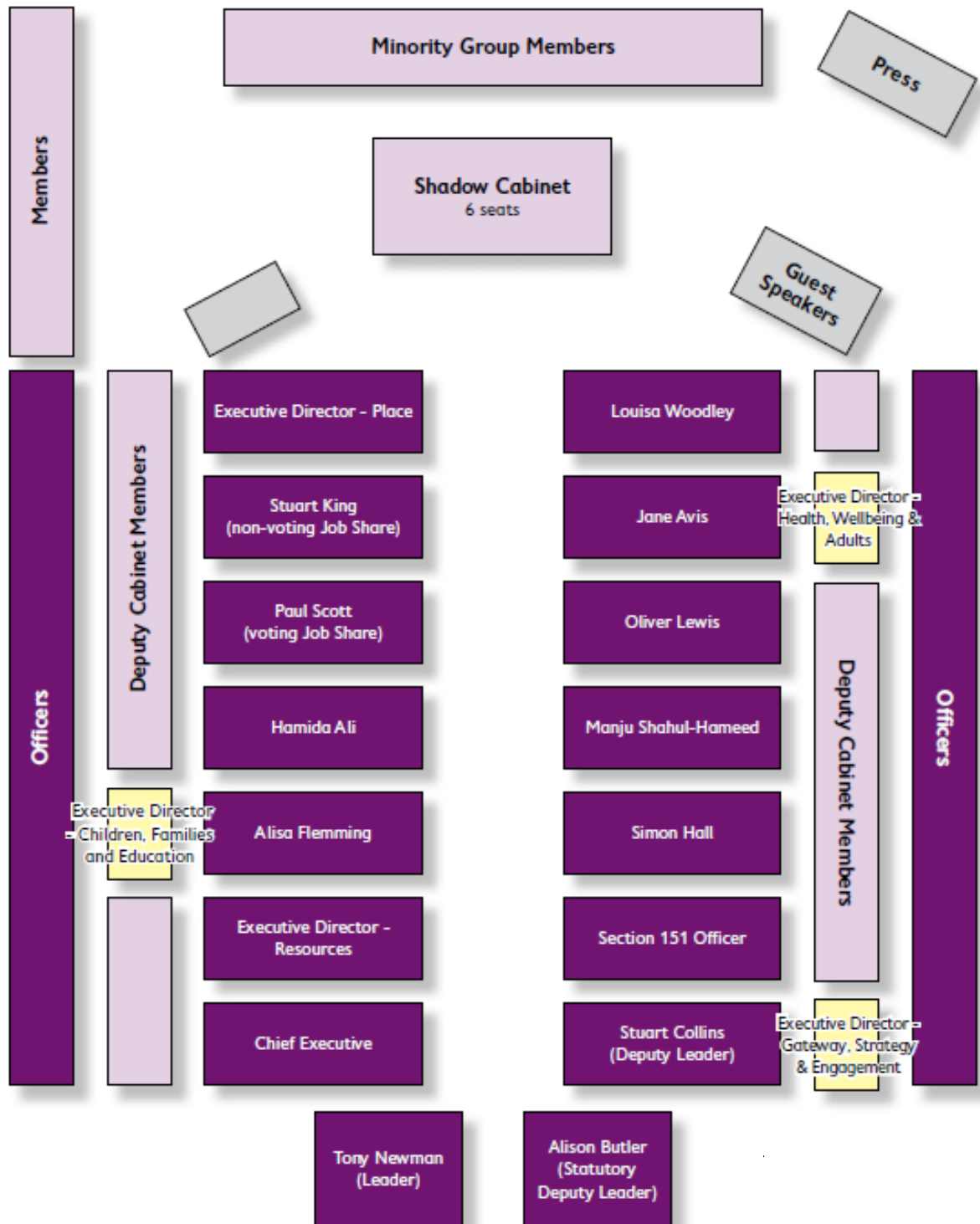




**CABINET
AGENDA**
for the meeting
on
7 May 2019 at
6.30 pm

Cabinet Seating Plan



To: Croydon Cabinet Members:

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

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

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

Councillor Hamida Ali, Cabinet Member for Safer Croydon & Communities

Councillor Jane Avis, Cabinet Member for Families, Health & Social Care

Councillor Alisa Flemming, Cabinet Member for Children, Young People & Learning

Councillor Simon Hall, Cabinet Member for Finance & Resources

Councillor Stuart King, Cabinet Member for Environment, Transport & Regeneration (non-voting - Job Share)

Councillor Oliver Lewis, Cabinet Member for Culture, Leisure & Sport

Councillor Paul Scott, Cabinet Member for Environment, Transport & Regeneration (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 **Tuesday, 7 May 2019** at **6.30 pm** in **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**

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

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www.croydon.gov.uk/meetings
26 April 2019

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 - 22)

To approve the minutes of the meeting held on 25 March 2019 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 Culture, Leisure & Sport

5. Inform, Involve, Inspire & Create - Croydon's Culture and Libraries Plans (Pages 23 - 94)

Officer: Shifa Mustafa

Key decision: yes

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

6. Changes to Local Safeguarding Children Board Arrangements (Pages 95 - 106)

Officer: Rob Henderson

Key decision: yes

Cabinet Member: Cabinet Member for Safer Croydon & Communities, Cabinet Member for Families, Health & Social Care and Cabinet Member for Finance & Resources

7. Community Fund Commissioning Programme (Pages 107 - 132)

Officer: Hazel Simmonds

Key decision: yes

Cabinet Member: All Cabinet Members

8. Stage 2: Response to recommendations arising from Children & Young People Scrutiny Sub-Committee on 27 November 2018 and Scrutiny & Overview Committee on 11 December 2018 (Pages 133 - 140)

Officer: Jacqueline Harris Baker

Key decision: no

Cabinet Member: Cabinet Member for Finance & Resources

9. Investing in our Borough (Pages 141 - 148)

Officer: Jacqueline Harris Baker

Key decision: no

10. 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.”

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Cabinet

Meeting held on Monday, 25 March 2019 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 (non-voting – Job Share),
Oliver Lewis, Paul Scott (voting – Job Share) and Manju Shahul-
Hameed

Also Present: Councillor Tim Pollard, Jason Perry, Maria Gatland, Lynne Hale,
Yvette Hopley, Vidhi Mohan, Helen Pollard, Sean Fitzsimons,
Robert Ward, Mario Creatura, Clive Fraser, Muhammad Ali, Leila Ben-
Hassel, Margaret Bird, Simon Brew, Janet Campbell,
Sherwan Chowdhury, Patsy Cummings, Bernadette Khan, Joy Prince,
Andy Stranack, Gareth Streeter and Louisa Woodley

Apologies: Councillors Patricia Hay – Justice and Shafi Khan

PART A

22/19 **Minutes of the previous meeting**

The part A minutes of the Cabinet meeting held on 25 February 2019 were agreed. The Leader of the Council signed the minutes as an accurate record.

23/19 **Disclosure of Interests**

There were none.

24/19 **Urgent Business (If any)**

The Leader of the Council congratulated, on behalf of the Cabinet, the work of the two teams which won Local Government Chronicle Awards earlier in the month. It was noted that Croydon was the only council to win two awards at the ceremony, and the awards were for the Choose Your Future campaign, and the partnership work on the One Croydon Alliance.

The Leader of the Opposition noted the Leader of the Council had tweeted a photo of part of a letter in relation to the Croydon Partnership and was informed that the letter would be published in full save for the exclusion of any commercially sensitive information. The Leader stated it was a powerful letter which reiterated a strong commitment to Croydon,

however it was noted that the council should not be complacent as economic uncertainty remained a national issue.

25/19

Council Voluntary, Community & Social Enterprise Sector Strategy, and Community Fund Progress Report

The Leader proposed and Cabinet agreed to take the Part A items in the meeting in the following order:

1. Item 6 (0-25 Special Education Needs and Disabilities Strategy)
2. Item 10 (Adoption of Supplementary Planning Document 2 – Suburban Design Guide)
3. Item 5 (Council Voluntary, Community & Social Enterprise Sector Strategy, and Community Fund Progress Report)
4. Item 7 (Post-16 Travel Assistance Policy Changes)
5. Item 8 (Parking Policy 2019-2022)
6. Item 9 (Equality Annual Report)
7. Item 11 (Stage 1: Recommendations arising from Scrutiny)
8. Item 12 (Investing our Borough)

The Cabinet Member for Safer Croydon & Communities introduced the report which was in two parts; the first part looked towards the introduction of a Voluntary, Community & Social Enterprise Sector Strategy, and the second half of the report reviewed the second year of the Community Fund.

The council had not previously had a Strategy on how it would work with the community sector and facilitate coordination within the sector. Consultation had taken place in relation to the Strategy with over 200 organisations taking part in online surveys and workshops. It was recognised that the Strategy was a high level paper which set out the policy framework in the context of the Corporate Plan and the findings of the Opportunity & Fairness Commission, and that a further report would be taken to Cabinet in May 2019 which would set out how the council would commission future work with the voluntary sector. The Cabinet Member stated the council would support the voluntary sector in preparation for the recommissioning of the sector later in the year.

The organisations which had taken part in the consultation, along with the officers and the Cabinet Member for Finance & Resources were thanked for their work in developing the Strategy.

Members were informed that the report outlined the outcomes of the Community Fund with accompanying case studies on the impact of the funding following year two of the Fund. The Cabinet Member thanked all the organisation for their work in delivering projects and outcomes through the Community Fund.

The Cabinet Member for Finance & Resources stated he was proud that the council had not reduced its commitment to the voluntary sector over the past five years despite reduced budgets, and had actually increased

its commitment. It was noted that the council spent in excess of £15million annually on the voluntary sector and would seek to continue to support the sector.

Members noted that the Strategy would be important especially in light of increased locality working and requested a timescale on the implementation of the Strategy and new commissioning of the sector. In response the Cabinet Member for Safer Croydon & Communities stated that locality work would only be successful through stronger partnership working with the voluntary sector and that the Strategy would facilitate improved working. To assist the voluntary sector to prepare for the changes to the commissioning of their services the Cabinet Member requested that all councillors assist in alerting organisations of the changes.

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

RESOLVED: To

1. Approve the Council's Voluntary, Community & Social Enterprise Sector Strategy, as attached at Appendix 2 of the report;
2. Subject to compliance with consultation requirements in relation to stakeholders, delegate to the Executive Director (Gateway, Strategy & Engagement), in consultation with the Cabinet Member for Safer Croydon & Communities, authority to amend the strategy as necessary and to ensure publication of any amendments. Any proposed amendments shall be reported back to Cabinet as soon as reasonably practicable; and
3. Note the progress on the annual milestone outlined in the annual impact report (at Appendix 1 of the report) due to be published in March 2019.

26/19

0-25 Special Educational Needs and Disabilities Strategy

The Cabinet Member for Children, Young People & Learning introduced the Strategy which supported the council's priority to support all young people to achieve their potential. Consultation on the Strategy ran from 3 December 2018 until 31 January 2019 and covered four key areas for strategic development; including the early identification of young people with SEN, joint working to support the Education, Health & Care Plan (EHCP), improved commissioning and provision of support, and improved post-16 pathways and transition for young people.

The Cabinet Member welcomed the guests who attended the meeting, young people and parents, who had been involved in the consultation process for the SEND Strategy.

Ms Kishore-Bigord, a parent of twin 16 year olds, spoke of her and her son's journeys. She had felt passionate about being involved in the consultation for the Strategy and recognised that there had been opportunity to engage with the council on the development of the Strategy; however she raised concerns that those who were hard to reach had not been heard. Ms Bigoord stated she had been pleased that the council had gone back to the drawing board last year following responses from parents and had built a joint Strategy which brought in health.

Members were informed that young people with SEND were not asking for everything to be reinvented, but that they wanted the same opportunities as all other young people. Their experiences were that everything was a little more difficult and was very complicated; they wanted only to have the same opportunities and it was felt by Ms Bigoord that the Strategy would support young people to achieve their aspirations. To further the ambition of the council, Ms Bigoord suggested adding the following to the council's vision for young people – "Achieve through improved joint working between education, health and social care services to include our children, young people, and their parents and carers."

Ms Bowell, a parent, stated she continued to have concerns and that she felt that the Strategy should be overhauled to ensure there was joint working with health, education and social care, as she felt that there was not enough emphasis in the proposed Strategy. Members were informed that it was important that all children had aspirations and were supported to achieve them, and the Strategy did not outline how it would be delivered.

Concerns were raised by Ms Bowell that the Strategy only mentioned Supported Internships which were unpaid and not paid apprenticeships; and as such it was suggested the message was that young people with SEN could not aspire to be paid.

Ms Speller from Parents in Partnership thanked Cabinet for inviting parents and young people to attend and speak at the meeting. Members were informed that parents were pleased to have been involved at the start of developing the Strategy and were able to help shape a document which was for all of Croydon.

The Leader thanked the parents for their contributions and agreed that the delivery of the Strategy was integral to the success; as such parents and young people would be welcomed back to a Cabinet meeting within 12 months to discuss progress as it was recognised that it was important to ensure everyone was working together.

In response to Member questions, young people suggested it was important that everyone worked together; including young people, youth clubs, employers, and the council to ensure that the conversation on supporting young people with SEN took place and that there was more

positive action. It was further noted that the young people raised their experiences of attending SEN schools and mainstream schools, and that mainstream education had been difficult as the other pupils were not used to having colleagues with disabilities, and as such it was suggested that additional support was required at school.

The Disability Lead Officer informed Members that many of the young people in attendance had jobs; however their experiences between 19 and 25 needed to be improved. As such it was suggested that more could be done to support and engage employers to recruit people with SEN.

Young people in attendance stated that they understood that implementing a new Strategy took time and that everyone needed to work together to make it a success. It was felt that the voice of young people had been heard during the consultation process.

Members stated that it was important that the Strategy also raised the positives of disabilities; including that those with disabilities became natural problem solvers and were the most loyal employees.

Young people felt that they did receive support from the council; such as when there were job opportunities they were informed and were supported to complete applications. However, Parents in Partnership stated that there were many young people in Croydon who did not know where to turn to get support, and that there was not a sufficient number of people who understood the positives of disabilities and who were able to support.

The Cabinet Member for Economy & Jobs informed those in attendance that the council had a priority to ensure all young people were supported in achieving employment, and as such had a number of initiatives to support the priority such as apprenticeships, the Good Employers Charter and the All About Me project. The Cabinet Member stated that it was important to support young people with SEN and employers to discuss the positives, and in the previous year the council had supported a resident with autism to open a pop-up shop in the Whitgift Centre through the Business School. The Disability Lead Officer stated that the support received for the pop-up shop should be continued to support other young people to achieve their ambitions and learn new skills.

In response to Member questions it was noted that a young person who had wanted to start a business had not received support to complete the required paperwork, and the Leader stated that the support would be provided immediately.

The Cabinet Member, in response to questions, noted the Strategy did contain next steps including an implementation plan, and that it was important to ensure all the different partners worked together to ensure the successful delivery; of which education was one partner. However, as had been acknowledged by the guests, it would take time for the Strategy

to bed in and deliver the best outcomes for young people within the borough.

The Leader thanked the parents and young people for attending and providing Members with their thoughts on the Strategy and the support they had received. It was noted that it was important that the council was held to account and as such a future report would be considered by Cabinet on the progress of implementing the Strategy.

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

RESOLVED: To

1. Consider the draft proposed 0-25 Special Educational Needs and Disability Strategy and accompanying report concerning the consultation exercise and the Equality Impact Assessment; and
2. Delegate authority to the Executive Director of Children, Families and Education, in consultation with the Cabinet Member for Young People and Learning to take into account any comments made by Cabinet, take such steps as were necessary to finalise, publish and implement the Council's 0 – 25 SEND Strategy (and noted that the decision to finalise and publish the strategy would be a Key Decision and would be advertised accordingly).

27/19

Post-16 Travel Assistance Policy Changes

The Cabinet Member for Children, Young People & Learning introduced the report noting that the preferred option for Post-16 travel was travel training; however other options were available including travel budgets if they were considered to be the most appropriate.

A consultation on the Policy changes ran alongside the SEND Strategy consultation with workshops, online forms and engagement with support organisations. Additionally, an easy ready version was produced following responses to ensure everyone was able to understand the proposed Policy.

Ms Kishore-Bigord of Parents in Partnership stated that she welcomed the Policy as it was recognised that changes were needed in how transport assistance was delivered. Additionally, it was raised that it was important to ensure that no young person was excluded from accessing education as there was a lack of transport support. As such it was reiterated that it was necessary to ensure the terminology used in the Policy was clear so as to ensure that young people were aware that support would be provided.

The Cabinet Member recognised that the original document had been complex and as such an easy read version was designed and used for

engagement with young people. It was stated that easy read formats would also be considered for future engagement exercises.

It was recognised that the Policy changes would assist in liveability and would provide support to young people to assist them in the move towards independence.

The Cabinet Member thanked officers for their work in developing the service over a number of years and for their commitment to ensure no young person was excluded from education due to travel.

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

RESOLVED: To adopt the proposed change to the Post-16 Travel Assistance Policy, for the 2019/2020 academic year that where Independent Travel Training was not appropriate, the Council's default offer of support would be to provide a Personal Transport Budget (PTB) to learners aged 16 to 18 with special educational needs and/or disabilities.

28/19

Parking Policy 2019-2022

The Cabinet Member for Environment, Transport & Regeneration (non-voting – Job Share) informed Members that the council did not have a formal parking policy and it was important to codify policy as parking played an important role for many. It was intended that there would be two consultations, one being on the Policy and the other on proposed parking charges, with the second consultation being particularly important as it sought to be a means to tackle and prevent poor air quality.

The Cabinet Member noted that poor air quality was responsible for more than 9,500 deaths annually in London and disproportionately affected the most vulnerable in the community. It was stated that it was important that the council worked to improve air quality, and a recent survey of residents showed that three quarters of residents were concerned by air quality, further evidencing that it was important that policies were introduced which would help tackle the issue. As such the council's proposal was to introduce emission based parking charging with emission based permits being introduced from October 2019 and business permits following.

Members raised concerns that residents who had bought hybrids in a move to reduce their emissions would be penalised, and suggested that the NOx emissions should be taken into consideration along with the lifetime of the vehicle.

In response to Member questions the Cabinet Member noted that the consultation should help to raise any issues with the bandings for permits and would be considered in the final decisions. The Cabinet Member noted that the proposed costings were broadly in line with neighbouring boroughs and it was the intention to have a simple system and so would

avoid a large number of bandings which would need to be publicised at Pay & Display machines. It was recognised that technology would be important in the delivery of emission based permits and it was hoped that more residents would use the app which would charge them the correct amount based on the DVLA information on their vehicle.

The Chair of the Health & Wellbeing Board welcomed the paper and its ambitions to tackle health inequalities and protect the most vulnerable in the borough. It was further noted that the School Streets Programme was a further example of how parking had an impact on the health of young people, with three schemes having been made permanent and a further eight to be introduced in September 2019. The Cabinet Member stated that it was the intention that all schools were part of the School Streets Programme in the future.

The Cabinet Member noted that poor air quality was a hidden killer of 200 people annually in Croydon and that it was important that everyone worked to tackle the issue. The Administration, it was stated, was committed to take the required steps to improve public health and would listen to the consultation responses.

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

RESOLVED: To

1. Note the core principles of a Parking Policy as detailed in the report, and note the draft Parking Policy and the action plan proposals at appendix A of the report for engagement purposes.
2. Note the proposals in relation to Emission-Based Parking Charges as detailed in section 6 of the report for consultation purposes.
3. Delegate authority to the Executive Director, Place, in consultation with the acting Cabinet Member for Environment, Transport and Regeneration (Job Share), to:
 - i. To undertake appropriate engagement with relevant stakeholders and members of the public on the draft Parking Policy and action plan as at appendix A of the report;
 - ii. Consider the outcome of the engagement; and
 - iii. Subject to there being no significant changes, finalise, agree and publish the Parking Policy and action plan. Any proposals requiring significant changes would be brought back to Cabinet for consideration. Note that delegation is already in place for the Executive Director Place to consider and implement Traffic Management Orders subject to specified parameters.

4. Delegate authority to the Executive Director, Place, in consultation with the acting Cabinet Member for Environment, Transport and Regeneration (Job Share), to:
 - a. Undertake appropriate consultation on the proposals in relation to Emission-Based Parking Charges as detailed in section 6 of the report;
 - b. Consider the outcome of the consultation regarding Emission-Based Parking Charges; and
 - c. Subject to there being no significant changes which would necessitate further consultation, finalise, agree and implement the Emission-Based Parking Charges proposals. Note that any proposals requiring significant changes or further consultation would be brought back to Cabinet for consideration.

29/19

Equality Annual Report

The Cabinet Member for Safer Croydon & Communities informed Members that the report provided analysis of how the council was complying with its equalities duties. Each objective was detailed within the report with case studies.

It was noted that it was a statutory responsibility to publish the council's gender pay gap, which had been complied with, however the council intended to also publish by the end of the month the ethnicity and disability pay gap analysis. This was in addition to the statutory responsibility and the Cabinet Member stated this showed that the council sought to be forward thinking and inclusive.

The Cabinet Member thanked the Equalities Manager for her work and for continuing to challenge the organisation to ensure equalities was at the centre of all work.

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

RESOLVED: To note the Equality and Inclusion Annual Report 2018 and that arrangements were in place to publish the Annual report.

30/19

Adoption of Supplementary Planning Document 2 - Suburban Design Guide

The Cabinet Member for Environment, Transport & Regeneration (voting – Job Share) stated that all planning documents were important, however Supplementary Planning Document 2 was especially important as it sought to deliver the homes which were needed within the borough. It was noted that Croydon was required to deliver 33,000 additional homes in the next 18 years and the necessary social infrastructure to support additional housing.

To facilitate the delivery of the additional homes, the Cabinet Member stated, the council had taken a proactive role in developing the guidance which had already been nominated for a planning award before it had been adopted. The Cabinet Member thanked all the officers involved in the development of the document and consultation events.

The Cabinet Member read out an email which a colleague had received from a Kenley resident to remind Members of why it was important that such a Guide was needed. The email outlined the residents' desire for Kenley to remain the same, but that they supported planning applications as it was not possible for young people to afford houses in Kenley but flats would be more affordable. The email concluded by requesting that Members think of the young people in the borough when considering applications.

A presentation was provided to Cabinet which set out the context in Croydon which required a third of new homes to be delivered in the suburbs and the evolution of the suburbs over the last 100 years. The Guide, it was stated, sought to encourage developers to ensure sites were not underdeveloped and as such looked for wider, deeper and taller homes to ensure the effective use of sites. Whilst it was recognised that there would be an impact on the area following development, it was the ambition of the council to ensure that the negative impact was as small as possible.

The Cabinet Member noted that there was often a large amount of discussion in regard to character at Planning Committees, and whilst the Guide sought to retain the character of the area it supported innovative design or modern interpretation. Additionally, transport and parking were often discussed and it was recognised that social infrastructure and sustainable forms of transport were important for the delivery of homes, and the council continued to work with the Mayor to deliver transport improvements.

To facilitate the consultation on the Guide, officers set out windows at the events at the distance proposed for as gaps between developments so residents would be able to establish the possible impact.

The Cabinet Member stated that they had worked with officers to produce a guide which ensured sensitive intensification of land.

Concerns were raised by the Opposition spokesperson that the Guide did not protect the character of areas or support the right mix of development. It was felt that the Guide did not work for the current communities of Croydon, and that larger, taller, wider and deeper development would not fit within the local areas. As such, it was suggested that many residents would feel the Guide proposed a revolution rather than an evolution in the development of the suburbs as it was suggested the Guide allowed for intensification in any part of the borough.

Concerns were further raised that the council had not listened to those who had participated in the consultation and as such it was proposed that the document be taken back and revised to ensure it delivered for all of Croydon. In response the Leader noted that the government had imposed housing targets on the borough and that the council was seeking to deliver homes for the future; for those young people who were unable to afford housing and for the homeless. It was suggested that the Opposition considered what was the best means to deliver the much needed housing across the Borough.

Cabinet Members stated they felt the Guide was a well-constructed document which sought to deliver high quality housing in the suburbs, and voiced frustration that the Opposition suggested that brownfield or industrial sites were not being developed when the land was privately owned, and thus not in the council's control.

It was noted that there had been a high level of responses to the consultation which suggested a huge strength of feeling in relation to suburban development; however some Members felt that the consultation responses had not been taken into consideration when developing the final Guide. In response the Cabinet Member stated that they had been able to have constructive engagement with a number of residents across the borough. Additionally, the Cabinet Member noted that the council was listening to those without a voice; such as children in schools who would want to own a home in the future, young people who were unable to afford a home in the borough, and the homeless.

The Cabinet Member noted that it was difficult to encourage more affordable housing as government policy remained that developments of ten or fewer homes did not need to contribute to affordable housing. Additionally, it was stated that the lack of housing in the borough was driving up the costs of homes. As such, it was important that the council took responsibility for delivering homes which residents would be able to afford.

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

RESOLVED: To

1. Consider the comments received and the Council's responses at Appendix A of the report to the statutory public consultation on the draft Suburban Design Guide - Supplementary Planning Document (SPD2) (Appendix B of the report).

And:

2. Agree the Consultation Statement, including the list of comments, responses and (where applicable) amendments at Appendix A of the report.

3. Note that the Council has undertaken a screening exercise with the statutory bodies to confirm the Suburban Design Guide - Supplementary Planning Document (SPD2) is not required to be supported by a Strategic Environmental Assessment.

RESOLVED: To recommend Council:

4. The adoption of the Suburban Design Guide - Supplementary Planning Document (SPD2) in accordance with The Town and Country Planning (Local Planning) (England) Regulations 2012; and
5. Delegate to the Director of Planning and Strategic Transport, in consultation with the Cabinet Member for Environment, Transport & Regeneration (Job Share), the making of minor factual, editorial and image changes to the Suburban Design Guide - Supplementary Planning Document (SPD2) prior to adoption publication.

31/19

Stage 1: Recommendations arising from Scrutiny

The Chair of Scrutiny and Overview Committee noted there were a number of recommendations from scrutiny and stated that he looked forward to receiving responses from Cabinet in May 2019.

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 Scrutiny & Overview Committee (15 January 2019) and from the Streets, Environment & Homes Scrutiny Sub-Committee (22 January 2019) to provide a substantive response within two months (i.e. at the next available Cabinet meeting on 7 May 2019).

32/19

Investing in our Borough

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

RESOLVED: To note

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

2. The list of delegated award decisions made by the Director of Commissioning and Procurement, between 12/01/2019 – 11/02/2019.

RESOLVED: To approve

3. The establishment of the Passenger Transport Dynamic Purchasing System for the initial period of four years with options to extend for two subsequent periods each of two years with a total estimated value of £68,000,000, pursuant to the procurement strategy approved by Cabinet on 15th October 2018, and as set out at agenda item **12a**; and

RESOLVED: To recommend

4. To the Leader of the Council that prior to the next meeting of Cabinet in May, in respect of any contracts and property acquisitions and disposals valued over £500k and that have not previously been notified or reported to Cabinet, the nominated Cabinet Member in consultation with the Cabinet Member for Finance and Resources or, where the nominated member is the Cabinet Member for Finance and Resources in consultation with the Leader, be authorised to agree the award of such contracts. Note that any awards made under this delegation will be notified in the standard contracts report to the next meeting of Cabinet.

a **Award of Passenger Transport Dynamic Purchasing System (DPS)**

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

RESOLVED: To approve

1. The establishment of a Passenger Transport Dynamic Purchasing System ('DPS') for the initial period of four years with options to extend for two subsequent periods each of two years with a total estimated value of £68,000,000, pursuant to the procurement strategy approved by Cabinet on 15th October 2018;
2. The initial appointment of suppliers listed in Part B of the report to join the DPS on the basis of contract terms issued as part of inviting tenders, such suppliers being those who have satisfied specified selection criteria;
3. That authority to approve the appointment of further suppliers who meet the specified selection criteria over the life of the DPS be delegated to the Council's Contracts and Commissioning Board (CCB); and

4. That the award of contracts called off under the DPS shall be approved in accordance with Regulation 8 of the Council's Tender and Contracts Regulations and notified to Cabinet in accordance with paragraph 3.4 of the report.

33/19

Exclusion of the Press and Public

The following motion was moved by Councillor Tony Newman and seconded by Councillor Alison Butler to exclude the press and public:

“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.”

The motion was put and it was agreed by the Committee to exclude the press and public for the remainder of the meeting.

34/19

Award of Passenger Transport Dynamic Purchasing System (DPS)

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

RESOLVED: To approve

1. The establishment of a Passenger Transport Dynamic Purchasing System ('DPS') for the initial period of four years with options to extend for two subsequent periods each of two years with a total estimated value of £68,000,000, pursuant to the procurement strategy approved by Cabinet on 15th October 2018;
2. The initial appointment of suppliers listed in Part B of the report to join the DPS on the basis of contract terms issued as part of inviting tenders, such suppliers being those who have satisfied specified selection criteria;
3. That authority to approve the appointment of further suppliers who meet the specified selection criteria over the life of the DPS be delegated to the Council's Contracts and Commissioning Board (CCB); and
4. That the award of contracts called off under the DPS shall be approved in accordance with Regulation 8 of the Council's Tender and Contracts Regulations and notified to Cabinet in accordance with paragraph 3.4 of the report.

The meeting ended at 8.48 pm

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For General Release

REPORT TO:	CABINET – 7 May 2019
SUBJECT:	Inform, Involve, Inspire & Create - Croydon’s Cultural and Libraries Plans
LEAD OFFICER:	Shifa Mustafa. Executive Director Paula Murray & Kirsteen Roe, Director(s)
CABINET MEMBER:	Councillor Oliver Lewis – Culture, Leisure and Sport
WARDS:	All
<p>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</p> <p>The Cultural Plan for Croydon 2019-2023 sets out the council’s priorities for cultural investment in the borough, working with local and national partners, delivering the ambition of culture on every doorstep.</p> <p>The Library Plan sets out an ambitious programme of work within the context of the cultural plan, to take place over the next 10 years, transforming Croydon’s library service whilst retaining thirteen libraries in the borough.</p> <p>These plans will together contribute to 5 out of 9 of Croydon’s outcomes in the 2018-2022 corporate plan:</p> <ul style="list-style-type: none"> • People live long, healthy, happy and independent lives; • Our children and young people thrive and reach their full potential; • Everybody has the opportunity to work and build their career; • Business moves here and invests, our existing businesses grow; and • We value the arts, culture, sports and activities. 	
<p>FINANCIAL IMPACT:</p> <p>The Capital Programme approved at Council in March 2019 contains £5m of capital investment for Libraries over the period 2019/20 – 2021/22 The estimated costs of the projects are detailed in the finance section below.</p>	
<p>KEY DECISION REFERENCE NO.: 0719CAB</p> <p>This is a Key Decision as defined in the Council’s Constitution. The decision may be implemented from 1300 hours on the expiry of 5 working days after it is made, unless the decision is referred to the Scrutiny & Overview Committee by the requisite number of Councillors.</p>	

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

1. RECOMMENDATIONS

The Cabinet is recommended to:

- a. Adopt the Cultural Plan for Croydon 2019-2023, Appendix 1 hereto.
- b. Recommend adoption of the Croydon Libraries Plan 2019-28, Appendix 2 hereto, to Full Council

2. EXECUTIVE SUMMARY

- 2.1 The Cultural Plan for Croydon 2019-2023 (Croydon Creates), sets out the council's ambition of seeing culture on every doorstep; in every locality, in every community, and in every life, because we know that culture is key to connecting communities, and creating vibrancy and opportunities to thrive.
- 2.2 The Cultural Plan for Croydon 2019-2023 seeks to build on recent successes including significant and growing external investment in culture within the borough and has been informed through national best practice. It has been developed and shaped through a series of engagement events with local artists and creative organisations and ongoing dialogue with national bodies.
- 2.3 The plan sets out six cultural ambitions for Croydon – a place where culture is for everyone; a place where people come first; a place with a stunning, inspirational public realm; a place that is energising and dynamic; a place that celebrates its past, present and future; a place of cultural entrepreneurialism and creative business – and is integral to the council's wider ambitions such as regeneration and economic growth, localities working, outcomes for young people and improving health and wellbeing.
- 2.4 Within this wider cultural context, the Libraries Plan sets out an ambitious programme of work over the next 4-10 years that will transform Croydon's thirteen libraries and provide a modern library service that will contribute to the delivery of Croydon Council's Corporate Plan and Cultural Plan.
- 2.5 The plan has been informed by best practice in delivering modern and relevant library services as set out by the national Libraries Taskforce, by engagement with Croydon residents, community groups and staff and by an options appraisal delivered by Red Quadrant in 2018 (a summary is provided as a background paper with the full report available on request).
- 2.6 The Croydon Libraries Plan (Inform, Involve, Inspire) 2019-28 is structured in four sections which can be summarised as communities, places, culture and infrastructure. It aims to create vibrant and inspirational local community spaces which inform, involve and inspire; where everyone has the opportunity to access council services and information, learn, improve their employability, enjoy the arts and cultural events, volunteer and get involved in their local community.

2.7 The Cultural Plan has purposefully been developed as a five year plan, as this is an exciting and changing landscape and what exists today will have grown, expanded and evolved in this timeframe. The Libraries Plan sets the framework for the development of the service, including an ambitious asset management approach, and therefore this is a ten year plan, reflecting the Council's commitment, including the financial investment in library buildings, over a longer term period.

3. DETAIL

3.1 Background and context

- 3.1.1 As London's growth borough, culture is at the heart of everything that we do in Croydon. Our Corporate Plan 2018-2022 outlines our key priorities for the borough, which importantly include our approach to Croydon's cultural offer to enhance our town, and to create places where people want to live, work and visit.
- 3.1.2 Never has the timing been more appropriate to launch an ambitious cultural plan for the borough. With a newly refurbished Fairfield Halls due to open later this year, managed by BH Live and hosting exciting residencies such as Talawa, the UK's premier Black theatre company; recent funding announcements such as Croydon's selection as one of six new Creative Enterprise Zones for London and one of five national Arts Council England funded youth performance partnerships; a burgeoning music scene building on Croydon's historical success in this sphere; the council's cultural partnership fund attracting over £3 into Croydon for every £1 of council investment; and an annual calendar of flagship events in Croydon such as Croydon Pride, the Mela, our street arts festival and a return visit from Dance Umbrella, Croydon's cultural scene is growing fast.
- 3.1.3 An ambitious plan of this scale cannot be achieved by council alone, and Croydon's Cultural Network, our local schools and colleges, our Local Strategic Partnership; they are all key to the delivery of our Cultural Plan for Croydon and have been involved in developing this plan.
- 3.1.4 Within the wider context of Croydon's cultural growth and investment, our thirteen libraries are important community and cultural places, free for residents to access and attracting almost 2 million visits per year. Libraries are a statutory service and local authorities have a duty to provide a 'comprehensive and efficient' library service.
- 3.1.5 Library usage nationally is constantly changing but the biggest changes have come over the last ten years. Borrowing of books is on a national decline since the age of the internet and increased online access to information and reading material. Local authorities that have managed to preserve the service and in some cases enhance it have adapted to the way libraries are being used by communities, providing innovative technology, more study space and meeting space, cafes and an increased programme of events to attract families and people of all ages and backgrounds.

- 3.1.6 Since taking the library service back in house in January 2018, the Council has focused on developing a comprehensive, integrated programme of library events and activities working with internal and external partners whilst also developing plans to improve the service and the buildings it operates from. The plan presented is the culmination of that work, setting out an ambitious future for Croydon's libraries, which transforms the service whilst retaining 13 libraries.
- 3.1.7 Launching both a cultural and a libraries plan at this point in time, builds on the successes achieved over the last two years and signals the council's ongoing commitment to investing in cultural activity and infrastructure and achieving the wider benefits for Croydon residents that this can enable; connected and cohesive communities; employment and economic growth; physical regeneration of our high streets; positive outcomes for young people; and improving health and wellbeing for all residents.

3.2 Key highlights of the documents

- 3.2.1 Throughout the two plans, there are a number of key themes:

Inclusion and diversity

- 3.2.2 In Croydon we are proud of our diversity and that translates into a very wide spectrum of cultural output. Croydon's cultural offer must be for the whole borough both in terms of our residents and different communities and also geographically. One of the Scrutiny recommendations made in the February pre-scrutiny session on the plan relates to this theme in particular:

That actions in the Cultural Plan should cover the whole of the borough and be a reflection of the diverse population in Croydon

- 3.2.3 Likewise our libraries are located in different areas of the borough, serving different populations with different needs and a data, evidence and resident led approach will be taken to programming activities within libraries, whilst also delivering a core universal offer across the borough. Outreach activities will help to reach a wider audience with a particular focus on those sections of the community that are least likely to access their library.

Young people

- 3.2.4 We could not have a Cultural Plan for Croydon that did not highlight the needs of young people in the borough and the role that culture is able to play in their futures. As the borough with the highest population of under 25s in London, young people are a very significant part of our demographic and culture is one of the most powerful tools to engage with young people.
- 3.2.5 There are some particularly strong elements of delivery in the plan relating to opportunities for young people from the chance to perform on the Croydon stage at The Ends Festival to apprenticeships and engagement in the 3 year Youth Partnership Performance Programme that starts in September of this year.

3.2.6 The Library plan aims to modernise the service and create an innovative, inclusive, technology based service that will attract younger residents, who traditionally use libraries less. Through our libraries we will offer opportunities for young people ranging from homework clubs to study space, support with health and wellbeing, volunteering opportunities and the chance to engage with arts and performance that celebrates the written and spoken word in particular. For example, Well Versed Ink, recently spent two months in residence at Thornton Heath Library, culminating a youth performance.

Economy and investment

3.2.7 Culture plays a significant role in making a strong case for inward investment and in creating direct employment and secondary economic impacts and this is reflected in the Cultural Plan. The creative economy is one of the fastest growing sectors in the UK, in the last five years. The digital and creative industries are highlighted by government as a priority for growth, and Croydon has, and will continue to contribute much to this agenda.

3.2.8 Libraries have an important role to play in supporting residents to access these and other work opportunities. Our libraries will provide valuable local volunteering opportunities through a comprehensive volunteer programme; free access to IT with improved wifi; job clubs; and will work closely with other services such as the Council's adult education offer or Croydon Works to ensure resident can easily access the right support for their situation. The libraries service will develop partnerships that support economic growth, such as Croydon's involvement in the British Libraries Start-ups in London Libraries (SiLL) project, funded by the GLA and ESIF funding.

Social outcomes

3.2.9 Creativity helps us to see the world differently and understand our place within it. A rich cultural heritage contributes to our sense of self and community, it affirms our identity and helps us to build resilience. In addition, we know that culture can reduce crime and disorder by providing purposeful activity and fostering a sense of emotional health and wellbeing. In addition, we know that street arts helps to reduce anti-social behaviour and fly-tipping, as we have seen through our work with several local communities who have used street art to prevent fly-tipping around shared bin sheds. The Cultural Plan seeks to build on the outcomes that can be achieved through a thriving cultural scene, in particular by aiming to understand and remove barriers to participation.

3.2.10 One of the scrutiny recommendations made in the February pre-scrutiny session on the plan was:

That the national outcomes for library usage should be used as a basis for the plan, with the service offered being evaluated against these outcomes.

3.2.11 The Libraries Plan is grounded in the work of the national Libraries Taskforce, which has identified seven key outcomes that libraries are well placed to deliver: cultural and creative enrichment; increased reading and literacy; improved digital access and literacy; achieving potential; greater prosperity; stronger more resilient communities; and healthier and happier lives. As well

as contributing to the emerging network of cultural venues in the borough, our libraries will also be recognised as community hubs, facilitating locality based working for Council staff and partners. By providing venues where residents can access the information and services that are most relevant to them, libraries will contribute to the council's prevention and early intervention work. They will also provide spaces where community groups can meet. An evaluation framework for the impact of our libraries will be developed based on the seven outcomes identified by the Libraries Taskforce.

Infrastructure

- 3.2.12 A key aim for the Council is to improve the quality and variety of venues available in Croydon and both plans are underpinned by an investment in infrastructure.
- 3.2.13 The Council has already committed to including the refurbishment of Fairfield Halls to create a world class venue in the heart of Croydon and the refurbishment of all thirteen libraries through a £5m capital allocation. We want to ensure that we have the right mix of establishments spread across the borough, offering a diverse range of performing and visual arts. The Council will continue to develop the Croydon Cultural Network; bring additional funds to the borough by leveraging the Council's cultural partnership fund; exploit the opportunities our public realm offers for high quality street art; develop the Croydon Music City programme; and refurbish the Clocktower space to increase awareness and usage of this significant cultural asset, with free and low cost activities where possible.
- 3.2.14 The Council has committed to open a new library in South Norwood in Spring 2020. £555k has been allocated within the council's capital programme for the development of a new library at South Norwood. This was approved by Full Council on 27 February 2018. In addition, this plan also sets out the ambition to develop a flagship library within a refurbished Clocktower improving awareness of and access to the building, and to refurbish the remaining 11 library buildings, focusing on providing modern, vibrant, inspirational spaces that meet the changing needs of our customers and have a consistent, but not identical, look and feel across the borough. £5m has been allocated within the council's capital programme for capital improvements to libraries. This was approved by Full Council on 4 March 2019. In 2019/20 the Council plans to refurbish Selsdon, Norbury and Thornton Heath libraries.
- 3.2.15 In some cases redevelopment may be a better and more cost effective option such as in the case of the new South Norwood library, and any such case would be assessed on the basis of a full options appraisal and business case which would incorporate the costs of the building as well as the impact for users of the building. Any redevelopment proposal would require a further decision to proceed.
- 3.2.16 Finally, all libraries will also receive a technology upgrade which will include new, modern hardware for staff and the public, a new Library Management System including a library app and an upgrade of self-service technology, allowing for future integration with the computer booking system and printing services. The Council will also pilot an innovative technology solution, Open +,

which is already used in around 20% of UK libraries, to enable library buildings to be open for longer hours, enabling customers and community groups more access to library services and spaces. This system works from the residents' library card and will be age restricted. Libraries are equipped with monitored CCTV.

4. CONSULTATION

4.1 To inform the development of the Cultural Plan there were a series of workshops over a period of months with the Croydon Cultural Network, building initially on the planning work done for both Croydon's London Borough of Culture bid and the Creative Enterprise Zone bid. There was also a special consultation exercise with over 100 young people at Croydon College. Key findings are reflected in the final plan.

4.2 To inform the development of the Libraries Plan, the Council commissioned RedQuadrant's specialist library consultants to carry out:

- Initial engagement on the future of Croydon's library service with public, staff and stakeholders;
- An analysis of current performance and need;
- A review of assets;
- A best practise review; and deliver;
- An option appraisal for the future delivery of our libraries.

Key findings from the report and the public engagement are reflected in the final plan. A summary of the Red Quadrant report is provided as a background paper.

4.3 Both the Cultural Plan and the Libraries Plan also went to a pre-Scrutiny meeting on 11 February 2019 and recommendations provided by the Scrutiny and Overview Panel have been incorporated into both plans.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 Council in March 2019 approved £5m capital investment spread over the period 2019/20 – 2021/22 as set out below for the libraries infrastructure and ICT Upgrades.

1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Capital Budget approved				
Expenditure	2,000	2,000	1,000	

Effect of decision

Expenditure

Selsdon	327
Norbury	1,186
Thornton Heath	900
ICT	1,430

Ashburton	342		
Purley	384		
Shirley	167		
Bradmore Green	108		
Sanderstead	156		
Total spend	3,843	1,157	0

Remaining budget	0	0	0
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- 5.2 The table above sets out the original budget profile, the revised budget profile and the anticipated project costs.

This figure includes contingencies and it's fully anticipated that the total cost will not exceed the £5m budget.

The slippage from 2018/19 has not been factored in, this will be reported in the July 2019 Budget Review Report to cabinet.

- 5.3 The capital expenditure needs to be re-profiled to generate value for money by coordinating the refurbishment of Norbury Library at the same time as major repairs to the roof. In addition, Thornton Heath has been brought forward in the programme. The approved capital budget in 2020/21 and 2021/22 will need to be brought forward to meet the re-profiled expenditure.

2 The effect of the decision

The overall estimated costs will be met from the approved budget available.

3 Risks

- 4 There is a risk that the planned works could exceed the available budget and careful budget management needs to be undertaken to ensure costs are managed and contained. If costs exceed budget then additional capital funding will be required, this will impact on the Council's future Capital Programme as there could be less funding for other capital projects in the future.

5 Options

The options considered are set out in section 12 below.

6 Future savings/efficiencies

There are no direct financial savings anticipated. However, it is expected that this investment will generate more efficient and effective libraries and enhance the use of these facilities in Croydon.

Approved by: Lisa Taylor, Director of Finance, Investment and Risk / S151 Officer

6. LEGAL CONSIDERATIONS

- 6.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance that the Public Libraries and Museums Act 1964 (“The Act”) sets out the Council’s duties in relation to Libraries including in relation to the requirement in section 7 to provide a comprehensive and efficient library service for all persons desiring to make use thereof. In fulfilling its duty under Section 7(1) , a library authority shall in particular have regard to the desirability—
- (a) of securing, by the keeping of adequate stocks, by arrangements with other library authorities, and by any other appropriate means, that facilities are available for the borrowing of, or reference to, books and other printed matter, and pictures, gramophone records, films and other materials, sufficient in number, range and quality to meet the general requirements and any special requirements both of adults and children; and
 - (b) of encouraging both adults and children to make full use of the library service, and of providing advice as to its use and of making available such bibliographical and other information as may be required by persons using it; and
 - (c) of securing, in relation to any matter concerning the functions both of the library authority as such and any other authority whose functions are exercisable within the library area, that there is full co-operation between the persons engaged in carrying out those functions.
- 6.2 The approval of the library plan under the Public Libraries and Museums Act are Full Council functions.
- 6.3 Section 12 of the Act makes arrangements for the provision and maintenance of museums and galleries within the borough.
- 6.4 As part of the work undertaken for Libraries and in development of the cultural offer as part of the Libraries and Cultural plans respectively, the Council will need to continue to ensure compliance with the Data Protection Act 2018 and the General Data Protection Regulation including in relation to the reference made in the Libraries Plan to changing the way library user data is captured, reported and used to enable services to be targeted more effectively to residents’ needs and interests. This will include ensuring that any relevant Privacy Notices are updated and Privacy Impact Assessments undertaken.

Approved by Sandra Herbert, Head of Litigation and Corporate Law on behalf of the Director of Law and Governance & Deputy Monitoring Officer

7. HUMAN RESOURCES IMPACT

- 7.1 There is no human resources impact arising from this report.

Approved by: Jennifer Sankar on behalf of the Director of Human Resources

8. EQUALITIES IMPACT

- 8.1 An Equality Analysis has been carried out for both plans and these can be found in the appendices
- 8.2 The equality analysis for libraries found that: “the proposed change is likely to help the Council in advancing equality of opportunity between people who belong to any protected groups and those who do not.”
- 8.3 The analysis also states, “the proposed change relates to a service area where there are already local or national equality indicators. It will help the Council meet the equality objectives below;
- To increase the rate of employment for disabled people, young people, over 50s and lone parents who are furthest away from the job market
 - To reduce social isolation among disabled people and older people
 - To improve the proportion of people from different backgrounds who get on well together
 - To improve attainment levels for white working class and Black Caribbean heritages, those in receipt of Free School Meals and Looked After Children, particularly at Key Stage 2 including those living in six most deprived wards”
- 8.4 The Equalities Analysis for the Cultural Plan states: “cultural activity and programming can traditionally be seen as exclusive and exclusionary, with barriers to entry ranging from the cost of ticket prices to the lack of accessible venues. The new Culture Plan acknowledges this, and deliberately sets out clear objectives in relation to widening access to cultural activity, breaking down barriers and opening up opportunities for a broad range of groups who are traditionally under-represented in cultural activity and the creative industries.”
- 8.5 Neither analysis identified any disadvantages to any groups of stakeholders.

Approved by: Yvonne Okiyo, Equalities Manager

9. ENVIRONMENTAL IMPACT

- 9.1 Capital works to libraries will be undertaken in line with current environmental requirements and legislation.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 Providing modern spaces and activities which target young people, for example youth cafes within libraries, could reduce anti-social behavior in some areas.

10.2 A full risk assessment of pilots to use technology solutions to enable libraries to be accessed out of hours will be carried out involving lessons from libraries where this solution has already been installed elsewhere in the country and input from relevant services and partners, in order to fully consider any crime and disorder reduction impact.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 Adopting both plans sets a clear vision and direction for culture and libraries in the borough and how these will contribute to the council's priorities as set out in the corporate plan.

12. OPTIONS CONSIDERED AND REJECTED

12.1 Not to adopt a Libraries Plan.

12.2 Not to adopt a Cultural Plan

12.3 To adopt the Cultural plan but not the Libraries Plan

12.4 To adopt the Libraries Plan but not the Cultural Plan

12.5 Adopting both a cultural plan and a libraries plan enables us to articulate a clear vision for culture and libraries in the borough and how these contribute to corporate priorities as set out in the corporate plan. The two plans are complimentary, with libraries providing a cultural function across the borough as well as a wider council "front door." The cultural plan is the overarching framework within which libraries will develop their cultural offer. However the cultural plan is also a key component of the borough's approach to growth and regeneration.

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Kirsteen Roe, Director – council homes, districts and regeneration, extension 46205
Paula Murray, Creative Director, extension 47117

APPENDICES TO THIS REPORT:

Appendix 1 – Croydon Cultural Plan 2019-2023
Appendix 2 – Croydon Library Plan 2019-2028
Appendix 3 – Equality Analysis – Cultural Plan
Appendix 4 – Equality Analysis – Library Plan

BACKGROUND PAPERS:

Executive summary of options appraisal for the future of the library service London Borough of Croydon – RedQuadrant

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CROYDON CREATES

OUR CULTURAL PLAN
FOR CROYDON

2019 - 2023



Croydon Creates

OUR CULTURAL PLAN FOR CROYDON 2019-2023

CROYDON

CULTURE

COMMUNITY

CREATIVITY

'The aim is simple – to create a place where people want to be'¹

¹Croydon Works, <https://croydonworks.co.uk/opportunities/1649/economic-growth>

Contents

5

Introduction

6

A place where culture is for everyone

8

A place where people come first

10

A place with stunning, inspirational public spaces

12

A place that is full and dynamic

14

A place that celebrates its past and present

16

A place where cultural entrepreneurs and creative

18

Working with partners



Introduction

We want culture to be at the heart of everything that we do in Croydon; to make London's fastest growing borough the exceptional place that people want to enjoy, live, work and visit.



We are ambitious and every day we see how Croydon is growing and transforming itself - and culture can drive that transformation to make Croydon an even more confident and successful place.

We want culture to be on every doorstep - that's our aspiration; in every locality, in every community, and in every life, because we know that culture connects communities, and creates vibrancy and opportunities for people to thrive.

Our investment in culture to date has shown huge return - it's changing the reputation of our town and highlighting how great Croydon really is. We make every penny of our investment into culture work for us, and it's paying off with our successful funding bids, in addition to rewarding and encouraging our residents through our Cultural Partnership Fund.

Our plan has six big ambitions for what we want Croydon to be:

1. A place where culture is for everyone

2. A place where people come first

3. A place with stunning, inspirational public spaces

4. A place that is full and dynamic

5. A place that celebrates its past and present

6. A place where cultural entrepreneurs and creative businesses succeed

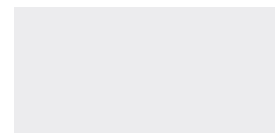
Each ambition connects to our priorities, strategies and development programmes - but we can't achieve these ambitions on our own. We need to make the most of the talent and potential in Croydon. Our partnerships are our lifeline and assets - the essential ingredients that will make Croydon an amazing cultural scene.

Croydon's Cultural Network, our local schools and colleges, the Arts Council and the Greater London Authority - are all key to creating a culture for Croydon that puts people, creativity and community at the centre.

Croydon has a lot to look forward to: a glorious restoration of Fairfield Halls; a revitalised Clocktower and Museum of Croydon; new pleasant public spaces; our music; our festivals; the Legacy Youth Zone; new initiatives for young people; Croydon winning the bid in becoming one of London's first Creative Enterprise Zone - new businesses investment and new homes being built: we are achieving a great deal.

Culture is part of our civic life. It's inter-connected with council services such as health and social care, leisure and parks - all directly benefiting from our revitalised cultural vision for Croydon.

We will be daring and disruptive - brave and different - challenging established norms and we will reach across all our communities so that everyone can contribute to, and share in, making Croydon's success.



Cllr. Oliver Lewis,
Cabinet Member for Culture, Leisure & Sport

► A place where culture is for everyone

'Culture is an essential part of society, and of our lives as a whole. It creates space for healing, expression and open-mindedness. It breaks down barriers, transcends boundaries and brings people together. Most of all, it gives us a voice, regardless of our background, which should always be championed. A world without arts and culture is a bleaker and more soulless one.'

Shaniqua Benjamin

Poet & Founder of Young People Insight



Danny Beard performing at Croydon Pride

► We want culture to be on every Croydon doorstep; we want to see people come together to co-create, lead and participate in a wide range of relevant and community-driven cultural adventures that enrich and enhance the lives of all our residents. We want culture at the core of our communities, people to have a sense of ownership and opportunities to be open to everyone.

Fairfield Halls will open many new cultural experiences and creative opportunities, especially for young people. As Croydon establishes itself as a place for culture, it is providing a home for leading cultural organisations such as Talawa, the UK's leading black theatre company; Croydon's own London Mozart Players (LMP), the longest-established UK chamber orchestra; and Savvy Theatre - an inclusive, exciting, professional company - all committed to provide an offering for local people.

Croydon Clocktower will take on a new life, with spaces for culture where residents and visitors will be able to access, and engage with, something for free. Dynamic new spaces will include galleries; spaces for making, doing, and learning; our flagship library, the David Lean cinema - all presented seamlessly in one coherent facility.

We know that we need to create more opportunities for all neighbourhoods, and all generations to benefit from culture, but we know too that there are real barriers to participation, such as having money to spend on culture; the accessibility and affordability of child-care, cost of transport, or simply feeling 'it's not for me.' Our libraries across the borough's town centres and neighbourhoods are valued by our many different communities. They are centres for culture, with free and engaging programmes and activities for children and adults.

Creating opportunities for our young people is another key priority. We will work with partners such as the Local Cultural Education

Partnership, Legacy, Croydon College and the BRIT school to increase opportunities to experience culture and to perform, producing an eclectic array of locally-rooted, world-class festivals, concerts and exhibitions. Vulnerable children, through Croydon Music and Arts, can have free music lessons, instruments, holiday and weekend programmes.

Croydon's diversity is an asset and defining feature. Every community in Croydon is different to the next, be it a community of interest, place or faith. We need to make the most of our diversity and how all the cultures in our borough make up a rich mix.

Croydon has the highest overall population of all London boroughs. It has the third largest ethnically diverse population - 50.7% of Croydon's population (all ages) are Black, Asian and Minority Ethnic groups. By 2025 this is predicted to be 55.6% BAME and 44.4% White.

Deprivation in the borough is a challenge. 10,261 people in Croydon live in areas considered to be within the 10% most deprived in the whole country. Deprivation is linked to mental health issues, low educational attainment and impoverished lives.

We need to ensure we make a rich and varied offer for all: that no one is left behind by creating cultural opportunities for everyone; opportunities that prevent feelings of isolation, that increase people's happiness and wellbeing; and that enables our residents to be the best that they can be.

What we will do

- Ensure our residents can access rich cultural experiences as part of their everyday lives, so we see an increase in the number of participants in the borough's cultural offer.
- Support work that targets differently disadvantaged groups across Croydon through our grant aid and developmental opportunities
- Identify barriers to participation and challenges, so that activities can include everyone and monitor that change
- Embrace the diverse nature of our borough, supporting events that represent our various communities, such as Croydon PrideFest and Croydon Mela
- Expand our Libraries service offer to further improve accessibility, increase our cultural offering and implement of a programme of activities (Libraries Plan 2019-2029)
- Support small-scale and grass roots cultural activity from across the borough
- Make culture a significant element in borough-wide district regeneration plans
- Ensure that a significant part of Croydon's cultural offer remains free
- Put people and community ownership first, having our communities as active partners in programmes, exhibitions and collections of the Clocktower and Museum

► A place where people come first

'This has to be about creating opportunities for Croydon people. If we do not connect up the opportunities that we've got with Croydon people - particularly our young people - then we will have failed.'

Jo Negrini
Chief Executive, London Borough of Croydon

'As an artist people are central to my dance making. A shared experience makes people feel they belong to a place and feel connected to each other. As a citizen of Croydon I create events that bring diverse communities together to enjoy dance and share in each other's joy.'

Anusha Subramanyam
Dance Festival Croydon



Street Fit dance performers as part of Street Live

► **People bring places to life - watching, doing, making, enjoying and learning. We want everyone to be able to take part in a cultural activity and we want our talented Croydon artists to make this happen.**

Culture can make a difference to mental health and wellbeing, and reduce crime and disorder by providing purposeful activity and fostering a sense of emotional health and wellbeing. Culture has a significant role in combatting social isolation by bringing people together. From our work with local communities we know that street art helps to reduce anti-social behaviour and fly-tipping. We will align our cultural ambitions with other council services so our approach is cohesive and effective.

Croydon has one of the largest populations of under 25s in London and we want our borough to be a hub that nurtures new talent. Young people need to be the drivers of our culture, who embed the future of culture in the borough. We want them to create cultural experiences that inspire and enthuse them; to get involved in programming opportunities, volunteering, and apprenticeships. A fantastic example is Croydon's annual Youth Arts Takeover event, when young people run a large scale arts event for themselves. In 2019 the event will take place in the Fairfield Halls.

Our 'Legacy' OnSide Youth Zone, a world-class youth facility, will provide activities and opportunities for young people across the borough. Those aged 8-19, and up to 25 for those with a disability, can take part in over 20 activities every evening, with many cultural opportunities.

Our Youth Arts Fund provides opportunities for young people to lead and deliver cultural projects across the borough. We will source funding opportunities and sponsorship to extend this support. Croydon's successful £1million Youth Partnership Performance bid from Arts Council, is a 3 year programme that will impact on thousands of our young people, engaging them in the performing arts, both on and off stage.

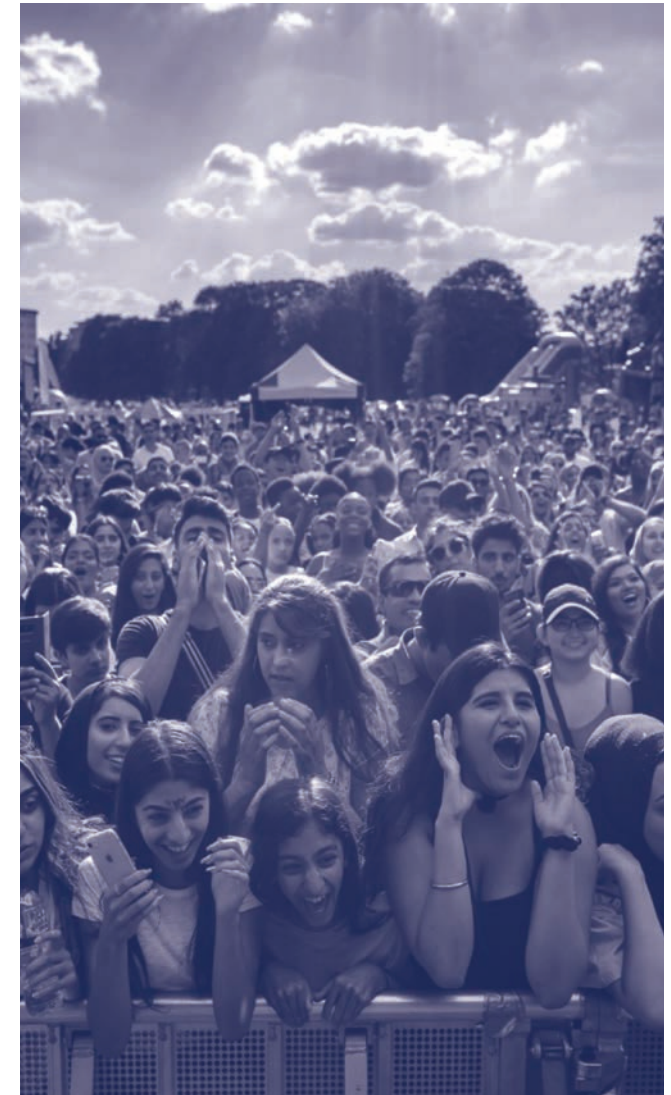
We know young people worry about their safety and their future.

Croydon's Choose Your Future campaign is about the community supporting young people to make positive choices, by creating new opportunities for them, supporting the borough's preventative approach to crime. We will support them in gaining employment through apprenticeships, internships and initiatives to learn about careers in the cultural and creative industries

The national 'Taking Part' participation survey data indicates a widening gap in participation between the White and BAME population. The cultural offer needs to be relevant to, and reflect the voices, needs and life-worlds of, Croydon's demographic.

What we will do

- Provide children with access to cultural opportunities regardless of background, ability to pay, family history or current situation
- Work closely with community and voluntary sector organisations such as Legacy Onside Youth Zone
- Be the best Corporate Parent that we can be so all Children Looked After can engage with culture
- Work with schools, colleges and partners to provide cultural opportunities for our children with Special Educational Needs and Disabilities (SEND)
- Support the Annual Youth Arts takeover festival, to increase in scale and profile
- Increase the number of apprenticeships and training for employment opportunities available across the Cultural Sector
- Continue to run our Youth Arts Fund



Crowd at Mela

▶ A place with stunning, inspirational public spaces

'Street-level celebrations of culture and creativity in public spaces forge a 'bottom-up' approach to community pride, cohesion and regeneration which is far more sustainable and real than 'top-down' gentrification.'

Esther Sutton

Public Realm as a platform for community and culture,
Connected Croydon

Page 44



Rise festival of street art 2018

► **Croydon is experiencing a time of unprecedented revitalisation: over £3bn will be invested in the borough, transforming its skyline, public spaces, high streets and local centres, and providing over 9,000 new homes.**

In this expanding and busy urban environment, culture creates a sense of community, identity and belonging, and Croydon is recognising and capitalising on the role of culture in regeneration, educational aspiration and economic prosperity.

We will create cultural interventions in unexpected spaces and at unexpected times. Croydon’s dynamism and energy, and the sheer scale and scope of our ambitions, will make it a true cultural destination - turning round people’s experiences of Croydon both day and night. Building on the recommendations in Think Night, the GLA’s night time commission report, we will develop cultural programmes that form a significant strand of Croydon’s evening and night time economy plan.

Culture will play its part in the huge investment of the Growth Zone, so every action resulting from this investment adds to Croydon’s cultural identity and sense of place.

Over the next five years the route from East Croydon station to the town centre will be transformed by a series of new public spaces. This includes College Square (£10million) which will be the new setting for the revitalised Fairfield Halls full with people and cultural events. Plans for Queens Gardens include an outdoor performance area and for the Queens Square site a new scheme including an artist/designer/maker quarter and a brand new civic square fronting the Croydon Clocktower, providing an outdoor gallery for the Museum.

Enterprises like the Croydon Collection, our amazing collection of street art in the heart of the town, which is free to all and can be accessed 24/7, animates our streets and spaces. We will roll out the Croydon Collection across the whole borough working with local partners and communities as commissioners. Croydon’s collection of street art is now celebrated as among the biggest in both the UK and in Europe, attracting a wealth of international

artists who want to be part of it, but, importantly, it’s making people view Croydon in a new and positive way.

Our Croydon Lit lighting framework encourages lighting interventions that animate and enliven public spaces, improving the feeling of safety and creating a different landscape after dark.

Our parks offer fantastic spaces for cultural events from small scale community celebrations to large festivals. Our investments will continue to enhance our parks, to create more spaces for performance, such as the Bandstand at Wandle Park, and for community celebrations and events such as film screenings and concerts.

What we will do

- Make the Croydon Collection the best and biggest collection of urban art in UK
- Rollout Croydon Collection across the whole Borough
- Extend the Museum of Croydon out into public spaces through temporary outdoor exhibitions
- Work with spatial planning to embed culture in development plans on both a temporary and permanent basis
- Lead the delivery of the Croydon Lit framework
- Contribute to the success of Croydon’s night-time economy strategy
- Work through the Parks masterplan to increase and enable cultural activities in parks and open spaces
- Animate our public spaces day and night



Light festival event at Trumble Gardens

► A place that is full and dynamic

'It's about that creation of place, it's about that pride, it's that re-emergence of Croydon as a viable location to live and do business; unearthing the culture and the excitement that we know exists'.

Steve Sanham
MD, Hub Developments

Page 46

We want Croydon to be known as the borough with the ambition to make change happen. Culture is just one piece of the puzzle; but it's a big one. Everything we support will need to set out:

- **What will this do for the people of Croydon?**
- **How will this help to achieve Croydon's ambitions?**



Rise festival of street art 2018

► We aim for a full diary of cultural events that will engage Croydon residents all year round day and night – as well as making Croydon a destination for visitors. Croydon Music City, musicians, writers, street artists and poets will all bring vitality and creative energy to our borough-wide performance spaces, pubs, high streets, street market and buildings to develop and share creative works, to enhance Croydon’s evening and night time economy, and diversify the footfall.

We will nurture and grow our flagship events such as Croydon PrideFest and Croydon International Mela; the Youth Arts Takeover as well as our street parties; community big lunches; festivals. Our national and international partners, for example Dance Umbrella, give us a reach and profile that we cannot achieve on our own.

Croydon’s music education offer is strong but needs opportunities to platform performance - the live music scene in Croydon today is not as vibrant as it has been in the past.

We want to bring back the energy and opportunity for artists to celebrate Croydon’s significant home-grown grass-roots music scene, so it continues this valued tradition. A new Croydon Music Network, created with partners, will support live music programming across our venues and festivals and encourage new talent to emerge.

People need places to hold events, performances and festivals, so we will improve the quality and variety of venues available in Croydon and ensure that we have the right mix of spaces spread across the borough, enabling a diverse range of performing and visual arts to take place. Croydon is an environment which nurtures cross-arts and cross-cultural inspiration - this startling mix results in many artists going from niche to mainstream. We want to keep this spirit alive through lively and flexible spaces.

We want all our communities to be connected to, and accessing, the fantastic range of cultural activities taking place throughout Croydon. This means having provision across the whole of our borough and not just in the town centre: it means creating an offer in the town centre that everyone feels ownership of and is able to access.

Culture will be effectively and ambitiously used to champion our case for inward investment, a magnet for businesses to locate themselves and grow in a place with a strong cultural offer. Our emerging reputation as a place to live, work and visit will benefit from a strong and visible cultural offer. Fairfield Halls will have a tremendous positive impact on Croydon’s profile local economy, offering a full arts programme and providing conference and business event functions, that will help drive direct and secondary spend in Croydon.



Boxpark

What we will do

- Become the ‘go to’ place for culture in the capital - becoming Visit London’s favourite place
- Set out to make Croydon respected locally, nationally and internationally as an ambitious and innovative borough.
- Leverage our cultural partnership fund to bring additional resources into the borough
- Support venues across the borough to provide a great cultural offer for our residents and visitors; with small- and large-scale cultural activity
- Support and facilitate the development of the Croydon Cultural Network
- Work with BH Live to ensure the best possible impact from Fairfield Halls
- Support culture to contribute to a successful evening and night-time economy
- Ensure a major and successful events programme contributes to our economy
- Develop and deliver Croydon Music City
- Build on the GLA cultural infrastructure audit to plan for Croydon’s future needs

▶ A place that celebrates its past and present

'Our community is bursting at the seams with talent and people who dedicate their clock towers to make sure a new person at each hour strikes their full potential and is seen standing on the homegrown stage of Fairfield Halls.'

'So let's take the seeds and grow our trees, because among us is a forest and our roots are seeped into the soil of Croydon.'

Zhanai Wallace
The Garden of Croydon



Graphic illustration of the refurbished Fairfield Halls

► **Croydon’s heritage is built into its very fabric - from brutalist architecture to the remains of the 12th century Old Palace. Our very identity as Croydon has been marked out through its people and place.**

We have some unique heritage assets such as Stanley Halls, Whitgift Alms Houses and schools, and Croydon Airport to work with as partners. We have one of the oldest historical societies in the UK still active with a 150 year track record and our Roman history is embedded in our name.

In a rapidly changing Croydon, the Clocktower redevelopment is at the heart of the town. It will house a new museum that will be a truly meaningful space to reveal Croydon’s past, present and future, cohesively and dramatically. We want to create somewhere exceptional and extraordinary, to tell different stories that are relevant and matter to people - how society is changing, freedom of speech, equality, social justice, environmental action and immigration. We want to exceed the expectations of our visitors, to create memorable experiences that strike a chord with their lives.

We will champion access, participation, community co-creation, learning opportunities to bring the Museum of Croydon to the people of Croydon.

Fairfield Halls is a huge part of Croydon’s heritage, and loved by our residents. It was desperately in need of significant refurbishment and repair, and £40million is being invested to return it to its 1960s splendour. This refurbishment will transform it into a world class arts centre; its operator BH Live, a social enterprise and charity, will see that it becomes profitable and its profits are fed back into the business model.

Our rich musical heritage is our real asset - we need to celebrate this in a very visible way. Croydon has hosted the biggest names in music history from Queen to David Bowie, Stevie Wonder to The Beatles, and from Dizzy Gillespie to The Rolling Stones.

It featured in the punk movement in the 70s; dubstep in the noughties and has driven the rise of grime and drill - and gives us acts such as Stormzy, Nadia Rose, Skream, Benga and, Krept and Konan. Working with Sound Diplomacy, we will build on this strong international musical heritage to support musicians today and in the future.

A rich cultural heritage contributes to our sense of self and community, it affirms our identity and helps us to build resilience.

What we will do

- Develop the Clocktower and Museum of Croydon as the landmark that puts creativity and participation at the heart of the town’s regeneration
- Make Croydon’s heritage more visible by working with cross-cultural partners across the borough
- Make the Museum of Croydon the focus for achieving Croydon’s cultural potential, by championing our cultural agenda in all developments
- Celebrate the links between contemporary culture and Croydon’s music heritage through creating Croydon’s music heritage trail
- Ensure the Museum of Croydon seeks out best practise in the sector, and becomes an advocate for inclusion and diversity



Nova Twins playing Cro Cro Land, photo by Jon Mo.

► A place where cultural entrepreneurs and creative businesses succeed

'Croydon is experiencing rapid economic growth and seeing many major companies moving into the town - but economic success needs the support of cultural success as a key strand of its USP. Culture can change the perception of Croydon as a place to live and to invest in.'

Wei Jiao
Deputy Development Director, R&F properties (UK) Ltd.

Page 50



Artist Studio Company studio space

► Croydon is home to a diverse and growing creative and cultural cluster; creative industries in Croydon account for 837 businesses, 3,641 jobs, representing 6.2% of total businesses in the borough - but this is well below the London and UK average - and the creative economy is one of the fastest growing sectors in the UK.

The benefits of growing a vibrant creative industries and cultural sector to our local economy are significant; a strong cultural and creative sector means direct employment and secondary economic impacts.

Croydon is one of 6 newly appointed Creative Enterprise Zones (CEZ) for London. For Croydon this sits mainly in the town centre at the very heart of the transformational change for the borough in South Norwood, on the Purley A23 corridor and in Thornton Heath. It will be crucial to the development and enhancement of all our creative industries including fashion, tech and new media, and our creative sector, especially the performing arts (particularly music) visual arts and designer makers. CEZ is key to supporting local artists, small businesses and communities by increasing affordable spaces for artists and entrepreneurs, and boosting job and training opportunities for local people; especially young people across Croydon.

Croydon Cultural Network has been a huge success, bringing together colleagues from the creative and cultural industries to discuss how to make improvements across the borough, to increase the size and health of our creative industries, as well as to provide opportunities for more collaboration. We will expand and enhance the Croydon Culture Network through new schemes and resources.

Croydon Music City will deliver new programmes, a music strategy and a new music industry network, more live music venues, a music heritage trail and new partnerships with music promoters and businesses.

Cultural activities can develop skills, knowledge and confidence in individuals which enhances their employment prospects and the apprenticeship and work experience opportunities are a key part of the CEZ delivery.

We will make Croydon a magnet for creative companies to grow and flourish. We are already seeing companies such as Talawa and Artist Studio company develop strongly and many more are predicted to follow.



Croydonites festival 2017

What we will do

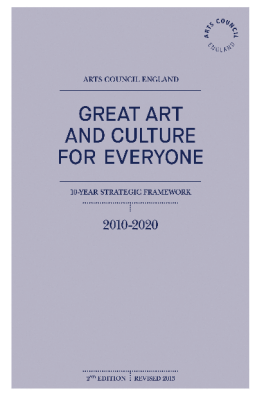
- Maximise the opportunities of the Creative Enterprise Zone programme to increase the size, and scope of our creative and cultural industries
- Establish the conditions and resources that make Croydon a hub for cultural and creative industries
- Expand and enhance the Croydon Culture network
- Deliver Croydon Music City; supporting venues and platforms for live performance, a music industry network, music heritage trail, support for arts
- Use culture to support our case for inward investment, improving Croydon's profile and ensuring an attractive cultural offer
- Support Fairfield Halls as a producing venue

▶ Working with partners

'I have watched music save a friend. Drama build a character. Dance show emotion without words. And I have felt poetry change me. With arts being moulded into stepping stones for the young, with all the power that you have, expand those stepping stones into cemented steps to a successful future'

Zhanai Wallace
The Garden of Croydon

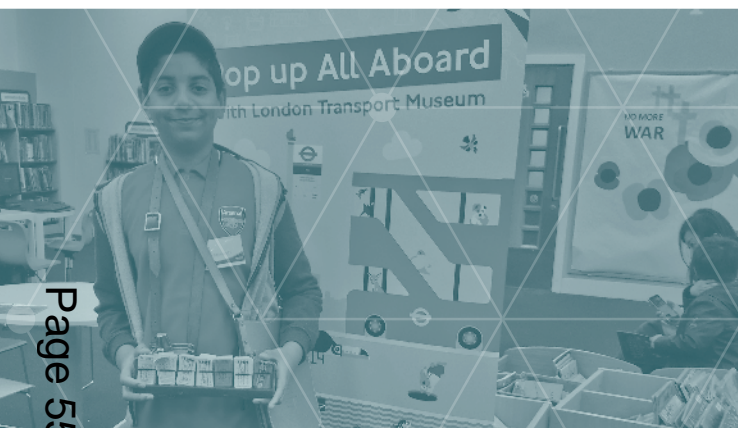
None of this happens alone, to succeed in our ambitions for the borough we will continue to foster relationships with external funding partners such as Arts Council and The National Heritage Lottery Fund whilst aligning our Cultural Plan with Croydon Council plans and strategies.



CROYDON CREATES

OUR CULTURAL PLAN
FOR CROYDON

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CROYDON LIBRARIES
LIBRARY PLAN
INFORM • INVOLVE • INSPIRE
2019 - 2028





Contents

4

FOREWORD

5

KEY STATISTICS

6

OUR VISION

8

OUTCOME: A library service designed around the needs of our residents and communities

10

OUTCOME: Croydon Libraries as the 'Front Door' of the council enabling services to be delivered locally

12

OUTCOME: Libraries at the heart of Croydon's cultural offer, celebrating the written and spoken word in particular

14

OUTCOME: Modern, welcoming, inclusive and accessible library facilities and buildings



Foreword: Councillor Oliver Lewis Cabinet Member for Culture, Leisure and Sport



Croydon's libraries are devoted to the education, enjoyment and wellbeing of our communities.

Croydon is changing and so are our libraries. We need a modern, flexible, and efficient library service that can adapt to meet the needs of all our residents in line with the transformation of our ever-evolving borough.

This is an ambitious ten year plan, which sets out the vision for our libraries and introduces a transformational programme of work that will ensure Croydon's network of thirteen libraries are fit for the future and serve the changing needs of our communities, including the development of a flagship library within the Croydon Clocktower complex.

At the heart of any library is the written and spoken word. Successful libraries also play a vital role in promoting health and wellbeing, supporting people into work, increasing educational attainment, improving digital skills, bringing individuals and communities together and celebrating creativity and culture.

Our libraries already receive nearly 2 million visits a year. And half of these visits are for access to IT, events or other activities. This plan sets out how we will develop both the core library service and our library buildings as vibrant community and cultural hubs. In doing so we aim to:

- **Inform** communities with books and services that meet their needs;
- **Involve** our communities through volunteering opportunities
- **Inspire** people through the information and opportunities available to them
- increase the usage of our libraries and resources;
- attract more young people and those of working age, who traditionally, are less likely to use libraries;

Our libraries will be modern, welcoming spaces where people of all ages and backgrounds come to learn, read, work, meet people and get involved.

We will increase the number of physical and digital books and resources available.

We will provide a programme of events that encourages creativity and celebrates culture.

Our libraries will help residents find the information and support they require within their local community and will play an important role in the council's localities approach – connecting residents with relevant local services.

We will support education and pathways into employment by expanding our homework clubs, job clubs and digital zones, helping residents to engage with the changing working and learning environment.

Our libraries will cater for the digital age by providing modern IT and supporting the development of digital skills. We will use technology and mobile apps to give access to our libraries and the services outside of core hours.

We will develop and improve our volunteer programme and our partnerships with the voluntary and community sector to encourage more people of all ages to get involved and shape their local service.

Ultimately, we will achieve all this by working with our communities and partners across the borough. Our ambition is for libraries that inform, involve and inspire. I look forward to working with all of you to deliver this exciting and ambitious plan.

Councillor Oliver Lewis

Cabinet Member for Culture, Leisure and Sport

► Key Statistics

USAGE



visits to Croydon libraries each year



books borrowed each year



sessions using library computers

YOUNG PEOPLE

30% of library users
are under 16



46% of books are
borrowed by under 16s

Over 10,000 children visited
libraries with their school class



IMPROVING SKILLS



Over 1,500
attendances at Work Clubs

Over 100,000
visits by older people
to one-to-one IT skills
improvement sessions



PARTICIPATION

Over 100,000
visits to events and
activities in libraries



35,000 visits to
under-5s Rhymetime
sessions



► Our Vision

- **Inform** – connecting residents to information, activities and services that will benefit them
- **Involve** – a service that is shaped by residents and easily adapts to meet the changing needs of the communities we serve
- **Inspire** – creative library spaces that offer residents opportunities to have fun, learn and connect with others

"At the heart of any library is the written and spoken word. Successful libraries also play a vital role in promoting health and wellbeing, supporting people into work, increasing educational attainment, improving digital skills, bringing individuals and communities together and celebrating creativity and culture".

Welcome to the
Central Library

Learning
Inform
Interact

Teen

BEES' SUPERHEROES

There are 20,000 native bee species in the United States and 40,000 species worldwide. Most bees are solitary, but some live in colonies. Bees are important pollinators, and they produce honey and beeswax.



Beehive: a bees nest. It is constructed from a series of hexagonal cells. The bees use wax to build the cells. The bees use the cells to store honey and to raise their young.

Our Team:
Aineya
Abhi
Kacper
Koushuhn
Krutvik



Grasshopper

Grasshoppers are insects that belong to the order Orthoptera. They are characterized by their long hind legs, which they use for jumping. Grasshoppers are found in a variety of habitats, including grasslands, forests, and deserts.

Our Animals:
Grasshopper and Bee



Tri-Fold Presentation Board
Triptico para presentaciones
Panneau d'affichage à trois battants

► OUTCOME

A LIBRARY SERVICE DESIGNED AROUND THE NEEDS OF OUR RESIDENTS AND COMMUNITIES

What does success look like?

- More residents are using their local library to **access information**, learn and **get involved**
- Local community groups are using their local library to **meet** and run activities and events
- More young people are using libraries to **study, socialise** and **get involved**
- Small local businesses are using libraries as local offices and **meeting** venues



► What we will do

- Increase our book fund and provide a rich variety of books tailored to the local community
- Join the London Library Consortium to give residents access to over 6 million books
- Expand our homework clubs, job clubs and Digital Zones
- Improve the way that library user data is captured, reported and used to enable services to be targeted more effectively to residents' needs and interests
- Develop our volunteering offer to enable residents to get more involved in the running of their local library
- Widen access to communities of greatest need
- Involve our communities in designing their local service
- Deliver a service that goes beyond the walls of the library buildings, providing outreach opportunities particularly for communities that are under-represented as library users

► OUTCOME

CROYDON LIBRARIES AS THE 'FRONT DOOR' OF THE COUNCIL ENABLING SERVICES TO BE DELIVERED LOCALLY

What does success look like?

- Libraries facilitate local **prevention** and **early intervention** activity
- Residents are accessing the **support** and services they need **closer** to where they live
- Residents are receiving **support** and **advice** on matters such as health, finances and families at their local library
- Residents are receiving help to **get on-line** and access other council services
- Residents are being **signposted** to the right services and receiving information locally
- Staff and partner organisations are meeting and “touching down” in libraries when working in localities



► What we will do

- Provide meeting space and private discussion space in our key libraries
- Install the technology needed to access other council services
- Utilise libraries as a key asset from which council services can be provided to residents in their local areas and also offer drop-down points for staff
- Establish partnerships with council, other local services and community groups to provide locality based solutions that focus on early intervention and prevention
- Train library staff, volunteers and partners working in libraries enabling them to connect local people to local information, activities and services
- Develop an evaluation framework for Croydon's libraries based on the seven outcomes defined by the national libraries taskforce

▶ OUTCOME

LIBRARIES AT THE HEART OF CROYDON'S CULTURAL OFFER, CELEBRATING THE WRITTEN AND SPOKEN WORD IN PARTICULAR

What does success look like?

- Residents of all ages and backgrounds are attending exhibitions, performances, events and activities in their local library and enjoying a range of **cultural experiences**
- Residents of all ages and backgrounds have expressed an interest in trying out a **skill** or **interest** as a result of an event they have attended

Page 66



► What we will do

- Develop a comprehensive, integrated, cultural offer with libraries recognised as cultural venues
- Expand our programme of author readings and talks across our libraries
- Provide spaces where residents can experience a range of cultural activities and media
- Work with the Croydon Cultural Network to develop a programme of artists-in-residence and a programme of cultural events and activities that sit within a wider cultural calendar for Croydon

▶ OUTCOME

MODERN, WELCOMING, INCLUSIVE AND ACCESSIBLE LIBRARY FACILITIES AND BUILDINGS

What does success look like?

- Residents are **accessing** library services from different locations at times that suit them
- More **young people** and **working age** residents are library members
- Lending of books and resources and usage of **online resources** has increased
- Library buildings are fully utilised during and outside of core hours



*Technology solutions can allow access into unstaffed library buildings. Entry to the library is via a library card and pin, with CCTV aiding security; self-service machines and computers allow full usage of the library service. This system is currently used in 20% of UK library services.

► What we will do

- Provide attractive, accessible, modern, flexible multi-purpose spaces that are both professional and welcoming, with consistency of design across the borough.
- Deliver a flagship library in the Clocktower complex in central Croydon
- Install modern technology that meets the needs of an increasingly digital society and supports students, small businesses, and residents to get online
- Enable customers to access online services remotely through a library app on their mobile devices
- Use technology to extend the hours that the building can be accessed to outside of core library hours *
- Provide cafes at our busiest libraries to provide facilities for customers, groups and small businesses

— CROYDON LIBRARIES —
LIBRARY PLAN
INFORM • INVOLVE • INSPIRE
2019 - 2028

Croydon Council

Equality Analysis Form

Stage 1 Initial Risk Assessment - Decide whether a full equality analysis is needed

At this stage, you will review existing information such as national or local research, surveys, feedback from customers, monitoring information and also use the local knowledge that you, your team and staff delivering a service have to identify if the proposed change could affect service users from equality groups that share a “protected characteristic” differently. You will also need to assess if the proposed change will have a broader impact in relation to promoting social inclusion, community cohesion and integration and opportunities to deliver “social value”.

Please note that the term ‘change’ is used here as shorthand for what requires an equality analysis. In practice, the term “change” needs to be understood broadly to embrace the following:

- Policies, strategies and plans
- Projects and programmes
- Commissioning (including re-commissioning and de-commissioning)
- Service Review
- Budgets
- Staff structures (including outsourcing)
- Business transformation programmes
- Organisational change programmes
- Processes (for example thresholds, eligibility, entitlements, and access criteria)

You will also have to consider whether the proposed change will promote equality of opportunity; eliminate discrimination or foster good relations between different groups or lead to inequality and disadvantage. These are the requirements that are set out in the Equality Act 2010.

1.1 Analysing the proposed change

1.1.1 What is the name of the change?

Culture Plan 2019 - 24

1.1.2 Why are you carrying out this change?

Please describe the broad aims and objectives of the change. For example, why are you considering a change to a policy or cutting a service etc.

It is an exciting and pivotal time for cultural activity in Croydon – we are nearing the re-opening of Fairfield Halls and have started work on design work for a significant refurbishment to the central Clocktower building (including the Museum of Croydon and Central Library), which, alongside associated cultural investment via the Growth Zone and the recent allocation of GLA Creative Enterprise Zone funds, means there is an unprecedented focus on our cultural capital. In addition, the level of cultural activity and programming is growing across the borough, from an explosion of street art to a burgeoning music production scene.

It is now necessary to clearly define the role and value of culture for Croydon in a coherent cultural plan, clarifying the objectives of our investment in cultural activities, and the benefits and impact we intend this to achieve.

1.1.3 What stage is your change at now?

See **Appendix 1** for the main stages at which equality analyses needs to be started or updated.

Culture Plan developed and being presented to cabinet/full council for approval.

Please note that an equality analysis must be completed before any decisions are made. If you are not at the beginning stage of your decision making process, you must inform your Director that you have not yet completed an equality analysis.

1.2 Who could be affected by the change and how

1.2.1 Who are your internal and external stakeholders?

For example, groups of council staff, members, groups of service users, service providers, trade unions, community groups and the wider community.

Internal – 3 direct staff in the culture team; 7 staff in museum and archives; along with a number of officers who work on associated activities, programming and fundraising, including a particular focus on the libraries service, regeneration, the community and voluntary sector team, youth engagement and the growth zone.

External:

- All residents
- Community groups and networks
- Business networks
- Funders
- Arts Council, Heritage England, GLA and DCMS

1.2.2 What will be the main outcomes or benefits from making this change for customers / residents, staff, the wider community and other stakeholders?

The plan will:

- Ensure all residents can access rich cultural experiences of all scales as part of their everyday lives, so we see an increase in the number of participants in the Borough's cultural offer, and enable all communities to be active partners in programmes, exhibitions and collections of the Clocktower and Museum
- Support work that targets differently disadvantaged groups across Croydon through our grant aid and developmental opportunities
- Identify barriers to participation and challenges, so that activities can include everyone and we are able to monitor impact, take on feedback and continuously improve our outreach
- Embrace the diverse nature of our borough, supporting events that represent our various communities, such as Croydon PrideFest and Croydon Mela
- Build more activity and cultural programming in accessible places across the borough, across all our neighbourhoods and town centres, including working with our libraries service

and youth engagement team to reach out to residents

- Ensure that a significant part of Croydon's cultural offer remains free
- Develop partnerships with voluntary and community sector organisations to build capacity and resilience in our cultural sector and encourage participation from all residents, ensuring equal access to cultural opportunities, with a particular focus on involvement and cultural production by our young people.
- Increase the number of apprenticeships and training for employment opportunities available across the Cultural Sector, including maximizing the opportunities of the Creative Enterprise Zone programme to increase the size, and scope of our creative and cultural industries
- Increase accessibility to Croydon's Cultural Partnerships Fund and our Youth Arts Fund, and use culture to leverage further external funding and support our case for inward investment, improving Croydon's profile and ensuring an attractive cultural offer
- Ensure a major and successful events programme contributes to our economy, including the encouragement of a more lively music venue offer and the development of an improved evening and night time economy

1.2.3 Does your proposed change relate to a service area where there are known or potential equalities issues?

Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response If you don't know, you may be able to find more information on the Croydon Observatory (<http://www.croydonobservatory.org/>)

Yes – cultural activity and programming can traditionally be seen as exclusive and exclusionary, with barriers to entry ranging from the cost of ticket prices to the lack of accessible venues. The new Culture Plan acknowledges this, and deliberately sets out clear objectives in relation to widening access to cultural activity, breaking down barriers and opening up opportunities for a broad range of groups who are traditionally under-represented in cultural activity and the creative industries.

1.2.4 Does your proposed change relate to a service area where there are already local or national equality indicators?

You can find out from the Equality Strategy <http://intranet.croydon.net/corpdept/equalities-cohesion/equalities/docs/equalitiesstrategy12-16.pdf>). Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response

There is an annual survey 'Active Lives' undertaken by Sport England that covers participation in culture.

1.2.5 Analyse and identify the likely advantage or disadvantage associated with the change that will be delivered for stakeholders (customers, residents, staff etc.) from different groups that share a "protected characteristic"

Please see Appendix 2 (section 1) for a full description of groups.

	Likely Advantage 😊	Likely Disadvantage ☹️
Disability	Improved accessibility to key venues and programming, development and embedding of key partnerships with disability arts organisations, including the introduction of Savvy Theatre as the company in-residence at the newly refurbished Fairfield Halls.	None
Race/ Ethnicity	Improved access to and involvement in cultural activity and programming for all residents, including reflecting and representing our BAME population. Build on BAME programming including the London Road Carnival and the Croydon Mela, and provide a new home in the Fairfield Halls for Talawa, the UK's leading black-led touring theatre company. Further develop partnerships with key local BAME community and voluntary sector organisations.	None
Gender	Improved access to and involvement in cultural activity and programming for all. Increasing the involvement of women in cultural engagement and programming, supporting events that promote gender equality such as Cro Cro Land music festival.	None
Transgender	Working to deliver best practice from across the cultural sector in accessibility and involvement for the transgender community, including specific exhibitions and themed cultural programmes within the Croydon Museum and Central Library. Build on the existing success of Croydon Pride which has a focus on our transgender community and supporting other relevant community events.	None
Age	Targets to increase the involvement of young people in planning and creating cultural activity, including specific youth-focused cultural funding. Working with youth organisations to increase youth participation. Ensure all cultural activity is appropriate and accessible to our older population, including designing dementia-friendly activities and	None

	spaces.	
Religion /Belief	Develop partnerships with Croydon's faith networks and build representation in our cultural activity and programming.	None
Sexual Orientation	Working to deliver best practice from across the cultural sector in accessibility and involvement for the LGBTQ community, including specific exhibitions and themed cultural programmes within the Croydon Museum and Central Library. Build on the existing success of Croydon Pride and other LGBT calendar events such as LGBT History Month.	None
Pregnancy and Maternity	Support of family friendly and relaxed events.	None
Social inclusion issues	By providing a comprehensive programme of cultural activities, reaching out to under-represented groups and ensuring there are easily accessible 'bite-size' opportunities for involvement, this plan aims to address some social inclusion issues. There are also some significant programmes targeted to combat social inclusion issues such as the Youth Partnership Performance 3 year programme	None
Community Cohesion Issues	By providing a comprehensive programme of cultural activities, reaching out to under-represented groups and creating opportunities for community groups to collaborate and co-create cultural activity, this plan aims to address some community cohesion issues. Supporting community cultural events that provide opportunities for people to come together in positive celebration as well as celebrate the Borough's diversity.	None
Delivering Social Value	The plan will deliver considerable social value, both from leveraging inward investment and in kind support, building local cultural capital, and creating opportunities for learning, training and employment in the cultural sector in Croydon. The plan will see an increase in the number of apprenticeships and training for employment	None

	opportunities available across the Cultural Sector, including maximizing the opportunities of the Creative Enterprise Zone programme to increase the size, and scope of our creative and cultural industries	
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1.2.6	In addition to the above are there any other factors that might shape the equality and inclusion outcomes that you need to consider?
	For example, geographical / area based issues, strengths or weaknesses in partnership working, programme planning or policy implementation

Croydon has a diverse population which is over 50% BAME, this needs to be reflected in all aspects of the cultural offer.

1.2.7	Would your proposed change affect any protected groups more significantly than non-protected groups?
	Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response. For a list of protected groups, see Appendix.....

Yes, as described above, we anticipate a positive impact particularly in relation to the following protected groups, due to improved access and involvement:

- Age
- Race/Ethnicity
- Disability
- Transgender
- Sexual Orientation

1.2.8	As set out in the Equality Act, is your proposed change likely to help or hinder the Council in advancing equality of opportunity between people who belong to any protected groups and those who do?
	In practice, this means recognising that targeted work should be undertaken to address the needs of those groups that may have faced historic disadvantage. This could include a focus on addressing disproportionate experience of poor health, inadequate housing, vulnerability to crime or poor educational outcomes <i>etc.</i>
	Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response.

Yes, the proposed change is likely to help the Council in advancing equality of opportunity between people who belong to any protected groups and those who do not.

The Culture Plan deliberately targets participation by and inclusion of protected groups in the growth of cultural and creative activity in the borough, aiming to increase both involvement and representation of these groups.

1.2.9	<p>As set out in the Equality Act, is the proposed change likely to help or hinder the Council in eliminating unlawful discrimination, harassment and victimisation in relation to any of the groups that share a protected characteristic?</p> <p>In practice, this means that the Council should give advance consideration to issues of potential discrimination before making any policy or funding decisions. This will require actively examining current and proposed policies and practices and taking mitigating actions to ensure that they are not discriminatory or otherwise unlawful under the Act</p> <p>Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response.</p>
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Yes, the proposed change is likely to help the Council in eliminating unlawful discrimination, harassment and victimisation in relation to any of the groups that share a protected characteristic as it will support, profile and celebrate different communities and create opportunities for a wide range of people to come together to share experiences and diverse cultures.

1.2.10	<p>As set out in the Equality Act, is your proposed change likely to help or hinder the Council in fostering good relations between people who belong to any protected groups and those who do not?</p> <p>In practice, this means taking action to increase integration, reduce levels of admitted discrimination such as bullying and harassment, hate crime, increase diversity in civic and political participation etc.</p> <p>Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response</p>
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Yes, the proposed change will help the council in fostering good relations between people who belong to any protected groups and those who do not.

The plan will support a range of events and programmes that profile and celebrate our different communities and provide opportunities to bring people together in positive celebration across communities of interests, geographies and faiths.

1.3 Decision on the equality analysis

If you answer "yes" or "don't know" to ANY of the questions in section 1.2, you should undertake a full equality analysis. This is because either you already know that your change or review could have a different / significant impact on groups that share a protected characteristic (compared to non-protected groups) or because you don't know whether it will (and it might).

Decision	Guidance	Response
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Decision	Guidance	Response
No, further equality analysis is not required	<p>Please state why not and outline the information that you used to make this decision. Statements such as 'no relevance to equality' (without any supporting information) or 'no information is available' could leave the council vulnerable to legal challenge.</p> <p>You must include this statement in any report used in decision making, such as a Cabinet report</p>	The changes proposed will not have any negative impact on any individual or group with a protected characteristic (compared to non-protected groups). There will be some positive impacts as described above.
Yes, further equality analysis is required	<p>Please state why and outline the information that you used to make this decision. Also indicate</p> <ul style="list-style-type: none"> • When you expect to start your full equality analysis • The deadline by which it needs to be completed (for example, the date of submission to Cabinet) • Where and when you expect to publish this analysis (for example, on the council website). <p>You must include this statement in any report used in decision making, such as a Cabinet report.</p>	
Officers that must approve this decision	<p>Name and position</p> <p>Kirsteen Roe, Director of council homes, districts and regeneration</p>	Date
Report author	Caroline Toogood	10/4/2019
Director	Paula Murray, Creative Director – Place	10/4/2019

1.4 Feedback on Equality Analysis (Stage 1)

Please seek feedback from the corporate equality and inclusion team and your departmental lead for equality (the Strategy and Planning Manager / Officer)

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Name of Officer	Yvonne Okiyo	
Date received by Officer	11.04.19	Please send an acknowledgement
Should a full equality analysis be carried out?	No	The plan will not have a different / significant impact on groups that share a protected characteristic (compared to non-protected groups)

Stage 2 Use of evidence and consultation to identify and analyse the impact of the change

Use of data, research and consultation to identify and analyse the probable Impact of the proposed change

This stage focuses on the use of existing data, research, consultation, satisfaction surveys and monitoring data to predict the likely impact of proposed change on customers from diverse communities or groups that may share a protected characteristic.

Please see Appendix 2 (section 2) for further information.

2.1	<p>Please list the documents that you have considered as a part of the equality analysis review to enable a reasonable assessment of the impact to be made and summarise the key findings.</p> <p>This section should include consultation data and desk top research (both local and national quantitative and qualitative data) and a summary of the key findings.</p>
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2.2	<p>Please complete the table below to describe what the analysis, consultation, data collection and research that you have conducted indicates about the probable impact on customers or staff from various groups that share a protected characteristic.</p>
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Group's with a "Protected characteristic" and broader community issues	Description of potential advantageous impact	Description of potential disadvantageous impact	Evidence Source

2.3	<p>Are there any gaps in information or evidence missing in the consultation, data collection or research that you currently have on the impact of the proposed change on different groups or communities that share a protected characteristic? If so, how will you address this?</p> <p>Please read the corporate public consultation guidelines before you begin: http://intranet.croydon.net/finance/customerservices/customerserviceprogramme/stepbystepguide.</p>
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2.4	<p>If you really cannot gather any useful information in time, then note its absence as a potential disadvantageous impact and describe the action you will take to gather it.</p> <p>Please complete the table below to set out how will you gather the missing evidence and make an informed decision. Insert new rows as required.</p>
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Group's with a "Protected characteristic" and broader community issues	Missing information and description of potential disadvantageous impact	Proposed action to gather information

Stage 3 Improvement plan

Actions to address any potential disadvantageous impact related to the proposed change

This stage focuses on describing in more detail the likely disadvantageous impact of the proposed change for specific groups that may share a protected characteristic and how you intend to address the probable risks that you have identified stages 1 and 2.

3.1	<p>Please use the section below to define the steps you will take to minimise or mitigate any likely adverse impact of the proposed change on specific groups that may share a protected characteristic.</p>
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Equality Group (Protected Characteristic)	Potential disadvantage or negative impact e	Action required to address issue or minimise adverse impact	Action Owner	Date for completing action

3.2	<p>How will you ensure that the above actions are integrated into relevant annual</p>
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department or team service plans and the improvements are monitored?

3.3 How will you share information on the findings of the equality analysis with customers, staff and other stakeholders?

Section 4 Decision on the proposed change

4.1 Based on the information in sections 1-3 of the equality analysis, what decision are you going to take?

Decision	Definition	Yes / No
We will not make any major amendments to the proposed change because it already includes all appropriate actions.	Our assessment shows that there is no potential for discrimination, harassment or victimisation and that our proposed change already includes all appropriate actions to advance equality and foster good relations between groups.	
We will adjust the proposed change.	We have identified opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the proposed change. We are going to take action to make sure these opportunities are realised.	
We will continue with the proposed change as planned because it will be within the law.	We have identified opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the proposed change. However, we are not planning to implement them as we are satisfied that our project will not lead to unlawful discrimination and there are justifiable reasons to continue as planned.	
We will stop the proposed change.	The proposed change would have adverse effects on one or more protected groups that are not justified and cannot be lessened. It would lead to unlawful discrimination and must not go ahead.	

4.2 Does this equality analysis have to be considered at a scheduled meeting?
 If so, please give the name and date of the meeting.

4.3 When and where will this equality analysis be published?
 An equality analysis should be published alongside the policy or decision it is part of. As well as this, the equality assessment could be made available externally at various points of delivering the change. This will often mean publishing your equality analysis before the change is finalised, thereby enabling people to engage with you on your findings.

4.4 When will you update this equality analysis?
 Please state at what stage of your proposed change you will do this and when you expect this update to take place. If you are not planning to update this analysis, say why not

4.5 Please seek formal sign of the decision from Director for this equality analysis?
 This confirms that the information in sections 1-4 of the equality analysis is accurate, Comprehensive and up-o-date.

Officers that must approve this decision	Name and position	Date
Head of Service / Lead on equality analysis		
Director		

Email this completed form to equalityandinclusion@croydon.gov.uk, together with an email trail showing that the director is satisfied with it.

Croydon Council

Equality Analysis Form

Stage 1 Initial Risk Assessment - Decide whether a full equality analysis is needed

At this stage, you will review existing information such as national or local research, surveys, feedback from customers, monitoring information and also use the local knowledge that you, your team and staff delivering a service have to identify if the proposed change could affect service users from equality groups that share a “protected characteristic” differently. You will also need to assess if the proposed change will have a broader impact in relation to promoting social inclusion, community cohesion and integration and opportunities to deliver “social value”.

Please note that the term ‘change’ is used here as shorthand for what requires an equality analysis. In practice, the term “change” needs to be understood broadly to embrace the following:

- Policies, strategies and plans
- Projects and programmes
- Commissioning (including re-commissioning and de-commissioning)
- Service Review
- Budgets
- Staff structures (including outsourcing)
- Business transformation programmes
- Organisational change programmes
- Processes (for example thresholds, eligibility, entitlements, and access criteria)

You will also have to consider whether the proposed change will promote equality of opportunity; eliminate discrimination or foster good relations between different groups or lead to inequality and disadvantage. These are the requirements that are set out in the Equality Act 2010.

1.1 Analysing the proposed change

1.1.1 What is the name of the change?

Library Plan 2019 - 28

1.1.2 Why are you carrying out this change?

Please describe the broad aims and objectives of the change. For example, why are you considering a change to a policy or cutting a service etc.

When Carillion Plc went into liquidation in January 2018, the council took the decision to insource the library service. Whilst this change was undertaken as an emergency measure, to ensure the un-disrupted continuation of the service to the public, we have now stabilised the service and set out a plan to develop a modern efficient library service to deliver Croydon’s ambitions and priorities. Under the Carillion contract the service was not developed, the buildings were not maintained to an acceptable standard for public use and the technology has become old and outdated.

1.1.3 What stage is your change at now?

See **Appendix 1** for the main stages at which equality analyses needs to be started or updated.

Library plan developed and being presented to cabinet/full council for approval.

Please note that an equality analysis must be completed before any decisions are made. If you are not at the beginning stage of your decision making process, you must inform your Director that you have not yet completed an equality analysis.

1.2 Who could be affected by the change and how

1.2.1 Who are your internal and external stakeholders?

For example, groups of council staff, members, groups of service users, service providers, trade unions, community groups and the wider community.

Circa 110 staff; Library members; Potential library users – all residents; Community groups; other council services e.g. museums and archives, culture, gateway.

1.2.2 What will be the main outcomes or benefits from making this change for customers / residents, staff, the wider community and other stakeholders?

- Modern, innovative welcoming spaces which will attract new customers and encourage people to stay and participate in activities, events, learning and general community interaction;
- Provide information and services that meet the need of people locally;
- Attract more young people and those of working age, who traditionally, are less likely to use libraries;
- Improved high speed networks;
- Updated, modern hardware e.g. laptops and tablets;
- Improved disability access;
- Increase the number of physical and digital books and resources available
- Increased access to the service outside of staffed hours;
- Access to council services locally; and
- Provide a programme of events that encourages creativity and celebrates culture

1.2.3 Does your proposed change relate to a service area where there are known or potential equalities issues?

Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response. If you don't know, you may be able to find more information on the Croydon Observatory (<http://www.croydonobservatory.org/>)

Our libraries will help residents find the information and support they require within their local community and will play an important role in the council's Gateway approach – connecting residents with relevant local services.

We will support education and pathways into employment by expanding our homework clubs, job clubs and digital zones, helping residents to engage with the changing working and learning environment.

We will develop and improve our volunteer programme and our partnerships with the voluntary and community sector to encourage more people of all ages to get involved and shape their local service.

1.2.4 Does your proposed change relate to a service area where there are already local or national equality indicators?
 You can find out from the Equality Strategy (<http://intranet.croydon.net/corpdept/equalities-cohesion/equalities/docs/equalitiesstrategy12-16.pdf>). Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response

The proposed change relates to a service area where there are already local or national equality indicators. It will help the Council meet the equality objectives below;

- To increase the rate of employment for disabled people, young people, over 50s and lone parents who are furthest away from the job market
- To reduce social isolation among disabled people and older people
- To improve the proportion of people from different backgrounds who get on well together
- To improve attainment levels for white working class and Black Caribbean heritages, those in receipt of Free School Meals and Looked After Children, particularly at Key Stage 2 including those living in six most deprived wards

1.2.5 Analyse and identify the likely advantage or disadvantage associated with the change that will be delivered for stakeholders (customers, residents, staff etc.) from different groups that share a “protected characteristic”

Please see Appendix 2 (section 1) for a full description of groups.

	Likely Advantage 😊	Likely Disadvantage ☹️
Disability	Improved accessibility; adaptive technology (new software packages to enable ease of access); Improved access via consortium stock to other formats, (boosting existing collections of large print and spoken word); improved signposting to specialist services, e.g. RNIB Braille collections	None
Race/ Ethnicity	Improved access to stock in other languages (and dual-language materials) via consortium stock	None
Gender	Access to the library service outside of staffed hours will give better access for working age females	None
Transgender	<u>Current LGBTQ stock will be boosted by access to additional consortium stock</u> None	None
Age	The plan seeks to attract more	None

	teenagers and working age residents; we also offer IT sessions targeted at older people	
Religion /Belief	None	None
Sexual Orientation	Current LGBTQ stock will be boosted by access to additional consortium stock	None
Pregnancy and Maternity	None	None
Social inclusion issues	By providing more access to community space, a comprehensive programme of activities and improved volunteering programme this plan aims to address some social inclusion issues	None
Community Cohesion Issues	By providing more access to community space, a comprehensive programme of activities and improved volunteering programme this plan aims to address some community cohesion issues	None
Delivering Social Value	As above	None

1.2.6	In addition to the above are there any other factors that might shape the equality and inclusion outcomes that you need to consider? For example, geographical / area based issues, strengths or weaknesses in partnership working, programme planning or policy implementation
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Highest usage of libraries nationally is amongst females over 65 and primary school children. A full analysis of Croydon library usage has been carried out. 33% of 5-9 year olds use libraries; there is an almost 2:1 ratio of female to male and less than 15% of working age population use Croydon libraries. Full analysis can be found in the RedQuadrant report on request.

The library plan is based around delivering the services that communities need locally by engaging with local communities around their specific needs. Working in partnership with other services including gateway, Adult Social Care and Children's services the offer will be developed.

1.2.7	Would your proposed change affect any protected groups more significantly than non-protected groups? Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response. For a list of protected groups, see Appendix.....
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Yes, as described above for age – working age and teenagers; gender - males in particular; and those with disabilities; in a positive way.

1.2.8 As set out in the Equality Act, is your proposed change likely to help or hinder the Council in advancing equality of opportunity between people who belong to any protected groups and those who do not?

In practice, this means recognising that targeted work should be undertaken to address the needs of those groups that may have faced historic disadvantage. This could include a focus on addressing disproportionate experience of poor health, inadequate housing, vulnerability to crime or poor educational outcomes *etc.*

Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response.

Yes, the proposed change is likely to help the Council in advancing equality of opportunity between people who belong to any protected groups and those who do not.

The libraries plan aims to involve the community in tailoring their local library offer in terms of books, resources and activities; enabling all users to participate.

1.2.9 As set out in the Equality Act, is the proposed change likely to help or hinder the Council in eliminating unlawful discrimination, harassment and victimisation in relation to any of the groups that share a protected characteristic?

In practice, this means that the Council should give advance consideration to issues of potential discrimination before making any policy or funding decisions. This will require actively examining current and proposed policies and practices and taking mitigating actions to ensure that they are not discriminatory or otherwise unlawful under the Act

Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response.

Yes, the proposed change is likely to help the Council in eliminating unlawful discrimination, harassment and victimisation in relation to any of the groups that share a protected characteristic as it will provide better access to the service. Also, the libraries promote awareness, acceptance and understanding in the community through regular events and activities.

1.2.10 As set out in the Equality Act, is your proposed change likely to help or hinder the Council in fostering good relations between people who belong to any protected groups and those who do not?

In practice, this means taking action to increase integration, reduce levels of admitted discrimination such as bullying and harassment, hate crime, increase diversity in civic and political participation *etc.*

Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response

Yes, the proposed change will help the council in fostering good relations between people who belong to any protected groups and those who do not.

Libraries play a role in promoting awareness, acceptance and understanding through regular

events and activities, e.g. LGBTQ History Month, Black History Month, International Women's Day, etc. The libraries plan also aims to involve all members of the community in tailoring their local library offer in terms of books, resources and activities.

1.3 Decision on the equality analysis

If you answer "yes" or "don't know" to ANY of the questions in section 1.2, you should undertake a full equality analysis. This is because either you already know that your change or review could have a different / significant impact on groups that share a protected characteristic (compared to non-protected groups) or because you don't know whether it will (and it might).

Decision	Guidance	Response
No, further equality analysis is not required	<p>Please state why not and outline the information that you used to make this decision. Statements such as 'no relevance to equality' (without any supporting information) or 'no information is available' could leave the council vulnerable to legal challenge.</p> <p>You must include this statement in any report used in decision making, such as a Cabinet report</p>	<p>The changes proposed will not have any negative impact on any individual or group with a protected characteristic (compared to non-protected groups). There will be some positive impacts as described above.</p> <p>A full needs analysis has been carried out in the development of this plan and can be found in the RedQuadrant report, available on request.</p>
Yes, further equality analysis is required	<p>Please state why and outline the information that you used to make this decision. Also indicate</p> <ul style="list-style-type: none"> • When you expect to start your full equality analysis • The deadline by which it needs to be completed (for example, the date of submission to Cabinet) • Where and when you expect to publish this analysis (for example, on the council website). <p>You must include this statement in any report used in decision making, such as a Cabinet report.</p>	
Officers that must approve this decision	<p>Name and position</p> <p>Kirsteen Roe, Director of council homes, districts and regeneration</p>	Date
Report author	Wendy Crosson-Smith, Library Transformation Programme Manager	14/02/19
Director	Kirsteen Roe, Director – Council homes, districts and regeneration	07/03/19

1.4 Feedback on Equality Analysis (Stage 1)

Please seek feedback from the corporate equality and inclusion team and your departmental lead for equality (the Strategy and Planning Manager / Officer)

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Name of Officer	Yvonne Okiyo	
Date received by Officer	18.2.19	Please send an acknowledgement
Should a full equality analysis be carried out?	No	This will not have a different / significant impact on groups that share a protected characteristic (compared to non-protected groups)

Stage 2 Use of evidence and consultation to identify and analyse the impact of the change

Use of data, research and consultation to identify and analyse the probable Impact of the proposed change

This stage focuses on the use of existing data, research, consultation, satisfaction surveys and monitoring data to predict the likely impact of proposed change on customers from diverse communities or groups that may share a protected characteristic.

Please see Appendix 2 (section 2) for further information.

2.1	<p>Please list the documents that you have considered as a part of the equality analysis review to enable a reasonable assessment of the impact to be made and summarise the key findings.</p> <p>This section should include consultation data and desk top research (both local and national quantitative and qualitative data) and a summary of the key findings.</p>
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2.2	<p>Please complete the table below to describe what the analysis, consultation, data collection and research that you have conducted indicates about the probable impact on customers or staff from various groups that share a protected characteristic.</p>
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Group's with a "Protected characteristic" and broader community issues	Description of potential advantageous impact	Description of potential disadvantageous impact	Evidence Source

Group's with a "Protected characteristic" and broader community issues	Description of potential advantageous impact	Description of potential disadvantageous impact	Evidence Source

2.3 Are there any gaps in information or evidence missing in the consultation, data collection or research that you currently have on the impact of the proposed change on different groups or communities that share a protected characteristic? If so, how will you address this?

Please read the corporate public consultation guidelines before you begin:
<http://intranet.croydon.net/finance/customerservices/customerserviceprogramme/stepbystepguide.asp>.

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2.4 If you really cannot gather any useful information in time, then note its absence as a potential disadvantageous impact and describe the action you will take to gather it.

Please complete the table below to set out how will you gather the missing evidence and make an informed decision. Insert new rows as required.

Group's with a "Protected characteristic" and broader community issues	Missing information and description of potential disadvantageous impact	Proposed action to gather information

Stage 3 Improvement plan

Actions to address any potential disadvantageous impact related to the proposed change

This stage focuses on describing in more detail the likely disadvantageous impact of the proposed change for specific groups that may share a protected characteristic and how you intend to address the probable risks that you have identified stages 1 and 2.

3.1 Please use the section below to define the steps you will take to minimise or mitigate any likely adverse impact of the proposed change on specific groups that may share a protected characteristic.

Equality Group (Protected Characteristic)	Potential disadvantage or negative impact e	Action required to address issue or minimise adverse impact	Action Owner	Date for completing action

3.2 How will you ensure that the above actions are integrated into relevant annual department or team service plans and the improvements are monitored?

3.3	How will you share information on the findings of the equality analysis with customers, staff and other stakeholders?
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Section 4 Decision on the proposed change

4.1	Based on the information in sections 1-3 of the equality analysis, what decision are you going to take?
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Decision	Definition	Yes / No
We will not make any major amendments to the proposed change because it already includes all appropriate actions.	Our assessment shows that there is no potential for discrimination, harassment or victimisation and that our proposed change already includes all appropriate actions to advance equality and foster good relations between groups.	
We will adjust the proposed change.	We have identified opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the proposed change. We are going to take action to make sure these opportunities are realised.	
We will continue with the proposed change as planned because it will be within the law.	We have identified opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the proposed change. However, we are not planning to implement them as we are satisfied that our project will not lead to unlawful discrimination and there are justifiable reasons to continue as planned.	
We will stop the proposed change.	The proposed change would have adverse effects on one or more protected groups that are not justified and cannot be lessened. It would lead to unlawful discrimination and must not go ahead.	

4.2	Does this equality analysis have to be considered at a scheduled meeting? If so, please give the name and date of the meeting.
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4.3	When and where will this equality analysis be published? An equality analysis should be published alongside the policy or decision it is part of. As well as this, the equality assessment could be made available externally at various points of delivering the change. This will often mean publishing your equality analysis before the change is finalised, thereby enabling people to engage with you on your findings.
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4.4	When will you update this equality analysis? Please state at what stage of your proposed change you will do this and when you expect this update to take place. If you are not planning to update this analysis, say why not
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4.5	Please seek formal sign of the decision from Director for this equality analysis? This confirms that the information in sections 1-4 of the equality analysis is accurate, Comprehensive and up-o-date.
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Officers that must approve this decision	Name and position	Date
Head of Service / Lead on equality analysis		
Director		

Email this completed form to equalityandinclusion@croydon.gov.uk, together with an email trail showing that the director is satisfied with it.

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For General Release

REPORT TO:	CABINET 7 MAY 2019
SUBJECT:	Changes to Local Safeguarding Children Board Arrangements
LEAD OFFICER:	Rob Henderson Executive Director for Children, Families and Education Di Smith Independent Chair CSCB
CABINET MEMBER:	Cllr Alisa Flemming Cabinet member for Children, Young People and Learning
WARDS:	
CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:	
To safeguard children and promote their welfare in line with the Council's ambition for independence of children and their families	
FINANCIAL IMPACT:	
The new multi-agency arrangements will be funded by safeguarding partners and agencies, including Croydon Council. It is expected that funding for 2019/20 will be at the same level as that provided to the Croydon's Safeguarding Children Board in 2018/19.	
KEY DECISION REFERENCE NO.: 0819CAB	
This is a Key Decision as defined in the Council's Constitution. The decision may be implemented from 1300 hours on the expiry of 5 working days after it is made, unless the decision is referred to the Scrutiny & Overview Committee by the requisite number of Councillors.	
The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below	
1. RECOMMENDATIONS Cabinet is asked to agree the proposed changes to Croydon's Safeguarding Children Board arrangements as set out in the report.	

2. EXECUTIVE SUMMARY

- 2.1 The report outlines the changes to safeguarding partnership arrangements in response to the implementation of the Children and Social Work Act 2017 and the revised national guidance on multi agency arrangements as outlined in *Working Together to Safeguard Children 2018*.
- 2.2 The report reflects the work undertaken by the Executive Group of the Croydon Safeguarding Children Board (CSCB) to develop new partnership arrangements that reflect the new equally shared responsibilities between the Local Authority (LAs), the Clinical Commissioning Group (CCG) and the Police.

3. BACKGROUND

- 3.1 The Government's review undertaken by Sir Alan Wood CBE regarding the role and functions of Local Safeguarding Children Boards (LSCBs), published in May 2016, found widespread agreement that the current system of local multi-agency child safeguarding arrangements needed to change. The review proposed a new model that would ensure collective accountability across local authorities, the police and clinical commissioning groups (health). It also recommended a new system of local and national reviews, to replace serious case reviews; and new arrangements for undertaking child death overview reviews. The key recommendations are now included in the Children and Social Work Act 2017 ("the Act"). Section 30 of the Children and Social Work Act 2017 'abolishes' Local Safeguarding Children Boards by deleting sections 13 to 16 of the Children Act 2004. Under the Children and Social Work Act 2017, the three statutory safeguarding partners (LAs, Chief Officers of Police and CCGs) must make arrangements to work together with relevant agencies to safeguard and protect the welfare of children in the area. These are referred to as Multi-Agency Safeguarding Arrangements.
- 3.2 The statutory guidance *Working Together to Safeguard Children* has been revised and requires the three safeguarding partners (LA, CCG and Police) to agree on ways to co-ordinate their safeguarding services; act as a strategic leadership group in supporting and engaging others; and implement local and national learning including from serious child safeguarding incidents.
- 3.3 This report outlines how the three safeguarding partners in Croydon (Croydon Council, NHS Croydon CCG and the Metropolitan Police Service - South Area Basic Command Unit) have responded to the changes outlined in *Working Together 2018* and maps out the proposed arrangements for meeting the new requirements.
- 3.4 The Executive Group of the CSCB has been working as a task and finish group for the last nine months shaping the proposed safeguarding arrangements in accordance with the new statutory requirements. The broader CSCB membership has been consulted and kept regularly informed and encouraged to comment and advise on the emerging proposals. In developing the new proposals the Executive Group has outlined a commitment to:

- build on the positive work already undertaken to improve the effectiveness of partnership arrangements for safeguarding following the Ofsted inspection in 2017;
- use the new arrangements as an opportunity to further improve the partnership focus on safeguarding priorities and the effectiveness of multi-agency working;
- identify the opportunity to improve effectiveness through joint working with other partnerships e.g. Safeguarding Adults Board and Safer Croydon Partnership;
- reducing unnecessary bureaucracy and simplifying the structure;
- engaging with all relevant agencies in Croydon, including schools and the voluntary sector, to build strong and effective multi-agency safeguarding arrangements to ensure the safety and wellbeing of children, young people and families.

3.5 The purpose of these local arrangements is to support and enable local organisations and agencies to work in a system where:

- children are safeguarded and their welfare promoted;
- partner organisations and agencies collaborate, share and co-own the vision;
- organisations and agencies challenge appropriately and hold one another to account;
- there is early identification and analysis of new safeguarding issues;
- learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice, and
- information is shared effectively to facilitate more accurate and timely decision making for children and families

4. PROPOSED MULTI-AGENCY SAFEGUARDING CHILDREN ARRANGEMENTS

4.1 The statutory guidance states that 'strong leadership is critical for the new arrangements to be effective in bringing together the various organisations and agencies. It is important therefore that the lead representative from each of the three safeguarding partners plays an active role. The lead representatives for safeguarding partners are: the local authority chief executive, the accountable officer of a clinical commissioning group, and a chief officer of police.' *Working Together 2018*

4.2 The lead representatives may delegate their functions but remain accountable. The lead representatives: the Chief Executive of Croydon Council; the Accountable Officer for NHS Croydon CCG and the Borough Commander for MPS South BCU will form a **Lead Representative Safeguarding Partners Oversight and Accountability Group** and will meet three times a year to ensure the safeguarding partnership arrangements are robust and effective.

4.3 The lead representatives will delegate their functions for any actions or decisions taken on behalf of their agency to a nominated senior officer who will have responsibility and authority for ensuring full participation in the multi-

agency safeguarding children arrangements. These nominated senior officers will form the Croydon Safeguarding Partners Executive Group.

4.4 The membership of the **Croydon Safeguarding Partners Executive Group** will include the following:

- Executive Director for Children, Families and Education, Croydon Council
- Director of Quality and Governance, NHS Croydon CCG
- Detective Superintendent – Safeguarding, MPS South BCU

The Executive Group will hold collective responsibility for the new safeguarding arrangements and will form the 'engine room' of the partnership where the statutory partners set the safeguarding agenda. The Executive Group will have an Independent Chair and will meet monthly to focus on key strategic multi-agency decisions and actions impacting on safeguarding across the partnership. The core membership will be the three strategic partners but other agencies will be drawn in as part of the planned cycle of meetings throughout the year. The Executive Group will meet with the Safeguarding Adults Board Executive twice a year to ensure coherence on joint issues and priorities.

4.5 The current CSCB arrangements will cease under the new arrangements and the Board will be replaced by the **Croydon Safeguarding Children Partnership**. This group will meet three times a year and include broad representation from relevant agencies and stakeholders across the partnership, including the current CSCB membership. The meetings will not be business meetings but events designed to support multi-agency learning, sharing of best practice and also opportunities for scrutiny and challenge. The Executive Group will provide regular progress reports on the three partnership priorities at these meetings and there will be an opportunity for the broader partnership to challenge the three strategic partners, shape the future partnership agenda and inform future priorities.

4.6 The current complex arrangement of CSCB sub-groups will be replaced by three **Priority Groups** each chaired by a member of the Executive Group. Each priority group will be responsible for the development and implementation of a delivery plan and for the promotion of effective multi-agency practice. It is proposed that the priority groups are established in April/May 2019. The priority groups in the first year will focus on three existing CSCB priorities to ensure effective transition in the areas of:

- Neglect
- Vulnerable Adolescents
- Children with Disabilities.

4.7 The Neglect Priority Group will work to ensure that children at risk of neglect are seen, heard and helped. The group will be responsible for the implementation of the new multi-agency Neglect Strategy and ensuring robust and coordinated multi-agency intervention and support.

4.8 The focus of the Vulnerable Adolescents Priority Group will be the development of a coherent multi-agency response to the findings of the CSCB's Vulnerable Adolescents Review. This group will also take on the responsibilities currently undertaken by the Children and Young People (CYP) at Risk of Missing and Exploitation sub group. In further developing the remit of this group there will be

active engagement with the Safer Croydon Partnership to take account of developments relating to Croydon's Violent Crime Reduction Network.

4.9 The Children with Disabilities Priority Group will work to ensure that children with disability are seen and heard and that they are effectively protected from harm by robust and coordinated multi-agency intervention and support.

4.10 A chart outlining the structure of the new arrangements is shown at Appendix 1 and the current CSCB arrangements are shown at Appendix 2 for the purposes of comparison. Implications for current CSCB sub groups in light of these proposed changes are outlined below:

- The Child Death Overview Panel will remain until September 2019 when it becomes part of the broader regional arrangement under South West London Child Death Overview Panel (CDOP) and will from then be known as the Local Child Death Overview Panel.
- CYP at Risk of Missing and Exploitation Sub Group will become the new Vulnerable Young People/Adolescents Priority Group.
- Serious Case Review Sub Group will become the Serious Child Safeguarding Review Group.
- Quality Assurance Practice and Performance (QAPP) Group will become the Quality Improvement Group with a focus on improving multi-agency practice and performance.
- Learning and Development Group will remain for the time being with consideration of amalgamation with the Safeguarding Adults Board arrangements next year.
- As the Health and Education sub groups are single agency groups they will no longer appear on the partnership structure chart but will report to the relevant representative on the Executive Group i.e. CCG (Health) and Croydon Council (Education).

4.11 There is a statutory requirement to outline how the effectiveness of the multi-agency safeguarding arrangements will be scrutinised by an independent person. In Croydon there is a desire to ensure continuity and safe transition from the current CSCB to the new arrangements and for that reason the proposal is to maintain the role of Independent Chair. To ensure alignment with the statutory guidance the role will be developed into that of Independent Chair/Scrutineer and will involve:

- Chairing the Executive Group and Serious Child Safeguarding Review Group
- Reporting regularly to the Croydon Children's Improvement Board
- Providing support challenge and scrutiny to the multi-agency safeguarding arrangements with a focus on outcome and impact
- Engage with stakeholders (including children and young people and families)
- Support partners in the development of their Annual Report and provide evaluative comment and challenge
- Attend and support the oversight and accountability meetings with the Chief Executive of the Council, the Accountable Officer from the CCG and the Borough Commander.

4.12 The Children and Young People Scrutiny Sub-Committee will receive and scrutinise an Annual Report on the effectiveness of the Croydon Safeguarding Children Partnership each year in September.

5. RESPONDING TO CHANGES IN LEGISLATION AND STATUTORY GUIDANCE

5.1 Under the Children and Social Work Act 2017, the three statutory safeguarding partners (LAs, Chief Officers of Police and CCGs) must make arrangements to work together with relevant agencies to safeguard and protect the welfare of children in the area. These are referred to as Multi-Agency Safeguarding Arrangements and they replace the current requirement to have a Local Safeguarding Children Board (LSCB).

6 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

6.1 The total available funding for 2019/20 is £372k. This will cover CSCB costs to the end of August 2019 and will then fund the new Multi-Agency Safeguarding Arrangements from September 2019 to the end of the financial year.

6.2 The contribution from Croydon Council is in line with previous years and will be £282k for 2019/20.

6.2 Other partners will continue to fund the new arrangements with the same level of contributions for 2019/20 as those made to the CSCB in 2018/19; as detailed below:

Partner	Contribution 2019/20 £'000
South London and Maudsley Trust (SLAM)	14
Metropolitan Police	5
Clinical Commissioning Group	34
Croydon Health Services	34
Probation Service (NPS & CRC)	2
Children and Family Court Advisory and Support Service (CAFCASS)	1

Approved by: Kate Bingham (Interim) Head of Finance on behalf of the Director of Finance, Investment and Risk

7. LEGAL CONSIDERATIONS

7.1 The Head of Social Care & Education Law comments on behalf of the Director of Law and Governance that the Children and Social Work Act 2017 makes clear that it is no longer a statutory requirement for areas to have Local

Safeguarding Children's Boards. It is up to the three key statutory partners (Council, CCG and Police) to determine what local arrangements should be. These partners are to determine who other relevant partners are. Whatever arrangements are agreed moving forward, independent scrutiny of safeguarding is still required.

Approved by Doutimi Aseh, Head of Social Care & Education Law on behalf of the Director of Law and Governance & Deputy Monitoring Officer

8. HUMAN RESOURCES IMPACT

- 8.1 The imperative to maintain improvements made in partnership working by the CSCB since the Ofsted inspection of 2017 through this transition period is recognised. Maintaining the same level of business and specialist support is essential to smooth transition and the three statutory safeguarding partners are committed to maintaining the same level of staffing resource to support the new arrangements.

Approved by: Nadine Maloney, Head of Service, Human Resources, Children Families & Education on behalf of the Director of Human Resources.

9. EQUALITIES IMPACT

- 9.1 The multi-agency safeguarding arrangements will aim to ensure that all children and young people in Croydon are supported to keep safe and to ensure their wellbeing. There is a commitment to ensuring that all children, young people and families benefit from the effectiveness of multi-agency working regardless of disability, gender, religion, race or sexual orientation.

Approved by Yvonne Okiyo, Equalities Manager

10. ENVIRONMENTAL IMPACT

- 10.1 There are no direct implications contained in this report.

11. CRIME AND DISORDER REDUCTION IMPACT

- 11.1 The report contains a commitment to working closely with the Safer Croydon Partnership in relation to responding to the Vulnerable Adolescents Review and the Violence Reduction Network.

12. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 12.1 The Children and Social Work Act 2017 requires the three statutory safeguarding partners to publish their new multi-agency arrangements to replace the Local Safeguarding Children's Board.

13. OPTIONS CONSIDERED AND REJECTED

13.1 In developing the proposals consideration has been given to the learning emerging from Early Adopter areas and those outlined in the report are considered to be the best fit for Croydon as they build on the improvements secured since the Ofsted of 2017 and comply with the new statutory requirements for change.

CONTACT OFFICER: Di Smith, Independent Chair, Croydon
Safeguarding Children Board x 62366

APPENDICES TO THIS REPORT: Appendix 1 – Proposed Multi Agency
Safeguarding Partnership Structure Chart
Appendix 2 – Current CSCB Structure Chart

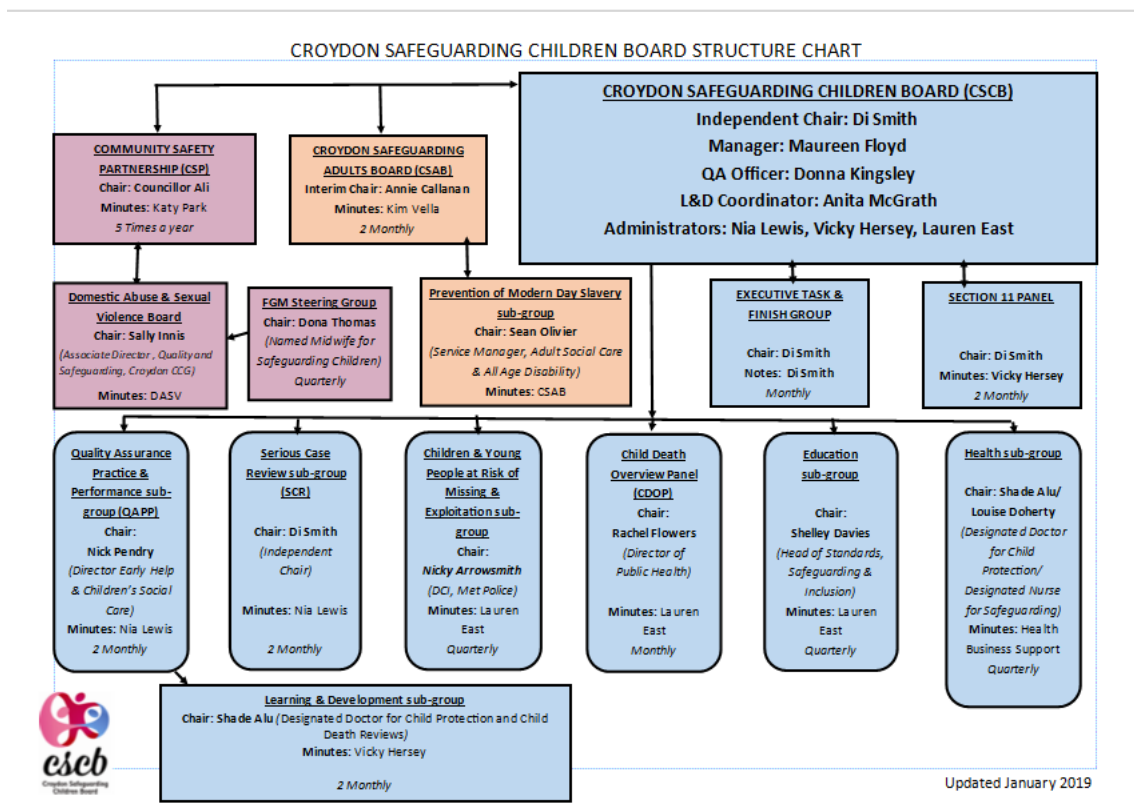
BACKGROUND PAPERS: None

Appendix 1 Proposed Multi Agency Safeguarding Partnership Structure Chart



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Appendix 2 Current CSCB Structure Chart



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For General Release

REPORT TO:	CABINET 7 MAY 2019
SUBJECT:	Community Fund Commissioning Programme
LEAD OFFICER:	Hazel Simmonds Executive Director for Gateway, Strategy & Engagement Sarah Warman Director of Commissioning and Procurement.
CABINET MEMBER:	Cllr Hamida Ali –Cabinet Member Safer Croydon & Communities Cllr Jane Avis – Cabinet Member Families, Health & Social Care Cllr Simon Hall Cabinet Member Finance & Resources
WARDS:	All
<p>CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON</p> <p>The Corporate Plan acknowledges the important role the voluntary and community sector play in the borough and confirms the commitment to continuing the Community Fund.</p> <p>Following the launch of the Corporate Plan, the Council has engaged with the sector to develop a Voluntary and Community Sector (VCS) Strategy which was agreed by Cabinet in March 2019. The VCS strategy will inform the way the Council works with the sector in the future, including the recommissioning of the Community Fund.</p> <p>The Community Fund supports the delivery of the following priorities of the Corporate Plan:</p> <ul style="list-style-type: none"> • 1. People live long, healthy, happy and independent lives • 2. Our young people thrive and reach their full potential • 3. Access to homes and prevention of homelessness • 4. Everyone feels safer in their street, neighbourhood and home • 5. Everybody has the opportunity to work and build a career 	

FINANCIAL IMPACT

The Council provides a range of financial support to the Voluntary, Community and Social Enterprise Sector. This equates to in excess of £4m p/a which includes the Community & Prevention Fund, the Community Small Grants Programme, rent subsidies and business rate relief.

The budget for the Community Fund and Prevention Fund included under this proposal is for up to £7,792,929 for three years from 1 April 2020 to 31 March 2023. The projected spend for each year is no more than £2,598,000.

FORWARD PLAN KEY DECISION REFERENCE NO. 0919 CAB:

This is a Key Decision as defined in the Council's Constitution. The decision may be implemented from 1300 hours on the expiry of 5 working days after it is made, unless the decision is referred to the Scrutiny & Overview Committee by the requisite number of Councillors.

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

1. RECOMMENDATIONS

- 1.1 The Cabinet is recommended by the Contracts and Commissioning Board to approve the procurement strategy as set out in this report, which will result in the award of contracts.
- 1.2 The Cabinet is to note that the Director of Commissioning and Procurement has approved under Regulation 18 to waive the standard evaluation criteria ratio under Regulation 21 of the Councils Tenders and Contracts Regulations to being 70% Quality and 30% Cost. Please see section 3 of this report for full details.
- 1.3 The Cabinet is to note that the Director of Commissioning and Procurement has approved under Regulation 18 to waive the requirement of not including the Premier Supply Programme under Regulation 21 of the Councils Tenders and Contracts Regulations as this would reduce the funding available to the appointed VCS contractors.
- 1.4 The Cabinet is to note that minor changes to the procurement strategy will be approved by the Director of Commissioning and Procurement in consultation with the Cabinet Member for Safer Croydon and Communities or Cabinet Member for Families, Health and Social Care in consultation with the Cabinet Member for Finance and Resources.
- 1.5 Note the Leader is delegating the authority to approve the award of contracts for the services to the Cabinet Member for Safer Croydon and Communities in consultation with the Cabinet Member for Families, Health and Social Care and the Cabinet Member for Finance and Resources.

2. EXECUTIVE SUMMARY

- 2.1 The Council adopted a new Corporate Plan in October 2018. This plan sets out the Council's promises to residents, business and partners across nine priority themes over the next four years.
- 2.2 There was a strong commitment to the VCS in the Corporate Plan, recognising the important role it plays in delivering services, support and advice to residents across a wide range of council services.

- 2.3 In order to deliver the Corporate Plan, the Council is seeking to radically change the way services are delivered, with a strong focus on prevention and locality based working. This approach will be evidence-led, recognising that services need to differentiate to respond to the differing needs across the borough. It also recognises the importance of collaboration and community-based networks in order to succeed. The VCS therefore has a significant role to play in this new approach.
- 2.4 The Council invests in excess of £4m in financial support to the VCS. This funding includes the Community Fund, Prevention Fund, the Community Small Grants, Community Ward Budgets, rent subsidies and discretionary business rate relief. The Council will also be investing further in the VCS to support the locality working which is developing across the Borough.
- 2.5 In addition to the VCS funding, there is substantial multi-million pound additional investment that the VCS accesses through various commissioning programme as part of the Council's supply chain, for example delivering services for children and adults. Our partners also provide substantial support, the CCG provided funding totalling £4.7m in 18/20 including its contribution to the One Croydon Alliance Local Voluntary Partnership fund.
- 2.6 The commissioning approach for two elements of the current ring fenced VCS funding programmes are included in this Commissioning Report:
- **The Community Fund** – 36 contracts were awarded to deliver services across 5 outcomes informed by the Opportunity & Fairness Commission. Contracts started October 2016, initially for three years and were subsequently extended to March 2020.
 - **The Prevention Fund** – The Adult Social Care Contracts for preventative services were approved in 29th January 2014, for the provision of community based preventative services. Initially for three years and were subsequently extended to March 2020.
- 2.7 The Council has confirmed its commitment to continuing this funding and increasing the investment over the next three years from April 2020. This demonstrates a clear and strong commitment to the Voluntary, Community and Social enterprise, (VCS) sector.
- 2.8 In March 2019, Cabinet approved the Council's Voluntary, Community & Social Enterprise Sector Strategy which included priority areas for the Council to work with the VCS which are grouped around the key priority outcomes of the Council's Corporate Plan. They capture the areas that the sector themselves identified as priorities that they could most effectively support. This Strategy will inform the re-commissioning of the Community Fund and Prevention Fund.
- 2.9 This report asks for approval on the commissioning approach for the Community Fund 2020-2023, which will include the Prevention Fund, which is valued at £7.8m over 3 years. Moving forward they will be part of the same

funding programme, however the prevention fund budget will have a ring fenced allocation.

- 2.10 As a LLW borough, all contracts awarded will include the requirement to pay the London Living Wage.
- 2.11 The commissioning approach has and will continue to be informed by learning and feedback on the previous commissioning as well as recent engagement with the VCS sector.
- 2.12 The content of this report has been endorsed by the Contracts and Commissioning Board.

CCB ref. number	CCB Approval Date
CCB1480/18-19	24/04/2019

3. DETAIL

Proposed Procurement Route

- 3.1 The tender processes will be conducted in accordance with the EU Procurement laws, Public Contracts Regulations (PCR) 2015 and the Council's Tender and Contract Regulations.
- 3.2 The commissioning process for the Community Fund is proposed to consist of five separate procurement exercises, which are outlined below. London Living Wage will apply to each of these tenders.

Statutory/Critical Services Support

- 3.3 The two elements of this service, will run as two separate tender exercises but using the same procurement route:
- **Tender 1 Advice services**, including housing, debt and legal advice and support
 - **Tender 2 Carers** – assessments, support & short breaks
- 3.4 The Contracts will be awarded for a period of three years commencing on 1 April 2020.
- 3.5 The tenders will be run as a one stage open process managed through the Council's e-procurement portal. The tenders will be published via the e-procurement portal and will include a detailed specification and Contract terms as part of the tendering documentation.
- #### **Infrastructure support**
- 3.6 A specification for infrastructure support will be developed based on the feedback from the VCS sector, which will include:
- Capacity Building and Support

- Fundraising Support
- Development of partnerships, collaboration and networks
- Volunteer Management Programme
- Target support for underrepresented groups

3.7 The procurement process will reflect a single overall service requirement encompassing the above elements to allow competition and to encourage innovation from the VCS sector. The Council will welcome collaborative bids to allow a co-ordinated approach for delivering services across the borough. Legal advice will be sought to achieve these principles in a manner which complies with the EU Procurement laws and the Public Contracts Regulations 2015.

3.8 The Council is proposing to use the competitive procedure with negotiation (CPN) managed through the Council's e-procurement portal. The Council will contact the VCS sector to get expressions of interest and will facilitate an event to bring interested providers together to encourage collaboration. The tenders will be published via the portal and will include a detailed specification and Contract terms as part of the tendering documentation.

3.9 As part of the engagement on the development of the VCS Strategy, we have received feedback on the current infrastructure offer and input into the future support that the VCS sector requires. This will be used to inform the specification.

3.10 Market engagement meetings will take place with key infrastructure organisations to inform and help shape the specification. A key focus will be on improved collaboration, reducing duplication and ensuring the offer responds to the needs and asks from the VCS community.

Outcomes approach

3.11 This is linked to five of the outcomes from the Corporate Plan including the priorities for the prevention fund

- Theme 1 - People live long, healthy, happy and independent lives – this will include the ring fenced allocation for the Prevention Fund
- Theme 2 - Our young people thrive and reach their full potential
- Theme 3 - Access to homes and prevention of homelessness
- Theme 4 - Everyone feels safer in their street, neighbourhood and home
- Theme 5 - Everybody has the opportunity to work and build a career

3.12 Projects may include a cultural offer which will support the arts, culture and sports outcome of the Corporate Plan and the Culture Plan. This will supplement the existing funding in place.

3.13 For projects under £15k, the process will be managed as a grant as part of the Community Grants Programme.

3.14 For projects over £15k, this will take the form of a commissioning approach. The tender will be run as a one-stage open process through the Council's e-

procurement portal.

3.15 The Council will retain a proportion of the allocated budget from being awarded to support for projects in years 1, 2 and 3 to help support emerging needs. Bidders will be made aware of the total allocated budget to be awarded at tender stage.

3.16 The tenders will be published via the e-procurement portal and will include an outcomes prospectus informed by the outcomes and principles included in the VCS Strategy and a services related Contract. These contracts will be awarded for up to a maximum of 3 years with options for contracts longer than 1 year to have review clauses at the end of year 1 and 2 and to allow the Council to terminate the contract if required. This clause is to help both the Council and an appointed Bidder in the event:

- The conditions of the initial bid no longer applies.
- There is no longer the demand/need for the service to continue.
- There has been a change in the Bidders sector where other organisations are now delivering a similar model.
- That the bidder has not met the conditions of the Contract in line with their proposal, including satisfactory performance.

3.17 In the interest of encouraging as much participation from the sector as possible, a range of support options will be made available to providers during the process. Engagement will take place with the sector on the support required to ensure meets the need. The support which will be provided include:

- Publicising opportunities on Value Croydon website – we have created a dedicated page for Community Fund on the website specifically designed to help to promote locally ;
- To produce agreements specifically for VCSE organisations;
- Creating an easy to follow workflow on London Tenders Portal (Councils e-procurement portal) to make it as easy as possible for organisations to submit documents;
- Issuing a FAQ document with the Prospectus;
- Running workshops on:
 - How to become commissioning ready;
 - How to register and log on to the portal;
 - Guidance on how to write a bid
 - Answer any Q&A about the application documents.
 - Feedback from our current Community Fund organisations is that these workshops were well received during the last commissioning round.
- Prior to closing date of the tender, provide drop in surgeries to support organisations to submit their bids on the portal.

Contract Management & Quality Assurance of the Prevention Fund

3.18 The council will commission a provider to:

- Provide quality assurance of the Prevention Fund providers, ensuring minimum service requirements are in place.

- Contract manage projects under £15k and in turn to report back to the Council on performance

3.19 A specification will be developed that Bidders will need to demonstrate their understanding and that they can meet the needs of these requirements. The Contracts will be awarded for a period of three years commencing on 1 April 2020.

3.20 The tenders will be run as a one stage open process managed through the Council's e-procurement portal. The tenders will be published via the e-procurement portal and will include a detailed specification and Contract terms as part of the tendering documentation.

Evaluation

Statutory/Critical Services Contract

3.21 Bidders for either of these two services will be required to submit bids for the tenders listed in 3.1.1 above as per the published Specification and Contract.

3.22 As detailed in the report, a variation to the standard price/quality ratio split by having quality at 70% and price 30% is recommended. This is to ensure quality and innovation is received from the tenders and that bidders have already been provided with a fixed budget for this service.

3.23 The Council will inform bidders what the maximum budget is for each part of the service and will be asked to provide details of the service they will be able to provide for this budget.

3.24 Bidders will be evaluated on the quality of their tender by providing method statements to in the following key areas:-

Tender 1 Advice Services

Evaluation Area	Weighted Score %	Evaluation Panel
How they will meet the service outcomes and proposed output targets	20%	Category Manager
How will they develop local knowledge and engage with users	15%	Representatives from Gateway
Ability to deliver the service including a defined structure	15%	Representatives from Adults Services
What added value can they provide through innovation	10%	Representative from Children's Services
Social Value	10%	

Tender 2 Carers Services

Evaluation Area	Weighted Score %	Evaluation Panel
How they will meet the service outcomes and proposed output targets	15%	Category Manager & Commissioning Manager Representative from Adults Services Representative from Children's Services
How will they develop local knowledge and engage with users	15%	
Ability to deliver the service including a defined structure	5%	
What added value can they provide through innovation	5%	
Social Value	5%	
Presentation by bidders to the Carer's panel on overall solution	25%	Category Manager Representative from Adults Services Representative from Children's Services

The quality evaluation will be scored as follows per method statement question:-

Score	Reasoning
5	Excellent
4	Good
3	Satisfactory
2	Fair
1	Poor
0	Unacceptable

- 3.25 Each Bidder will have to score a minimum of 2 per method statement question and achieve 60% of the total quality marks (42%) otherwise the Council will reject the bidder's proposal. This is to ensure that the Council supports high quality proposals to help meet the needs of our residents.
- 3.26 Each Bidder will be asked to produce a financial breakdown which will account for 30% of the total evaluation scores. The Council will review to ensure that the submitted breakdown is line with the quality proposals that it makes to ensure value for money.
- 3.27 This will be evaluated by:-

$$\frac{\text{Lowest submitted total price}}{\text{Tenderer's submitted total price}} \times 30\%$$

The recommendations will then be presented to the appropriate Cabinet Members for approval, in line with the agreed delegation.

Tender 3 - Infrastructure Contract

- 3.28 The engagement sessions with the VCS sector in the development of the VCS Strategy, stressed the need for collaboration and a more joined up approach to service delivery.
- 3.29 As detailed in the report recommendation, a variation to the standard price/quality ratio split by having quality at 70% and price 30%.
- 3.30 This is to ensure quality and innovation is received from the tenders. The Council will inform bidders what the maximum budget is and will be asked to provide details of the service they will be able to provide for this budget.
- 3.31 Bidders will be evaluated on the quality of their tender by providing method statements to in the following key areas:

Evaluation Area	Weighted Score %	Evaluation Panel
Bidders proposals on how they intend meeting the requirements of the service specification	20%	Category Manager Representative from Gateway, Strategy and Engagement Representative from Public Health
How bidders will proactively engage with the sector	15%	
How will they encourage partnership working and collaboration	12%	
Proposal on how success will be measured and output targets	8%	
Social value	8%	
What added value can they provide through innovation	7%	

The quality evaluation will be scored as follows per method statement question:-

Score	Reasoning
5	Excellent
4	Good
3	Satisfactory
2	Fair
1	Poor
0	Unacceptable

3.32 Each Bidder will have to score a minimum of 2 per method statement question and achieve 60% of the total quality marks (42%) otherwise the Council will reject the bidders' proposal. This is to ensure that the Council supports high quality proposals to help meet the needs of our residents.

3.33 Each Bidder will be asked to produce a financial breakdown which will account for 30% of the total evaluation scores. The Council will review to ensure that the submitted breakdown is line with the quality proposals that it makes to ensure value for money.

This will be evaluated by:-

$$\frac{\text{Lowest submitted total price}}{\text{Tenderer's submitted total price}} \times 30\%$$

The recommendations will then be presented to the appropriate Cabinet Members for approval, in line with the agreed delegation.

Tender 4 Outcomes Based Services Contract

3.34 Bidders will be evaluated on the quality of their providing by providing method statements to in the following key areas

Evaluation Area	Weighted Score %	Evaluation Panel
Assessment of need	20%	Category Manager Representative from respective service leads linked to the outcomes
How will you get residents/users to partake in the scheme	20%	
Ability to deliver outcomes	10%	
What is the measurement of success	10%	
Social Value	10%	

3.35 The total value of the quality of scoring will be 70% of the evaluation and price 30% and has been agreed in the recommendations of this report. This is to ensure quality and innovation is received from the tenders.

The quality evaluation will be scored as follows per method statement question:-

Score	Reasoning
5	Excellent
4	Good
3	Satisfactory
2	Fair
1	Poor
0	Unacceptable

3.36 Each Bidder will have to score a minimum of 2 per method statement question and achieve 70% of the total quality marks (42%) otherwise the Council will reject the bidder's proposal. This is to ensure that the Council supports high quality proposals to help meet the needs of our residents.

3.37 Each Bidder will be asked to produce a financial breakdown which will account for 30% of the total evaluation scores. The Council will review and evaluate the financial cost of the proposal as per below:-

- Costs are in line with the proposal made
- Staffing costs are benchmarked against local average
- Product costs are benchmarked against industry averages
- That the financial model is sustainable over the term of the contract.
- That administration costs for the contract are in line with the solution provided.

3.38 They will then be scored against the following criteria and a % awarded to be added to the total quality score. If a Bidder scores 1 or below in relation to cost evaluation then the Council will reject the proposal.

Score	Reasoning
5	Excellent- Provides excellent value for money and provides significant benefits above their submitted solution
4	Good- Provides good value for money and provides benefits above their submitted solution
3	Satisfactory- Provides value for money and costs are in line with submitted solution
2	Fair- Though provides value for money, however some costs are not considered to be in line with the submitted solution
1	Poor- Provides some value for money however the costs are not in line with the submitted solution and does not give assurance to the Council
0	Unacceptable- Is not financially viable and does not provide value for money or assurance to the Council

3.39 Bids will then be ranked based on their percentage score and the highest ranking bids that fit within the financial envelope will be recommended for award.

3.40 The recommendations will then be presented to the appropriate Cabinet Members for approval, in line with the agreed delegation.

Tender 5 - Contract Management & Quality Assurance of the Prevention Fund

3.41 Bidders for this service will be required to submit bids for the tender listed in 3.1.1 above as per the published Specification and Contract.

3.42 As detailed in the report recommendation a variation to the standard price/quality ratio split by having quality at 70% and price 30% is recommended. This is to ensure quality and innovation is received from the tenders and that bidders have already been provided with a fixed budget for this service.

3.43 The Council will inform bidders what the maximum budget is for the service and will be asked to provide details of the service they will be able to provide for this budget.

3.44 Bidders will be evaluated on the quality of their tender by providing method statements to in the following key areas:

Evaluation Area	Weighted Score %	Evaluation Panel
How they will meet the service outcomes and proposed output targets	25%	Category Manager Representatives from Adults Services Representative from Commissioning & Procurement
How will they engage with VCS providers to support them delivering the outcomes and to demonstrate contract compliance	20%	
How they will report to the Council to show that Contracts are being delivered	15%	
Social Value	10%	

The quality evaluation will be scored as follows per method statement question:-

Score	Reasoning
5	Excellent
4	Good
3	Satisfactory
2	Fair
1	Poor
0	Unacceptable

- 3.45 Each Bidder will have to score a minimum of 2 per method statement question and achieve 60% of the total quality marks (42%) otherwise the Council will reject the bidder's proposal. This is to ensure that the Council supports high quality proposals to help meet the needs of our residents.
- 3.46 Each Bidder will be asked to produce a financial breakdown which will account for 30% of the total evaluation scores. The Council will review to ensure that the submitted breakdown is line with the quality proposals that it makes to ensure value for money.

This will be evaluated by:-

$$\frac{\text{Lowest submitted total price}}{\text{Tenderer's submitted total price}} \times 30\%$$

- 3.47 The recommendations will then be presented to the appropriate Cabinet Members for approval, in line with the agreed delegation.

Procurement Timeline

- 3.48 The timing for each of the four tender exercises will vary and will be developed based on the feedback from the sector. A high level overview of the timeline is included below:

April - May	Engagement events to inform the commissioning
June	Tender process opens
June - September	Support sessions for the VCS
October	Tender process closes
October - November	Evaluation
December	Decision and Contracts awarded / grants confirmed
Jan-Mar 2020	Decommissioning support
April 2020	New contracts / grant agreements start

Risks

Risk	L	I	Mitigation
Organisations might not get to hear about the commissioning programme in time and miss out on applying.	H	M	An extensive engagement programme has been put in place that includes: <ul style="list-style-type: none"> • A dedicated webpage • A launch event for the VCS strategy • 6 engagement events • Ongoing opportunities to feedback to commissioners • Support from infrastructure organisations

			<ul style="list-style-type: none"> Telephone support throughout the process
Governance requirements for bidder are over complicated and prevent organisations from bidding.	M	L	We have consulted widely with the sector and they are aware of the need for the Council to carry out some governance processes and it has been agreed that this will be streamlined as much as possible and proportionate approaches taken. Steps have been taken to make the process as simple as possible, including increasing the grant process from £5,000 to £15,000 to allow for more services to be funded without going through a full tender exercise

Performance Monitoring

3.49 A proportionate approach to monitoring will be applied.

Services & Infrastructure

- The monitoring structure for the infrastructure and services will be based on the existing Tier 1 structure which has proved successful in the past.
- Each of these contracts will contain clearly defined outcomes and contract management and performance management arrangements based on the type of service.
- Either monthly or quarterly performance management reports will be submitted by providers and these will be collated on a quarterly basis and reported to ELT through the Tier 1 monitoring process.
- Contract management meetings will be held with the providers to review performance.

Outcomes

- For the outcomes based contracts the amount and vigour of contract management will depend on the size of the contract, there will be a requirement for all to have clearly defined outcomes which providers will identify how to best evidence progress against.
- Performance management reports and contract management meetings will take place and will be agreed depending on the size of the contract.

4. CONSULTATION

4.1 Extensive engagement was undertaken to inform the VCS Strategy.

VCS Survey

4.2 A survey ran between 7 December 2018 and 8 February 2019 to seek feedback from voluntary and community sector organisations. The survey was developed with input from across the Council, as well as through external

challenge from another council and meetings with the infrastructure organisations in Croydon.

4.3 The survey was hosted online through the ‘Get Involved’ section of the Council’s website. It was circulated through the Council’s existing VCS networks across all services. It was also shared via the VCS infrastructure organisations, which have regular newsletters, e-bulletins and network meetings.

4.4 The survey included questions across a range of issues:

- Challenges and opportunities
- Support for the VCS
- Service sector and beneficiaries
- The size of VCS organisations
- Financial matters
- Geographical area of operation

4.5 216 responses to the survey were received. It is difficult to confirm a response rate; as we encouraged organisations to forward the link to the survey, we do not know the total number of organisations it was sent to.

Engagement events

4.6 In addition, two engagement events were held, on 22 January and 5 February, attended by a total of 113 representatives of VCS organisations and groups, both large and small. A wide range of needs groups and localities were represented.

4.7 The event included a number of questions that were considered in breakout group discussions.

Scrutiny & Overview Committee

4.8 A report was provided to the Scrutiny & Overview Committee on 11 February. This included information on the VCS sector, initial findings from the engagement activities and sought Member views to inform the strategy.

Findings from VCS Engagement

4.9 A SWOT analysis has been produced based on VCS responses through the survey, engagement event and interviews (see Table 2).

Table 2: SWOT analysis of the VCS in Croydon

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Passion and volunteers. • Resilient, given limited funding. • Able to access grants from other sources • People-oriented – listen to voice of user • Know their community and market: <ul style="list-style-type: none"> ○ reach places and people that statutory agencies cannot ○ act as mediator/link with community ○ increase community self-reliance 	<ul style="list-style-type: none"> • Some of VCS are unaware of funding available or lack bid writing and fundraising skills • Lack of skills to generate income • Staffing recruitment/retention due to low pay • Ability to expand services to meet demand • Governance: hard to attract skilled trustees • Many volunteers older/disabled; burn out. • Smaller organisations lack capacity to train volunteers

<ul style="list-style-type: none"> ○ offer opportunity to get involved • Support people who fall below statutory service threshold • Flexible, personalised service: able to address complex needs • Focus on prevention and early intervention • Willing to collaborate, especially in a crisis, to counter hate crime • Faster: less red tape/governance rules • Lower costs (use of volunteers helps) 	<ul style="list-style-type: none"> • Unaware of other VCS services, limits partnership opportunities; risks duplication • Partnership development (for some organisations)
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Collaboration within the VCS • Involving the community/service users • Delivery of statutory services through VCS (some resent this) • Work on employment and skills • Council/CCG commissioning • Social prescribing, Local Voluntary Partnerships • High volunteering rate in Croydon: tap potential of young people • Locality meetings – to gain knowledge of local provision and good practice. • Share back office functions and premises to cut costs • Sell services, let premises, crowd funding. • Cross-borough delivery. • Corporate Social Responsibility. • Regeneration of Central Croydon 	<p style="text-align: center;">THREATS (CHALLENGES)</p> <ul style="list-style-type: none"> • Funding: trust funds tend to support new projects; core funding is a challenge. Turns collaborators into competitors • Premises – unavailable or costly • Increasing demand • Sustainability of volunteering: more people work or are carers; young people needed • Not enough support to recruit/train volunteers • Increased training requirements: GDPR, safeguarding, social media. • Disproportionate monitoring • Council staff turnover: loss of knowledge and silo working –don't think of overall impact of decisions.

4.10 The main observations and recommendations made by VCS respondents are set out in Appendix 1.

4.11 A detailed Equalities Impact Assessment was carried out as part of the Community Fund Strategy and no negative impacts were identified.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Revenue Budget available				
Expenditure		2,598	2,598	2,598
Income				
Effect of decision from report				

Expenditure		2,598	2,598	2,598
Income				
Remaining budget	_____	_____	_____	_____

5.2 The effect of the decision

The report will commit the council to commission up to £2.598m a year from the Voluntary and Community sector from April 2020. This will be funded from the Community Fund held within Commissioning & Procurement, and the Prevention Fund within Health, Wellbeing and Adults.

5.3 Risks

The financial risk to the Council will be assessed as part of the first stage of the evaluation process. The main risk to the Council are the following:-

- That the cost to provide the Statutory/Critical Services Contract and the Infrastructure Services Contract will be higher than the provided budget. This will be mitigated by providing Tenderers with a fixed budget to design the service to.
- That for the Outcomes tenders that the Council receives bids back that are more than the budget that the Council holds. This will be mitigated by the Council funding the bids of the highest quality to meet the key council outcomes.

5.4 Options

There are no options outlined in this report.

5.5 Future savings/efficiencies

None

Approved by: Ian Geary, Head of Finance, Resources & Accountancy

6. LEGAL CONSIDERATIONS

6.1 The Director of Law and Governance comments that legal considerations are as set out in the report

Approved by: Sean Murphy Director of Law and Governance and Deputy Monitoring Officer

7. HUMAN RESOURCES IMPACT

7.1 There is a high likelihood of TUPE being applicable for the Services as well as the Infrastructure contracts. Existing providers are being contacted to start gathering the necessary information which will form part of the tender

documents. The application of TUPE will ultimately be determined by the incumbent and any new service providers, for which the Council is the client. On that basis, the role of the Council would usually extend no further than facilitating the process, and the Council's HR team are available to advise the project team, where necessary.

- 7.2 The timetable for the project includes a 3 month lead in period between award and commencement, to give unsuccessful organisations enough time to manage any TUPE or workforce matters arising.

Approved by: Deborah Calliste – Head of Human Resources on behalf of the Director of Human Resources

8. EQUALITIES IMPACT

- 8.1 A full Equalities Impact Assessment was carried out as part of the Community Fund Strategy and no negative impacts were identified. The outcome decision was considered by Cabinet on 25th March 2019.

Approved by: Yvonne Okiyo, Equalities Manager

9. ENVIRONMENTAL IMPACT

- 9.1 There are no implications for this strategy
- 9.2 The Council has a commitment to address environmental sustainability as an integral part of all activity. The Green Commitment and Environmental Procurement Policy are key relevant policies.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 There are no implications for this strategy

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 This meets with the Council's corporate aims as set out in the Council's Community Strategy and Corporate Plan to make use of and support Croydon's Community and Voluntary Sector to deliver on the Council's priorities and outcomes.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 Other available options considered and rejected included:
- Extend the existing contracts with VCS providers that are in place

- Recommission all services through an outcomes approach, as per the previous Community Fund Approach
 - Keep the Prevention Fund Commissioning Approach separate
- These were all ruled out based on the feedback from commissioners and the sector.

CONTACT OFFICER:	Sarah Warman, Director of Commissioning & Procurement
APPENDICES TO THIS REPORT:	Appendix 1 – Summary of feedback from engagement on the VCS Strategy
BACKGROUND PAPERS:	VCS Strategy – March 2019

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APPENDIX 1: MAIN OBSERVATIONS AND RECOMMENDATIONS MADE BY VCS RESPONDENTS ON THE ENGAGEMENT FOR THE VCS STRATEGY

Funding

Some representatives were surprised at the range of VCS funding available and felt that the Council supported the usual recipients. A lack of funding turned potential collaborators into competitors: organisations might come together in partnership bids, but this might not continue into delivery. Lead bidders might not pass funding on.

Suggestions concerning funding included:

- Updating the Council website with funding streams, amounts, guidance, deadlines, support provided, contacts and Croydon Observatory data.
- The Council should provide core funding especially for VCS organisations delivering statutory services.
- Split infrastructure funding from the Community Fund to avoid a conflict of interest between bidding for funding and supporting smaller organisations to bid.
- List not just funding priorities, but localities where services are needed.
- Provide a list of organisations already funded and services provided to avoid duplication.
- Have a process proportionate to the funding involved, offer pre-application chats, bid-writing support and publicise the work of the Invest to Save Officer
- To support collaborative bids:
 - Provide pre-application networking events focussed on each Corporate Plan outcome and invite VCS organisations thinking of bidding for contracts that support that outcome
 - Allow time for partnerships and consortium bids to form
 - Provide access to community hubs
 - Arrange training, a toolkit and mentoring on developing and maintaining partnerships.

Premises

Affordable premises and free event space are major challenges for the VCS and the disappearance of the Community Space was a huge loss. The Council is not considered to be transparent about how and why organisations are allocated premises or receive rent subsidy or rate relief (DRR), when so many others do not receive support. Too much support was allocated on a historical basis. There was a strong call for clear guidelines that are communicated via the web page, so that all organisations have an equal opportunity to apply and understand how decisions are made.

The main suggestions were:

- Develop clear criteria, provide an opportunity to apply, and make time-limited (5 year?) allocations.
- Monitor performance/intensity of use of premises and have mechanism for ending leases in cases of unsatisfactory performance or usage.
- Provide a directory of venues, allowing VCS groups to offer/seek premises.
- Review council leases to allow sharing/subletting and offer some properties as hubs
- Encourage owners of long-term empty properties to offer them to the VCS free

Infrastructure support

Information on funding/commissioning opportunities was identified by survey respondents as the most common type of support being received. Support was also widely received for training, developing consortiums and developing funding bids. Generally, a high proportion of the support received was from Croydon Voluntary Action (CVA) or Croydon Council, particularly for information on funding/commissioning opportunities and for premises (over half said support was received from Council or CVA) and training, developing consortiums and developing funding bids (just under half).

Overall only 50% of respondents stated that they were satisfied or very satisfied with the support they receive from infrastructure groups and the council. However, two-thirds of organisations delivering services in New Addington/ Fieldway said they were satisfied or very satisfied. Those dissatisfied or very dissatisfied range between 8% and 16% across the borough, with the highest levels among organisations with borough-wide, north and central Croydon coverage. Organisations delivering services across London or across all or part of the country were the least dissatisfied with support. Some respondents considered that infrastructure groups are not fulfilling their responsibilities. Respondents suggested that there is too little information about available funding; and some specialist interest infrastructure organisations are not promoting the relevant groups.

Some VCS participants at the event said that insufficient support was available, while others said that there was not enough publicity, preventing them from taking up support that existed. Overall, 72% of VCS organisations responding to the survey stated that they had some support needs that were not currently met. However, in organisations delivering services in North Croydon and New Addington/Fieldway, the proportion of stating that they had unmet support needs was higher, at 89% and 92% respectively. Further support needs were identified as:

- Sustainable funding, paid promptly, with sufficient notice of decisions
- Affordable premises
- Capacity building / business planning
- Up to date support contacts
- Advice, information, training and help with bid writing, fundraising and income generation
- Marketing, IT, social media, finance
- Sharing best practice, skills and knowledge.
- Sponsorship – matching VCS organisations with businesses interested in supporting community projects
- Partnership development, facilitation of collaboration.
- Recruitment and training of volunteers
- A peer review process.

There was a lack of knowledge of which VCS organisations deliver what services, with a widespread call for a directory of services. This was seen as having a dual impact:

- increasing risk of duplication and lessening opportunities for partnership
- leaving the public unaware of what is available.

Recommendations concerning infrastructure support included:

- the VCS Strategy should list and set out roles for infrastructure organisations, what the offer is and how VCS organisations can access it

- the Council should ensure that support promised was actually delivered
- a directory of support/training available from the Council and other organisations, supplemented by an email newsletter
- One organisation should be responsible for asset mapping – current arrangements involved duplication and time-wasting.
- Increase the frequency and publicity of training, particularly on bid writing and ways to enable the VCS to become more sustainable
- Capacity building ensuring accessibility for groups that may have a language barrier.

The Role of the Council

The survey and feedback in engagement events suggested that the Council should play a wide role in supporting the VCS sector:

- Facilitating collaboration and partnership, identifying useful contacts / connections
- Promoting the work, services and achievements of the VCS
- Providing access to space and premises that are affordable
- Providing information and signposting
- Recognising the importance and value of the VCS
- Funding
- Capacity building, allowing VCS to draw on advice and expertise
- Proportionate monitoring – with constructive feedback
- Challenging VCS organisations where the governance or services are poorly delivered and managed, or possibly duplicated.

The Council should link Corporate Social Responsibility (CSR) to the VCS:

- Promote CSR to other organisations in the form of mentoring, sharing skills, access to low cost premises and reusable goods (like IT equipment and furniture) for local VCS organisations, and adopt it as Council practice. Have a webpage to advertise what is on offer.
- Make CSR support of VCS organisations a condition of funding agreements for larger organisations.

In addition to its current practice of enabling access to supply chain opportunities for local VCS organisations through its 'Value Croydon' approach, the Council should encourage local anchor organisations (such as the Police, hospitals and local colleges) to do the same.

Feedback from VCS infrastructure organisations

Interviews were conducted in November/December 2018 with the four infrastructure organisations in Croydon: Croydon Voluntary Action (CVA), Croydon BME Forum, Croydon Neighbourhood Care Association (CNCA) and the Asian Resource Centre (ARC).

Partnership

There was a strong basis for partnership, but no setting for regular coherent VCS-Council dialogue. Council staff turnover was high, so there was limited continuity of knowledge of services or organisations and it was hard for VCS organisations to keep track. A wish was expressed for an equal level of partnership to be offered to infrastructure organisations by the Council.

Recommendations included

- Establish a regular corporate Council-VCS dialogue avoiding multiple separate dialogues, possibly involving Croydon Clinical Commissioning Group and Croydon University Hospital.
- Have a council 'Who's Who Directory' for the VCS
- Provide handovers for new staff about contracts & groups
- Continued partnership work with Council
- Council officers to continue sharing their skills with VCS: media team training on social media, marketing and communication; Communities team training on fundraising.

Funding

The question was how to resource the VCS strategically to ensure maximum impact. If funding priorities were changed after three years, it would be difficult to demonstrate the impact of funding decisions as outcomes were likely to become evident over a longer term (say seven years). It was thought that some funders believe the VCS can deliver services for little funding, ignoring the cost of venue, staff and volunteers. Paying staff low salaries (due to low funding) affects the calibre, skills and length of stay of staff. Organisations worry that social prescribing will overwhelm them with demand unless funding is increased. There was a concern also that One Croydon Alliance would focus exclusively on social isolation and mental health, when older people still need to be taken to the GP and chemist.

The funding climate was seen as fostering competition between VCS organisations, when partnerships and consortiums are more effective. Some organisations were not skilled at winning funding bids, even though their work was good. They needed support. Other funding sources that can be tapped include Government programmes, the Lottery, the Bridge Trust, and the Council's Regeneration Team. However, trusts only fund new projects, not existing work and core costs. They rely on councils to fund salaries. Big trusts and the Lottery are very prescriptive in their criteria: one organisation said 75% of grant applications fail, so they avoided this source of funding.

Recommendations concerning funding included:

- Continue infrastructure organisation's leadership and brokerage between Council and small organisations to give groups confidence and enable them to engage with commissioning and monitoring
- Devolve grants budgets to VCS infrastructure organisations that know bona fide VCS organisations
- Provide a realistic level of funding for the outcomes sought.
- Train up community builders in each funded project, so Asset Based Community Development can continue sustainably
- In recommissioning the Community Fund consider how to maximise investment in Croydon
- Provide time in the commissioning process to set up workshops to develop partnerships and consortiums
- Tap into other funding: government programmes, Big Lottery, Trusts, work with the Council's Regeneration Team
- The Council should consider funding salaries; anonymous funders and non-trust money with no conditions can also help to support ongoing work
- Fund a tiered service to achieve better outcomes for older people in tiers 2 and 3
- The Council should involve infrastructure organisations when planning bids for the community

- Infrastructure organisations would continue to help organisations with funding bids, bid for external funding and earn fees from conducting training.

Monitoring.

Monitoring was regarded as disproportionate to the sums involved and sometimes the new data requests were made after the work had been done, overwhelming smaller groups. Council staff turnover meant that some officers did not know about the schemes concerned and were less effective at challenging performance. The Community Fund did not build in the capacity for infrastructure organisations to evaluate and learn from the schemes.

Recommendations concerning monitoring included

- Designing proportionate monitoring with a VCS organisation after funding has been allocated and before the service starts.
- If monitoring changes during a project, this should be acknowledged and agreed with the group before the relevant period has started.
- Centralise analysts so that an overall picture is achieved, not one by funding programme
- Celebrating the outcomes achieved by Community Fund projects.

Gaps in services

Social care: Croydon has a lot of Tier 1 services but very few Tier 2 and even fewer Tier 3, so there is no scope for transition as a person's condition changes (Tier 1 is for people who are walking, talking and able, with no cognitive impairment; Tier 2 is for those needing some support, walking aid, have had a fall, with early stage dementia or a long term condition such as COPD; Tier 3 is for the frail elderly, at a high risk of falls, housebound, with advanced dementia or incontinence. Possibly there is only 1 FTE service in Croydon: CNCA's complex befriending service)

Mental health: there was not enough early intervention and a suggestion that hospital stays were longer and medication administered stronger for people with BME backgrounds. Croydon BME Forum is working with South London and Maudsley NHS Trust. Mental health and dementia are taboo in Asian society. The ARC is aiming at coproducing services with agencies.

Young people: services should think of all young people, not just those in gangs, and work with them holistically as part of families, friendship networks and school. There was a lack of activities in Purley and Coulsdon.

Domestic abuse and sexual violence, honour killings and forced marriage. The ARC said that women were frightened of being recognised if they used the Family Justice Centre and so they used a discrete drop-in run by ARC.

Locality differences: Partnership work can be seamless in New Addington and North Croydon, but not as strong in other areas, so various approaches are needed. North Croydon has younger, working, less settled population with fewer volunteers, so more paid staff are needed. The South has a more settled population with more retired people and volunteers. They can afford smaller funded groups. They are affiliated with churches that offer premises at a low cost.

Content of the Strategy

The VCS Strategy should be a long term plan with consistent aims, sticking to the Opportunity and Fairness Commission's recommendations. The most important work for strategy is Partnership and Communications. It should recognise the massive VCS contribution to prevention in Community safety; health and wellbeing, social regeneration and localities. The needs of older people should be differentiated. The VCS would like to feel trusted by the Council, with the strategy celebrating the good news of level of volunteering in Croydon.

REPORT TO:	Cabinet 7 May 2019
SUBJECT:	STAGE 2: RESPONSE TO RECOMMENDATIONS ARISING FROM: CHILDREN & YOUNG PEOPLE SCRUTINY SUB-COMMITTEE ON 27 NOVEMBER 2018 & SCRUTINY AND OVERVIEW COMMITTEE ON 11 DECEMBER 2018
LEAD OFFICERS:	Jacqueline Harris Baker, Council Solicitor and Monitoring Officer Stephen Rowan, Head of Democratic Services and Scrutiny
CABINET MEMBERS:	All
WARDS:	All

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 25 February 2019 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.

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

5. LEGAL CONSIDERATIONS

- 5.1 The Director of Law and Governance comments that the constitution requires that Cabinet receive recommendations from scrutiny committees and to respond to the recommendations within two months of their receipt.

Approved by Sean Murphy, Director of Law and Governance & Deputy Monitoring Officer.

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:

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and Scrutiny
T: 020 8726 6000 X 62529
Email: stephen.rowan@croydon.gov.uk

BACKGROUND DOCUMENTS:

Background document 1: Reports to the Children & Young People Scrutiny Sub-Committee on 27 November 2018.

<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=167&MId=1514&Ver=4>

Background document 2: Reports to the Scrutiny & Overview Committee on 11 December 2018.

<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=166&MId=1520&Ver=4>

SCRUTINY RECOMMENDATION	CONCLUSIONS	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
CHILDREN & YOUNG PEOPLE SCRUTINY SUB-COMMITTEE - At its meeting on 27 November 2018, the Committee RESOLVED to:							
1. That evidence be provided to the Sub-Committee on the progress of Priority 7 of the [Children's] Improvement Plan through timescales of implemented actions.	The Sub-Committee felt it was important to understand how any improvement to priority 7 of the Improvement Plan (Creating a culture of shared ownership and social work values) would be monitored in order to assess whether the intended outcomes were being realised	Alisa Flemming Children Families & Education	Accept	Kerry Crichlow	N/A	The Staff Reference Group (SRG) in Early Help and Children's Social Care is charged with oversight of progress against this priority. A programme of communication and engagement activities is scheduled over the year to gather feedback from staff which is then reviewed by the SRG on a quarterly basis.	An update on progress against priority 7, as monitored by the SRG, is included on a quarterly basis in the Improvement Plan update to the Sub-Committee meeting.
That the [Special Education Needs] Consultation period be extended in light of the holiday period, in order to afford people further opportunity to respond.	The Sub-Committee had concerns about the effectiveness of the consultation process given that it was being run during a busy holiday period	Alisa Flemming Children Families & Education	Accept – The consultation period was extended by a week, and concluded 31 January 2019.	Alison Farmer	N/A	This has been implemented.	12/03/19
3. That Officers circulate information to Members on how they would be able to participate in the [Special Education Needs] consultation process	The Sub-Committee recognised that many Members' would welcome the opportunity to feed into the consultation process	Alisa Flemming Children Families & Education	Accept - Consultation meeting dates were circulated.	Alison Farmer	N/A	This has been implemented.	12/03/19
4. That reference to support from the partners (Health, CCG) be made evident within the [Special Education Needs] Strategy.	The Sub-Committee agreed that the support and input from partners would be vital to the success of the Strategy	Alisa Flemming Children Families & Education	Accept – the Strategy has been updated and amended.	Alison Farmer	N/A	This has been implemented.	12/03/19

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CHILDREN & YOUNG PEOPLE SCRUTINY SUB-COMMITTEE - At its meeting on 27 November 2018, the Committee RESOLVED to:							
5. That the [Special Education Needs] Strategy needed to prioritise and target support to 16-25 year olds which was an area that required immediate intervention.	The Sub-Committee was concerned that Croydon had one of the highest rate of 16-25 year olds not in work education or training	Alisa Flemming Children Families & Education	Accept - Consultation feedback affirmed Post 16 pathways for young people with SEND was an area of concern for parents and young people.	Alison Farmer	TBC	By the end of April 2019; the Implementation plan is with senior lead officer(s) identified to take forward planned development.	Key area for improvement April 2019- March 2022
6. There was a need to be more explicit on accountability for the attainment of SEN [children].	The Sub-Committee felt that it was difficult to benchmark or measure the outcome of the performance of children with SEN due to the varying complex needs and individual attainment targets set.	Alisa Flemming Children Families & Education	Accept	Alison Farmer	N/A	Attainment is monitored by the Council. A new Inclusion Adviser has been appointed. They will be monitoring the achievement of children with SEN Support needs and supporting schools if and/or when issues are identified. The progress of children with an EHC Plan will be monitored through annual reviews.	In line with forward plan for school standards reporting.
7. The final [Special Education Needs] report needed to be written in a way that would make it clear to the public.	The Sub-Committee raised concerns regarding the content of the Strategy which appeared to lack definitive detail on the decisions and actions to be implemented.	Alisa Flemming Children Families & Education	Accept	Alison Farmer	An Easy Read version of the report was produced at a cost of approximately £1500.	The consultation included an Easy read version to support accessibility. Once approved, an easy read version of the SEND Strategy will be published online. Young people and parents will be actively included in the implementation planning. Developing ways of communicating updates which are accessible will be a key success measure.	Dependent on forward plan. Propose Scrutiny in early 2020.

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CHILDREN & YOUNG PEOPLE SCRUTINY SUB-COMMITTEE - At its meeting on 27 November 2018, the Committee RESOLVED to:							
8. The [Special Education Needs] Strategy must make clear how it proposed to achieve its intended outcomes.	The suggestion that an Implementation Plan would follow the strategy did not provide assurance to the Sub-Committee of the actions that would be taken to deliver on its outcomes.	Alisa Flemming Children Families & Education	Accept	Alison Farmer	N/A	The implementation plan will address the five areas for improvement identified through review and consultation. A senior officer responsible for each area will be identified and outcomes, impact and an action plan/timeline for each workstream will be agreed through Local Authority and CCG Governance processes (Children & Families Partnership Board by the end of May 2019).	Dependent on forward plan. Propose Scrutiny in early 2020.
There was a need for the voice of the child to be explicit throughout the [Special Education Needs] Strategy.	While the objectives of the strategy were clear it was unclear how improvements to the lives of children and families with SEN would be achieved.	Alisa Flemming Children Families & Education	Accept	Alison Farmer	N/A	We developed an Easy Read Version of the SEND Strategy. We met with 45 young people during focus groups and recorded their feedback. An Easy Read Version of the SEND Strategy is being developed. Young people are important stakeholders and will be actively engaged in the process of implementation.	Young People's views to be shared at meeting on 12/03/19.
10. That further information be provided to the Sub-Committee on exclusions and the flow of children through the education system. [Performance of Academy Schools in Croydon]	The Sub-Committee felt that it was difficult to understand the process regarding the exclusion of children and the Fair Access Panels.	Alisa Flemming Children Families & Education	Accept	Shelley Davies	N/A	Officers will continue to work with the Task & Finish Group to enable Councillors to better understand exclusions, Fair Access & children missing education.	As per the Task & Finish Group reporting timescales

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CHILDREN & YOUNG PEOPLE SCRUTINY SUB-COMMITTEE - At its meeting on 27 November 2018, the Committee RESOLVED to:							
11. That an improved monitoring process for managed transfers was required to ensure the Local Authority had better oversight of outcomes for children involved in the process. [Performance of Academy Schools in Croydon]	The Sub-Committee concluded that the Local Authority did not have sight of managed transfers.	Alisa Flemming Children Families & Education	Accept	Shelley Davies	N/A	Local authority has oversight of managed moves through Fair Access. The Pupil Migration protocol will be update to cover managed moves brokered between schools. This will be revised and distributed to schools by Easter 2019	TBC
SCRUTINY AND OVERVIEW COMMITTEE - At its meeting on 11 December 2018, the Committee RESOLVED to:							
That the project leads meet with Councillor Andy Stranack and the Mobility Forum to provide reassurance in regard to the accessibility of the redeveloped Fairfield Halls	During the discussion of the Fairfield Halls item the Committee were advised that there had not been any engagement with the Mobility Forum regarding the accessibility of the venue and as such felt that this should be undertaken prior to opening.	Oliver Lewis Place	Accept	Paula Murray	N/A	Before the end of May 2019	Cabinet Member Question Time 2020
2. That plans to introduce the Music City scheme in Croydon should also include provision to celebrate the Borough's musical heritage.	The Committee felt that Croydon had a significant musical heritage and agreed that this needed to be celebrated.	Oliver Lewis Place	Accept – a 'Music Heritage Trail' is included in the plans for Music City and Sound Diplomacy have been contracted to produce content.	Paula Murray	N/A	Before the end of 2020	Cabinet Member Question Time 2021
3. That a short briefing note is prepared for Committee on the status of the Allotment Review.	The Committee was keen to receive an update on the scope of the Allotment Review and progress made to date.	Oliver Lewis Place	Accept – a briefing note has been circulated.	Verena Trend	N/A	Completed	30/04/19

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SCRUTINY AND OVERVIEW COMMITTEE - At its meeting on 11 December 2018, the Committee RESOLVED to:							
4. That a review is undertaken of the byelaws in place in the Council's parks to ensure that they remain relevant and fit for purpose.	The Committee had a concern that many of the byelaws relating to local parks were out dated and difficult to enforce and as such agreed to recommend that they be reviewed.	Oliver Lewis Place	Accept	Paul Ratcliffe	The review as to whether the byelaws are fit for purpose will be undertaken as part of business as usual. If, following the review, there is a need to change any of these byelaws, there may be financial implications, but at this time this is unknown.	This review will be placed into the work programme for 2019/20. It is anticipated the review will be completed by September 2019.	TBC
5. That the Evening and Night Time Economy strategy had SMART, deliverable outcomes.	Although welcoming of the aims of the Strategy, the Committee agreed that its success would be judged on its outcomes and as such felt that these needed to be tangible and deliverable.	Hamida Ali, Oliver Lewis & Manju Shahul-Hameed Place	Accept - Smart targets will be added to the strategy or annual action plan.	Emma Lindsell	N/A	Included in Cabinet paper for the September 2019 meeting.	Cabinet Member Question Time 2020
6. That the [Evening and Night Time Economy] Strategy retained a strong focus across the borough and not just the town centre.	The Committee endorsed the approach to visit district centres as part of the formation of the Strategy and was keen to ensure that the final Strategy retained a borough-wide view.	Hamida Ali, Oliver Lewis & Manju Shahul-Hameed Place	Accept - The current draft has a focus on all areas of the borough, and this will be continued in future iterations.	Emma Lindsell	N/A	Included in Cabinet paper for the September 2019 meeting.	Cabinet Member Question Time 2020

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SCRUTINY AND OVERVIEW COMMITTEE - At its meeting on 11 December 2018, the Committee RESOLVED to:							
7. That the [Evening and Night Time Economy] Strategy reflected the diversity of the borough.	The Committee was keen to ensure that the final Strategy was representative of the borough.	Hamida Ali, Oliver Lewis & Manju Shahul- Hameed Place	Accept - Future iterations will ensure that diversity is reflected.	Emma Lindsell	N/A	Included in Cabinet paper for the September 2019 meeting.	Cabinet Member Question Time 2020

REPORT TO:	CABINET 7 May 2019
SUBJECT:	INVESTING IN OUR BOROUGH
LEAD OFFICER:	SARAH WARMAN, DIRECTOR OF COMMISSIONING & PROCUREMENT JACQUELINE HARRIS BAKER, INTERIM EXECUTIVE DIRECTOR RESOURCES
CABINET MEMBER:	COUNCILLOR SIMON HALL CABINET MEMBER FOR FINANCE AND RESOURCES
WARDS:	ALL
<p>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON: Effective outcome based commissioning and prudent financial transactions contribute to all corporate priorities.</p> <p>The Council's Commissioning Strategy sets out the approach to commissioning and procurement and puts delivery of outcomes at the heart of the decision making process. As the Council develops more diverse service delivery models, it is important to ensure that our contractual and partnership relationships are not only aligned to our corporate priorities but also represent value for money for citizens and taxpayers, contributing to the growth agenda for Croydon.</p>	
<p>FINANCIAL SUMMARY: There are no direct costs arising from this report.</p>	
<p>KEY DECISION REFERENCE NO.: There are key decisions mentioned in this report, but approval of the Recommendations would not constitute a key decision.</p>	

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

1 RECOMMENDATIONS

1.1 The Cabinet is requested to approve:

1.1.1 The procurement strategy which will result in contract awards for the provision of Community Fund for a maximum term of 3 years as set out at agenda item 7.

1.2 The Cabinet is requested to note:

1.2.1 The list of delegated award decisions made by the Director of Commissioning and Procurement, between 12/03/2019 – 11/04/2019.

1.2.2 The list of delegated award decisions for contracts over £500,000 in value and procurement strategies over £5,000,000 in value made by the nominated Cabinet Member in consultation with the Cabinet Member for

Finance and Resources or, where the nominated Cabinet Member is the Cabinet Member for Finance and Resources in consultation with the Leader since the last meeting of Cabinet.

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 12/03/2019 – 11/04/2019;
- Contract awards and strategies to be agreed by the Cabinet at this meeting which are the subject of a separate agenda item;
- Delegated award decisions for contracts over £500,000 in value and procurement strategies over £5,000,000 in value made by the nominated Cabinet Member in consultation with the Cabinet Member for Finance and Resources or, where the nominated Cabinet Member is the Cabinet Member for Finance and Resources in consultation with the Leader since the last meeting of Cabinet;
- Contracts anticipated to be awarded under delegated authority from the Leader by the nominated Cabinet Member, in consultation with the Cabinet Member for Finance and Resources and with the Leader in certain circumstances, before the next meeting of Cabinet;
[As at the date of this report there are none];
- Delegated contract award decisions under delegated authority from the Leader by the Nominated Cabinet Members for Finance and Resources & 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;
[As at the date of this report there are none]
- Partnership arrangements to be agreed by the Cabinet at this meeting which are the subject of a separate agenda item.
[As at the date of this report there are none]

3 DETAIL

3.1 Section 4.1.1 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 12/03/2019 – 11/04/2019;

3.3 Section 4.3.1 of this report lists the delegated decisions made by the nominated Cabinet Member in consultation with the Cabinet Member for

Finance and Resources or, where the nominated Cabinet Member is the Cabinet Member for Finance and Resources in consultation with the Leader since the last meeting of Cabinet;

- 3.4 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

- 4.1.1 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 5.

Strategy	Contract Revenue Budget	Contract Capital Budget	Dept/Cabinet Member
Community Fund Commissioning Programme	£7,792,929 (3 years)		Safer Croydon & Communities / Cllr Ali

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
Library Book Stock		£110,000	Culture, Leisure & Sport / Cllr Lewis
Library Management System	£144,810 (Contract length 3 years & 6 months)	£55,592	Culture, Leisure & Sport / Cllr Lewis

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
16+ Semi Independent Accommodation and Support Services Framework	£4,200,000	£4,200,000 (2 years extension)	£8,400,000		Children, Young People & Learning / Cllr Flemming
Provision of Children's Social Care Specialist Services for young people affected by child exploitation (sexual and criminal)	£258,615	£42,000 (4 months extension)	£300,615		Children, Young People & Learning / Cllr Flemming
London Counter Fraud Hub – variation from a 9 year payment by results contract to a 7 year subscription service contract	£2,160,000 (9 years payment by results contract)	£705,000 (7 years subscription based contract)	£705,000		Finance & Resources / Cllr Hall

4.3 Delegated Decisions

4.3.1 Delegated award decisions for contracts over £500,000 in value made by the nominated Cabinet Member in consultation with the Cabinet Member for Finance and Resources or, where the nominated Cabinet Member is the Cabinet Member for Finance and Resources in consultation with the Leader since the last meeting of Cabinet.

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept/Cabinet Member
Passenger Transport In House Service Vehicles	£2,424,000 (Contract length 5 years)		Children, Young People & Learning / Cllr Flemming
Passenger Transport – Minibus Services Contract Award Lot 1 Bensham Manor & St Nicholas School	£3,517,601 (Contract length 1 year + extensions 1 + 1 year)		Children, Young People & Learning / Cllr Flemming
Passenger Transport – Minibus Services Contract Award Lot 2 – St Giles School and Rutherfords	£4,383,470 (Contract length 2 years + extensions 1 + 1 year)		Children, Young People & Learning / Cllr Flemming
Passenger Transport – Minibus Services Contract Award Lot 3 – Various Schools	£2,232,538 (Contract length 4 years)		Children, Young People & Learning / Cllr Flemming
Crosfield House Refurbishment		£2,400,000	Environment, Transport & Regeneration / Cllr Scott
Establishment of a Passenger Transport Dynamic Purchasing System ('DPS')	£68,000,000 (Contract length 4 years plus extensions for 2 years + 2 years)		Children, Young People & Learning / Cllr Flemming
Floating Support Services for Older People Contract Extension	£180,000 extension value (Contract extension 12 months) £1,200,000 overall contract value (overall contract length 6 years)		Families, Health & Social Care / Cllr Avis
Mortuary & Post Mortem Services Section 75 Agreement	£425,000 (Contract length 5 years) (aggregate value £510,000)		Culture, Leisure & Sport / Cllr Lewis

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept/Cabinet Member
Community Equipment Services DPS 5 – Beds & Associated Equipment	£3,421,252 (Contract length 10 years)		Families, Health & Social Care / Cllr Avis
Integrated Sexual Health Services – Section 75 Agreement extension	£5,849,000 (2 years extension) overall contract value £15,866,000		Families, Health & Social Care / Cllr Avis
Income Management, Cash Receipting and Electronic Payment Processing System	£1,080,000 (Contract length 3 years)		Finance & Resources / Cllr Hall
Electricity & Gas Supply – Lot Half Hourly Metered Electricity	£3,009,832 (Contract length 1 year & 5 months)		Finance & Resources / Cllr Hall
Electricity & Gas Supply – Lot Non Half Hourly Metered Electricity	£2,494,289 (Contract length 1 year & 5 months)		Finance & Resources / Cllr Hall
Electricity & Gas Supply – Lot Unmetered Street Lighting Electricity	£2,067,248 (Contract length 1 year & 5 months)		Finance & Resources / Cllr Hall
Electricity & Gas Supply – Lot Gas	£1,449,304 (Contract length 1 year & 5 months)		Finance & Resources / Cllr Hall

Approved by: Ian Geary, Head of Finance - Resources on behalf of Lisa Taylor, Director of Finance, Investment and Risk and Section 151 Officer.

5 LEGAL CONSIDERATIONS

- 5.1 The Director of Law and Governance 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, Director of Law and Governance and Deputy 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:

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

- Passenger Transport In House Service Vehicles
- Crosfield House Refurbishment
- Establishment of a Passenger Transport Dynamic Purchasing System ('DPS')
- Passenger Transport Mini Bus Contract Award for Lots 1, 2 & 3
- Floating Support Services for Older People contract extension
- Mortuary & Post Mortem Services
- Community Equipment Service DPS 5 – Beds and Associated Equipment
- Integrated Sexual Health Services – Section 75 Agreement extension
- Income Management, Cash Receipting and Electronic Payment Processing System
- Electricity & Gas Supply – Lots - Half Hourly Metered Electricity - Non Half Hourly Metered Electricity - Unmetered Street Lighting Electricity - Gas