	✓
Independent Review Officer monitoring of quality of child's care and care plan		✓
Support prospective adopters in preparation and submission of application for Adoption Order – including attending at court	✓	
Preparation of later life letter	✓	✓
ADOPTION SUPPORT		
Assessment for adoption support	✓	
Developing and delivering adoption support plans	✓	
Agree and administer financial support to adoptive families pre and post Adoption Order		✓
Adoption support delivery including: • Support groups • Social events • Post adoption/special guardianship training	✓	

Function	Regional Adoption Agency	Local Authority
• Independent Birth Relative services • Support with ongoing birth relative contact • Adoption counselling and training		
Financial support to adopters including adoption allowances		✓
NON-AGENCY ADOPTIONS		
Step parent/partner adoption assessments	✓	
Inter-country adoption assessments and post approval and post order support	✓	

Milestones and implementation

3.18   It is proposed that following formal endorsement of the delivery model and budget at the ten cabinets and committees over the autumn 2018 that the structure for the proposed Adopt London South RAA will be subject to formal consultation through winter and early spring 2019. Phased implementation will begin from the point that the decision is formally endorsed at cabinets and committees (autumn 2018) and run through until early summer 2019 with the majority of aspects of the service going live from the new financial year (April 2019).

3.19   The first key implementation task will be to appoint the permanent leader of the RAA. A phased implementation is being pursued because the logistics of setting up Adopt London South are greater and more complex than any other RAA given that 10 boroughs are being brought together.

3.20   See the table below summarises the key milestones for delivery:

Stage 1: Mobilisation & on going Project Management	Stage 2: Vision & Design	Stage 3: Service Analysis- Measure and Understand (As is)	Stage 4: Service redesign workstream initiation (Future State)	Stage5: Monitoring, evaluation and benefits	Stage 6:Transition arrangements/shadow and testing phase	Stage7: Implementation
This stage ensures that there is an established rationale for integration whilst putting in place the building blocks for defining and scoping the change.	This stage involves working with senior stakeholder to understand and develop the vision for these integrated services and articulate the 'end state'.	The stage involves refining the scope of the project, identifying the cohort to work with and measuring the current situation (the 'as is') and understanding the level of change required to achieve the defined aims and objectives. This is important in providing a solid evidence base for the 'to be' model and developing options for the services and functions in scope.	This stage involves designing the 'to be' model, understanding and developing the options available in order to achieve the desired outcomes and identify the level of change required.	This stage reviews the initial benefit profiles and puts in place monitoring and evaluation measures for the testing and implementation phases	This stage involves working with operational teams to prototype and test out the agreed integration model/option and monitoring effectiveness of it. This stage allows for refinement to confirm the solution as correct/optimum before changes are mainstreamed.	Subject to the evaluation of stage 6, this stage involves fully implementing the new model and associated improvements
Deliverable: March - May • Lockdown scope • Set up PMO function • Project team in place • Project plan signed off • Workstreams developed and leads identified	**Deliverables: April - May** • Establish clear design features & evaluation criteria • Agree key outcome measures and anticipates benefits • Articulate vision for the new service	**Deliverables: May - July** • Analysis of current position • Stakeholder engagement • HR analysis of workforce implications and options • Review benefit profiles • Complete current position statement • Identify opportunities for change and improvement	**Deliverables: July - November** • Service design model options • Legal appraisal of options and impacts • Agree support service functions • Completed Business Case • Sign off and permission to proceed • Complete transition and full implementation plan	**Deliverables: August - September** • Agree on evaluation approach • Set performance measures/KPIs for new service • Review benefit profiles and produce realisation plan	**Deliverables: October- November** •Policies/procedures, referral routes agreed • Functions & Structure agreed • Systems tested • Legal requirements for new entity in place • Future model governance and SLAs agreed	**Deliverables: November - April 19** • Organisation review process • Engagement and change management process • Fully implement the new model • Go live with new service

4. CONSULTATION

4.1 There are a complex and wide-ranging set of engagement, consultation and co-design mechanisms in place to ensure that stakeholders have been able to shape the proposed Adopt London South approach. These have included:

- Establishing pan-agency project organisation and project governance arrangements including establishment of a Project Board and operational group;
- Five separate practice workshops have been held to engage a wide range of staff and stakeholders in the practice approaches to be applied in Adopt London South
- Staff conferences are scheduled in October and January 2019.
- Elected members and portfolio holders have been consulted in all local authorities
- London VAAs and London-wide unions have been engaged at a pan London level through the Adopt London executive board
- Continued stakeholder engagement through web-based surveys, staff newsletters and face to face events;
- Options appraisal and evaluation of delivery model options, including obtaining independent external legal advice on the options available;
- Baseline statistical data has been obtained to inform the development of a target operating model;
- Ongoing and regular liaison with the DfE and DfE appointed coach

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 The total cost of adoption services in Croydon is circa £1.6m. £559k will be transferred to the RAA as a result of this proposal.

5.2   The remainder of the budget for adoption services will be retained by Croydon Council for delivery of all other elements of the adoption service, including the payment of adoption allowances.

The effect of the decision

5.3   The financial impact of Croydon joining the RAA which is £559k per annum will be funded from within existing service budgets. This will fund staff costs of £495k and support costs including HR, IT, legal, finance, insurance, facilities and buildings.

5.4   The London Borough of Southwark have been appointed host borough and all member boroughs will transfer funding to Southwark. Resulting in a total budget for the RAA of £3 - £3.5m.

5.5   Joining the RAA will enable all member Boroughs to work collaboratively together to deliver a better more efficient and effective adoption service across the region. It is anticipated that adoption rates will increase both across the region and in Croydon enabling both a better outcome for the young people and financially for the authority by reducing the cost of long term fostering placements.

5.6   It is estimated that the average foster placement is circa £30,000 more expensive per annum than adoption.

Risks

5.7   The creation of the RAA is a new way of working for all member Boroughs and while there is a risk that the agency may not deliver the result at the pace expected we are confident that the RAA will generate benefits both at an operation and financial level for all member boroughs.

5.8   The RAAs will be able to apply for the Adoption Support Fund (ASF) which is funding to provide therapeutic services for eligible adoptive and special guardianship order families. Expertise in securing ASF will sit within the RAA and the RAA will have a role in the future in reviewing the approach to allowances across 10 boroughs. There is a risk that the Adoption Support Fund may not provide the RAA with sufficient funding. In the event this happens member Boroughs will be required to contribute to the shortfall. This shortfall will need to be met from Croydon's Adoption service budget.

Options

5.9   Central government has directed local authorities to deliver the London Regional Adoption Agency, and therefore there is no option for Croydon to withdraw from the arrangement.

Future savings/efficiencies

5.10   It is anticipated that the RAA will deliver savings through economies of scale, and savings accrued following implementation will be monitored and reported regularly with a collective decision made of whether to reinvest these savings into the RAA or future years budget transfers from member Boroughs to the RAA adjusted accordingly.

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 a legislative framework for the regionalisation of adoption services came into existence on 16 March 2016 through the Education and Adoption Act 2016 ("the Act") which requires local authorities to join a regional adoption agency by 2020. Section 15 of the Act provides the Secretary of State with the power to direct the transfer of adoption functions of a local authority to another local authority or adoption agency. The functions specified are: the recruitment of persons as prospective adopters; the assessment of prospective adopters' suitability to adopt a child; the approval of prospective adopters as suitable to adopt a child; decisions as to whether a particular child should be placed for adoption with a particular prospective adopter; and the provision of adoption support services.

6.2 The legal issues regarding contracts, procurement and transfer of functions to the Regional Adoption Agency will be similar to those experienced when considering contracting with another provider. The employment implications of the new arrangements are set out elsewhere in this report.

6.3 The governance arrangements will be discharged by way of a Board and subject to an Inter-Agency Agreement which will regulate the terms of its appointment.

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

7. HUMAN RESOURCES IMPACT

7.1 There are staffing implications for the staff that currently undertake work which will now be the responsibility of the RAA. If TUPE applies it is proposed that the RAA is resourced via TUPE. There will also be implications who do not transfer to the RAA as they will need to work differently with Adopt London South. All changes relating to staffing which may result from this proposal will be subject to existing legislative requirements and Croydon's HR processes and policies.

Approved by Sue Moorman, Director of Human Resources

8. EQUALITIES IMPACT

8.1 There is likely to be a positive impact on groups with protected characteristics as a result of the implementation of these proposals. Regionalisation is intended to improve;

- Post-adoption support
- Family recruitment for harder to place children (older children, larger sibling
- groups, substance addicted babies, disabled children, those with special
- educational needs, and children from black and other ethnic minority

- backgrounds)
- A consistent adopter experience across south London from initial contact and
- Recruitment through to training and post-adoption support.

8.2   These aims should particularly benefit children and families from ethnic minority groups, with disabilities and complex needs who have historically waited longer for adoptive placements.

8.3   The RAA project team is planning to conduct a London wide equality analysis on the new arrangements, after all local authorities have confirmed their participation across the four RAA areas. A staffing equality analysis will also be by the undertaken by the RAA project team as part of the formal staff consultation process to understand and mitigate where possible and disproportionate impacts on staff.

8.4   Following completion of the London wide equality analysis Croydon will undertake a local equality analysis to ascertain if the proposed change will have any impact on protected groups, this will also include a staffing equality analysis as part of the formal staff consultation process to understand and mitigate where possible and disproportionate impacts on staff.

Approved by: Yvonne Okiyo, Equalities Manager

9.   ENVIRONMENTAL IMPACT

9.1   None

10.   CRIME AND DISORDER REDUCTION IMPACT

10.1   None

11.   REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1   The recommendations in this report have been made to build on existing good practice in Croydon where it exists and to align with the improvement journey which Children's Services are on in Croydon. The recommendations also ensure that Croydon complies with legislative requirements to enter into regional adoption arrangements by 2020.

11.2   The move towards a regional adoption agency (RAA) provides an opportunity for Croydon to consolidate existing service delivery and learning from the other local authorities involved. Many of whom have been rated by Ofsted as having good or outstanding adoption services. A regional approach will also provide a broader framework to diversify the range and volume of adoption support services which require development in Croydon.

12.   OPTIONS CONSIDERED AND REJECTED

12.1   There are no immediate alternative options. It is a central government requirement that all local authorities deliver their adoption function through regional adoption agencies by 2020. Outside of the Pan London arrangements there are no alternative partnership options available.

CONTACT OFFICER: Philip Segurola, Interim Director of Early Help and Children's Social Care ext 47688.

APPENDICES TO THIS REPORT: None.

BACKGROUND PAPERS: None

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For General Release

REPORT TO:	CABINET
	19 November 2018
SUBJECT:	**Croydon's Year for Business**
LEAD OFFICER:	**Shifa Mustafa – Executive Director Place**
	Emma Lindsell – Director of Economic Growth
CABINET MEMBER:	**Cllr Manju Shahul-Hameed – Economy & Jobs**
WARDS:	**All**

CORPORATE PRIORITY/POLICY CONTEXT

Croydon's Year for Business supports achievement of outcomes under the following themes in the 2018-22 Corporate Plan:

- <u>Business moves here and invest, our existing businesses grow</u>
  The Year for Business has been designed to improve the perception of Croydon as a place to do business and of the council as an organisation that supports Small & Medium Sized Enterprises (SMEs).
- <u>Everybody has the opportunity to work and build their career</u>
  By supporting our businesses and improving their sustainability and profitability we increase the number of jobs in the borough; combined with the offer of a free to use recruitment service – Croydon Works - we improve the chances for our residents to secure good local jobs.

FINANCIAL IMPACT

There are no direct financial implications arising from this report. However, supporting our local business base has positive impacts on the Council's finances in the longer term as set out in section 5.1.

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

The Cabinet is recommended to:

1.1   note the contents of this report

2.   EXECUTIVE SUMMARY

2.1   This report provides an update on actions resulting from the Croydon Small Business Commission which delivered its final report in September 2017. The Commission explored the barriers to and opportunities for growth for Croydon

businesses. The Year for Business is one of several actions that have been delivered in line with the recommendations of the Commission.

2.2   2018 is Croydon's Year for Business. Croydon Means Business is a package of activity and campaigns celebrating and supporting small businesses in the borough. To date 158 events have taken place engaging with 4500 businesses; another 30 events will take place before the end of the year including Croydon's Economic Summit on 22nd November 2018.

2.3   The first Croydon annual business survey will be conducted in early 2019 to assess the impact of the Year of Business; positive feedback from individual businesses and support agencies has been received throughout the year.

3.   **DETAIL**

        The Small Business Commission 2017
3.1   In 2017 Croydon's Small Business Commission worked with small businesses to explore their barriers to and opportunities for growth. The Commission was led by independent chair Andrew Bauer of the Whitgift Foundation with commissioners from the small business sector, and delivered its final report in September 2017.

3.2   Small & Medium Sized Enterprises (SMEs) – those with fewer than 250 employees - make up 99% of Croydon's business base; ensuring their continued sustainable growth is a central plank of Croydon's emerging Economic Growth Strategy.

3.3   During the course of its investigation the Commission surveyed over 1,500 local businesses, and held focus groups and individual interviews with business owners across the borough to understand the common barriers faced by Croydon's business community. Following extensive consultation the Commission's findings showed that the biggest barriers to growth were:
        • Increased taxes and rising costs restricting business growth (business rates, auto pension enrolment, Brexit uncertainty);
        • Confusion for businesses accessing finance;
        • Recruiting and retaining talent;
        • Confusion on where to go for business advice and guidance;
        • Pressure on existing markets;
        • Pressure on employment land and work space.

3.4   With Croydon Business Network - a collaborative of business support organisations, networking groups, banks, and lobbying groups such as the Federation of Small Business - the council has created an action plan to address the issues the business community face. The action plan includes:
        • Lobbying on business rates;
        • Joined-up support, advice and guidance on accessing funding, grants and business support;
        • Opening access to local markets by providing information on procurement opportunities for SMEs;
        • Opening access to international markets for SMEs with workshops, seminars, advice and contacts;

- Development of the bespoke concierge service Croydon Urban Edge to assist business relocation;
- Promoting Croydon as a great place to do business.

3.5 Croydon's Year for Business has brought together delivery of the action plan and co-ordinated activity under a single brand that has been developed with and for our business base. The overall aim of the Year for Business is to improve perceptions of Croydon as a place to do business and of the council as being open to and for our small businesses.

Croydon Means Business – 2018 our Year for Business

3.6 Between January and October 2018 158 business focused events have been delivered including, but not limited to:

- Access to finance workshops
  Showcasing the range of financial products on offer to businesses to make clear the options to our SMEs. Products on offer included the council's Croydon Enterprise Loan Fund (CELF) which offers £1,000 - £50,000 loans to help small businesses start-up or grow.
- Marketing & Communications Workshops
  Support from marketing professionals and social media experts on effective communications and targeted messaging.
- Business to Business Networking
  A wide range of networking events have taken place, some themed by sector to enable businesses to access new supply chains. The event aimed at opening access to the council's supply chain was particularly effective and well attended.
- Social Saturday
  Held at Clocktower on 13th October 2018 Social Saturday was a showcase for Croydon social enterprises – it encouraged businesses and residents to buy products and services from Croydon's varied social enterprise sector.
- Business Breakfasts with a social heart
  Morning meetings covering topics such as hiring people with disabilities, tackling modern slavery, and the benefits of paying the London Living Wage have been delivered under the *Good Employer Charter* brand – these events have promoted ethical business practices.
- Recruitment Events
  Several recruitment events have been held during the Year for Business to encourage businesses to recruit local residents – for example the Reverse Jobs Fair held on 9th November showcased the talent of disabled residents.

Other actions from the Commission recommendations

3.7 Flexible small business space
The council has supported the creation of new business space using business rates relief – it has supported the creation of TMRW Tech Hub on the High Street and the Business Xchange Hub on Landsdowne Road, it has also supported the expansion of Sussex Innovation Centre in the same way. There are further plans in development to create of more flexible start-up and move on space across the borough.

3.8 Strengthening Croydon Business Network and simplifying the business support package
Croydon Business Network is a collaborative of business support organisations, networking groups, banks, and lobbying groups such as the Federation of Small Business. The group has worked closely to deliver Croydon's Year for Business reducing duplication and simplifying the offer. The group meets bi-monthly and will continue their close collaborative relationship in the future to best meet the needs of Croydon businesses.

3.9 Developing international links
The council has hosted several visits from overseas delegations to promote trade links – the latest from Henan Province China. The outcome of this latest visit is that Henan Province is pursuing international links with at least one Croydon business and with one of our schools. Looking to the future, the focus of the Economic Summit on 22nd November is global trade, and an international trade fair will take place in April 2019.

3.10 Free training and recruitment offer
Croydon Works is a free to use professional recruitment service which takes vacancies from businesses and matches suitable Croydon residents into the jobs. Croydon Works, with key partners including Croydon College, CALAT, Willmott Dixon and Gatwick Airport have run several training into work programmes which have seen 315 vacancies filled with Croydon residents so far in the Year for Business.

3.11 Business Rates lobbying
The council recognises that central government's business rates re-evaluation has had negative impacts on many businesses in the borough. The misperception that the council sets business rates persists and an information campaign clarifying the position has been central to the Year for Business. The council will continue to lobby government in the subject of business taxation reform to promote more equitable business taxation.

3.12 Supporting Businesses in specific locations
The council is committed to supporting Business Improvement Districts (BIDs) and Business Associations across the borough and to jointly tackling key place-based issues that inhibit business growth. An example of this is the work the council is undertaking with Sarah Jones MP to support business affected by delays to Transport for London (TfL) led works on the Blackhorse Lane Bridge.

4. CONSULTATION

4.1 The design and implementation of the Year for Business came directly from the Small Business Commission consultation that took place in 2017; over 1500 businesses were engaged in that consultation.

In addition Croydon Business Network have continued to engage their stakeholders and members in the design of the Year for Business to ensure that it meets the emerging needs of our businesses.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 There are no direct financial implications arising from this report. However, supporting the sustainability of our local business base has positive impacts on the Council's finances in the longer term from:

- Increased business rates income (generates income to the council)
- Supporting our residents to be financially independent through entrepreneurship or employment (reduces reliance on public funds).

5.2 All activities delivered through the Croydon Year for Business have been delivered within existing council budgets or through sponsorship.

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 there are no legal implications arising from the recommendations in this report.

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

7. HUMAN RESOURCES IMPACT

7.1 There are no specific HR issues arising from the contents of this report.

Approved by: Jennifer Sankar, Head of HR Place on behalf of Sue Moorman, Director of Human Resources.

8. EQUALITIES IMPACT

8.1 An Equality Analysis was undertaken at the outset of the Year for Business and there are no specific equalities issues arising from the contents of this report. Events held throughout the Year for Business were designed to have positive outcomes for all communities including targeted equalities groups namely disabled people, young people and vulnerable groups such as unemployed residents etc.

8.2 Several events also tackled social and economic exclusion, therefore helping the council to achieve its equality objectives namely; to increase the rate of employment for disabled people, young people, over 50s and lone parents who are furthest away from the labour market; and, to reduce the rate of child poverty especially in the six most deprived wards through paying the living wage and supporting council priorities such as modern slavery.

Approved by: Yvonne Okiyo, Equalities Manager

9. ENVIRONMENTAL IMPACT

9.1 There are no specific environmental impacts arising from the contents of this report, however specific events forming part of the Year for Business were designed to promote environmental sustainability and help businesses to minimise their negative environmental impact.

10. CRIME AND DISORDER REDUCTION IMPACT

10.1 There are no specific crime and disorder issues arising from the contents of this report.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 99% of Croydon businesses are SMEs (Small & Medium Sized Enterprises) - those with fewer than 250 employees – providing continued appropriate support to our small business base is a central plank of the council's emerging Economic Growth Strategy.

11.2 Based on feedback received from business during Croydon's first Year for Business the campaign has improved perceptions of Croydon and the council within the small business community. The success of the Year for Business as a whole will be further measured via a survey with our small business base in early 2019.

12. OPTIONS CONSIDERED AND REJECTED

12.1 Several options for the delivery of the Year for Business were considered and discussed with the Croydon Business Network. The network has pulled together the best combination of activities throughout the year to address the key concerns Croydon Businesses raised through the Small Business Commission.

CONTACT OFFICER: Emma Lindsell, Director of Economic Growth, 07776992031

APPENDICES TO THIS REPORT: Appendix 1 – Small Business Commission Final Report, September 2016

BACKGROUND PAPERS: Small Business Commission, Cabinet Report 19 June 2017

Small Business Commission

Report

September 2017

Report prepared for the London Borough of Croydon

CROYDON
www.croydon.gov.uk | *Delivering for Croydon*

Contents

2

Executive Summary

01

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

Key themes arising from the findings include:

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

Following the interim report which included a series of recommendations, businesses and stakeholders were invited to provide feedback which informed a dynamic deliverable plan of action outlined in this report.

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

4

Introduction
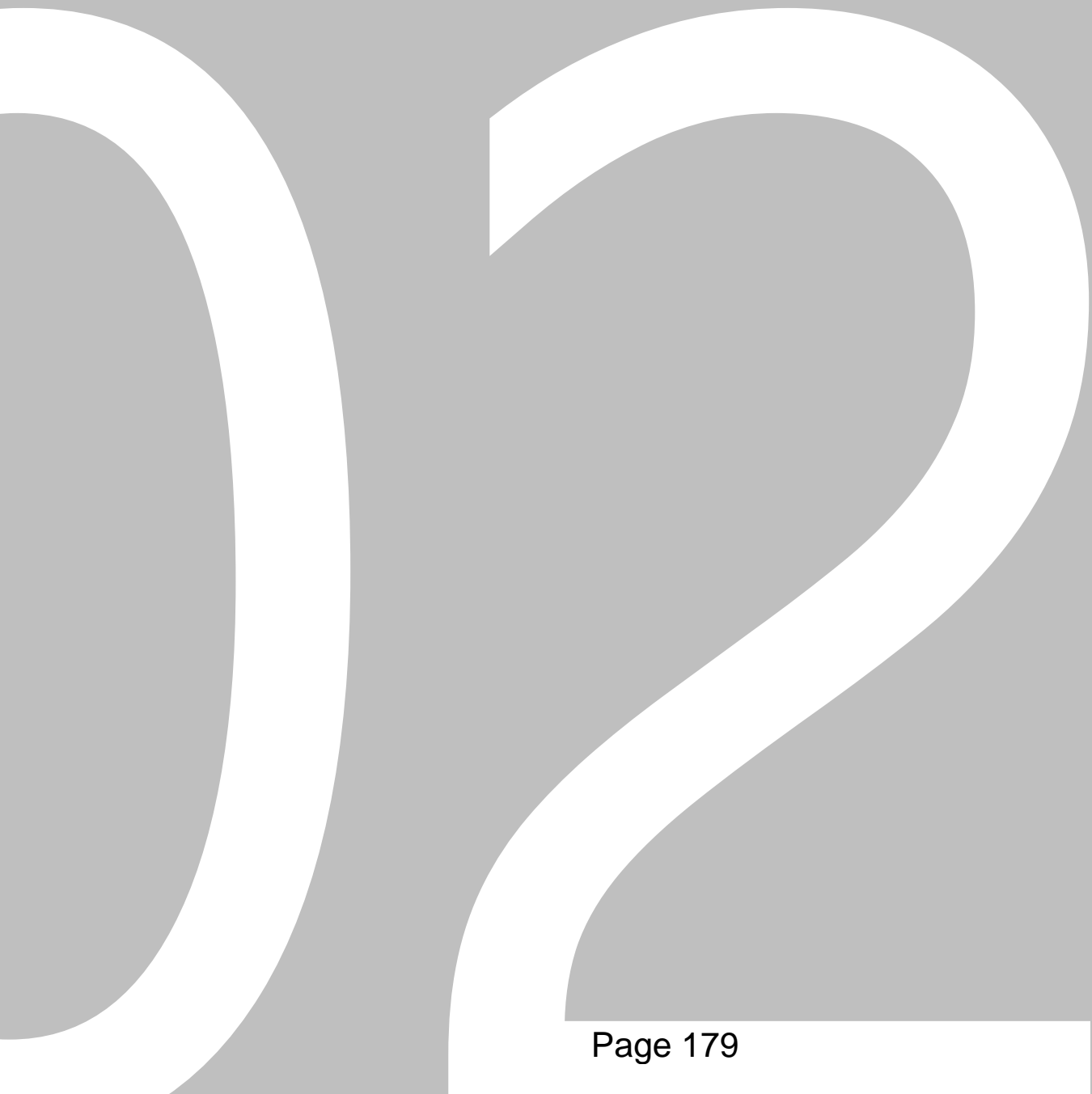
Background and Context

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

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

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

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

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

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

Purpose of the Report

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

It aims to assist the borough in understanding the relationship that small- and medium-sized enterprises have within the Croydon economy, identifying areas of need where support should and could be implemented. The findings of this report provide a platform of information that help Croydon Council and other public bodies to strategically plan activities that will create an even

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[1] Source: Federation of Small Businesses (2016).
[2] European Union definition of businesses employing up to 250 people.

better socio-economic climate for local SMEs, assisting Croydon's ambition for its businesses and residents.

Methodology

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

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

7

Key Findings

03

State of the Overall Economy

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

Taxation

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

18.6% average increase	**11%** average increase for retail properties	**18.8%** average increase for industrial properties	**17.3%** average increase for office accommodation
30.8% average increase for other types of property	**7.4%** average cash impact on businesses	**1,156** businesses have seen their rateable value increase by over 60% (most are in the metropolitan centre where land values have increased fastest)	

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

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

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[3] A tax levied on organisations with a wage bill over £3 million per annum.

9

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

It is interesting to note that Croydon Council has been working with the Croydon business community to lobby national government for a change in the way in which business rates are calculated. In December 2016, the London Borough of Croydon introduced a new discretionary business rates relief policy to support inward investment and to increase/safeguard jobs in the borough. To date, 8 applications have been received.

Recommendations:

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

Access to Funding

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

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

Rangewell (who represent over 300 finance providers) asked the Commission to strongly consider:

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

Perceptions within the business community are that the financial landscape is confusing, time consuming and intimidating. However, the offering and advice network within Croydon is seen as significantly strong with impartial advice available from a variety of networks and advisors that can

support SMEs. This advice could be tailored to meet the needs of Croydon's diverse business community including those BAME businesses that may need to access information in different languages.

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

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

Recommendations:

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

Employment and Skills: Access to Talent

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

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

Health and Social Work   Retail   Professional, Real Estate, Scientific and Technical
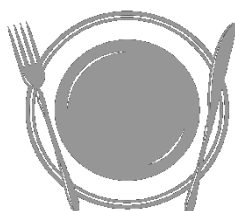
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[4] A combination of grant and private funding to achieve the funding a business requires.

11

Administration and Support	Education	Information and Communications

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

13,000
economically inactive working age adults in the borough

Over 55s
BAME groups, people with disabilities and women are some demographic groups more likely to be out of work and/or on benefits than others

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

Over 20%
of Croydon residents are in low-paid work

Over 25%
of jobs in Croydon are low-waged

23.2%
of children in the borough in 2015 were living in families affected by income deprivation

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

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

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

There are some local strengths such as care and service sectors, where there has been consistent regional growth in recent years. Developments in the borough are well aligned with forecast

[5] Source: UK Commission for Employment and Skills (UKCES).

12

growth in several sectors – culture at College Green, professional and business services at Ruskin Square, and retail at Boxpark and Westfield/Hammerson.

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

Employment and Skills: Skills Shortages

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

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

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

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[6] Vacancies difficult to fill due to candidates lacking suitable skills.
[7] All vacancies difficult to fill.
[8] Source: Croydon Local Authority Briefing – Employment and Skills (2017).

13

Qualitative data obtained from the focus groups also highlighted that digital skills are a requirement for greater growth. This includes:

- Digital skills for the general workforce – skills needed in a workplace and generally linked to the use of applications developed by IT specialists. While the digital skills needed by the workforce are likely to differ across sectors, there will be some minimum requirements linked to processing information that will be applicable across all sectors; and

- Digital skills for ICT and technology professions (digitally innovative and creative individuals, organisations and businesses) – skills needed to work across the diverse IT sector. They include digital skills linked to the development of new digital technologies, and new products and services.

Both of these sets of skills are needed if Croydon is to compare favourably with other areas in relation to talent and growth. This is especially true given Croydon's tech hub. Croydon is home to over a thousand digital, creative, and technology companies and without access to higher level digital and tech skills to support innovation and business development, this sector may struggle to continue its growth. Further work is needed to fully understand the specificities around the tech skills requirements, who is best placed to deliver this and how we can work in partnership to make it happen.

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

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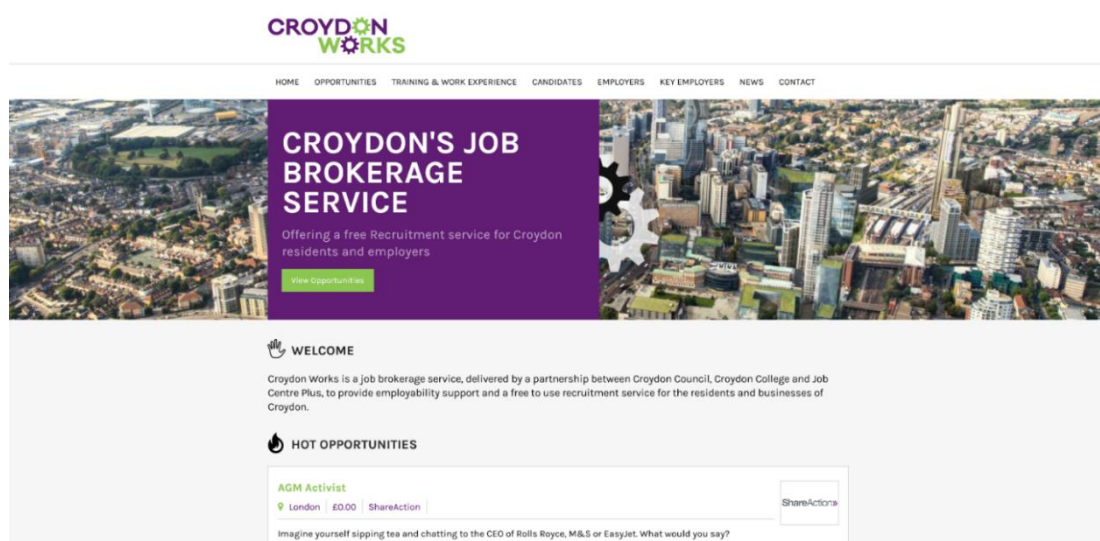
Croydon Works website – www.croydonworks.co.uk

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

Recommendations:

- Promote the services of Croydon Works[9] and other key employment support stakeholders;
- Working with the Employment & Skills Board to map future skills needs and provision within the borough;
- Best position Croydon to benefit from the devolution of the adult skills budget to be implemented 2019/2020;
- Increase the opportunities to showcase industries by enabling work experience placements and apprenticeships and upskill residents, creating socioeconomic value;
- Source further university or international programmes to look at creating further innovation centres;
- Investigate targeted interventions to support hard-to-reach groups into employment;
- Engage with programmes that can increase digital literacy in businesses; and
- Support and promote programmes that work with schools and businesses to better inform students of local career opportunities.

International Trade

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

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

Combine this with a tourist income of £3.6 billion, the area is well known on the international stage for its business capability and willingness to trade across borders as well as accommodating visitors. There remains a large amount of potential for growth, which is why a key strategic aim of Coast to

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[9] Croydon Works is a job brokerage service, delivered by a partnership between Croydon Council, Croydon College and Job Centre Plus, to provide employability support and a free-to-use recruitment service for the residents and businesses of Croydon.
[10] Source: Department for International Trade (DfIT).

Capital, London Economic Area Partnership (LEAP) and Department for International Trade (DfIT) is to increase international trade.

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

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

Opportunities	Barriers
- Great business support for exporters available within the borough; - Great transport links close to the City and three airports; - Good conference facilities; - Open and supportive SME culture with strong networks of support; - Croydon business culture; - High concentration of businesses within the borough; and - Skilled workforce.	- Brexit; - Road infrastructure needs additional capacity; - Need more courses on how to export and trade; - Publicity and information (marketing); - Increase the support for small businesses to develop and grow by accessing new markets; - Parking; - No COBRA or business library resource; - Increase the positive promotion of Croydon to celebrate opportunities and areas of best practice in order to promote it as the place to live, work and do business; - Increase activity to promote Croydon as an attractive target for FDI companies; - More information about opportunities in sectors which need more input from the council in engaging with businesses; and - Communication on support activities is fragmented.

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

16

Recommendations:

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

17

Procurement

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

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

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

In practice, this means:

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

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

Value Croydon website – www.valuecroydon.com

19

Recommendations:

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

Inward Investment: Brand Croydon

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

Croydon Urban Edge website – www.croydonurbanedge.com

Croydon Urban Edge provides dedicated assistance and support to businesses seeking to locate, relocate or expand in Croydon. Businesses are allocated a customer-focused account manager as part of the Croydon Urban Edge concierge package to facilitate their search for premises borough-

20

wide. The Croydon Urban Edge service is open to businesses of all sizes and are assisted closely from initial enquiry through to starting business operation to ensure this process is as seamless as possible. Since summer 2016, the Council has assisted over 100 companies, predominantly SMEs, with their search for new premises. This has primarily been within the commercial and retail sectors, but a leisure focus has also been prominent. During this time, large companies – including HMRC, Home Office, The Body Shop, Superdrug and EDF Energy – have located their headquarters in Croydon, exemplifying the attractive Croydon offer for businesses. The Commission noted that businesses within the borough were not aware of the range of information and support already in place.

Recommendations:

- Improve the visibility of information and support available from the Council;
- Work with appropriate organisations such as Coast to Capital Foreign and Commonwealth Offices, Overseas Business Networks, Foreign Direct Investment Group, London and Partners and Department for Trade and Industry to encourage foreign direct investment;
- Continue campaigns via MIPIM, London Real Estate Forum and London & Partners to promote the borough;
- Create a dedicated welcome business letter for the borough which can signpost businesses to a website that will provide support and information on the borough;
- Develop sector propositions to target and attract foreign direct investment; and
- Engage with overseas owned businesses through Overseas Business Networks and partners to provide support and encourage further and sustained investment in Croydon.

Employment Land

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

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

21

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

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

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

6.2/10

availability of business accommodation in Croydon

5.9/10

cost of business accommodation in Croydon

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

Recommendations:

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

22

Transport and Infrastructure

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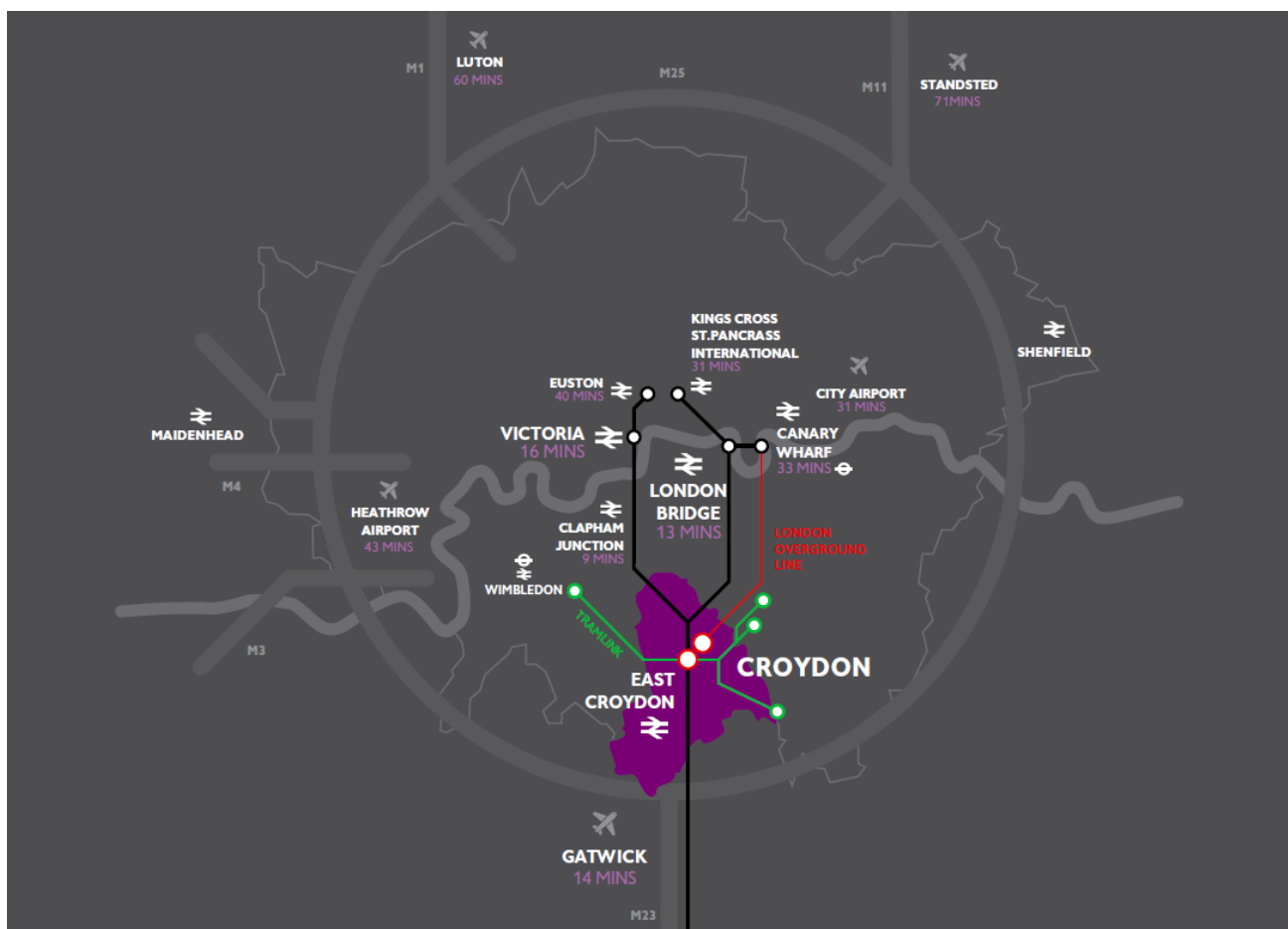
Croydon's transport connections.

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

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

Recommendations:

- Croydon Council to map broadband provision and overall connectivity within the borough.

23

Markets

Markets play an important role in the ambience of the Croydon town street scene, with the historic Surrey Street Market having undergone a major refurbishment in Spring 2017 to regenerate the market area and increase the footfall within the area.

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

Opportunities	Barriers
• Regeneration of the market environment (completed June 2017);	• Decrease in footfall caused by a decline in people within the Surrey Street area; and • Increase in parking charges.

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

Recommendations:

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

District Centres

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

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

24

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

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

Recommendations:

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

Business Support

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

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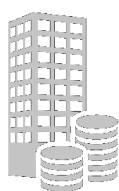
Accountant	Website/ Own Research	Friends and/or Relatives	Solicitors/ Legal Advisers

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

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

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

Recommendations:

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

Technology

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

Opportunities	Barriers
- Transport connections; - Tech support organisations such as Croydon Tech City, TMRW Hub and Sussex Innovation Centre; - Collaborative workspace such as Sussex Innovation Centre, TMRW Hub and My OutSpace; - Networking; - The Tech vibe; and - Croydon is open for business – development and regeneration.	- Parking costs; - Lack of information when starting a business in Croydon; - Available open data; - Negative images from the national media of Croydon; - Skills shortages; - Access to Funding; - High business rates; and - Cost of commercial premises.

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

Recommendations:

- Croydon Council to create a welcome to Croydon pack for new businesses (this could be electronic);
- Croydon Council to work with Croydon Tech City and Sussex Innovation Centre (SINC) to look at appropriate ways to support tech community in a facilitated way;
- Croydon Council to work with stakeholders such as Croydon Tech City & Sussex Innovation to create a dedicated targeted campaign to the top 50 tech companies in the UK to encourage them to come to Croydon;
- Croydon Council to work with stakeholders in order to facilitate relationships with existing larger companies and the tech community to enable projects that encourage collaboration and innovation;
- Croydon stakeholders to create a marketing campaign which would include creating a video to highlight the tech scene and promote Croydon as the place to be - open for opportunity; and
- Croydon Council to work with partners to provide open data which will assist Smart City innovation.

Creative Industries

Creative industries accounts for 15.4% of businesses within the borough[11]. With this in mind it is an important sector to consider when looking at creating sustainable growth. The creative industry based here in Croydon are mainly comprised of micro-businesses, employing up to 50 staff. It was therefore a significant sector for the Small Business Commission to consider when evaluating support opportunities, especially when considering the Council are placing heavy emphasis on expanding cultural opportunities in the borough.

The feedback from the sector highlighted very similar issues and opportunities as the technology sector.

Opportunities	Barriers
• Transport connections; • Collaborative workspace such as Sussex Innovation Centre, TMRW Hub and My OutSpace; • Networking; • Croydon is open for business – development and regeneration; and • International trade opportunities – Brand Britain	• Lack of information when starting a business in Croydon; • Negative images from the national media of Croydon; • Skills shortages; • Access to Funding; • High business rates; and • Cost of commercial premises.

Recommendations:

- Croydon Council to work with stakeholders to look at appropriate ways to support creative industries in a facilitated way.

Culture and the Night Time Economy

With the development of a Cultural Quarter and Fairfield Halls regeneration (due to complete 2018), culture and the night time economy is vital when looking at the vibrancy of Croydon's offering. The Commission recognises the challenges that the night time economy are currently facing. The Mayor of London has also recognised these challenges in their Culture and the Night Time Economy Draft Paper (April 2017):

- London has 103 fewer nightclubs and live music venues than 2007 (a decline of almost one third);
- According to the Campaign for Real Ale, London continues to lose pubs at a rate of 140 every year;
- Permitted development rights are putting pressure on premises;
- Sustaining existing venues and providing new facilities; and

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[11] Source: ONS and NOMIS, Growth Team District Centres & Regeneration – April 2017

- Broadening the range of evening and night time activities.

Anecdotal evidence tells us that the footfall in the evening/night time economy in the borough of Croydon is falling. The Commission recommended that the opportunities and barriers for the evening and night time economy were explored further. This was mainly due to ensuring that full representation of the industry was received and recommendations fully supported the current economic climate.

Recommendations:

- Croydon Council to work with stakeholders to look at appropriate ways to support the evening and night time economy in a facilitated way.

Social Enterprise

The Small Business Commission would like to recognise the importance of Croydon's social enterprises and the social value that they create for the community. For the purpose of this report the challenges and opportunities that social enterprises faced were not highlighted separately as the feedback showed that the issues that they faced were reflective of the business community as a whole. However, the Commission has suggested that Croydon's Social Enterprise Network is used to engage and deliver the recommendations shown in the action plan and facilitate best practice in the borough of Croydon.

Recommendations:

- Croydon Council to work with stakeholders to look at appropriate ways to support Social Enterprises through the Croydon Social Enterprise Network.

Conclusion and Next Steps

04

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

The development plan attached to this report is designed to bring together key stakeholders within the community to create and deliver the action needed to help Croydon SMEs develop and grow. The aim of the plan is to ensure that the work of the Small Business Commission delivers an action-orientated approach that provides a legacy that ensures engaged support for the Croydon business community. The progress of the delivery of the plan will be monitored through the Croydon Business Network (CBN)[12]. The CBN will work together to collaborate on delivery of the attached action plan.

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[12] *The Croydon Business Network is a group of independent business representatives and membership organisations that represent businesses in Croydon.*

Action Plan

Recommendation	Action	Owner	Complete
Taxation			
• Communication on rate distribution and support available for businesses on rate relief.	• Revise website business pages to provide relevant information on website. • Provide information to the Croydon Business Network in order to support businesses	• Croydon Council	October 2017
• Collective and coordinated lobbying for London to be treated in a fairer way when rateable values are set as it operates in a unique microcosm.	• Facilitate and action lobbying campaign.	• Croydon Council • Croydon Business Network • BIDs • Relevant partners	Ongoing
• Research models of best practice of other Councils use of retained business rates for economic growth delivery.	• Investigate other councils' use of retained business rates.	• Croydon Council	November 2017
Access to Funding			
• Supporting and promoting jigsaw opportunities that combine grant and private funding mix.	• Work with partners provide information on funding mix.	• Croydon Council • Rangewell • Coast to Capital LEP	Ongoing
• Croydon Enterprise Loan Fund to address funding gaps.	• Work with partners to promote Croydon Enterprise Loan Fund opportunities.	• Relevant stakeholders	Ongoing
• Work with partners/providers to source a dynamic offering of funding opportunities.	• Revise website business pages to provide relevant contact on website.		September 2017

• Utilise the Croydon Business Network to provide a communication network that signposts businesses to impartial and professional advice.	• Create social media content to be aimed at promoting funding opportunities to businesses in the borough. • Create a newsletter for businesses to promote available grant and funding opportunities.	• Croydon Business Network • Croydon Council	Starting September 2017
• Promote investor opportunities within the borough working with partners and providers such as Sussex Innovation Centre, Croydon Tech City, Rangewell and Enterprise for London.	• Create information events for access to funding to businesses in Croydon.	• Croydon Council • Croydon Business Network • Partners	January 2018

Employment and Skills: Accessing Talent

• Promote the services of Croydon Works and other key employment support stakeholders	• Raise profile of Croydon Work's internal and external events and networking. • Create media campaign with partners.	• Croydon Council • Croydon Business Network • JCP • BIDs • Relevant partners	Ongoing
• Map future skills needs and provision within the borough.	• Programme of events with relevant businesses to focus on skills gaps and needs.		February 2017
• Best position Croydon to benefit from the devolution of adult skills budget to be implemented 2019/2020.	• Work with stakeholders to better benefit from devolution	• Croydon Council/Stakeholders	Ongoing
• Increase opportunities to showcase industries by enabling work experience placements and apprenticeships and upskill residents creating socio-economic value.	• Create a campaign to promote the benefits of work experience placements and apprenticeships to businesses.	• Croydon Council/Stakeholders	October 2017

34

• Investigate targeted interventions to support hard to reach groups into employment.	• Map provision and create a strategy that engages targeted interventions to support hard to reach groups into employment.	• Employment & Skills Board, Croydon Council	December 2017
• Engage with programmes that can increase digital literacy in businesses.	• Map provision of programmes available to provide digital literacy in businesses (business surgeries).	• Employment & Skills Board, Croydon Council, • Croydon Business Network	December 2017
• Source further University or International programmes to look at expanding/creating further innovation centres.	• Working with stakeholder's source University or international programmes to the borough.	• Employment & Skills Board	2018/2019
• Support and promote programmes that work with schools and businesses to better inform students of local career opportunities.	• Map and organise events and needs within the borough and work with stakeholders to ensure that a dynamic programme of support is delivered.	• Schools/Businesses/Enterprise Advisor Network/Croydon Business Network/Employment & Skills Board	Ongoing
International Trade			
• Working with Coast to Capital, South London Export, DIT and Chamber of Commerce to deliver a series of international trade workshops, one to one support and international trade visits to support businesses trading abroad.	• Create, promote and deliver events, training, missions and support.	• South London Export • London Chamber of Commerce • Croydon Council • Croydon Business Network • Overseas business Network	Ongoing
• Position Croydon as a key player within the international community that is "open for business/opportunity" working with partners and stakeholders such as Gatwick Airport.	• Deliver Croydon campaigns such as MIPIM, London Real Estate Forum through the Croydon Urban Edge brand.	• Coast to Capital • Gatwick Airport	Ongoing

35

• Promote contract opportunities available through DIT, South London Export and EEN.	• Create Communication tools that promotes contract opportunities for businesses (e-newsletter and Value Croydon).	• Croydon Council • South London Export • Chamber of Commerce • London & Partners • Enterprise Europe Network • Croydon Chamber	October 2017
• Promote a positive image of Croydon through the Croydon Urban Edge brand and other media channels.	• Deliver inward investment activity as per campaigns.	• Croydon Council • London & Partners	Ongoing
• Promote information sources to support international trade.	• Map sources of information, support and opportunity and promote to Croydon businesses	• Croydon Business Network • Croydon Council • EEN/Coast to Capital/OBN • London Chamber	Ongoing

Procurement

• Clarify and promote the Value Croydon offering for business use to include promoting contracts under £100,000.	• Website and online app to be produced	• Croydon Council	February 2018
• Croydon Council to create tier one improvement target of their procurement contracts to be issued to local businesses.	• Croydon Council to create a tier one improvement target of their procurement contracts to be issued to local businesses.		April 2018
• Creation of a dynamic programme of workshops to support SMEs in writing successful BIDS, develop policies and meet the buyer events to broker relationships.	• Create a dynamic programme of workshops to support SMEs in writing successful bids and meet the buyer events.		January 2018
• Work with Gatwick airport to promote opportunities of their annual meet the buyer event to Croydon companies.	• Promote Gatwick Airports meet the buyer event to Croydon companies	• Croydon Council • Gatwick Airport • Croydon Business Network	September/October 2017

• Work with large companies in Croydon Councils supply chain to encourage procurement opportunities to be accessed by local businesses.	• Work with large companies within Croydon. • Develop Value Croydon offering.	• Croydon Council • Croydon Business Network	Ongoing
• Create a single platform to promote contract opportunities for local businesses.	• Develop Value Croydon website.	• Croydon Council • Croydon Business Network	May 2018
• Croydon Council to ensure that feedback is given to SMEs when tenders have not been successful.	• Create process for delivering feedback to SMEs.	• Croydon Council	January 2018
Inward Investment			
• Improve the visibility of information and support available from the Council.	• Revise and update relevant sections of the Croydon Urban Edge and Croydon Council website	• Croydon Council • London & Partners • DTI	November 2017
• Work with appropriate organisations such as Coast to Capital Foreign Direct Investment Group, London & Partners and Department for Industry and Trade to encourage foreign direct investment and continue campaigns via MIPIM, London Real Estate Forum and London & Partners to promote the borough.	• Work with relevant partners and Inward Investment Team Croydon Council to continue to promote the borough • Campaigns via MIPIM • Complete pilot with London & Partners to promote the borough	• Coast to Capital • Relevant stakeholders	Ongoing
• Create a dedicated welcome business letter which can signpost businesses to a website that will provide support and information on the borough.	• Create a dedicated welcome business letter for the borough. • Create a website to provide information on the borough and business support.	• Croydon Council & Stakeholders • Croydon Council/Croydon Business Network/Coast to Capital	December 2017
• Develop sector propositions to target and attract foreign direct investment.	• Work with stakeholders to create sector propositions.	• Croydon Council • Overseas Business Networks	March 2018

• Engage with overseas owned businesses through Overseas Business Networks and partners to provide support and encourage further and sustained investment in Croydon.	• Create a network of communication through OBN.	• London Chamber of Commerce • South London Export Club	Ongoing
Transport and Infrastructure			
• Croydon Council to map Broadband provision and overall connectivity and identify business needs within the borough.	• Croydon Council to map broadband provision and identify business needs within the Borough to understand issues and develop strategies to improve access and capacity across the network.	• Croydon Council	May 2018
Employment Land			
• Croydon Council to undertake a market assessment to look at the feasibility of utilising its suitable vacant assets to create affordable and flexible move on space for SMEs employing three or more people.	• Undertake market assessment and viability of utilising vacant assets.	• Croydon Council	March 2018
• Develop a consortium of SME friendly landowners to encourage the provision of affordable business floorspace in the borough to ensure Croydon remains one of the most affordable business locations in London.	• Working with Develop Croydon, develop consortium.	• Croydon Council/Develop Croydon •	February 2018
• Croydon Council to seek to adopt the amended draft employment related planning policy into the final Croydon Plan.	• Adoption of employment related planning policy.	• Croydon Council	TBA

• Track the level of commercial, retail and leisure development more closely to identify what premises will become available and when.	• Create processes that identify available premises	• Croydon Council • Croydon Business Network	Ongoing

Markets			
• Increase the attractiveness of markets within Croydon in order to increase footfall.	• Create a programme of events throughout the year to increase the footfall within the market. • Increase the cultural attractiveness of the market, using music/art to attract more footfall creating a better visitor experience within the market area.	• Croydon Council	November 2017

District Centres			
• Increase the profile of the each district centre's offering.	• Use Croydon Urban Edge website to promote the district centre offering • Create a social media campaign to promote district centre offerings and events. • Create and promote an online business directory to encourage residents to buy local and promote all businesses within the borough.	• Croydon Council • BIDs	March 2018
• Ensure that way and parking signage is fit for purpose	• Renew way finding and parking signage and develop future strategy.		
• To look at the option of a paid for hour of parking in addition to the free hour of parking available within the car park. To	• Croydon Council to look at the implementing an additional paid for hour of parking to be added to the		

create a two hour parking option in relevant areas.	free hour creating a two hour parking option.		
Business Support			
• Engage businesses and increase the profile of business support available within the borough.	• Create an email newsletter for businesses which highlights opportunities for grants, funding, networking and Information that will support SMEs.	• Croydon Council	September 2017
• Working with partners create learning opportunities and networks for SMEs.	• Training programme for SMEs created	• Croydon Business Network • Croydon Council • Partners	December 2017
• Explore increasing the accessibility of the Good Employer accreditation for all SMEs to ensure that SMEs can be represented as 'Good Employers'.	• Support created for SMEs accreditation to the Good Employer Charter.	• Croydon Council	November 2017
Technology			
• Provide relevant information to support tech businesses within the borough.	• Create a 'Welcome to Croydon' pack for new tech businesses (this could be electronic) showcasing support available.	• Croydon Council • TMRW Hub • Croydon Tech City • SINC	January 2018
• Support tech clusters to reach their full potential.	• Work in partnership to explore the best way to support the tech community in a facilitated way.		
• Create a dedicated targeted campaign to 50 top tech companies in the UK	• Develop and implement inward investment campaign. • Create marketing campaign to highlight the tech scene and promote Croydon as the "place to be" – open for opportunity	• Croydon Tech City • Sussex Innovation Centre • TMRW Hub • Croydon Council	March 2018

• Increase opportunities for large companies and tech community to enable projects that encourage collaboration and innovation.	• Create a stakeholder group that facilitates relationships and opportunities.	• Croydon Tech City • Sussex Innovation Centre • Croydon Council	January 2018
• Create open data to assist smart city innovation.	• Croydon Council to work with partners to provide open data.	• Croydon Tech City • Sussex Innovation Centre • Croydon Council • Croydon Business Network	March 2018
Creative Industries			
• Create a plan to provide appropriate support to the creative industries in a facilitated way.	• Develop a programme of support working with stakeholders to identify needs.	• Croydon Business Network • Croydon Council	March 2018
Culture, Evening and the Night Time Economy			
• Create a plan to provide appropriate support to the evening and night time economy in a facilitated way.	• Develop a programme of support working with stakeholders to identify needs.	• Croydon Business Network • Croydon Council • Croydon, Purley, New Addington BIDS	March 2018
Social Enterprise			
• Create a programme of support through the Croydon Social Enterprise Network.	• Develop a programme of support working with stakeholders to identify needs.	• Croydon Social Enterprise Network • Croydon Business Network • Croydon Council	December 2018

Meet the Commissioners

05

Andrew Bauer

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

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

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

Annabel Fogden

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

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

Benedict Selvaratnam

Owner, Freshfields Market

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

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

43

Councillor Mark Watson
Lead Cabinet Member for Economy & Jobs, Croydon Council

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

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

Malcolm Brabon
Head of Services, Coast to Capital LEP

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

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

44

Robert O'Sullivan and Laurence Grant
Founders, Shaking Hands

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

Sarah Luxford
Director, Croydon Tech City

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

45

Appendix

06

Annex 1: Sectoral Breakdown of Responses

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

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

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

48

Page 224

REPORT TO:	**CABINET**
	19 NOVEMBER 2018
SUBJECT:	**CROYDON TRAM INCIDENT – SUMMARY OF CROYDON COUNCIL'S RESPONSE AND LEARNING**
LEAD OFFICER:	**RICHARD SIMPSON, EXECUTIVE DIRECTOR (RESOURCES)**
CABINET MEMBER:	**COUNCILLOR TONY NEWMAN – LEADER OF THE COUNCIL**
	COUNCILLOR HAMIDA ALI – CABINET MEMBER FOR SAFER CROYDON & COMMUNITIES
WARDS:	**ALL**

CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON:

Corporate Plan 2018 - 2022

Our outcomes

- Everyone feels safer in their street, neighbourhood and home
- An excellent transport network that is safe, reliable and accessible to all

Our Council

- Operating Model - a system wide approach
- The importance of partnership

FINANCIAL IMPACT

There are no direct financial considerations arising from this report.

FORWARD PLAN KEY DECISION REFERENCE NO.: This is not a key decision.

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

1. RECOMMENDATIONS

The Cabinet is recommended to

1.1 Note the Croydon Tram Incident - Croydon Council Summary of Response & Learning report and agree to the progression of the recommendations within it.

1.2 Request a further Cabinet report in early 2019 which provides a comprehensive overview of the resilience team, their work to date, and projects being implemented throughout 2019.

2. EXECUTIVE SUMMARY

2.1 The Croydon tram incident occurred on the morning of 9th November 2016. The incident was the worst to occur on a British tramway for more than 90 years.

2.2 A multi-agency response was activated following the derailment, with the 'response' phase led by the British Transport Police and the 'recovery' phase led by Croydon Council.

2.3 It is common following major incidents for agencies involved to conduct their own debriefs, to identify good practice and areas for improvement. This is sometimes referred to as 'lessons learned'.

2.4 The Croydon Council Resilience Team have produced a report, following debrief sessions, which summarises the key activities of the incident and provides a list of 109 recommendations of good practice and areas for improvement.

2.5 There are a range of recommendations, which include simple procedural changes or reviews of current documentation and plans. As with the debriefing process, this is normal practice following such a large incident and it is not unusual to have a large number of recommendations.

2.6 A large number of the recommendations have been implemented since the incident, and have been used in other emergency incidents such as the Waddon Way gas leak. The remaining recommendations are in progress.

2.7 The Croydon Council resilience team, and a number of staff involved in the response, have played important roles in a number of other major incidents, across London since the tram incident. They have been approached by other local authorities and resilience forums to share learning and lend their experience to other incidents from which has been viewed as good practice.

2.8 The implementation of the recommendations within the accompanying report will ensure that Croydon Council can provide an even better response to communities in future major incidents.

3. CROYDON TRAM INCIDENT

3.1 At approximately 0607hrs on 9th November 2016, a tram travelling from New Addington to Wimbledon overturned upon exiting the tunnel shortly before Sandilands tram stop. Tragically, of the 69 passengers, 7 people were killed, 19 were seriously injured and 43 had minor physical injuries (including the driver).

3.2 Declared a "major incident", British Transport Police (BTP) led a large multi-agency response at the scene. Croydon Council played an integral role in the immediate hours and following days and months as part of the Strategic Coordinating Group (SCG) and as the lead of the Recovery Coordinating Group (RCG).

3.3   The Council has a responsibility to provide the majority of the welfare (humanitarian assistance) to those affected in major incidents. On the day of the incident, Croydon Council established a survivor reception centre and family & friends reception centre on behalf of BTP. From the morning of the 10th November, for almost 1 month, the Council hosted a community assistance centre, a space for anyone affected by the incident to access information and support from. Support included representatives from a number of agencies such as the Council's welfare & gateway team, rail incident care teams, British Red Cross, Victim Support and Samaritans.

3.4   Croydon Council were the lead agency for the 'recovery' phase. Recovery is the process of rebuilding, restoring and rehabilitating the community following an emergency or disaster. Croydon Council held the first Recovery Coordinating Group meeting on Thursday 10th November. The BTP formally handed the incident to Croydon Council (from response to recovery) on Saturday 12th November.

3.5   Led by Croydon Council, multi-agency recovery and welfare activities continued throughout 2017 and included permanent memorial development and first anniversary commemorations.

3.6   Following major incidents, it is good practice to hold debriefs to reflect on the delivery of the response and recovery activities. A number of sessions were held, mainly internally, but some with partner agencies, to explore good practice and areas for improvement.

3.7   A report has been produced which provides a summary of the key activities from the incident, most of which Croydon Council were involved with. The report also includes a list of 109 recommendations which have been drawn from the debrief sessions held across council responders.

3.8   The recommendations are statements which re-affirm existing good practice, identifies new good practice and recognises areas of learning.

3.9   The resilience team continue to progress the implementation of recommendations within the organisation and throughout the Croydon Resilience Forum (the multi-agency emergency planning forum).

3.10   Since the tram incident, members of the resilience team and staff responders such as the Director of Public Health, have been approached by other local authorities in the aftermath of other major incidents seeking advice based on the experience and good practice that was delivered during the tram incident.

3.11   The resilience team, as well as a number of the Council's emergency response volunteers, provided valued assistance to the Grenfell Tower fire response as part of the London mutual aid programme. This included on-scene, control room, humanitarian assistance and donations support.

3.12 The resilience team have also been invited to present at a number of multi-agency resilience forums (Sussex, Kent, Essex) and council's (Southwark) to talk through Croydon's experience. The forums have valued the sharing of key learning and the practicalities presented in the response and recovery phases which has been useful during other responses (i.e. London Bridge attacks).

4. CONSULTATION

4.1 A debriefing process was undertaken amongst Council and multi-agency responders following the incident. The resilience standard when debriefing is to identify "what went well" and "areas for improvement" during the incident. The identified learning resulted in the recommendations within the final incident report. This process is in alignment with the London incident debriefing and lessons process.

4.2 The annexed report was circulated for consultation amongst lead members of the corporate response.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 There are no direct financial implications arising from this report.

5.2 The recommendations from this Cabinet report and the associated recommendations within the annexed report will be funded from within existing revenue budgets.

5.3 If any additional funding requirements are identified in the future, these will be managed through the budget setting process and funded accordingly.

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

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

6.1 There are no additional legal implications arising from the recommendations within the report.

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

7. HUMAN RESOURCES IMPACT

7.1 There are no direct implications for staff within the Cabinet report recommendations.

7.2 An emergency always has a direct impact on staff who respond on behalf of the Council. The recommendations within the incident report relating to staff

welfare are being progressed and developed with the human resources team and resilience team to the hopeful benefit of all emergency response staff.

Approved by: Sue Moorman, Director of Human Resources

8. EQUALITIES IMPACT

8.1 The implementation of the recommendations will have an overall positive impact on groups that share protected characteristics. The resilience team will ensure equalities considerations are incorporated in procedures, plans, training and exercising which will have an overall improved impact to those affected by major incidents.

Approved by: Yvonne Okiyo, Equalities Manager

9. ENVIRONMENTAL IMPACT

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

10. CRIME AND DISORDER REDUCTION IMPACT

10.1 There is no anticipated crime and disorder impact arising from this report.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 To acknowledge the annexed report and the recommendations within it.

11.2 To gain an overview of the resilience team and the on-going work in a future Cabinet report in early 2019.

12. OPTIONS CONSIDERED AND REJECTED

12.1 Not applicable

CONTACT OFFICER: Kelly Jack, Resilience Manager, Tel: 0208 604 7295

APPENDICES TO THIS REPORT: Appendix 1 – Croydon Tram Incident – Croydon Council summary of response and learning

BACKGROUND PAPERS: None

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Croydon Tram Incident
Croydon Council Summary of Response & Learning
Croydon Resilience Team

This report provides a summary of the events from the Croydon tram incident in November 2016, and collates the lessons identified and recommendations from all Croydon Council-led debrief sessions.

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Table of Contents

Glossary

CAC – Community Assistance Centre
CRF – Croydon Resilience Forum
DRO – Duty Resilience Officer
FCP – Forward Command Post
FFRC – Friends & Family Reception Centre
GLA – Greater London Authority
JESIP – Joint Emergency Services Interoperability Programme
LALO – Local Authority Liaison Officer

LESLP – London Emergency Services Liaison Panel Major Incident Procedure
LFB – London Fire Brigade
LLACC – London Local Authority Coordination Centre
MPS – Metropolitan Police Service
RCG – Recovery Coordination Group
SCG – Strategic Coordination Group
SRC – Survivor Reception Centre
ZD – Croydon Police

Croydon Resilience Forum

The Croydon Resilience Forum (CRF) is the statutory borough resilience forum (BRF) for Croydon. A BRF primarily facilitate multi-agency emergency plan development (response arrangements), co-operation and information sharing amongst local emergency response partners.

The forum comprises of a number of agencies who could naturally be part of an emergency response. This includes emergency services, the local authority, NHS, Public Health England, British Red Cross, Samaritans, and local partners such as the business improvement district.

2

Croydon Tram Incident – Croydon Council Summary of Response & Learning

Incident Summary

Croydon tram incident
Date: Wednesday 9th November 2016
Location: near Sandilands Tram Stop, Addiscombe
Time of incident: 0607hr
Lead agency (response): British Transport Police
Lead agency (recovery): Croydon Council

* * * *

On the morning of Wednesday 9th November 2016, the 0553hr tram from New Addington to Wimbledon overturned upon exiting the tunnel shortly before Sandilands tram stop.

The tram was carrying 69 passengers at the time of the incident. Tragically, 7 people were killed, 19 were seriously injured and 43 had minor physical injuries (including the driver). Only one person was physically unhurt. A substantial number of people involved with the accident suffered shock and/or emotional trauma.

Those who lost their lives were:

Dane Chinnery   **Donald Collett**   **Robert Huxley**

Philip Logan   **Dorota Rynkiewicz**   **Philip Seary**   **Mark Smith**

Most of those travelling on the tram at the time of the incident were Croydon residents. This added a unique aspect to the incident response, as the majority of the response and recovery has been focused within the borough of Croydon.

This catastrophic accident was the worst to occur on a British tramway for more than 90 years.

Emergency services were on the scene within minutes and started the rescue operation and triaging of survivors. Croydon Council CCTV heard activity over their police radio and alerted Croydon Council's Duty Resilience Officer (DRO) to an emerging situation. However they quickly lost situational awareness as the police changed their radio channels. The Metropolitan Police later contacted the council to request a survivor reception centre. By this stage, the Council's emergency response had been activated with a Local Authority Liaison Officer (LALO) en-route and the Chief Executive requesting a LBC Gold meeting at Bernard Weatherill House at 0800hr.

Throughout day one and over the coming days, Croydon Council played an integral role in the provision of humanitarian assistance to those affected (Family & Friends Reception Centre; Community Assistance Centre) as well as contributing significantly to multi-agency strategic and tactical decision making as part of the incident response. Croydon Council also provided the Croydon Public Mortuary as the designated disaster mortuary, where police victim identification took place.

Croydon Council worked closely with partners to deliver the best response possible to those affected, the communities of New Addington and wider Croydon.

3

From day two, Croydon Council convened the multi-agency Recovery Coordinating Group (RCG), preparing for formal handover from the BTP which took place on day 4 (Saturday 12th November). The RCG continued the humanitarian effort, ensuring joint situational awareness and linkages between agencies remained strong. Activities included letters with support services information to bereaved families and survivors, regular public updates via the council website and media, provision of the Community Assistance Centre, a civic book of condolence, floral tribute ceremony, maintenance of floral tribute sites, oversight of the Croydon Tram Fund (through Just Giving), community engagement and assistance to the survivor support group.

Activity continued throughout 2017 in support of those affected, but also in preparation for the first anniversary. Croydon Council (Creative Director) led the development of the two permanent memorials, one at Sandilands commemorating the incident, and in particular those who died; with a second memorial in Market Square, New Addington, commemorating all those affected by the tragedy.

The resilience team led on the arrangements for the various ceremonies to take place on the first anniversary. This involved a private ceremony at Sandilands and a civic ceremony in New Addington.

Throughout the incident, over 180 council staff, plus key contract partners, were involved in some way in the response or recovery, many of whom also contributed to the organisation and delivery of the first anniversary commemorations.

This report brings together all of the recommendations from debriefs that were undertaken by Croydon Council. Following such a large and significant incident, it is important that time is taken to reflect upon the areas and activities that worked well, as well as those that could be improved. There are a total of 109 recommendations within this report. The recommendations are statements which re-affirm existing good practice, identifies new good practice and recognises areas of learning.

As at October 2018, many of the recommendations have been implemented, with the remaining recommendations in progress through the standard resilience team work programme.

4

Croydon Tram Incident – Croydon Council Summary of Response & Learning

Timeline of significant events

The following pages provide a chronological summary of the key events that took place throughout the response and recovery phase of the Croydon tram incident. This chronology includes from 0607hrs on the 9th of November 2016 to November 2018.

Wednesday 9th November 2016

~0607hr: Tram travelling from New Addington to Wimbledon derails shortly before Sandilands tram stop

0612hr: Major incident declared by British Transport Police (BTP)

0619hr: LBC CCTV notify Duty Resilience Officer (DRO)

0625hr: LBC Chief Officer (Chief Executive) notified by DRO

0647hr: Major incident declared by Metropolitan Police (MPS)

~ 0650hr: Local Authority Liaison Officer (LALO) notified & deployed to the scene

LBC Communications Team notified by DRO

MPS request welfare centre for survivors

Duty Rest Centre Manager (RCM) notified and deployed to open a Survivor Reception Centre (SRC)

0721hr: London Resilience Group (LLACC Manager) in contact with LBC Resilience Manager

0730hr: SRC opened at St Mildred's Church, Bingham Rd, Croydon CR0 7EB

0800hr: 1st London Gold Communications Group teleconference (LBC not included)

5

Croydon Tram Incident – Croydon Council Summary of Response & Learning

0800hr: 1st LBC Gold meeting

0815hr: Strategic Coordinating Group (SCG) tripartite teleconference (emergency services only, LBC not included)

0830hr: Town Hall flag at half-mast

0830hr: Book of condolences opened at Town Hall

0900hr: 2nd London Gold Communications Group teleconference (LBC not included)

1000hr: 1st full SCG teleconference. Chaired by BTP

1030hr: 3rd London Gold Communications Group teleconference (LBC included)

~1030hr: SRC at St Mildred's closed

1100hr: Press conference held on-scene, led by BTP

~1100hr: Family & Friends Reception Centre (FFRC) opened in Braithwaite Hall (closed at 2130hr)

1200hr: 2nd SCG teleconference. Chaired by BTP

~1200hr: Casualty Bureau opened

Mayor of London, MP for Croydon Central, Leader & deputies of Croydon Council visit scene

Community Assistance Centre opened in New Addington

Information sharing conversations between LBC & BTP Gold commanders

2130hr: LBC Day 1 stand down

6

Croydon Tram Incident – Croydon Council Summary of Response & Learning

Thursday 10th November

1000hr: 1st Recovery Coordinating Group (RCG) teleconference

1400hr: Casualty Bureau closed - over 200 calls received

TfL Sarah Hope Line advertised as ongoing central contact point

Friday 11th November

Just Giving page established by Croydon Council

Daily RCG teleconferences continue

Saturday 12th November

~0430hr: Trams removed from site for investigation

All deceased identified and released by the Coroner to their families

0930hr: BTP and LBC Gold Commanders discuss criteria for handover

1400hr: BTP handover incident to LBC, officially starting the Recovery Phase

Sunday 13th November

Public service held at Croydon Minster

7

Croydon Tram Incident – Croydon Council Summary of Response & Learning

Further key events

Wed 16th Nov: RAIB release first interim report

w/c Mon 28th Nov: London Community Fund (LCF) start to distribute donations to bereaved families

Thu 1st Dec: LBC receive first list of tram passengers from BTP

Fri 2nd Dec: Final funeral held

Fri 2nd Dec: Community Assistance Centre closes; support available via Family Centre

Mon 5th Dec: Special Council meeting held

Wed 14th Dec: Floral tribute ceremony held at Sandilands

Thu 15th Dec: JustGiving page closed. Final balance £32, 383, with further donations (including corporate) provided directly to LCF

Fri 13th Jan 2017: RCG formally stood down

Tue 17th Jan: LCF contacts bereaved families & survivors with fund application information

Sun 25th Feb: 1st meeting of the survivor support group

February / March: Multi-agency and Croydon Council debriefs

July: Planning commences for permanent memorials and first anniversary commemorations

Thu 27th Jul: Tram incident featured on 'Inside London Fire Brigade' on ITV

September: Bereaved families sent first imagery of permanent memorial plans

8

Croydon Tram Incident – Croydon Council Summary of Response & Learning

October: Permanent memorial construction begins (Sandilands & Market Square)

October: Weekly logistics meetings for the first anniversary ceremonies begin

Wed 8th Nov: Permanent memorials complete

Thu 9th Nov: First anniversary commemorations.
- Bereaved families service at Sandilands
- Civic Ceremony in Market Square, New Addington
- 2 permanent memorials unveiled

7th Dec: RAIB publish final incident report

9th Nov 2018: Second anniversary commemorations

9

Croydon Tram Incident – Croydon Council Summary of Response & Learning

Recommendations

The following pages contain the full list of recommendations extracted from each of the debrief sessions undertaken by the various council response and recovery teams. Debriefs and resulting recommendations (or 'lessons') are commonplace in responding agencies following a major incident as it is important to review the response and recovery activities undertaken.

There are 109 recommendations within this document. The debrief sessions referred to in this document were hosted by Croydon Council.

The recommendations are statements which re-affirm existing good practice, identifies new good practice and recognises areas of learning.

These recommendations will be primarily owned by the resilience team who will work to make adjustments to the arrangements of Croydon Council and Croydon Resilience Forum agencies emergency response arrangements. Since November 2016, a number of these recommendations have been implemented or are in progress.

Note: The multi-agency response phase strategic and tactical debrief lessons are not included in this document as they were hosted and compiled by the police.

#	Recommendation	Debrief origin
1	Improve familiarity between Chief Officers and the Resilience Team	LBC Strategic (Gold)
2	Develop a clear 'Gold' team activation membership for the Resilience Team to use, including re-designating a Gold command room in BWH.	
3	Executive Directors should automatically be invited to initial Council Gold meetings.	
4	Consider pre-meets / LBC-only meeting schedule shortly before Strategic Coordinating Group's (SCG) to minimise disruption to response delivery priorities.	
5	Resilience Team to provide a LBC 'common operating picture' (COP) to key officer group (& Members where appropriate) throughout the incident period. Frequency should be determined in line with the incident type and pace of information change.	
6	Resilience Team to establish a key contact list related to the incident. This should include a 'one line' descriptor of the person's role within the incident (i.e. Council Gold; MPS Bronze Recovery; BTP Family Liaison Officer group lead).	
7	Internal communications to staff should be published at the earliest opportunity to outline the current situation and the Council's operational response. Messaging should include pertinent information to assist staff – such as information lines and travel information.	
8	Communications messages (email and intranet) should include a message to managers to ensure that their staff without access to ICT are informed.	
9	Early and sustained interaction with media outlets during an incident is important to ensure wider continued situational awareness and positive relationships.	
10	Where suitable, use targeted resident contact groups (including social media) to send specific messages to particular communities.	

Croydon Tram Incident – Croydon Council Summary of Response & Learning

#	Recommendation	Debrief origin
11	Careful consideration should be given to the deployment/ visitation of staff and partners to the scene of an incident, ensuring preparedness and appropriateness of activities to be carried out while on-scene.	LBC Strategic (Gold)
12	Ensure all Members are kept abreast at regular intervals during the response and recovery phase; including specific messaging for key politicians such as the Leader, Deputy Leader, Lead Cabinet Member, affected ward members, Mayor, Deputy Mayor, MPs, Mayor of London/GLA (if appropriate).	
13	Multi-agency partners should undertake regular major incident training and exercising to improve awareness of roles, responsibilities and terminology used during major incidents, such as those detailed in JESIP and LESLP.	
14	Continued membership to the Croydon Resilience Forum of Category One & Two responders under the Civil Contingencies Act 2004 should be encouraged.	
15	Voluntary sector partners provide a valuable contribution to the response and recovery of a major incident. Voluntary organisations should continue to be included in multi-agency emergency preparedness activities.	
16	The Croydon Resilience Forum to review local data sharing principles and protocols for major incident to support effective response and recovery.	
17	A central distribution list for communications leads should be established at the start of major incidents to enable all multi-agency partners to receive direct updates to support their own communications activities, rather than requiring to access statements on agency social media.	
18	Multi-agency concerns to support London and national learning to be conveyed at the multi-agency tactical and strategic response debriefs (01 and 03 February 2017).	
19	A council presence in the affected community following an incident should be implemented at the earliest opportunity to support public information sharing and provide reassurance.	
20	A Community Impact Assessment should be undertaken in every major incident to consider the appropriate location of assistance centres (Survivor Reception Centre; Rest Centre; Family & Friends Reception Centre; Community / Humanitarian Assistance Centre) based upon the incident location and community affected. This could mean that more than one of a type of centre is required.	
21	Resilience Team to review the LBC Corporate Recovery Plan and include key lessons identified from the tram incident, ensuring a clear sub-group structure (e.g. humanitarian assistance; health & wellbeing) is incorporated with associated roles and responsibilities.	
22	The LBC Corporate Recovery Plan to include clear activation and detailed expected outcomes of standard workstreams/ sub-groups as well as planning assumptions regarding administration of said workstreams/ sub-groups. For example, agenda templates, Chairperson aide-memoire.	
23	Resilience, Public Health and Human Resources will review current support available for staff and to develop a guide for the organisation to support those involved in a major incident response to ensure appropriate support is available.	
24	Resilience Team to seek assistance from key support services (i.e. Democratic Services) to support administrative tasks such as minute taking during response and recovery phases.	

11

Croydon Tram Incident – Croydon Council Summary of Response & Learning

#	Recommendation	Debrief origin
25	A SharePoint collaboration site should be established by the Resilience Team foreach incident to ensure a centralised point for information.	LBC Strategic (Gold)
26	A LBC Common Operating Picture (COP) should be produced and distributed to key internal stakeholders by the Resilience Team, summarising key activity & information to ensure consistent situational awareness.	
27	Croydon Council should hold an annual corporate training exercise, including senior strategic managers, to ensure there is a clear understanding and confidence in the council's procedures and expectations in the response to an incident. It is recommended that alternate years focus on a community 'emergency' then an internal 'business continuity' disruption.	
28	Request that the Croydon (ZD) police channel remains used during an incident to maintain situational awareness across partners.	LBC Tactical (Silver)
29	Check the contact details and standard operating procedure that LFB control follow to request a Croydon LALO.	
30	Ensure all LALO's hi-visibility clothing has 'LALO' clearly written on it.	
31	All emergency response volunteers should have a specific ID card which states their name, role, council logo, and their photo.	
32	LALOs to request the sharing of silver meeting minutes and attendance at each meeting.	
33	Practise LALO handover briefings to ensure all feel comfortable in stepping into, and out of, the response role during an incident.	
34	Ensure that those who are on site (incident, or elsewhere) are provided with regular updates, even if there is no new information to provide so they feel well informed.	
35	Ensure VIP visits are communicated to council staff at the location as soon as possible so they can be prepared.	
36	All council officers should report health and safety breaches or 'near misses' to the health and safety team as soon as possible for investigation.	
37	Provide key frontline responders (including contract partners) with major incident training to provide them with an awareness of the council's and other responders' key roles and responsibilities.	
38	Explore building in to future contracts (such as highways, leisure centres) the potential need to assist in the response to an emergency.	
39	Ensure all responders have a shared situational awareness, regularly circulate a situation report detailing the common operating picture and horizon scan.	
40	Centre managers should hold regular updates with staff and attendees by way of a meeting (staff) every 2 hours and attendees (hourly) during shifts, even if there is nothing significant to update.	Community Assistance Centre Managers
41	Be mindful of materials (such as leaflets) displayed within centres and consider the most appropriate place for their display and subsequent collection by attendees.	

12

#	Recommendation	Debrief origin
42	Where possible, WiFi should be made available in centres to support managers and staff in conducting their work and keeping situational awareness.	
43	Fully consider options for centre locations and ensure that their environments are fit for purpose to accommodate distressed persons and staff for significant periods of time.	
44	Where possible, staff attending centres should not have worked in the 8hrs previous to attending the centre.	
45	LBC volunteers should undergo psychological first aid training to support attendees at centres and each other.	
46	LBC plans to be updated / developed, with subsequent training, to reflect the differences in the delivery of a Survivor Reception Centre (SRC) / Family & Friends Reception Centre (FFRC) / Community Assistance Centre (CAC) (as opposed to a rest centre).	
47	Consider on-line training package for centre staff to support training needs and currency of skill.	
48	LBC should source staff who can support staff finishing a shift, by speaking to them and offering a 'listening ear' and personal debrief; and consider a 24hr break before returning for a shift.	
49	When choosing a CAC location, careful consideration should be paid to the surrounding area, including access and what is in view from centre widows.	Community Assistance Centre Managers
50	Where a centre closes for the evening, a handover form (in the least) should be completed for the following day's manager. Where possible, a telephone discussion should take place to ensure transfer and consistency of information.	
51	Resilience Team to explore opportunities to have electronic document store and situational awareness tool that could help staff with briefings and handovers.	
52	Resilience Team to ensure that enough signage is available within the Rest Centre suitcase and managers to request extra signage if required.	
53	Resilience Team to ensure that centre managers are fully briefed as soon as possible ahead of any VIP visits to a centre.	
54	Strategic Coordination Group should ensure that the breadth of community groups in an affected area are able to participate effectively in the recovery process. Where it is not appropriate for the group to be deployed to the CAC, other activities or initiatives should be encouraged to support the wider community due to their strong local connections.	
55	In large, prolonged incidents, voluntary agencies should consider a joint deployment strategy to ensure effective use of personnel and reduce duplication of efforts.	
56	Consideration should be given to the agencies involved in providing official support from within centres, ensuring only recognised third sector organisations are in operation. This should be discussed and agreed with local Councillors.	

13

#	Recommendation	Debrief origin
57	Centre managers to have an exercise that focusses on the role of a centre manager and include the practical aspects of fulfilling that role.	Community Assistance Centre Managers
58	Resilience Team to increase frequency of organisational resilience awareness sessions and explore its role in the corporate induction process.	
59	Resilience Team to develop training for volunteers on personal resilience and bereavement management/awareness.	
60	Resilience Team to increase awareness with managers of volunteers so they are aware of what their staff do.	
61	Resilience Team to develop opportunities for volunteers to improve awareness and skills regarding other wider response team functions (e.g. LALO, BECC, Rest Centres)	
62	Review the activation procedure for the Designated Disaster Mortuary (DDM) to ensure all key officers and services are informed by appropriate lead officers in a timely manner.	Death Management
63	Review the appropriateness of the public mortuary for the purpose of a DDM	
64	Consider the inclusion of the Coroner at Strategic Coordination Group ('Gold') meetings at the start of the incident to improve situational awareness.	
65	Consider a review of communication channels and procedures between the Coroner's office and the mortuary to ensure Coroner directives are communicated.	
66	Review the DDM plan with consideration for administrative functions, ensuring that suitable facilities (administration and welfare) are available for use during a mass fatality incident.	
67	Survey the Croydon Public Mortuary (CPM) site for a suitable location to host a CT scanner (which has large dimensions) and ensure that the determined location is recorded in the Croydon DDM Plan. This would allow for on-site scanning in future large incidents where this could be required.	
68	Ensure that all critical information such as casualty and fatality figures are coordinated and confirmed via the Strategic Coordination Group ('Gold'), providing consistency of information for response partners and the media.	
69	Review the Council's contract with Veolia to include a "special circumstances" clause.	
70	When deciding which venue will host a reception / assistance centre, if practicable, use ward Councillor's local knowledge to assist the decision making to avoid any political or community conflict.	Members
71	Within member updates, include a practical guide which includes information such as signposting to the council website for updates, Casualty Bureau details etc. so that they can assist in spreading key messages within the community.	
72	Develop a protocol for agencies who are supporting reception / assistance centres which states that individuals need relevant qualifications or experience to be able to assist in the centre.	
73	Following an incident where people have/are expected to have lost lives, consider a memorial event in the following days to address collective grief.	

14

Croydon Tram Incident – Croydon Council Summary of Response & Learning

#	Recommendation	Debrief origin
74	Deliver training/exercise sessions focused on Councillor's roles and responsibilities to enable them to better support the community of Croydon and aid the council's response to an emergency.	Members
75	Resilience Team and CCTV to review current procedure for the notification of the Duty Resilience Officer, considering trigger points and expected actions.	Resilience Team
76	Resilience Team to review Corporate Emergency Management Team (CEMT) framework, with a focus on trigger points and activities for activation.	
77	Resilience Team to review DRO on-call resources and action lists. Consider order of notification of key staff i.e. Chief Officer on Call (COoC), Resilience Manager, CEMT, volunteers, etc.	
78	Remove Chief Executive from COoC rota due to general involvement in incidents and on-going London Local Authority Gold rota.	
79	Include notification of London Resilience Group (Duty Officer) to Duty Resilience Officer action list.	
80	Resilience Team to workshop current Everbridge capability and develop a testing process for activation of CEMT and response volunteers.	
81	Where possible, and in alignment with Borough Emergency Control Centre operations, Resilience Team (or a member of) should co-locate with the CEMT (or be consistently present in BWH) during the majority of the incident to support situational awareness and effective coordination.	
82	Room 1.01/1.02 should be designated for use during a major incident within the Corporate Emergency Response Plan.	
83	Resilience Team to develop a template within the collaboration site for volunteers that can be used as a daily COP for volunteers with key information pertinent to them included.	
84	Resilience Team to develop a tracker to be used at the beginning of the Recovery phase, pre-populated with standing activities and considerations.	
85	Resilience Team to include a simple aide-memoire for working/ sub groups within the LBC Recovery Management Plan, including storage of information to monitor progress.	
86	Resilience Team to review Croydon Resilience Forum membership list and consider absent agencies.	
87	Local authorities should establish a Recovery Coordination Group (RCG) at the earliest opportunity to plan recovery activities, linking with the response phase for a smooth transition to formal recovery.	Multi Agency Recovery
88	When requested to be part of a Recovery Coordination Group, (RCG) agencies should ensure that they participate (in the first instance) and provide appropriate representation.	
89	Agencies should continue to attend the Croydon Resilience Forum (CRF) for response and network capability enhancement. Agencies should seek to invite staff that have responsibilities during a response to relevant CRF exercises.	

15

Croydon Tram Incident – Croydon Council Summary of Response & Learning

#	Recommendation	Debrief origin
90	Strategic commanders from key agencies for response and recovery phases should establish direct communication early and have regular contact to assist in the transition and implementation of recovery.	Multi Agency Recovery
91	A Croydon Resilience Forum Common Operating Picture (COP) template to be developed (including key incident information), and during a major incident, the CRF chair (Croydon Council) should share timely updates to its members, supporting full situational awareness.	
92	A protocol for political figures should be developed to provide guidance as to expectations during an incident response and key responsibilities.	
93	A central 'action plan' should be used as part of central recovery coordination to track progress and horizon scan upcoming tasks and activities.	
94	Croydon Council and London Resilience Group, and agencies where relevant, to be part of the London Recovery Framework Review, in particular considering user-friendliness of the framework and using experience to enhance current practice.	
95	Croydon Resilience Forum to consider development of local 'strategic' coordination protocols for when pan-London arrangements are activated, but local, borough leadership decisions are required.	
96	Croydon Council to review LBC Recovery Management Plan, ensuring work-group structures, protocols and documentation templates are included and available for use.	
97	The sharing of incident and people affected information should be done at the earliest opportunity to allow responding agencies to plan for possible activity to support the overall incident response and recovery.	
98	Agencies to ensure there is consistency in agency aims (strategy) and on-scene operations, to ensure on-going engagement between agencies at all levels is consistent and clear.	
99	Senior managers within responding agencies are to be familiar with major incident information sharing protocols and share adequate information with key response partners as soon as possible.	
100	Croydon Resilience Forum to develop an information sharing protocol template to be used in major incidents.	
101	Strengthening of strategic relationships between BTP commanders and local authority Chief Executives should be explored via London Resilience and existing working groups (e.g. Chief Executives London Committee).	
102	Ensure the local train operators and TfL are standing members of the Croydon Resilience Forum to ensure appropriate and effective liaison between agencies.	
103	NHS England (London) to understand the arrangements made in each receiving hospital, and work with partner agencies to develop guidance / good practice guide for hospitals in similar situations (i.e. as Family & Friends Reception Centre).	

16

Croydon Tram Incident – Croydon Council Summary of Response & Learning

#	Recommendation	Debrief origin
104	A briefing note for agencies outlining the role of the Sarah Hope Line in a TfL network incident should be developed and shared amongst Borough Resilience Forums to be included in local resilience plans.	Multi Agency Recovery
105	Early conversations should be had between TfL Sarah Hope Line (when activated) and responding agencies to clarify and establish channels for available assistance, to support the triaging of Line callers.	
106	Changes to the location of assistance centres should be formally discussed and agreed amongst all agencies before implementing to ensure consistency, or improvement, of services is maintained in alternative locations.	
107	Croydon Council to coordinate the development of 'Major incident floral tribute guidance for local authorities' for distribution amongst London local authority emergency planning teams, including practical considerations, best practice and key learning from previous significant incidents from other councils.	
108	Multi-agency training and exercising through the Croydon Resilience Forum should continue at regular intervals throughout the year to support joint-learning and organisational familiarity.	
109	Agencies should review relevant response plans in light of the Croydon tram incident, their agency's experience during the incident, and recommendations made within official debrief documents.	
	Note: Specific recommendations have not been made regarding the first year anniversary commemorations. However, a summary of the approach, activities, and considered good practice, is held by the resilience team.	First Anniversary / Commemorations

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REPORT TO:	CABINET
	19 NOVEMBER 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 the Health & Social Care Scrutiny Sub-Committee (25 September 2018) and from the Streets, Environment & Homes Scrutiny Sub-Committee (9 October 2018) to provide a substantive response within two months (i.e. at the next available Cabinet meeting on **21 January 2019**)

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.   **25 SEPTEMBER 2018 – HEALTH & SOCIAL CARE SCRUTINY SUB-COMMITTEE RECOMMENDATIONS**

3.1   The Sub-Committee considered an item on the Croydon Safeguarding Annual Report 2017/18. The Sub-Committee came to the following conclusions:

1) The Sub-Committee commended the report, noting that it was very detailed and informative.
2) Croydon was to be congratulated for highlighting the serious issue of Hoarding and should be proud of championing exposure of this serious illness.
3) The report did not fully highlight the effectiveness of partnerships and further evidence of strong partnership would be useful in the report.

The Sub-Committee made the following recommendations:

1) Figures on safeguarding referrals made by internal and external organisations to be provided to the Sub-Committee.
2) Evidence of outcome of partnerships to be presented in 2018/19 report.

3.2 The Sub-Committee considered an item from the South London and Maudsley NHS Foundation Trust (SLaM) providing an update on their recent CQC Report. From this item the Sub-Committee came to the following conclusion:

1) The CQC ratings for SlaM were disappointing and concerning given that in recent years the performance of the Trust had been good. This rating was despite the fact that they were the most improved NHS Trust in the last year.
2) There was great concern that the Executive had lost line of sight and this lack of sight had contributed to the key issues highlighted by the CQC in areas of inadequacy by the Trust.
3) The Sub-Committee welcomes the new structure which means that Croydon will be geographically led. This way of working presents an opportunity to understand funding issues and implications. In particular, issues surrounding underfunding and its contribution to inequalities of health.

The Sub-Committee made the following recommendations to SlaM, which are presented for the Cabinet's information:

1) SLaM to return to a meeting of the Sub-Committee in December 2018 to provide an update on the actions that have been put in place in response to the CQC findings.
2) SLaM to provide explicit reference of line of sight of senior management in order for the Sub-Committee to appropriately hold the Executive to account about the visibility of their leadership.

3.3 The Sub-Committee considered an item from the Clinical Commissioning Group (CCG), who provided an update. Arising from the item, the Sub-Committee came to the following conclusions:

1) It was encouraging to learn that they were no longer in special measures and hope that they continue to work hard to drive through improvements.
2) The various partnerships and relationships built was positive and was improving outcomes for residents.
3) Inequality was mentioned throughout the report but this should have occurred at the forefront in order to promote transparency in all areas of service.

The Sub-Committee made the following recommendations to the CCG, which are presented for the Cabinet's information:

1) Explicit reference of inequalities to be provided in the revised report as accountability is more difficult if not referenced explicitly.
2) The CCG to work closely with partners on promoting access to services and intervention for young people with Mental Health issues.

4.   9 OCTOBER 2018 – STREETS, ENVIRONMENT & HOMES SCRUTINY SUB-COMMITTEE RECOMMENDATIONS

4.1   The Sub-Committee considered an item on the South London Waste Partnership along with a Question and Answer Session with the Cabinet Member for Clean, Green Croydon. Subsequent to questions to those present, the Sub-Committee came to the following conclusion:

1) The Cabinet Member and officers were thanked for their presentation and report
2) Although the roll out of the bins had been successful in most areas, there were notable issues in some areas by Jett the company used to deliver the bins.
3) It was encouraging that Croydon residents were recycling 38% of their household waste.
4) There were concerns regarding the size of bins and the Council's decision of a one size fits all policy.
5) The Members were not convinced with the Cabinet Members response that the choice to use the largest capacity bin was a means of future proofing the service.
6) There had been a lack of communication with Councillors on decisions made surrounding the roll out. Councillors has not been consulted on the potential impact within their individual wards.
7) Further work was needed to raise awareness of assisted collections for members of the Community who required this service.
8) It was acknowledged that Veolia recognised the sporadic and often poor performance by Jett throughout this project and that their performance should be monitored.
9) That the Free Bulky Waste collection service should continue to be monitored to ensure that it fulfilled its initial purpose and was reviewed against the occurrences of fly tipping in order to mitigate potential environmental implications.
10) That the Scrutiny and Overview Committee add to its work programme an item on the Council's Digital Roll Out Programme. In particular the areas of Software Integration that should have been implemented as advised.
11) There appeared to be a reduction in the presence of Electric Vacuums Cleaners in some Wards.
12) Occurrences of Graffiti appeared to be on the rise, in particular on shop fronts in some Wards and more needed to be done to tackle this issue.

The Sub-Committee made the following recommendations:

1) Recommend to the Cabinet that the Sub-Committee fully supported the retention of the free Bulky Waste Collection service

2) Recommend to the Cabinet that the Council review its 'one size fits all' policy that has been adopted in deciding the capacity of bins, in particular for households who consistently produced a small amount of waste.

3) Recommend that the Cabinet Member for Clean Green Croydon confirm that there would be no further changes to the waste and recycling collection service timetable.

4) Recommend that the Council actively engaged with residents to promote the importance of recycling. In order to promote behavioural change the Council should focus on encouraging residents to recycle and working with them in a positive manner.

5) Recommend that the Council provides information to residents on the recycling programme, such as producing information on anaerobic digestion so that they were aware that the food waste they recycled was used to generate energy or processed into renewable natural gas and fuel.

6) Recommend to the Cabinet that a review of the Councils Digital Programme be conducted, as there were concerns that the programme which was promised several years ago had not occurred as described or as anticipated.

7) Recommend to the Council that officers report back to the Sub-Committee on the findings from the review of difficult properties, such as those above commercial premises in the bin roll out programme.

8) Recommend to the Council that an update on performance relating to the removal of Graffiti be provided to the Sub-Committee.

9) Recommend to the Council that a update be provided on the roll out, performance and any changes in the use of Electric Vacuum Cleaners be provided to the Sub-Committee.

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.

6.2 This requires that the Scrutiny report is received and registered at this Cabinet Meeting and that a substantive response is provided within 2 months (i.e. **Cabinet, 21 January 2019** is the next available meeting).

CONTACT OFFICER: Stephen Rowan, Head of Democratic Services and Scrutiny

T: 020 8726 6000 X 62529

Email: stephen.rowan@croydon.gov.uk

BACKGROUND DOCUMENTS:

Background document 1: Reports to the Health & Social Care Scrutiny

Sub-Committee on 25 September 2018.

https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=168&MId=1508&Ver=4

Background document 2: Reports to the Streets, Environment & Homes Scrutiny

Sub-Committee on 9 October 2018.

https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=170&MId=1778&Ver=4

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REPORT TO:	**CABINET** **19 NOVEMBER 2018**
SUBJECT:	**STAGE 2: RESPONSE TO RECOMMENDATIONS ARISING FROM: SCRUTINY AND OVERVIEW COMMITTEE 10 JULY 2018 & 4 SEPTEMBER 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 24 September 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

BACKGROUND DOCUMENTS:

Background document 1: Reports to the Scrutiny and Overview Committee on 10 July 2018.

https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=166&MId=1729&Ver=4

Background document 2: Reports to the Scrutiny and Overview Committee on 4 September 2018.

https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=166&MId=1518&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
SCRUTINY AND OVERVIEW COMMITTEE - At its meeting on 10 July 2018, the Committee **RESOLVED** to:						
1. That there should be a fundamental rethink on the underlying principles of the Financial Strategy.	Resources Councillor Simon Hall	Accept recommendation - The previous strategy has been fully reviewed to reflect the council's current financial position and the external environment the council is operating in.	Richard Simpson	No direct financial implications arising from the rethink of the underlying principles.	New MTFS presented to Cabinet on 24.9.18, recommendation to Full Council on 8.10.18, and to Scrutiny and Overview in January annually.	15/01/18
2. A principle should be established, in the Financial Strategy, to inform how any income delivered from Brick by Brick was spent.	Resources Councillor Simon Hall	Accept recommendation - The Financial Strategy assumes a principle that all income from Brick by Brick is transferred to reserves.	Richard Simpson	There are no direct financial implications from the principle being established. There will however be a financial benefit to the Council's reserves when the income is transferred. Income to be used to deliver future Council Services.	To be implemented immediately. Brick By Brick Business Plan to be presented annually to Cabinet in January.	TBC
3. A principle should be established, in the Financial Strategy, around how Council worked with its partners, with a focus on local wealth building and a focus on social value as well as economic benefit.	Resources Councillor Simon Hall	Accept Recommendation – This is not dealt with directly in the financial strategy but is being worked on as part of a	Sarah Warman	There are likely to be financial benefits arising from the refreshed approach to	Ongoing	Will be reported back to Scrutiny as appropriate for each contract being

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
		refreshed approach to how we commission services.		commissioning services. Each service contract will be reviewed and reported as it is commissioned.		commissioned and reported to Cabinet in the Investing in Our Borough report.
SCRUTINY AND OVERVIEW COMMITTEE - At its meeting on 10 July 2018, the Committee **RESOLVED** to:						
4. The principles of the Financial Strategy should not be overcomplicated and effort should be made to ensure they were simple and understandable.	Resources Councillor Simon Hall	Accept recommendation – The MTFS clearly shows the anticipated income and expenditure over the four years of the Strategy.	Richard Simpson	The MTFS will be reviewed and refreshed annually as part of the budget setting process and any changes in financial assumptions will be reported in both the MTFS and Budget report.	Annually	15/01/19
5. That a section be added to future Annual Complaints Report detailing trends in complaints	Resources Councillor Simon Hall	Accepted	Clare Davies	There are none.	Next annual report is due June 2019.	July 2019
6. That benchmarking data with other local authorities be included in future Annual Complaints Reports	Resources Councillor Simon Hall	Accepted	Clare Davies	There are none.	Statutory: Children's' and adults London complaints group established for Benchmarking. Corporate to be established and to provide data at next	July 2019

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
					annual report in June 2019.	
SCRUTINY AND OVERVIEW COMMITTEE - At its meeting on 10 July 2018, the Committee **RESOLVED** to:						
7. That a section be added in future Annual Complaints Reports about what has been learnt from the complaints during the year and how processes have changed as a result.	Resources Councillor Simon Hall	Accepted	Clare Davies	There are none.	Next annual report is due June 2019.	July 2019
SCRUTINY AND OVERVIEW COMMITTEE - At its meeting on 4 September 2018, the Committee **RESOLVED** to:						
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.	Resources Councillor Simon Hall	Accepted	Richard Simpson	There are none.	The Asset Investment Strategy that went to Cabinet on the 24th September and Council on the 8th October included a process for ensuring the opposition are briefed before decisions are made.	N/A
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.	Resources Councillor Simon Hall	Accepted	Richard Simpson	There are none.	For all future Asset decisions.	N/A

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
SCRUTINY AND OVERVIEW COMMITTEE - At its meeting on 4 September 2018, the Committee **RESOLVED** to:						
3. 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.	Chief Executive's Office Councillor Tony Newman	Accept - As with all priorities detailed within the Corporate Plan, the pledge to empower local people and communities, will be developed in much greater detail through the Service Planning process. A project to ensure all teams within the organisation have a Service Plan that is fully aligned to the Corporate Plan, has begun. The project has already engaged with the council Learning & Organisational Development team to outline how service plans must also translate into individual officer objectives - meaning that individuals, team managers, and senior managers will all have the tools to hold their direct reports to	Jo Negrini	N/A - At an individual service plan level this will be agreed as part of departmental budgets.	Service Plans aligned to the Corporate Plan will be in place for 01 April 2019.	TBC

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
		account, and to be held to account themselves. This will ensure that all services identify opportunities for supporting the Corporate Plan priorities.				
SCRUTINY AND OVERVIEW COMMITTEE - At its meeting on 4 September 2018, the Committee **RESOLVED** to:						
4. 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.	Resources Councillor Simon Hall	Accepted	Sue Moorman	There are none.	The Information has been sent directly to Members of the Committee.	N/A
5. That further information is provided to the Scrutiny & Overview Committee on the outcomes from the Back to Basics initiative, once it is available.	Resources Councillor Simon Hall	Accepted	Sue Moorman	There are none.	This will be done once there are outcomes to report.	TBC
6. That a further report on staffing be brought back to the Scrutiny & Overview Committee in 12 months.	Resources Councillor Simon Hall	Accepted	Sue Moorman	There are none.	July 2019	TBC

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Croydon Council

REPORT TO:	**CABINET**
	19 NOVEMBER 2018
SUBJECT:	**INVESTING IN OUR BOROUGH**
LEAD OFFICER:	**SARAH WARMAN, INTERIM DIRECTOR OF COMMISSIONING & PROCUREMENT**
	RICHARD SIMPSON, EXECUTIVE DIRECTOR RESOURCES & S151 OFFICER
CABINET MEMBER:	**COUNCILLOR SIMON HALL**
	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 approve:

1.1.1. The procurement strategy which will result in a contract award for the supply of Gas and Electricity for the Council and Schools & Academies for a period of eighteen months as set out at agenda items 12a.

1.2   The Cabinet is requested to recommend:

1.2.1   To the Leader of the Council that the Cabinet Member for Finance and Resources in consultation with the Leader, continues to be authorised to agree the award of contracts related to the Good to Great ICT transformation programme for reasons set out in paragraph 4.2.3 and 4.2.4. These awards

will be in line with the strategy approved by Cabinet on 20th November 2017 (reference: 91/17 Investing in our Borough. ICT sourcing strategy) and any awards made under this delegation will be notified in the standard contracts report at future Cabinet meeting.

1.3   The Cabinet is requested to note:

1.3.1   The list of delegated award decisions made by the Director of Commissioning and Procurement, between 14/09/2018 – 12/10/2018.

1.3.2   Property acquisitions and disposals agreed by the Cabinet Member for Finance and Resources in consultation with the Leader since the last meeting of Cabinet.

1.3.3   The list of delegated award decisions made by the Nominated Cabinet Member for Finance and Resources for the Good to Great ICT transformation programme.

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:

- Delegated contract award decisions made by the Director of Commissioning and Procurement 14/09/2018 – 12/10/2018;
- Contract awards and strategies to be agreed by the Cabinet at this meeting which are the subject of a separate agenda item;
- Delegated contract award decisions under delegated authority from the Leader by the Cabinet Member for Finance and Resources and in consultation with the Leader related to the Good to Great ICT transformation programme since the last meeting of Cabinet;
- Delegated contract award decisions under delegated authority from the Leader by the Cabinet Member for Finance and Resources and Cabinet Member for Children, Young People & Learning related to the new Addington Valley SEN School;
  [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;
- 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   Sections 4.1 of this report lists those contract and procurement strategies that are anticipated to be awarded or approved by the Cabinet.

3.2   Section 4.2.1 of this report lists the delegated award decisions made by the Director of Commissioning and Procurement, between 14/09/2018 -12/10/2018.

3.3   Section 4.2.2 of this report list the delegated award decisions made by the Nominated Cabinet Member for Finance and Resources in consultation with the Leader and for the Good to Great ICT transformation programme.

3.4   Sections 4.2.3 & 4.2.4 outlines the rationale for the continuance of the delegation approved in last month's report for the Good to Great ICT transformation programme, for delivering the strategy approved by Cabinet on 20th November 2017 (reference: 91/17 Investing in our Borough c. ICT sourcing strategy).

3.5   Section 4.3 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.

3.6   The Council's Procurement Strategy and Tender & 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 Strategy approvals

Procurement strategy for the purchase of goods, services and works with a possible contract value over £5 million decisions to be taken by Cabinet which are agenda item 12a.

Strategy	Contract Revenue Budget	Contract Capital Budget	Dept/Cabinet Member
Provision of Electricity & Gas supply for the Council and Schools & Academies	£10,500,000		Finance & Resources Cllr Hall

4.2 Contract awards

4.2.1 Delegated award decisions made by the Director of Commissioning and Procurement.

Revenue and Capital consequences of delegated decisions made by the Director of Commissioning and 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
Advocacy Service for children in need of help and protection, LAC & Care Leavers	£365,968 (Contract length 3 + 1 years)		Children, Young People & Learning / Cllr Flemming
Adults Social Care eMarket Place	£255,200 (Contract Length 2 + 1 + 1 years)		Families, Health & Social Care / Cllr Avis
Timebridge Development comprising (SEN school and Community Centre) Professional Services	£263,360 (Contract Length 2 years + 6 months)		Environment, Transport & Regen./ Cllr King & Children, Young People & Learning / Cllr Flemming
Provision of IT Service Management Tool (with implementation and support services)	£235,000 (Contract Length 2+1 years)		Finance & Resources/Cllr Hall

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
Child Weight Management	£315,000	£ 210,000 (Contract length 1 year)	£525,000		Children, Young People & Learning / Cllr Flemming
Provision of Occupational Health Services	£489,000	Extension of contract length and not value (Contract length 1 year + 9 months)	£489,000		Finance and Resources / Cllr Hall
Supervised Contact & Assessment Framework	£4,300,000	£1,000,000 (Contract length 12 months)	£5,300,000		Children, Young People & Learning / Cllr Flemming

4.2.2 Delegated award decisions for contracts for the Good to Great ICT Transformation programme over £500,000 in value made by the nominated 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
End Users Services	£8,900,000 (Contract length 3 + 1years)		Finance and Resources / Cllr Hall
Managed Print Services	£771,000 (Contract length 3 + 1years)		Finance and Resources / Cllr Hall

4.2.3 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.

4.2.4   The continuance of the delegation for 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.

4.3   Property Acquisitions and Disposals

4.3.1   Revenue and Capital consequences of property acquisitions and disposals over £500,000 agreed by the Cabinet Member for Finance and Resources in consultation with the Leader of the Council.

Contract Title	Disposals	Acquisitions	Dept/Cabinet Member
Colonnades Leisure and Retail Park – Phase 1		£44,201,845.80 (excluding Stamp Land Tax)	Finance and Resources/Cllr Hall in Consultation with the Leader of Council

Approved by: Ian Geary, Head of Finance - Resources on behalf of 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.

Approved by: Yvonne Okiyo, Equalities Manager

8 ENVIRONMENTAL IMPACT

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

9 CRIME AND DISORDER REDUCTION IMPACT

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

CONTACT OFFICER:

Name:	Rakhee Dave-Shah
Post title:	Head of Commissioning and Procurement (Corporate)
Telephone no:	63186

BACKGROUND DOCUMENTS: None

REPORT TO:	**CABINET**
	19 NOVEMBER 2018
SUBJECT:	**ELECTRICITY AND GAS SUPPLIES CONTRACTS**
LEAD OFFICER:	**RICHARD SIMPSON, EXECUTIVE DIRECTOR OF RESOURCES AND S151 OFFICER**
	MARK NORRELL, DIRECTOR OF FACILITIES & SUPPORT SERVICES
CABINET MEMBER:	**CLLR HALL, CABINET MEMBER FOR FINANCE & RESOURCES**
WARDS:	**'ALL'**

CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON

Priority 2 of the Corporate Plan "Contracts Review" is directly relevant to this project.

The council is kept informed on changes in the UK energy markets through its membership of the LEP and the London Boroughs Energy Group (LBEG). The UK electricity market has undergone significant regulatory change over the last two decades. The objectives of this change have principally been to ensure that sufficient generation capacity is available, along with incentivising new generation from renewable energy sources. These changes have resulted in an increase in the regulated, pass-through charges which cannot be avoided. Contracts that manage the wholesale price risk continue to be the best practice approach to achieving the best overall energy prices.

The current administration has made a commitment to "*achieving 100% clean energy across the full range of council functions by 2050*". Current national policy is to meet the carbon reduction target set by the Climate Change Act (2008) by 2050. This will require the complete decarbonisation of the electricity supply grid by this date. The mechanisms for achieving this are currently through incentives and guaranteed minimum payments which are funded by levies added to the energy bills for all customers. Many suppliers in the market offer "renewable" electricity tariffs, choosing to buy these does not necessarily result in additional renewable generation and carbon savings beyond those incentivised by the regulatory mechanisms. The only clear ways to achieve this are to:-
- o Develop local generation (e.g. solar photovoltaics)
- o Contract with remote renewable energy generator via a Power Purchase Agreement (PPA). This would be a long term contract to buy power directly from a generator. As the supply would still be via the grid, there would need to be an additional contract with a licensed supplier to manage and charge for all the grid services (i.e. transportation/distribution etc.). However this form of contract could be attractive in the future (and is being explored as an option in the collaborative London Energy Project contracts for 2020).

For gas supply there are no 'renewable gas' contracts (although there are very small quantities of 'biogas' injected into the public supply network). As gas is consumed across the council estate for heating, the only route to '100% clean energy' target is to convert to zero carbon heating systems. This would need to be achieved through a

longer term strategy and program.

FINANCIAL IMPACT

The financial impact is detailed in section 5 Financial & Risk Assessment Considerations.

FORWARD PLAN KEY DECISION REFERENCE NO.: TBC for award report

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

1.   RECOMMENDATIONS

The Cabinet is recommended to

1.1   approve the strategy identified within this report to procure suppliers to be appointed to provide Electricity and Gas Supplies for a term of 18 months from 1st April 2019 to the Council and to such schools and academies as shall elect to access the arrangements for a total estimated contract value of £10,500,000.

1.2   note that it is proposed to depart from the standard evaluation split of 60:40 (cost/quality) required under Regulation 21 to allow a weighting of 80:20 (cost/quality)

1.3   authorise the use of the Council's energy broker 'Kinect Energy' to run an OJEU compliant procurement exercise on the Council's behalf using their own e-tendering system to select suppliers for recommendation to the Council for appointment to the Council's new energy suppliers

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2.   EXECUTIVE SUMMARY

2.1   The council's current electric and gas contracts expire on the 31st March 2019 and the purpose of this report is to outline, and seek approval of, the proposed strategy to re-procure new contracts for electricity and gas supplies from 1st April 2019.

2.2   The proposal is for short term 18 month contracts to bring the councils supplies into alignment with the new pan-London energy supplies contracts which the council proposes to use in the future.

2.3   Costs will be met from existing centralised electricity and gas budgets.

2.4   The successful bidder/s will be responsible for registering and transferring the supply accounts from the existing suppliers.

2.5   The Sustainable Development & Energy Team will be responsible for managing the contracts and communicating the details of the new supply contracts to any participating third party schools or academies.

2.6 The contents of this report is endorsed by the Contracts and Commissioning Board

CCB Approval Date	CCB Ref. Date
31st October 2018	CCB1420/18-19

3. DETAIL

3.1 The outcomes that are sought from the recommended approach are:-
- To secure best value, short term (18 month) electricity and gas supply contracts
- To bring the council's electricity and gas supply contracts into alignment with the start date for the new pan-London energy supply contracts currently being developed by the London Energy Project (LEP).

3.2 The unit cost of energy comprises three elements, these are as set out in the following table, along with the average breakdown for electricity and gas.

Charge element		Electricity	Gas
Commodity	Cost of energy from the wholesale markets	55%	60%
Regulated	Fixed, pass-through charges for use of energy networks, metering and government set fees and levies	44%	39%
Supplier	Costs of billing, administration and profit	1%	1%

3.3 The UK's gas and electricity networks are connected to Europe and wholesale trading results in markets that are highly volatile and subject to weather and geopolitical events. This wholesale market volatility represents the dominant price risk when securing energy contracts. The best practice approach to managing this risk is to procure energy via 'flexible wholesale' contracts. Such contracts give customers access to the wholesale markets so that different amounts of energy can be purchased at different times, both before the start of, and during the contract period. This strategy spreads the risk of fixing the price of the whole energy portfolio at one point in time, which may retrospectively be a peak in the market.

3.4 A large energy portfolio is required for this approach because of the size of the smallest 'clip' of energy that can be purchased from the markets. Several public sector buying organisations have established flexible wholesale contracts which pool the energy requirements of their clients to create a large single portfolio. Croydon Council previously secured its energy supplies via such contracts let by Crown Commercial Services (CCS) and LASER (Kent County Council Commercial Services). However, Croydon's own gas and electricity portfolios were sufficient to establish its own bespoke flexible wholesale contracts as set out over page:

Supplier	Service/utility	Contract period
Scottish Power	All electricity supplies (including unmetered street lighting)	01/04/16 – 31/03/19
Corona Energy	All gas supplies	01/04/16 – 31/03/19
Kinect Energy	Wholesale purchase of gas & electricity, provision of market intelligence and advice.	01/04/16 – 31/03/19

3.5 The objectives of taking this approach were to:-
- Have direct control of the wholesale purchasing strategy (which is implemented by Kinect Energy)
- Have a one-to-one contract relationships with the suppliers, with dedicated account management.

3.6 The current contracts have delivered the expected benefits of this approach, particularly with significantly improved and pro-active account management provided by the two framework suppliers.

3.7 While this 'bespoke' approach is recommended for future contracts, the council's gas and electricity portfolios have decreased with a large number of schools and academies opting to withdraw from the council's framework contracts to arrange their own supplies. This volume reduction and future uncertainty is a barrier to the effectiveness of a 'flexible wholesale' contract as the total energy demand can only be broken down into a limited number of purchasing decisions (due to the minimum 'clip' size). The recommended future approach is therefore to join with other authorities to provide a combined 'core' portfolio that is large enough to manage changes in individual authorities' estates (e.g. sale or closure of sites).

3.8 The council is a member of the LEP, a shared service established by London boroughs to develop and share best practice in energy procurement and management. The LEP is currently developing 'flexible wholesale' energy contracts which use the combined energy portfolios of its member boroughs. These contracts will provide a compromise between the full control of a bespoke contract, and the lack of control offered by the large public sector buying organisation contracts. As the majority of London boroughs currently purchase energy via CCS and LASER, the LEP are planning to let the new contracts with start dates of April and October 2020 which are the respective expiry dates via these buying organisations.

3.9 The existing contracts with Scottish Power and Corona Energy were let through an OJEU compliant tender with no option to extend. Both the suppliers and the council would be open to legal challenge and subsequent contractual risk if the council simply opted to extend these arrangements. The recommended strategy is therefore to let fixed price, fixed term contracts for a period of 18 months. This will then align the council's energy supply contracts with the LEP contracts start date of October 2020.

3.10 Those schools and academies currently purchasing energy via the council's contracts, and who have not yet stated that they wish to withdraw from the council's arrangements will be consulted with. They will have the option of either:-

- being included in the fixed price tender, or
- arranging for their own energy supply contracts

Social Value

3.11 Energy supply is a regulated and licensed activity. It is also a 'remote' service largely comprising the management of data flows and charging information across all providers within the supply system i.e.:-

- The cost of commodity (power and gas) purchased from generators, shippers and traders
- The costs of balancing the system (ensuring that energy supplied is equal to energy purchased)
- Fixed regulated costs – i.e. use of the network charges, government levies and taxes
- The costs of metering and collection of consumption data
- Generation of final invoicing to the customer

3.12 There is therefore very limited scope to drive social value outcomes through these contracts. However, the government does mandate energy suppliers to deliver a specific element of social value through the "Energy Company Obligation" (ECO). This mechanism requires suppliers to fund a set level of support to fuel poor households. This takes the form of grant funding to install energy savings measures (e.g. new boilers, insulation etc.). This funding stream is completely separate from energy supply contracts. Households are eligible to receive ECO funding if they are in receipt of specific qualifying benefits.

3.13 Some suppliers deliver their ECO funded works themselves (e.g. where they have home energy services businesses) while others meet their obligations through agents. London receives less ECO funding per capita than the rest of the country as it costs more to deliver energy efficiency works in the region. The Mayor of London recently established the 'Warmer Homes' scheme to help secure more supplier ECO funds for the capital. The council has established its own free home energy visit scheme "Croydon Healthy Homes" to tackle fuel poverty. This scheme will refer eligible households to the Mayor's Warmer Homes Scheme and to other sources of ECO funding identified by the council.

GDPR compliance

3.14 No personal data will be processed by these electricity and gas contracts. The only personal data that will be held by each supplier will be that required for contractual or regulatory purposes i.e.:-

- Contract manager and energy team contact details
- Site emergency contacts for gas safety purposes (for largest consuming sites only)

Decommissioning Strategy

3.15 Transfer of energy supplies is a comparatively simple process. All data required for suppliers to register new supplies will be provided as part of the tender process. The incoming suppliers undertake the registration process and manage the transfer of each supply from the incumbent suppliers.

3.16 The existing suppliers may object to the transfer of any accounts that are in debt. Where an account does not transfer on the start date of the new contract, the existing supplier will continue to invoice, but at much higher 'out of contract' rate. However, this a very low risk as 95% of the electricity and gas accounts are paid via Direct Debit.

Procurement Strategy

3.17 It is proposed that the council's contracted energy broker, Kinect Energy manage an OJEU compliant 'Restricted' tender on behalf of the authority. Kinect Energy managed the original OJEU tender process which established the current framework arrangements.

3.18 Electricity market prices are settled on a half-hourly basis, while the gas market is settled on a daily basis. In addition, as the electricity system must be in balance at all times, supplies with accurate 'half-hourly' metering attract lower 'volume risk' prices than those that are manually read.

3.19 As fixed prices are being requested for the 18 month contract period, it is recommended that the electricity portfolio is divided into four lots according to the type of metering. Suppliers can bid for all 4 lots and contracts will be awarded to the best MEAT score (80 price/20 quality) for each lot. The recommended lots are as set out in the following table.

Utility	Meter type	Description
Electricity	Half-hourly metered	These supplies are o mandatory half-hourly metered with remote data collection o are large to medium sized buildings This accurate data attracts a low volume risk price
	Unmetered street lighting	Croydon's street lighting inventory is controlled via a Central Management System which provides remotely accessed half-hourly data. This accurate data attracts a low volume risk price
	Non half-hourly metered	These are manually read meters and suppliers will apply a 'typical' estimated daily profile. These supplies will attract higher volume risk prices. Such supplies will be low-consuming, domestic scale consumption.
Gas	All metered supplies	

Tender process

3.20 As the council's current contracted energy broker, Kinect Energy already have schedules of the council's electricity and gas supplies, along with all associated consumption and half-hourly metered data it is recommended that Kinect Energy manage the OJEU compliant restricted tender process via their own electronic tendering platform.

Proposed timetable

Activity	Proposed Date
Contracts and Commissioning Board Approval	Virtual
Cabinet Meeting	19/11/18
Specification and Tender Documents Agreed	27/11/18
OJEU contract notice published	30/11/18
Deadline for submission of SSQ responses	28/12/18
Deadline for submission of ITT responses	08/02/19
Contract Award	04/03/19
Contract Start	01/04/19

Tender evaluation

3.21 As the proposed tender is for fixed prices for the 18 month contract period, it is recommended that the Price/Quality ratio split is as follows:-

Price   80%   All inclusive – wholesale and all pass-through charging
Quality 20%   Customer service and billing operations

Financial evaluation

3.22 Bidders will be requested to provide audited accounts so their financial viability can be evaluated.

Contact Terms and Conditions

3.23 Energy supply in the UK is a highly regulated activity where providers must be licensed by the market regulator (Ofgem) to supply customers. As the licence conditions set out how suppliers must provide their services, suppliers offer standard terms and conditions to the market which they will not vary.

3.24 A legal review of the successful bidders' contract terms and conditions will be commissioned to ensure that there are no significant issues or risks to the council.

Performance management

3.25 As energy prices will be fixed for the duration of the 18 month contracts, there is no requirement for ongoing price performance monitoring (as with flexible wholesale contracts). The key performance issue will be billing accuracy, this will be monitored as set out in the table over page:

% of rejected invoices per batch of electronic invoices received	Electronic invoices uploaded to the council's energy bill management system (TEAM Sigma) are validated through an automated checking process. Invoices may be rejected if there is a change to the format of the electronic file. This can arise from regulated changes (e.g. addition or removal of a pass through charge or levy). Invoices rejected due to such changes will be excluded from the measure.
Number of queries raised per quarter for the 3 highest consuming electricity supply accounts	60% of General Fund electricity spend is due to Bernard Weatherill House (2 supply accounts) and the borough's street lighting (one account). These are half-hourly metered supplies and invoices comprise a large number of fixed pass-through charge elements. These accounts are monitored in detail and each charge element is validated against the published rates. Queries will be raised with the supplier where any of these charges are incorrect.

4. CONSULTATION

4.1 Schools and academies currently purchasing via council contracts as well as Finance, HR and Legal have, and will continue to be, consulted with.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

Revenue consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2018/19	2019/20	2020/21	2021/22
		6 months		
	£'000	£'000	£'000	£'000
Revenue Budget available				
Expenditure	5,503	2,751		
Income				
Effect of decision from report				
Expenditure	5,841	2,921		
Income				
Remaining budget	338	170		

5.1 A risk register for this procurement project is attached as Appendix 1 to this report.

5.2 **The effect of the decision**

The current contracts were let with no extension options available. Should the council opt to continue with the current supply arrangements, via a variation to the term until the LEP contracts were in place, the supplier's and the council could be open to a legal challenge from competitor suppliers. This could result in the extended contract arrangements being declared null and void, and the council would be at risk of being charged 'out of contract' energy rates which are typically more than double contracted rates. The recommended approach is therefore to let new short term contracts to mitigate this risk. An estimate of £10.5m has been used to allow for any price or volume risk, although current expenditure trends would suggest expenditure of nearer £8.7m for the 18 month period.

5.3 **Risks**
The dominant risks associated with energy supply contracts are the volatility of the wholesale energy markets. The objective of this procurement strategy is to let short term contracts to bring the council's energy supplies to align with the commencement of the LEP pan-London 'flexible wholesale' contracts which adopt best practice methods of managing wholesale energy price risk.

5.4 **Options**
If the LEP contracts have not been established before the expiry of the contracts recommended within this report, the council will still have the options to either:-
- Let subsequent short term fixed price contracts – according to the wholesale market conditions at the time, or to;
- Purchase via the 'flexible wholesale' framework contracts available from the national pubic buying organisations.

5.5 A significant risk for the current contract arrangements has been the recharging of school and academy clients. For historical reasons, school energy supplies were included within the council's portfolio and paid via Direct Debit. The council would then recover the energy charges by recharging the schools. However, this has now become a resource intensive process as manual invoices have to be generated for both academies and maintained schools.

5.6 The council invoicing cannot provide the same level of consumption and meter reading detail provided by the suppliers' electronic invoices. Schools are therefore provided with online access to a user-friendly version of the council's energy management system (TEAM Sigma) where they can view the supplier invoices. However, this is a far from ideal solution for the clients who have to match information from two separate sources to validate their charges. Therefore, for these contracts (and for future arrangements) schools that opt to have their supplies included within the council's tender will be directly invoiced by the successful suppliers.

5.7 **Future savings/efficiencies**

It is only the wholesale cost of electricity and gas that can be influenced by the adopted purchasing strategy. Both markets are subject to high levels of volatility which is driven by a wide range of international factors ranging from weather and economic conditions to geopolitical situations and conflicts. As such it is not possible to target any level of savings. The objective of this strategy is therefore to manage this wholesale price risk.

PSP will not be included in the Tender. Both current and future energy supply contracts to the council will adopt electronic billing (via the Tradacoms EDI standard) with payments being made by Direct Debit. This form of billing and payment attracts a small discount to the energy unit charges related to the reduced costs to serve for the suppliers.

Approved by: Ian Geary, Head of Finance, Resources & Accountancy

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

6.1 The Solicitor to the Council comments that there are no additional legal considerations directly arising from 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 There is no change to the delivery of energy supply services to the council which must be undertaken by licensed suppliers. There are no employment considerations arising from this procurement project.

Approved by: Gillian Bevan on behalf of the Director of Human Resources.

8. EQUALITIES IMPACT

8.1 This procurement is for energy supplies to council operational sites and services, communal services for social housing and participating schools with the objective to secure these supplies at the best prices.

8.2 This procurement will therefore not have a significant impact on groups that share a protected characteristic compared to non-protected groups.

Approved by: Yvonne Okiyo, Equalities Manager

9. ENVIRONMENTAL IMPACT

9.1 There are no environmental sustainability impacts arising from this report.

10. CRIME AND DISORDER REDUCTION IMPACT

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

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 The current contracts expire 31st March 2019 so replacement contracts are required in the short term until the LEP contracts are available to access.

12. OPTIONS CONSIDERED AND REJECTED

12.1 Extending the current contracts has been considered and rejected as the current contracts were let with no extension options available.

CONTACT OFFICER: Bob Fiddik, Team Leader – Sustainable Development & Energy. Resources Department

BACKGROUND DOCUMENTS: None

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