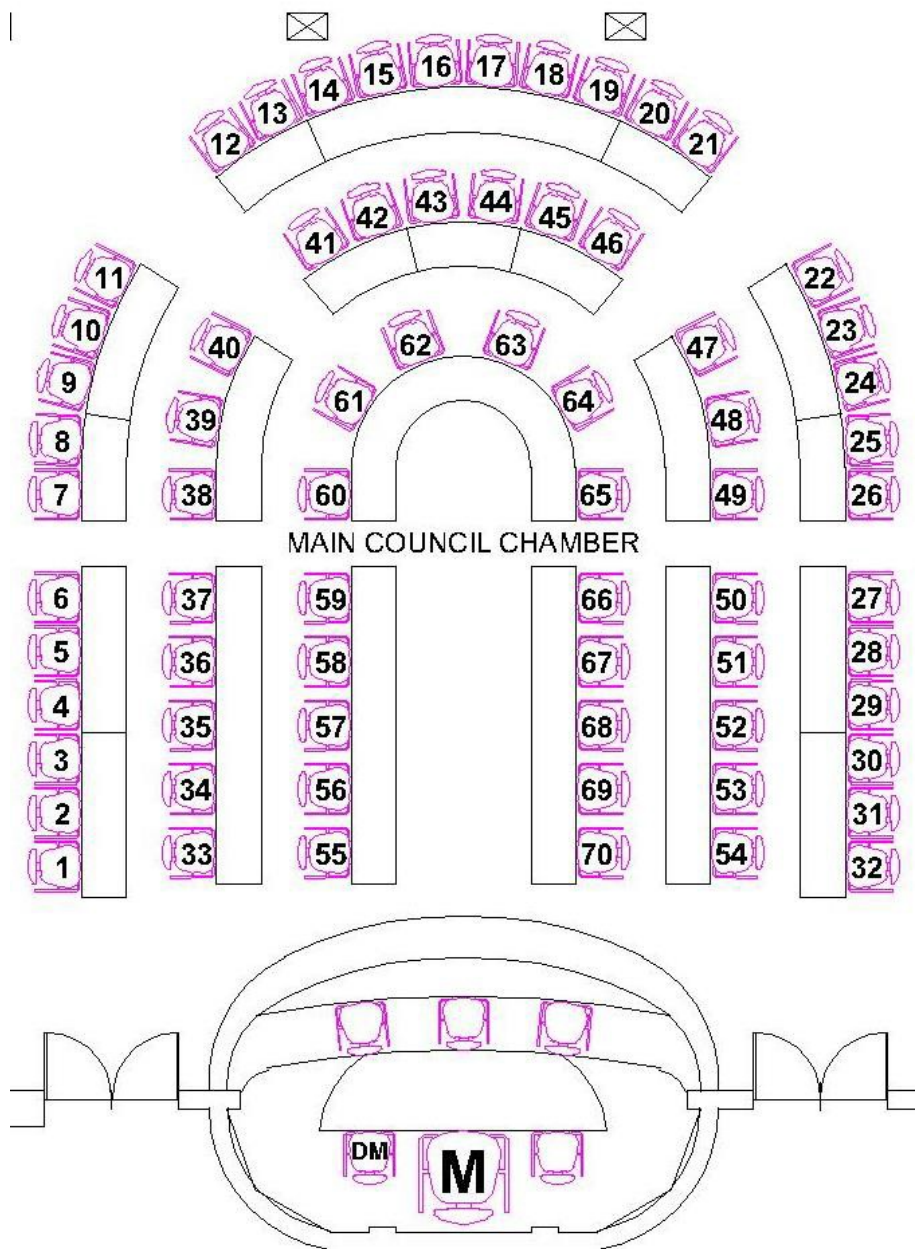




**COUNCIL
AGENDA**
for the meeting
on
15 July 2019 at
6.30 pm

1. Callton Young
2. Joy Prince
3. Stephen Mann
4. Toni Letts
5. Andrew Pelling
6. Pat Clouder
7. Pat Ryan
8. Felicity Flynn
9. Mary Croos
10. Robert Canning
11. Leila Ben-Hassel
12. Bernadette Khan
13. Sherwin Chowdhury
14. Jerry Fitzpatrick
15.
16.
17. Oni Ovir
18. Steve Hollands
19. Ian Parker
20. Michael Neal
21. Luke Clancy
22. Jan Buttinger
23. Sue Bennett
24. Jeet Bains
25. Stuart Millson
26. Andy Stranack
27. Helen Redfern
28. Simon Brew
29. Gareth Streeter
30. Margaret Bird
31. Scott Roche
32. Richard Chatterjee
33. Shafi Khan
34. David Wood
35. Nina Degrad
36. Patricia Hay-Justice
37. Louisa Woodley
38. Clive Fraser
39. Patsy Cummings
40. Sean Fitzsimons
41. Niroshan Sirisena
42. Janet Campbell
43. Karen Jewitt
44. Chris Clark
45. Jamie Audsley
46. Mohammed Ali
47. Badsha Quadir
48. Robert Ward
49. Steve O'Connell
50. Helen Pollard
51. Yvette Hopley
52. Mario Creatura
53. Vidhi Mohan
54. Simon Hoar
55. Alisa Flemming



56. Hamida Ali
57. Stuart Collins
58. Alison Butler
59. Tony Newman
60. Simon Hall
61. Oliver Lewis
62. Jane Avis
63. Manju Shahul-Hameed
64. Paul Scott
65. Stuart King
66. Tim Pollard
67. Jason Cummings
68. Lynne Hale
69. Maria Gatland
70. Jason Perry
Notes etc.....
M – Mayor Councillor Humayun Kabir
DM – Deputy Mayor – Councillor Maddie Henson
Please note that the numbers relate to microphone numbers.
May 2019

To: To All Members of the Council

Date: 5 July 2019

A meeting of the **COUNCIL** which you are hereby summoned to attend, will be held on **Monday, 15 July 2019** at **6.30 pm** in **Town Hall**

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

Annette Wiles 020 872 6000 x64877
annette.wiles@croydon.gov.uk
www.croydon.gov.uk/meetings
5 July 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

To receive any apologies for absence from any Members.

2. Minutes of the Previous Meeting (Pages 7 - 12)

To approve the minutes of the meeting held on 20 May 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.

5. Announcements

To receive Announcements, if any, from the Mayor, the Leader, Head of Paid Service and Returning Officer.

6. The Croydon Debate (Pages 13 - 14)

a) Borough Petition Debate

For Members to debate a Borough Petition.

- 7. Croydon Question Time (Pages 15 - 112)**

 - a) Public Questions (30 minutes)**
To receive questions from the public gallery and questions submitted by residents in advance of the meeting.
 - b) Leader and Cabinet Member Questions (105 minutes)**
To receive questions from Councillors.

- 8. Governance Review Panel (Pages 113 - 132)**
For Members to receive an update report and presentation on the work of the Governance Review Panel.

- 9. Member Petitions (Pages 133 - 134)**
To receive notice of petitions presented by Members on behalf of local residents.

- 10. Annual Reports (Pages 135 - 194)**
For Members to receive the following annual reports for 2018 – 2019:

 - a. Scrutiny and Overview Committee;
 - b. Corporate Parenting Panel;
 - c. General Purposes and Audit Committee; and
 - d. Health and Wellbeing Board.

- 11. Constitution Report (Pages 195 - 228)**
For Members to receive a report and recommendations with proposed updates to the Council's Constitution.

- 12. Health and Wellbeing Strategy and Care Plan (Pages 229 - 286)**
For Members to receive a report and recommendations regarding the adoption of a Health and Wellbeing Strategy and Care Plan.

- 13. Council Debate Motions**
To debate any motions submitted in accordance with Council Procedure Rules.

14. Recommendations of Cabinet or Committees to Council for decision (Pages 287 - 392)

To consider the recommendations made by Cabinet or Committees since the last ordinary Council meeting relating to the following matters:

1. Cabinet: adoption of the Croydon Libraries Plan 2019 – 20;
2. Ethics Committee: amendments to the Protocol on Staff-Member relations; and
3. Cabinet: adoption of the revised Tenders and Contracts Regulations.

15. 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.”

PART B

Annual Council and Special Council Meetings

Meeting held on Monday, 20 May 2019 at 6.30 pm in Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

MINUTES

- Present:** Councillor Bernadette Khan (Chair - until 18:55pm);
Councillor Humayun Kabir (Chair - from 19:05pm);
Councillors Hamida Ali, Muhammad Ali, Jamie Audsley, Jane Avis, Sue Bennett, Margaret Bird, Simon Brew, Alison Butler, Jan Buttinger, Janet Campbell, Robert Canning, Richard Chatterjee, Sherwan Chowdhury, Chris Clark, Pat Clouder, Stuart Collins, Mary Croos, Jason Cummings, Patsy Cummings, Mario Creatura, Nina Degrads, Jerry Fitzpatrick, Sean Fitzsimons, Alisa Flemming, Felicity Flynn, Clive Fraser, Maria Gatland, Lynne Hale, Simon Hall, Patricia Hay-Justice, Maddie Henson, Simon Hoar, Steve Hollands, Yvette Hopley, Karen Jewitt, Shafi Khan, Stuart King, Toni Letts, Oliver Lewis, Stephen Mann, Stuart Millson, Vidhi Mohan, Michael Neal, Tony Newman, Andrew Pelling, Jason Perry, Helen Pollard, Tim Pollard, Joy Prince, Badsha Quadir, Helen Redfern, Scott Roche, Pat Ryan, Manju Shahul-Hameed, Niroshan Sirisena, Andy Stranack, Gareth Streeter, Robert Ward, David Wood, Louisa Woodley and Callton Young
- Apologies:** Councillor Jeet Bains, Luke Clancy, Steve O'Connell, Oni Oviri, Ian Parker and Paul Scott

PART A

ANNUAL COUNCIL MEETING

32/19 Minutes of the Previous Meeting

The minutes of the meeting held on 1 April 2019 were agreed as an accurate record.

33/19 Disclosure of Interests

There were no disclosures of pecuniary interests. Members confirmed their disclosure of interest forms were accurate and up-to-date.

34/19 Urgent Business (if any)

There were no items of urgent business.

Vote of Thanks

Madame Mayor, Councillor Bernadette Khan, passed the Chair to the Deputy Mayor, Councillor Humayun Kabir, who presided over the vote of thanks to the outgoing Mayor of Croydon.

The Deputy Mayor invited Madame Mayor to give her farewell address. Madame Mayor opened her address by describing how Croydon was a loving and giving place to be and that during her Mayoral year she had undertaken numerous attendances, meetings and visits during which she had focused on the inclusivity of the young and wider communities. Madame Mayor noted how during her term she had visited all the departments of the Council and had been overwhelmed by their achievements specifically highlighting the new Youth Zone and refurbished Fairfield Halls as jewels in Croydon's crown. It was described how Croydon's emergency services, officers and young people had been hosted at Mayoral events during the year and how a visit to China had been undertaken. In working with Croydon's young people, Madame Mayor had experienced their desire for a greater involvement in shaping their futures and the economic development of their town. Madame Mayor expressed her desire to continue to campaign on the opening of schools after hours and the issue of exclusions. Thanks were expressed to all those who had been involved in supporting the Mayoral Year. Madame Mayor concluded her address by wishing the new Mayor, his consort and the new Deputy Mayor the very best wishes for their year in office.

The motion for the vote of thanks to the outgoing Mayor was moved by the Leader, Councillor Newman. In moving the motion, the Leader took the opportunity to express his own thanks to the outgoing Mayor. He noted that Madame Mayor had gone ahead with the role at a time of great personal loss but that this had been the right decision with Madame Mayor having done so much to honour the memory of her late son. The Leader highlighted how Madame Mayor had done much through her work to bring together Croydon's diverse communities. Madame Mayor's fundraising success and support for services was stressed as well as her viral impact through her YouTube fame. The Leader particularly stressed Madame Mayor's success in engaging and empowering Croydon's young people.

The motion for the vote of thanks to the outgoing Mayor was seconded by the Leader of the Opposition, Councillor Tim Pollard. In seconding the motion, Councillor Pollard also took the opportunity to express his thanks. Councillor Pollard noted how Madame Mayor's passion for young people was well known and that it had been good to see her bring this to her role over the past year. He expressed thanks on behalf of the Opposition Group and the people of Croydon to Madame Mayor for how she had conducted her role.

The Deputy Mayor put the motion to the vote which was unanimously passed.

Election of the Mayor

Madame Mayor, Councillor Bernadette Khan, resumed the Chair and called on the Leader, Councillor Newman, to propose Councillor Humayun Kabir as the new Mayor of Croydon.

The Leader propose the motion and took the opportunity to emphasise Councillor Kabir's suitability for the role as Mayor. Particular mention was made of Councillor Kabir's dedication as a community activist, the huge role he had played in the Asian Resource Centre and his experience in empowering communities. The Leader welcomed Councillor Kabir's creative ideas for ambassadorial roles and charitable engagement and acknowledged the support that would be provided by the new Mayor's consort, Mrs Rahena Chowdhury Kabir.

The Leader of the Opposition Group, Councillor Tim Pollard, seconded the motion noting his own support for the charities already selected by the new Mayor. Councillor Pollard welcomed the new Mayor and stated his belief that he would be very successful in the role.

Madame Mayor put the motion to the vote which was unanimously passed.

The Mayoral procession left the Council Chamber (18:55pm). There followed a short pause in the meeting to allow the new Mayor to change into his robes. The Mayoral procession then re-entered the Council Chamber (19:05pm).

The Mayor, Councillor Humayun Kabir, read out the declaration of office:

I, Councillor Humayun Kabir, having been elected to the Office of Mayor of the Council of the London Borough of Croydon, hereby declare that I take the said office upon myself, and will duly and faithfully fulfil the duties of it according to the best of my judgement and ability. I undertake to observe the Code of Conduct which is expected of Members of the London Borough of Croydon.

The Mayor signed the acceptance of office witnessed by the Head of the Paid Service. Councillor Henson was announced as the Deputy Mayor and also signed the acceptance of office witnessed by the Mayor and the Head of the Paid Service.

Mrs Rahena Chowdhury Kabir was formally announced at the Mayor's consort.

The Mayor presented Councillor Bernadette Khan with the past-Mayor's badge and citation. The past-consort's badge was presented to Mr Qaiyum Khan.

In his acceptance address the Mayor detailed his vision to connect grassroots communities with those who are newly settled in the borough, raise awareness of Council services and encourage confidence in civic rights. The Mayor expressed his desire to promote local businesses and welcomed the support of past-Mayor, Councillor Toni Letts in this endeavour.

The charities chosen by the Mayor to benefit from his fundraising activities during his year in post were announced. Those were:

- i. Mind;
- ii. Croydon Vision;
- iii. Croydon Day Refugee Centre;
- iv. Ashdown Jazz Academy; and
- v. Apasen Croydon

The Mayor also noted his desire to reduce the length of Council meetings in order that they become more family and age friendly.

The sad passing of Councillor Maggie Mansell was noted and welcome was made to Councillor Ben-Hassel who had been elected to the seat in Norbury.

The Mayor expressed his personal thanks to his wife, Mrs Rahena Chowdhury Kabir and their three children: Kuhinoor, Mista and Sumaiya. The Mayor's brother Jubayer, sister Sauda and daughter-in-law Kajoi were thanked for their support.

It was noted that the Mayor was particularly looking forward to working with Deputy Mayor, Councillor Henson. He welcomed the support of both sides of the Chamber as well as the Chief Executive, Monitoring Officer, members of the democratic services team, the communities department, communications team and last but not least, his own Mayoral team lead by Stephanie Cope.

37/19 **Admission of Honorary Aldermen and Alderwomen**

SPECIAL COUNCIL MEETING

The Mayor announced a break from the agenda of the Ordinary Council Meeting to hold a Special Council Meeting and admit Valerie Shawcross CBE and Donald Speakman to the Honorary Roll of Alderwomen and Aldermen for the London Borough of Croydon.

The motion to move the recommendation from the Mayoralty and Honorary Freedom Selection Sub-Committee was moved by the Leader, Councillor Newman and seconded by Councillor Tim Pollard. The motion was put to the vote and unanimously agreed.

The Leader paid tribute to Valerie Shawcross. He noted his amazement that it was 19 years ago that she had last sat in the Chamber as Leader; her admission as an Honorary Alderwoman was in recognition of her contribution to Croydon which had seen her oversee the transformation of the borough into a modern Council. Particular mention was made of her focus on policy development and education. The Leader highlighted that Ms Shawcross had gone on to be elected to the Greater London Assembly, where she became a Deputy Mayor and made a significant impact on the capital's transportation.

The Leader described how her example would encourage other women to get involved.

Councillor Pollard, expressed his delight in speaking in support of Donald Speakman. It was noted that he had been part of the cohort of 2002 and had served the people of Purley with passion for over 16 years. Mr Speakman was described as a very kind man who could be relied on for his support. His involvement with and contribution to tribunals was specifically noted and his admission to the roll of Honorary Alderman was described as entirely appropriate.

The Mayor then presented Valerie Shawcross CBE and Donald Speakman with their citations and gifts.

This brought the Special Council Meeting to a close.

ANNUAL COUNCIL MEETING

38/19 Political Balance of the Council and Composition of Committees

The recommendations in the report were put to the vote and passed unanimously.

RESOLVED: Council **AGREED** the recommendations in the report:

- i. There are 41 Labour Group Members and 29 Conservative Group Members; and
- ii. Approved the appointment and composition of Committees as set out in paragraph 4.7 of the report.

39/19 Appointments

The recommendations in the report were put to the vote and passed unanimously.

RESOLVED: Council **AGREED** the recommendations in the report:

- i. Agreed (or received for information as applicable) the following appointments where the number of nominations was equal to the number of available positions:
 - a. The appointments to Committees of the Council (Blue Schedule); and
 - b. The appointments to all other Panels, Working Groups and Outside Bodies (Pink Schedule).
- ii. Received for information executive appointments made under the Leader and Cabinet decision making framework:
 - a. The appointments of Cabinet Members, Cabinet Committees and Deputy Cabinet Members (Blue Schedule);
 - b. The appointments to Joint Committees (Blue Schedule);

- c. The appointments to London Councils Committees and Panels and Local Government Association bodies (Blue Schedule); and
 - d. The appointment of Councillors to the Health & Wellbeing Board (Blue Schedule).
 - iii. Noted that the Leader has confirmed his intention to continue to devolve decision making powers to Cabinet or relevant Cabinet Members
 - iv. Received for information:
 - a. The appointments of Leader of the Opposition and Shadow Cabinet (Blue Schedule); and
 - b. The appointments of political party group officers (Blue Schedule).

40/19 **Exclusion of the Press and Public**

This motion was not required.

The meeting ended at 7.35 pm

Signed:

Date:

.....

.....

REPORT TO:	COUNCIL 15 JULY 2019
SUBJECT:	THE CROYDON DEBATE
LEAD OFFICER:	Jacqueline Harris Baker, Executive Director Resources & Monitoring Officer
WARDS:	ALL
CORPORATE PRIORITY/POLICY CONTEXT:	
This report is prepared in keeping with paragraphs 3.11 to 3.13.6 of the Council Procedure Rules at Part 4A of the Constitution.	

1. EXECUTIVE SUMMARY

- 1.1 In accordance with Part 4A of the Council's Constitution one borough-wide petition and one local petition can be debated under the Croydon Debate item. A Borough-wide Petition was received and the wording is presented below at para 2.1 in the body of this report.

2. BOROUGH PETITION

- 2.1 A Borough-wide Petition was received by the Monitoring Officer as follows: *"We the undersigned call on Croydon Council to: stop destroying family homes and pursue a Brownfield First policy; and introduce Area Planning Committees in Croydon for developments under 50 units"*.

As required by the Constitution, in order to be valid, it was reviewed in accordance with the provisions detailed in Part 4A, paras 3.12.6 – 3.12.8. It was determined that some wording of the original petition was invalid due to lack of material accuracy (Part 4A, para 3.12.6a) and having been debated by Council in the previous six months (Part 4A, para 3.12.8). It was therefore ruled that the permitted wording of the petition that could be debated is as detailed below:

"We the undersigned call on Croydon Council to pursue a Brownfield First policy."

- 2.2 The rules for debate for a Borough Petition are set out in paragraph 3.13.5(b) and are set out below:
- i. The Lead Petitioner or their representative may address the Council on the Petition for up to three minutes from the public gallery;
 - ii. A member of the Majority Group may then speak for up to three minutes;

- iii. A member of the Opposition Group may then speak for up to three minutes;
- iv. A second member from the Majority Group may address the Council for up to three minutes;
- v. A second member of the Opposition Group may address the Council for up to three minutes;
- vi. The Lead Petitioner or their representative may address the Council for a further three minutes;
- vii. A member of the Majority Group may then make a final response for up to one minute and summarise the next steps to be taken in the matter;
- viii. No further debate shall take place on the Borough Petition thereafter.

2.3 After the procedural steps stated in paragraph 2.2 have been completed, there shall be no further debate and no vote taken.

CONTACT OFFICER: Annette Wiles, Senior Democratic Services and
Governance Officer Council and Regulatory
Ext 64877

BACKGROUND DOCUMENTS: None

Agenda Item 7

REPORT TO:	COUNCIL 15 JULY 2019
SUBJECT:	CROYDON QUESTION TIME: A) PUBLIC QUESTIONS B) LEADER AND CABINET QUESTIONS
LEAD OFFICER:	Jacqueline Harris Baker, Executive Director Resources and Monitoring Officer
WARDS:	ALL
CORPORATE PRIORITY/POLICY CONTEXT: The business reports of the Leader and Cabinet are prepared in accordance with the Council Procedure Rules at Part 4A of the Constitution.	

1. EXECUTIVE SUMMARY

- 1.1 This report outlines the process for:
- public questions; and
 - questions to the Leader and Cabinet from Councillors.

2. BACKGROUND

- 2.1 Part 4A of the Constitution details the process that allows for the Leader and Cabinet Members to take oral questions. Question Time is split into two parts; public questions and Councillors' questions to the Leader and Cabinet.

Public Questions

- 2.2 Public questions can be asked of the Leader or Cabinet Members on issues of policy at the Meeting as set out within the Constitution Part 4A, Sections 3.16 – 3.20. Any questions of a purely factual or of a detailed nature that cannot be answered on the evening shall be noted and shall receive a written response within three weeks following the meeting. The responses shall be published on the Council's website.
- 2.3 Public Questions shall only be taken at Ordinary Council meetings and shall be allocated a total time of 30 minutes. This timeframe shall include both the questions and responses by the relevant Cabinet Members or Leader.
- 2.4 The Mayor has absolute discretion to decline to allow any question to be dealt with under this procedure on the grounds that it addresses matters that would be inappropriate to consider at the meeting, including where the questions being asked are repetitive or have already been addressed.

- 2.5 Questions shall be dealt with in the order in which members of the public seated in the public gallery are invited by the Mayor to address the Leader or Cabinet Member. Members of the public invited to put their questions will also be permitted to ask a single supplementary question but shall do so only if called upon by the Mayor to do so as this may be subject to time constraints.
- 2.6 The Mayor may also accept questions from Members of the Public submitted by email to the designated email address by 12noon on the Friday prior to an ordinary Council meeting. The Mayor will put questions received by email to the relevant Cabinet Member and, where a number of questions are received on the same subject, the Mayor may put a summary of those questions instead.

Leader and Cabinet Questions:

- 2.7 This item is to enable Members to ask questions of the Leader and Cabinet on issues of policy. Any questions of a purely factual or of a detailed nature that cannot be answered on the evening shall be noted and shall receive a written response within three weeks following the meeting. The responses shall be published on the Council’s website.
- 2.8 Questions which relate to a current planning or licensing matter or any matter relating to an individual or entity in respect of which that individual or entity has a right of recourse to a review or right of appeal conferred by or under any enactment shall not be permitted. In addition, questions shall not be received or responded to where they pertain to anticipated or ongoing litigation, conciliation or mediation or any employment or personnel related issues or disputes.
- 2.9 The Leader shall be the first to respond to questions under this item and the total time allocated to questions by Members to, and responses from the Leader, shall be 15 minutes. The first two minutes of the Leader’s 15 minute slot may be used by the Leader to make any announcements.
- 2.10 Cabinet Members, divided up into three ‘pools’ of three Members each, shall thereafter respond to questions by other Members of the Council. The total time allocated to each ‘pool’ of Cabinet Members shall be 30 minutes. The three Cabinet Members shall each be permitted to use two minutes of this 30 minute slot to make announcements.
- 2.11 The ‘pools’ for this meeting will be as follows:

Pool 1

Name	Portfolio
Alison Butler	Deputy Leader and Cabinet Member for Homes & Gateway Services
Hamida Ali	Cabinet Member for Safer Croydon & Communities
Manju Shahul-Hameed	Cabinet Member for Economy & Jobs

Pool 2

Name	Portfolio
Stuart Collins	Deputy Leader and Cabinet Member for Clean, Green Croydon
Stuart King/Paul Scott (job share)	Cabinet Member for Environment, Transport & Regeneration
Simon Hall	Cabinet Member for Finance & Resources

Pool 3

Name	Portfolio
Oliver Lewis	Cabinet Member for Culture, Leisure & Sport
Alisa Flemming	Cabinet Member for Children, Young People & Learning
Jane Avis	Cabinet Member for Families, Health & Social Care

2.12 Representatives of political groups may give advance notice to the Council Solicitor by 12noon on the Friday preceding an ordinary Council Meeting, the names of the first two Members of their respective political group that they wish the Mayor to call to ask a question of each Member of the Cabinet, including the Leader of the Council.

2.13 After those Members have been called, the Mayor will call Members that indicate they have a question, with a presumption of inviting questions from as many different Members as possible. Each Member asking a question will also be allowed to ask a supplementary question.

3. Cabinet Member Bulletins

3.1 The Leader of the Council and Cabinet Members may submit bulletins to be included in the Council agenda papers for this item. Bulletins may summarise the business undertaken by a Cabinet Member since the last ordinary meeting of the Council. The bulletins can be found at Appendix 1.

CONTACT OFFICER: Annette Wiles
Senior Democratic Services and Governance Officer
Council & Regulatory
Ext 64877

APPENDICES: Leader and Cabinet Member Bulletins

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Leader of the Council Cabinet Member Bulletin Councillor Tony Newman July 2019

News

Windrush Celebration

I was delighted to be part of the opening for the series of amazing events both to celebrate the Windrush generation and to highlight the on-going injustices. I want to personally thank Cllr Cummings and all the council officers who worked so hard to make it such a success.



The MJ Achievement Awards 2019



Our fantastic Gateway team won the well-deserved “Delivering Better Outcomes” national award at the recent MJ achievement awards. I’d like to congratulate our staff on the outstanding services they provide to some of the Boroughs most vulnerable residents.



Leader of the Council Cabinet Member Bulletin Councillor Tony Newman July 2019

Croydon Mela and Pride

As leader, I am proud that we have committed to supporting both permanently on an annual basis both the Mela and Pride events as we continue to represent the diverse community of our borough.



Sustainable Croydon Summit 2019

Last week, we hosted the first, ground breaking Sustainable Croydon Summit. It was a fantastic event with incredible turnout from our young people, residents and businesses. The event was opened by Shirley Rodrigues, the London Deputy Mayor for Environment and Energy, who is hugely supportive of the work we are doing here in Croydon and our ambition to do more.



Sustainability is an issue that involves every one of us and I was proud to see so many in our borough come to join the conversation to make Croydon a sustainable, green borough together as a community.

As Council Leader, I took the opportunity to declare a “Climate Emergency” in light of the seriousness of the situation. Croydon is making good progress with a 9% increase in recycling rates, a commitment to 400 charge points by 2022, our emissions based parking charges and so much more.

We are reviewing the local plan to ensure it is sustainable, we know there is a lot more work to do and we want to hear from and work together with everyone in Croydon.



Leader of the Council Cabinet Member Bulletin Councillor Tony Newman July 2019

Culture at the Heart of Regeneration

The Croydon culture plan has been agreed for the next 5 years, setting out our ambition of seeing culture on every doorstep; in every locality, in every community, and in every life. The Creative Enterprise Zone is delivering support to small scale venues, discounts for studio spaces for under 25s and looking to raise our profile as a place to do creative business.

The Fairfield Halls is due to reopen this September starting with an open day for the public on Monday 16th September. Public realm improvements will also be delivered around the reopened venue, ensuring it is a destination location for all.

Croydon welcomes the staging of new festivals such as Cro Cro Land and The Ends playing in our local venues and parks. These events have attracted a huge amount of interest from festival makers and goers and so we can expect that Croydon will be seen as the place to go for music in the near future.



UASC

Croydon is proud of its long track record in welcoming and caring for these vulnerable young people, having looked after more than 5000 children in the past ten years. However, Croydon still suffers a chronic underfunding to adequately consider the volume of UASC given we are a point of entry authority and have six times the National Transfer Scheme threshold. The failure of central Government has left us with a funding deficit of £10.6m.

We continue to work with Croydon MPs, London Councils and the LGA to raise awareness of the unfair costs facing Croydon Council and campaign for a fairer approach. We shall be meeting with Rt. Hon. Caroline Nokes MP, Minister of State for Immigration in the next few weeks.



Leader of the Council Cabinet Member Bulletin Councillor Tony Newman July 2019

Leader's Diary for April – July

Croydon CCG Governing Body Meeting in Public with CHS Board

London Councils AGM and Leader's Committee

Croydon's Got Talent

London Pensions Fund Authority Board

Legacy Onside Visit

Cabinet Member's away day

Scrutiny and Overview Committee

Launch of PrideFest 2019

SLP Leader's Board

Croydon and Network Dinner

MJ Awards

LGA Conference

Coast to Capital Board

Cllr Tony Newman

Leader of the Council

Homes & Gateway Services

Cabinet Member Bulletin

Councillor Alison Butler

July 2019

Croydon celebrates 100 years of council homes

The council is collecting resident's stories, films and other memorabilia for a commemorative exhibition to celebrate 100 years of council homes at Croydon Clocktower throughout August.

It's 100 years since the 1919 Housing Act which saw the start of a huge council house building programme across the country. Many thousands of families have benefitted from council homes in Croydon, and the event is about marking this significant contribution to our communities.

Photographs of estates under construction, videos and an eclectic mix of memorabilia, such as rent books, vintage kitchenware and domestic appliances will be on display. Anyone with stories, photos, and memorabilia that will help really bring the exhibition to life, is encouraged to contact residentinvolvement@croydon.gov.uk or call 020 8726 6100, extension 47350.



Here in Croydon, the first council homes built in the borough after the Act was passed were in Godstone Road (1920), Woodside (1921) and Norbury (1921). Ex-servicemen, First World War widows and a growing commercial class such as clerks, postal workers and tram conductors were some of our first residents to be re-homed.

After the Second World War, the new estate at New Addington was begun in 1948, and Croydon's first high-rise blocks were built in 1957 in Lodge Lane and Violet Lane.

Historically, council housing referred to homes that were built by councils with government subsidy and managed by them principally through revenue gathered from rents. Traditionally homes were let to people who are unable to afford to rent from the private sector or to purchase their own home. Over the last decade and more, as public subsidies have dramatically dropped, a new form of 'council housing' has emerged as councils have begun to start building again, by new means such as setting up development companies. Croydon Council has done this with Brick by Brick currently building homes right across the borough to meet housing need.

The combination of austerity measures, freezing benefits over a period of four years and rising rents and house prices means the demand and need for affordable homes for Croydon residents remains high.

Homes & Gateway Services

Cabinet Member Bulletin

Councillor Alison Butler

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The exhibition will run every day during August in Croydon Clocktower, followed by a tour in libraries across the borough.

www.croydon.gov.uk/housing/residents/celebrating-100-years-of-council-housing-in-croydon

Community Led Housing

The Council's first community led housing scheme is now live with bidders invited to submit applications for eight weeks from the end of May. The first site is The Lawns in Upper Norwood, a 0.33 acre site with the potential to accommodate three-to-four new family homes. A site visit held on the 8th May attracted a fantastic mix of different community groups interested in submitting bids for the site and further enquiries received since has indicated a strong level of interest in the scheme.



The application process is being hosted through the [GLA Small Site Small Builders portal](#) and will close on the 29th July. Bids will be assessed for viability, design and the council's other community-led housing criteria. When the winning bid is chosen, in the Autumn, the successful applicants will need to carry out detailed engagement with local residents before applying for planning permission. We hope that this will be the first of several community-led housing schemes in Croydon.



London looks at fire safety

London's Deputy Mayor for Fire and Resilience, Fiona Twycross, hosted a major event on fire safety at City Hall on 8th May and I was pleased to be asked to speak about the work that Croydon has been undertaking in relation to fire safety and the retrofitting of sprinklers. The event was aimed at promoting best practice in fire safety and

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speakers included senior representatives from the London Fire Brigade, local government, the housing sector and safety experts.

As our sprinkler retrofit programme nears its completion, we are undoubtedly ahead of many other housing providers in having installed sprinklers in our tallest tower blocks. And the sprinklers were recently put to the test when a chip pan fire was successfully extinguished before it could cause significant damage in one of the blocks, reinforcing why it has been so important for Croydon to lead the way on the safety of our tenants and leaseholders.

Brick by Brick's Flora Court development

Brick by Brick's Flora Court development, off Chipstead Avenue in Thornton Heath, has now been released for reservations. The development is 100% affordable and includes 24 shared ownership homes and 3 affordable rents homes which will be offered to people on the council's waiting list.

This site, a former derelict care home, has been transformed by Brick by Brick into a beautiful and modern development. The shared ownership part of the scheme is currently on sale, with homes starting from £78,750 for a 25% share. This is an excellent opportunity for Croydon people to get on the housing ladder.



The council set up Brick by Brick in 2016 to boost local affordable housing supply, with any profits from development to be returned to the council to reinvest in the borough. The first Brick by Brick homes went on sale at their Auckland and Ravensdale sites in Upper Norwood in March. Brick by Brick is currently on site another c25 schemes throughout the borough. Many more sites are at various stages of the planning process.

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Social Lettings Agency update

The Social Letting Agency has helped 50+ families avoid eviction from the private sector, saved them over £30,000 in rent and avoided the £344,250 cost of placing them in emergency housing. This is making a real difference to people's lives at a time of housing crisis.

The council set up Croydon Lettings last summer so private tenants at risk of homelessness who have financial or other difficulties, could get tenancy support. Advice and training is also given to landlords.

Less than one year on from the creation of Croydon Lettings, the council has:

- Moved 51 households - or 84 people - faced with eviction into more affordable rented properties
- Removed the need to spend £344,250 placing them in temporary council accommodation
- Negotiated with private landlords to reduce tenants' rents by more than £33,000, with one by as much as £350 per month
- Helped two people into a job and many more onto a pathway into employment

The scheme is targeted at both tenants who have either been homeless or are at risk of being unable to sustain a long-term tenancy and at landlords who want help managing their tenancies.

The Agency works by giving prospective tenants a six-week training course so they can maintain a long-term tenancy before being matched with a private landlord. The course includes budgeting advice, benefits support, tenancy tips and wider skills training.

Croydon Lettings also gives tenants a month's rent or deposit in advance to reduce moving costs, and it sets up the tenants' council tax and utility bill accounts.

Landlords benefit by getting a wider pool of vetted tenants, a guaranteed rent, paying no charges to the council unlike with high street lettings agents, a named contact at the council, which all means tenancies are more sustainable. If you wish to find out more about Croydon Lettings, please contact CroydonLettings@croydon.gov.uk.

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Council to create year-round homeless support hub

The Council has been awarded £622,000 to deliver a Rapid Rehousing Pathway to individuals who are rough sleeping or at risk of rough sleeping in Croydon, which will boost our large network of services for rough sleepers.

We are now in the process of setting up a hub open for 24 hours, seven days a week, which will take same day referrals, so those in need can get immediate assistance. The Council already commissions a rough sleeping outreach team, Croydon Reach who respond to reports of rough sleepers, visiting their sleep sites and identifying a route from the street. The team has support from the GLA funded No Second Night Out hubs but rough sleepers are sometimes reluctant to travel outside the borough so this service will make all the difference. Our hub will provide a safe and secure safe place within the borough to take rough sleepers straight from the street, those in need will work with assessment staff to identify a personal action plan that addresses their housing and support needs and move on within an average of 72 hours.

The service will integrate with existing services, such as Croydon Reach, the drug and alcohol assertive outreach team, homeless health team, personal budgeting officers and the social lettings agency.

The funding will also fund a small number of Rough Sleeping Navigators who will provide intensive support to rough sleepers with multiple need to ensure that they have the support to move on from the streets successfully.

Excellent rating for council disability employment team

I am pleased to say that Gateway's Employment and Enablement Support Service has been awarded the top inspection 'Excellent' rating, with a score of 95.8% for their Supported Employment Service, which supports disabled people into paid employment, self-employment and work experience. The external organisation, BASE (British Association for Supported Employment) audited the service in 2018 and came back for the second visit in March 2019. BASE is the national trade association to support, promote and develop the principles and provision of supported employment.

The principles of supported employment involve assessing each disabled person's personality, career aims and skills, matching them with jobs and employers, and then providing ongoing support once they are in work through a holistic, person-centered approach. The team helped 36 Croydon residents into work, ranging from retail jobs and lifestyle coaching to developing educational children's toys in 2018.

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In November 2018, the team also won the Innovation award at the BASE Practitioners awards ceremony, which recognises the country's best schemes that boost disabled people's prospects. If you wish to find out more about the award, please contact emma.shepherd@croydon.gov.uk.

Selhurst Park thank you tea party for homelessness shelter volunteers

On Thursday May 2nd more than 100 volunteers who help our rough sleepers during the coldest months of the year were thanked at an event run by Crystal Palace FC and Croydon Council at the Selhurst Park Stadium.

Croydon Churches Floating Shelter has provided winter shelter to rough sleepers every year from 2004. The shelter, provided entirely by volunteers provides shelter to 14 rough sleepers seven nights a week in church locations across the borough from November to March.

They work alongside other volunteers, from Croydon faith groups to national charities to provide support for homeless people.

Last winter, the service was complemented by Severe Weather Emergency Protocol (SWEP) accommodation provided when the temperature was forecast at zero or below. The SWEP service, was delivered jointly by Crystal Palace FC and Croydon Council at the Selhurst Park stadium, supported by volunteers from within Crystal Palace FC and Croydon council staff and with donations from Selhurst Park Sainsburys.

At the event, volunteers were given afternoon tea and the chance to tour the ground.

A tribute was paid to long-term volunteer John Broom, who for over 20 years has coordinated the Croydon churches' winter shelters and a network of around 1,000 volunteers. A tribute was also paid to Julia Pitt, our Director of Gateway Services for her work and enthusiasm.

Free holiday activities and healthy food for Croydon children during 2019 summer holidays

Croydon continues to recognise the difficulties for many low-income families in ensuring their children are well-fed and occupied during the school holidays. So, in a really important move thousands of Croydon children will get free summer holiday

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activity clubs and healthy meals after the council and the national charity Family Action jointly won £650,000 in funding.

Croydon Council and Family Action will deliver this pilot programme this summer which will offer sports and other activities as well as welfare support for up to 9,000 young people and their families throughout the summer holidays.

This programme is the largest of its kind to date in Croydon and will include targeting the 7,000 children who qualify for free school meals. Croydon is in the highest national 25% of children eligible for free school meals (19.8% or 11,483), and 24% of Croydon residents are in low-paid employment, with 21% the London average.

Up to around 100 eligible organisations that work with young people, including schools and youth clubs, have been invited to bid for the funding. The organisations will be based across Croydon and in key wards where 7,800 (70%) of the borough's 11,483 children live, including Bensham Manor, Thornton Heath and New Addington South.

As well as encouraging young people to lead a healthier and more active lifestyle during the long summer holidays, the programme will also support their families to improve their finances and job prospects through budgeting advice, training and housing information.

Organisations will deliver a minimum of 16 four-hour sessions over four weeks, and funding will be particularly targeted at key free school meals groups, including looked-after children, families in emergency accommodation and young people with special educational needs.

To date, over 50 applications have been received from a variety of organisations such as charities, schools, childcare providers, faith groups and sports providers who will be delivering a wide range of activities (e.g. forest fun, arts and crafts). Clubs will be taking referrals from organisations such as the Councils Gateway service, schools, housing associations and food banks. While the majority of providers will be delivering programmes for children and young people, other clubs will be welcoming whole families.

<https://www.family-action.org.uk/what-we-do/children-families/holiday-food-and-fun/>

For further information in relation to Croydon's Holiday Food & Fun programme you can contact laura.flanaghan@croydon.gov.uk and chantell.james@croydon.gov.uk

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Parchmore Community Centre's birthday street party

On Saturday 1st June, Gateway Officers went to the Parchmore Community Centre's birthday street party to celebrate and to share our plans with the Community for having a permanent presence in their centre. There were street games, music and food and Officers had a lovely time playing, chatting and supporting them on their special day. We spoke to all that were there about Gateway, plans for our presence and the Food Stop and there is a real buzz in the church community about it.

Rev Nadine also said that Employment Support Manager Karl has brought smiling and laughter to the church which was so needed. She also said that she is amazed by the caring nature of everyone she has ever met from Gateway.



Rev. Nadine also sent an email on Sunday:

Hi Karl and Paul,

Thank you for what you both put into helping people to understand the help you are bringing to our community. It's really appreciated, as is your approach!

*Best wishes
Nadine*

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New homes pipe-line for Brick by Brick

As a council we are determined to continue to deliver much needed homes for Croydon people, right across the borough. The council's cabinet has therefore agreed to sell 60 sites to Brick by Brick so it can develop up to 502 extra homes for local people, including a target that 50% of the homes are affordable. However, this is subject to terms and conditions, including that the sites gain planning permission

These sites may have the potential to provide much needed new homes, however, there are a number of steps that will be taken by Brick by Brick before they decide whether to progress with a planning application.

The immediate next steps is for Brick by Brick to undertake technical site investigation and analysis to understand if a particular site can come forward for redevelopment. If that analysis suggests that the site could potentially accommodate new homes, they will put together a team to develop new housing designs. At this point they will engage local residents in a variety of ways, all of which will aim to give them an opportunity to view and comment on the proposed designs as they develop.

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Clean Green Croydon Cabinet Member Bulletin Councillor Stuart Collins July 2019

LATEST NEWS

Keep Britain Tidy – Great British Spring Clean Award

I would like to say a big thank you to all our Street Champions and street champion coordinator who took part in the Great British Spring Clean 2019. The efforts were noticed by Keep Britain Tidy and we crowned Best Local Authority taking part and were awarded a golden litter picker for our efforts. Between 22nd March and 23rd April there were 21 organised litter picks, 215 volunteers that together collected over 300 bags of litter. I am extremely proud that Croydon has been recognised on a national level for our participation by such a big organisation as Keep Britain Tidy. We plan to continue working alongside Keep Britain Tidy as well as working on our own Don't Mess with Croydon campaign to get people to take pride in their local community. If you would like to get involved and organise a clean-up in your local area, then please contact our street champion coordination at champions@croydon.gov.uk.



Croydon Supporting Bees



Croydon Council is taking positive action to support the bees of Croydon. Over the next 3 years the approach to open spaces is improving to build a habitat that helps bees thrive. From the start of autumn 2019 the grass will be cut to the lowest possible



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level to achieve 60% soil exposition. Then the selected meadow mix will be sown. The germination process will be closely monitored for the duration of winter. Two pilot sites of Sanderstead Hill banks in Sanderstead ward and Covington Way in Norbury Park ward will be the first areas to be made bee friendly, however this programme will be rolled out to as many sites as possible in the next 3 years. I will be working closely with Oliver Lewis the cabinet member for Culture, Leisure & Sport along with the friends of groups to discuss and agree which parks we can use to create wildflower areas across the borough to benefit bees and other pollinating insects.

Tonnes Diverted from landfill

Since the new collections started in October our recycling rate has a hit an impressive 48%, thank you to all the Croydon residents for your hard work and patience. This means that in 3 months over 12,000 tonnes of recycling was diverted from landfill and has now been sent for recycling. We will soon have videos of our recycling journey from collection to reprocessing and beyond, so keep an eye on Croydon website for these.

WHAT YOU CAN AND CAN'T RECYCLE

FOOD WASTE Collected: every week YES PLEASE	 All cooked and uncooked food	 Dairy products: cheese and eggs	 Fruit and vegetable peelings	 Tea bags and coffee grounds	 Meat and fish bones	NO THANKS <ul style="list-style-type: none"> Plastic bags Packaging Oil or liquids
PAPER & CARD Collected: every 2 weeks YES PLEASE	 Newspapers and magazines	 Card and cardboard	 Toilet and kitchen roll tubes	 Egg boxes	 Junk mail and catalogues	NO THANKS <ul style="list-style-type: none"> Food-soiled pizza boxes Shredded paper (unless in an envelope or paper bag) Tissue paper Food & drink cartons
Plastics, glass, cans and cartons Collected: every 2 weeks YES PLEASE	 Plastic bottles	 Plastic packaging (tubs, trays etc.)	 Glass jars and bottles	 Cans, tins, aerosols and tin foil	 Liquid food and drink cartons	NO THANKS <ul style="list-style-type: none"> Plastic bags Plastic film Crisp packets Hard plastics (toys etc) Polystyrene
General waste Collected: every 2 weeks YES PLEASE	 Non-recyclable rubbish	 Food-soiled cardboard	 Plastic bags and film	 Polystyrene	 Nappies	NO THANKS <ul style="list-style-type: none"> Anything recyclable Electrical items Hazardous waste DIY waste

Flatten down large cardboard boxes before putting them in the bin.

Empty and rinse all containers. Squash plastic bottles. Remove film lids from plastic pots, tubs and trays.

Only general waste placed in this bin (with the lid shut) will be collected.

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Clean Green Croydon

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Letter to Secretary of State for Environment, Food and Rural Affairs

This week I have written to Michael Gove MP, Secretary of State regarding, not only as Cabinet Member for Clean, Green Croydon, but also in my role as the Chair of the South London Waste Partnership's Joint Waste Committee, to express my increased concerns about the number of fly tips being seen on a national scale and the costs to local authorities of dealing with these. I wrote to implore him to take a proactive stance against this blight on the streets of our country by introducing the below three initiatives;

- 1) A national media campaign against fly tipping.
- 2) An Old for New Collection Service provided by the manufacturers at the point of delivery of bulky furniture, mattresses etc. and white goods.
- 3) The Government introduces a national point of purchase 'deposit' for mattresses and white goods, which would be returned to the customer when they dispose of the product responsibly at the end of its life at a household waste and recycling centre.

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Finance and Resources

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Accounts for the year ended 31 March 2019

The draft accounts were completed on time, by 31 May. This is a very tight timescale and I want to pay tribute to all the Finance officers who enabled this to be completed. The accounts are now being audited and the audited accounts will be going to the General Purposes and Audit Committee on 23 July.

Outturn for the year ended 31 March 2019

This is being considered at Cabinet on 8 July as part of the July Review.

Despite major in-year pressures, on the general fund, there was an overspend of £345k, which is significantly less than 0.1% of the gross departmental expenditure. There were exceptional costs relating to Unaccompanied Asylum Seeking Children and related areas of £5.1m. This £5.4m. overall overspend will be funded from the collection fund for 18/19 which, because of local government accounting rules, can only be recognised on 1 April of the subsequent year, even though it relates to moneys collected in 18/19.

Unaccompanied Asylum Seeking Children (UASC)

The total shortfall on funding last year was some £10.6m. The Home Office's failure to fund the work we do as a gateway authority properly and failure to put in place a properly functioning national transfer scheme is placing a huge burden on Croydon's Children's Services and the Croydon taxpayers.

The Home Office recently announced an extra £30 million funding for UASC but not a penny of that will be coming to Croydon!

Lobbying is continuing to seek to rectify this.

Croydon Digital Strategy

On 8 July, Cabinet will be considering our new Digital Strategy. This is a massively ambitious strategy to transform how the Council works, how the Council serves and engages with residents, the tech sector in the borough and the type of digital borough we are.

Even before the Strategy is approved, we are already seeing the benefits of our new Croydon Digital Service under our Chief Digital Officer, Neil Williams and having moved away from a big overarching contract with Capita.

The vision for CDS has started to become reality, with the new strategy, new ways of working and new governance all in place, CDS is moving from being a service in transition to one that is implementing a radical new strategy



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Croydon.Digital

After 4 sprints of intense user research and design, the Croydon.Digital beta site launched on Monday 17 Jun. The blog team has been hard at work polishing it and working out the kinks.

We are building up a growing events listing, job listing and developing a Business Register to showcase the wealth of talent amongst Croydon's tech companies.

This is a big step forward from the Alpha version and is establishing this in the tech community in Croydon.

Website

We know that the website needs a radical overhaul.

Having delivered Croydon Digital as an exemplar in addition to piloting our in-house delivery capability and new ways of working, we are now starting the process of transforming the council's website.

The new website project had its official kick-off on 11 June and the first sprint started last week. This includes using the lessons from other authorities and having access to code from Brighton council to allow improvements to be made rapidly.

Transition from Capita

We are moving away from an overarching agreement with Capita to bringing significant IT services in-house and having a series of specialist suppliers for the various areas of IT.

The first, and probably the most visible for staff was the end user services, which is now being supplied by Littlefish. This went live on Wednesday the 15th May. This was the first and critical milestone in our transition to the new partner model (Littlefish, Capita, Vodafone and Xerox). The transition was seamless and all the satisfaction and performance scores for the new supplier are excellent.

MyResources

This is the new platform for finance, HR and procurement. A huge amount of work has been done by the project team and officers across the Council to ensure that this delivers the information, processes and platforms the Council needs.

The transfer to MyResources has been completed successfully and I want to thank all those involved in achieving this.



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This new platform will allow for vastly improved information and processes across the Council, including automation and self-serve, empowered staff, improved spend and commitment analysis, better supplier management, improved human resources information and much more.

Apprentices

Effective 1 April 2019, all Council apprentices are being paid at least the London Living Wage, irrespective of which level apprenticeship they are undertaking. The Living Wage Foundation does not include apprentices as being in scope for living wage. However, we believe this is the right thing for us to do as a London Living Wage employer and as part of our aim for this to be a living wage borough.

Equalities Award Nomination

The council has been shortlisted for an Employers Network for Equality and Inclusion (ENEI) award in the Representative Workforce category. Since 2017, Croydon Council has featured regularly at ENEI Awards, demonstrating its consistent commitment to Equality and Inclusion. Last year the Council was declared 'Overall Winner 2018 - Public Sector', on account of the strength of all the nominations at that time, and walked away with 3 awards.

Workforce Strategy

This is being developed as part of our ambitions to have an excellent, valued and representative workforce. This will be presented to Cabinet in the Autumn.

The Council is currently undertaking a five week period of engagement with our workforce through face to face interviews, staff meetings and on line consultation. Our staff's views will help us shape our action plans and priorities

Children Services recruitment

Children's social work recruitment remains a priority. As the Improvement journey continues, we are seeing more and more success in attracting the right staff for the service.

We have had a very positive response to our Assisted Support Year of Employment (ASYE) for newly qualified social worker recruitment which was six times over committed.

We continue with a rolling programme to recruit experienced social workers with on average three social workers joining Croydon each month.

We have appointed five new Service Managers.



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Commissioning and Procurement Policy

The Council has produced a suites of documents that build upon the good work that has already been undertaken and outline our ambitions to use the Council's purchasing power to maximise social value, foster local employment, promote fair pay, encourage local business growth and support community priorities through embedding ethical and sustainable commissioning considerations in all aspects of commissioning practice.

Details about the key documents can be found below:

- The Commissioning Framework has been refreshed which sets out the commissioning ambitions and priorities for the next four years. This framework outlines our commitment to Sustainable and Ethical Commissioning including 'Buy Local' principles, improving our under £100k buying arrangements, insourcing and innovation, Value Croydon, contract management and working with anchor organisations.
- The Social Value Policy - for the first time the Council will be publishing its Social Value Policy. Croydon Council has been recognised as an exemplar in achieving social value through our contracts. This policy will enable us to take this even further by clearly defining the social value that is important to the Borough. We will also be mandating Social Value at a minimum of 10% and reporting on Social Value annually.
- The refreshed Tenders and Contract Regulations – which form part of the Councils' Constitution, will provide a stronger focus on quality in our tendering processes and how the social, environmental and economic wellbeing of our borough can be enhanced through delivery of each contract.

As well as the above, the Council has produced our very first Supplier Code of Conduct. Our suppliers are an extension of us and should be adhering to the same Values and principles that we do. This Code of Conduct gives a clear signal to suppliers that want to work with the Council.



Councillor Paul Scott (Job Share)
Lead for Planning and Regeneration

**Environment, Transport
and Regeneration
July 2019**



Councillor Stuart King (Job Share)
Lead for Environment and Transport

LATEST NEWS

Funds pledged to invest in the environment at borough's first Sustainability Summit

A £250,000 fund has been set up to help a range of sustainable initiatives across Croydon as the council works to make it London's greenest borough. The funding opportunity was announced at Croydon's first Sustainability Summit, where more than 200 guests discussed opportunities and chances to make the borough a greener place.

Schoolchildren, residents, businesses and partner organisations were in the audience as Councillor Muhammad Ali, deputy cabinet member for environment, transport and regeneration, announced the fund.

Councillor Stuart King, cabinet lead for environment and transport, said: "We want Croydon to become London's greenest borough and are working hard to make everything we do more sustainable. This has included creating School Streets, installing electric vehicle charging points, making it easier to cycle and make other sustainable journeys and a whole host more. The fund will help our communities make themselves more sustainable, helping preserve the planet for future generations."

Special guests included Krept from hit rap duo Krept and Konan who spoke about their start in Croydon and the changes they have made to make their restaurant more sustainable. The day featured two panel discussions including guests from a range of businesses and non-governmental organisations promoting sustainability, politicians and senior council officers. The audience were asked to think about what could be done to help make Croydon more sustainable and make their own personal pledges. The pledges will feed into a report to see how Croydon could be made more sustainable.

Feedback from the event will be used to shape criteria for the newly-announced fund with further details and the application process set to become available in the near future.

Councillor Tony Newman, leader of the council said: "We are facing a climate emergency not just in Croydon but across the entire globe. We need to work together, as a community, a nation and a planet. In Croydon we are committed to doing anything we can to make the borough more sustainable and improve the environment for our children and future generations."

Deputy Mayor for Environment and Energy, Shirley Rodrigues, said: "It is great to see Croydon's ambitious sustainability plans bringing together businesses, residents and the community to discuss solutions to creating more liveable places, healthy environments, and a strong and fair local economy."

Clean Air Day

National Clean Air Day took place on Thursday 20 June 2019 and Croydon marked the occasion with a host of events to improve air quality across the borough.

School children from across the borough were given the chance to design a poster to be printed on a banner promoting the day and clean air messages. More than 50 entries were submitted with six winners announced.



There were two winners from Croydon High Junior School, two from Ridgeway Primary School and two from Howard Primary School. Croydon High Junior School was the overall winner and received a cash prize towards books for the school library.

The winners were presented with a FitBit by councillor Stuart King, cabinet lead for environment and transport at a town-centre Play Street on Sunday, 16 June.

The free-to-attend event was organised by Croydon Council ahead of Clean Air Day and featured street art and interactive games to teach children about air pollution, free bike checks and a chance to make a healthy drink using a smoothie bike.

School pupils who make a sustainable journey to school on National Clean Air Day were offered a free breakfast. Approximately 1,500 pupils pledged to use active modes of travel by walking, cycling, scooting, catching the bus.

The day itself also featured an air quality walk, hosted by the London Sustainability Exchange. The event featured a talk on air quality in Croydon and a chance to see new pollution monitoring technology.

Councillor King said: "World Clean Air Day is a fantastic initiative spanning the entire globe. The day is a global call to action but anyone can take positive steps whenever they want.

"We're working hard to improve air quality across Croydon with a host of schemes including the well-received School Streets schemes across the borough."

Council officers continue to carry out anti-idling patrols across the borough and did so as part of a week of action leading up to the event.

Will Norman visit

On 13 May London's Walking and Cycling Commissioner, Will Norman, came to see for himself how the £9.5 million funding we secured through the Mayor of London's Liveable Neighbourhood programme, will be spent to 'reconnect Old Town'.

The Commissioner and TfL officers walked the length of Old Town and Roman Way to see for themselves how the construction of the Old Town roundabout and the building of the six lane Roman Way, split the historic Old Town neighbourhood and community. He heard how we will replace the Old Town Roundabout subways with surface crossings for pedestrians and cyclists; reduce traffic dominance; and generally create a more 'liveable neighbourhood'.

He was 'very excited' by the huge untapped potential for walking and cycling in Croydon.



School Streets consultation

Building on the innovative trials that were made permanent in 2018, a further 8 School Streets are now being introduced in the borough. A School Street is a road with a school entrance, which during the start and end of the school day is restricted to use by pedestrians and cyclists, with most motor vehicle traffic prohibited.

The new 8 locations are:

- Norbury Manor Primary (Norbury Park ward)
- Downsview Primary & Nursery (Norbury Park ward)
- Harris Academy Purley & Regina Coeli (Purley Oaks & Riddlesdown ward)
- Winterbourne Junior Girls and Boys School (Bensham Manor ward)
- Harris Primary Academy Kenley (Kenley ward)
- West Thornton Primary Academy, Rosecourt Road site (West Thornton)
- Cypress Primary School (Crystal Palace & Upper Norwood ward)
- Fairchildes Primary School (New Addington South ward)

The School Street zones aim to be extensive enough to practically reduce congestion and parking near to the school entrance, while being small enough to minimise the impact on visitors and deliveries to local residents and businesses. The results of earlier pilot schemes so significant reductions in school run traffic levels.

Residents in the proposed new locations have given their support to the council's proposal during the consultation process.

The School Street is supported by information and training activities, including the STARS accreditation scheme. STARS is a TfL initiative for inspiring young Londoners to travel to school **SusTainably, Actively, Responsibly** and **Safely** by championing walking, scooting and cycling. The STARS scheme is already demonstrating success in non-School Street locations. The physical manifestation of the School Street, in combination with STARS, is however found to enhance the outcomes.

A policy decision is made to install up to 10 further School Streets in the year 2020-21.

MAQF successful bids

I am delighted to report the council has been successful in securing funding from the Mayor's Air Quality Fund for a number of local Air Quality projects. These are:

- South London Construction Consolidation Centre led by LB Croydon
- Pan London NRMM Enforcement project led by LB Merton
- Pan London 'No idling' project led by City of London.

Norwood Junction consultation on improvement

Network Rail is engaging with South Norwood residents and rail passengers on proposals for Norwood Junction Station. The Council has long campaigned for step-free access to all platforms. These proposals include lifts to platforms, and would also begin to improve capacity on the rail line through/serving Norwood Junction. Platforms would also be lengthened to fully accommodate 12-car trains.

The proposals are a key part of Network Rail's emerging plans to increase capacity, reliability and frequency of services on the rail lines through Croydon.

From 17 June to 15 July residents will be able to view and comment on the proposals at <https://www.networkrail.co.uk/running-the-railway/our-routes/south-east/croydon-area/remodelling-scheme/norwood-junction-station-upgrade/>

A series of public drop-in events were held during June.

These proposals are currently unfunded, so the council will be pressing hard to ensure that these essential access improvements are funded and delivered.

Lime e bikes

At the beginning of May, with the launch of Lime e-bikes in the borough, Croydon became the first place in South London to have a dockless electric bike hire scheme. The response so far has been positive and attracted a great deal of interest. Lime are now also operating in Bromley and Lewisham, and are due to launch in Sutton anytime, meaning Croydon is part of a much wider network.

Under current UK legislation, Lime did not need our approval to operate on Croydon highways. However they approached us in a positive manner and we ensured a memorandum of understanding (MOU) was signed before they started operating in Croydon. This MOU commits Lime to responding to any complaints or obstructions in 2 hours of reporting and ensures they abide by TfL's Dockless Bike Share Code of Practice.

Approximately 60 Lime e-bikes are currently on street in Croydon. The intention is the number will increase to 200 in the next few months.

To hire a Lime bike, download the app at: <https://www.li.me/electric-assist-bike>. At £1 to unlock the bike and 15 pence for every minute of use, the cost may be prohibitive for some so the council has been engaging with Lime and encouraging them to introduce a discounted rate for community groups and those on lower incomes. We expect a positive announcement in this regard soon.

If you become aware of any issues relating to obstructions on the footway or the e-bikes being placed in wrong locations or any that are damaged, Lime can be contacted directly by emailing Support@li.me, or use the app to report an issue via the Help icon, or call the UK Support Helpline on 0800 808 5223. The Lime support email and telephone number is printed on every bike.



Emissions Based Charges

A new charging regime for parking is being proposed to encourage the uptake of zero and lower emission vehicles and to help reduce car ownership and use. Car ownership in Croydon grew from 132,572 in 2001 to 148,256 in 2016 (latest analysis). 10,000 of this growth occurred in the latter 3 years.

The problem with increasing car ownership is three-fold. Firstly, it results in more car use and more air pollution. Croydon currently has the unenviable record of the most childhood (0-9 years) hospital admissions for asthma and 7.5% of premature deaths in Croydon are now associated with air pollution. The second problem is the growing amount of congestion, which is wasteful in people's lives and costs the local economy. Lastly, in many residential roads that were laid out in a comparatively car-free era, there is simply no space left for all the additional cars. Although many cars may be used relatively infrequently, they still take up limited kerb space and impact on the quality of public realm in residential streets.

Controlled parking is offered where a majority of residents are concerned about road safety and access in their road. The Controlled Parking Zones (CPZ) uses permit charges and rations space to maximum 2 permits household, to help secure an equal and balanced access for everyone under the circumstances. As space becomes a premium, however, then those charges will feel less of a barrier. The last charges review in 2013 is now inadequate in managing today's elevated level of car ownership.

The new charging structure is designed to incentivise residents to switch to electric and low emission cars, while discouraging the more polluting vehicles. This Council is simultaneously installing 400 new Electric Vehicle Charging Points to further support such choices.

It will in the first instance be applied to resident permits within existing and new Controlled Parking Zones (CPZ). These permits are used to influence car ownership choices in the most congested residential streets of the borough, which also tend to be those closer to the worst areas of air pollution. It is hoped that residents will consider low emission in next they choose a car.

It is proposed to discount the resident permit charge from £80 to £6.50 for the least polluting cars. At the other end of the scale, a higher charge of £300 charge will apply to the highest polluting cars and older cars that were not designed with modern emission standards in mind. Narrowing the charging differential, to lessen the permit charge for high-polluting vehicles, would detract from meeting the scheme objectives.

Of the 9,048 resident permits, just 371 fall into the highest emission band and 413 are issued to pre-2001 cars. The highest charge applicable will therefore affect just 0.53% of total vehicles registered in Croydon; but which contributes proportionally more to air pollution in and around the borough's most congested residential areas.

Although the new permit charges will help control air pollution in some of the more congested areas in the borough, it will of course not address the pollution from motorists who do not live within a CPZ or come from further afield. Technical developments and an extension to the

scheme is under consideration for further consultation in 2021 for emission-based charges at destinations – i.e. in what are currently pay and display bays and car parks. It is anticipated that the general uptake in electric vehicles will increase in the next 2 years, so that a higher proportion of drivers can benefit from a significant charges reduction.

The positives from introducing emission-based parking charges include a cleaner and healthier Town and borough. The new charges for resident permits will eventually generate a modest surplus, which in Croydon contributes to sustaining public transport fare concessions. The parking permit charges therefore indirectly supports the portion of the elder and vulnerable populations that do not have a car or who choose to use public transport for leisure and shopping. These positives indirectly supports the local economy.

A consultation took place from 23rd May 2019 to 20 June 2019, on the proposal to introduce emissions-based parking charges for resident, business and other parking permits within the borough. A final decision will be taken by the council's Traffic Management Advisory Committee 24 July.

GTR Passenger Benefit Fund

Rather than responds to calls to remove the franchise from Govia Thameslink Railway (the Southern and Thameslink operator) following its calamitous performance after the May 2018 Timetable introduction, Chris Grayling sanctioned GTR by requiring it to spend £15m on 'tangible improvements for passengers'. Details of that 'Passenger Benefit Fund' have recently been announced, and GTR is seeking proposals from passengers and stakeholders regarding how the Fund should be spent. The Fund allocations to Croydon Stations are:

East Croydon	50,000	Sanderstead	80,000
South Croydon	50,000	Waddon	30,000
Norwood Junction	50,000	Purley Oaks	30,000
Norbury	30,000	Kenley	30,000
Thornton Heath	30,000	Riddlesdown	80,000
Selhurst	30,000	Woodmansterne	30,000
Purley	50,000	Coulsdon Town	30,000
Coulsdon South	80,000	Reedham (Greater London)	30,000

We are questioning how/why the likes of Waddon and Norwood Junction have received an allocation, but West Croydon which sits between the two did not. As Norwood Junction is a London Overground Station, the £50,000 Passenger Benefit Fund allocated to it cannot be spent at the Station.

Spreading the Fund across most of the stations affected by the Timetable change disruption, means the amount allocated to each is generally not enough to make 'tangible improvements for passengers'. Having previously offered a similar amount of our funding to reopen the second entrance from Norbury Station onto London Road, we know that GTR do not consider £30,000 sufficient to be able to reopen the entrance. We will however, us the opportunity provided by the Fund to press the case for reopening the entrance.

<https://www.passengerbenefitfund.co.uk/>

The bigger picture – Changes to our Planning Agendas

In order to be as transparent and open as possible on our decision making, from the 30th May Planning Committee we have decided to add two items to the Planning Committee Agenda under Item 8 Other Planning Matters. This is Planning Performance and Weekly Planning Decisions (8.1) and Planning Appeal Decisions (8.2).

Planning Performance and Weekly Planning Decisions

The first report covers the Council's overall development management performance (over a rolling 12 month period) with monthly statistics, together with a list of cases determined (since the last Planning Committee) providing details of the site and description of development (by Ward), whether the case was determined by officers under delegated powers or by Planning Committee/Sub Committee and the outcome (refusal/approval). It goes on to pull out key decision that Members might like to interrogate.

Planning Appeal Decisions

The second report covers all planning appeals, irrespective of whether the related planning application was determined by Planning Committee, Planning Sub Committee or by officers under delegated powers. It also advises on appeal outcomes following the service of a planning enforcement notice.

CLP – Partial Review launched and the programme going forward

Croydon Council is reviewing part of its Local Plan to update the vision and strategy for Croydon's growth up to 2040, and set out how the borough will continue to deliver much-needed new homes, jobs and community facilities.

The review is being undertaken as the Mayor of London finalises the London Plan, which is expected to require all outer London boroughs to provide more homes.

The plan aims to strengthen Croydon's sustainability, create healthier places and support local employment, leisure and retail.

As part of the review, the council will explore a range of options to minimise the impact of growth on the character and nature of Croydon's suburbs, looking at alternative and suitable locations for new homes and community facilities.

The review will also include a section on the Purley Way, where the council has received funding from the Greater London Authority (GLA)'s Home Building Capacity Fund. It will look at protecting the commercial future of the area, while providing units for smaller businesses, community facilities and homes in an improved environment.

The council is required to review its local plan every five years to ensure it meets changing needs. It is anticipated it will not be adopted until 2022. However the first stage of consultation on preferred and alternative options will take place in Autumn 2019. The Local Plan Partial Review can be followed via the following web link.

<https://www.croydon.gov.uk/planningandregeneration/framework/localplan/croydon-local-plan---partial-review>

Residents, stakeholders and developers will be invited to engage as the partial review is drawn up and the Council is looking forward to your engagement.

Currently, there is a call for information on development sites and valued green spaces across the borough to help shape the review. More information regarding these calls evidence can be found via the following web links.

Local Green Spaces

https://getinvolved.croydon.gov.uk/kms/dmart.aspx?strTab=ConsultationTimeline&PageType=item&filter_SurveyId=571

Development Sites

https://getinvolved.croydon.gov.uk/kms/dmart.aspx?strTab=ConsultationTimeline&PageType=item&filter_SurveyId=568

The New Purley Way Quarter – funding from the Mayor – New Places for New Homes

Funding from the Mayor’s Home Building Capacity Fund has been successfully bid for to undertake a comprehensive planning exercise for the Purley Way. This project will be part of the Croydon Local Plan Partial Review as a chapter within the review. The Purely Way is already identified in the adopted Croydon Local Plan for some growth with scattered allocations, but this project wants to make a step change in the comprehensive planning for the Purley Way. This project will look to set a vision for the Purley Way that tests development options to maximise the use of brownfield sites to deliver housing and employment in a sustainable way to contribute to the very challenging emerging new London Plan housing target for the borough. This approach could also ease pressure on other areas in terms of accommodating the borough’s housing target.

Following the Opportunity Area approach used for the central Croydon, the funding for the project will be used to gather experts in fields to eventually produce an indicative masterplan and toolkit for development in this area.

Although the driver for the project is to deliver a significant number of additional homes (including affordable housing) whilst protecting valued industrial space, other outcomes are to support the local economy and businesses, provide spaces for local businesses starting up and improve the ways that people can move into and around the A23 corridor. Ultimately, there will be strong connections between the Purley Way, the Croydon Opportunity Area and Purley District Centre. The Council through this project and in tandem with the Local Plan review will ensure that there is a comprehensive plan for the infrastructure needed to deliver the development in the area.

Regeneration round up

Plans for the Neighbourhoods

Work is underway to complete the evidence base for undertaking a robust, objective analysis of the challenges and opportunities facing each neighbourhood. The evidence base will be drawn from a broad range of data sources touching on topics from demographics, to poverty, to housing, to environment, to education with each neighbourhood being benchmarked against borough, London and national levels.

The data is being compiled by 'place' in line with the borough's Local Plan.

The evidence base for each 'place' will be used to inform further consultation with local members, businesses and the community to inform locally-led community projects; local S106 spend; and wider interventions by the Council, the community and its public and private partners.

Place Engagement

Growing collaboration between Council officers, local members, local businesses and community members has led to the establishment of a number of local place-based discussion and steering groups that are helping to shape the regeneration work in each area, alongside the development of the plans for the neighbourhoods. For example:

- In Thornton Heath a Regeneration Steering Group has been established comprising of local ward members, community representatives.
- In Norbury a new Regeneration Steering Group has been established, comprising of local ward members, resident associations and community representatives.
- In South Norwood & Woodside, the Good Growth Fund project is being overseen by a Steering Group formed of local ward members.
- In Selsdon, local ward members are taking a proactive role in bringing key community representatives together towards a wider engagement activity in the Autumn.
- In Kenley and Old Coulsdon, extensive consultation and engagement is underway with a wide range of community groups, businesses, residents associations and local members towards developing a Community Plan.

- In Crystal Palace and Upper Norwood, Council officers are supporting the local community groups to realise some of the identified opportunities in the area and working to engage with peers in neighbouring boroughs towards joint initiatives.
- In West Addiscombe, early engagement with ward councillors and businesses has commenced to identify priorities for improving the area around the junction of Cherry Orchard and Lower Addiscombe roads
- In Broad Green, ward members and officers are seeking to establish stronger partnership working with businesses along the London Road and are in discussion with the London Road Traders Association.

High Streets

- Three bids were submitted to the Government's Future High Streets Fund in March 2019: London Road; South Norwood; and Thornton Heath.
- Successful bids are expected to be announced later in July. A new scheme has now been announced by the Government to reinvigorate the high streets: Heritage high streets (funding for high streets in conservation areas). The Council is currently undertaking an assessment of each high street against the bid criteria towards submitting an application.
- Further work is also underway to establish a database of empty commercial properties across all of our high streets in the borough with a view to identifying opportunities to encourage these properties back into active uses.

Project Updates

South Norwood & Woodside

Building on their 2017 Community Economic Development Plan, We Love SE25 worked with Council Officers and the GLA to develop the We Love SE25 Community Plan in November 2018: <http://www.welovese25.org/plan/>. The success of the Plan led to the Council securing a further £2.3m from the Mayor of London's Good Growth Fund for a variety of interventions across South Norwood, including a specific focus on improvements to several local community buildings and empty commercial properties along the area's two main high streets, along with a programme of business support and place-making. The Council is now working with We Love SE25 and other key community groups across the neighbourhood to plan and implement each of the interventions.

Projects currently underway:

- Socco Cheta: investment in the building is currently being planned to provide a more fit-for-purpose community hub and a new consortium group has been established to manage the space once work is complete.
- Portland Bridge lighting: following consultation with the local community, a new lighting installation has been designed which will lighten up the underpass and provide a safer and more welcoming gateway into the town.
- Two SE25 Business Networking meetings took place in April to discuss how the GGF will benefit existing businesses and how to encourage the vacant units back into use.

Thornton Heath

We are currently completing a £2.7m programme of investment in public realm, shop front improvements and public art in Thornton Heath.

The scheme provided 11,615 sq.m new / improved public realm in key locations: Parchmore Road Junction, Thornton Heath Library and Whitehorse Roundabout; and building front improvements including 24 improved shopfronts, repainted uppers/parades and four large-scale pieces of wall art in collaboration with the local community. Through the scheme, a new event space is being created at the forecourt of Ambassador House – a key gateway into the high street from the station. Works began last month and will complete shortly ready for a programme of events across the summer. Three festivals have already taken place on the space giving residents a chance to try out a number of fun ways to get more active.



Ambassador House Forecourt Design

Kenley & Old Coulsdon

With support from the Mayor of London's Good Growth Fund, the Council is working to carry out extensive engagement with all those who work, live or spend time in the neighbourhood. Between May and September 2019 a number of engagement events and activities are being held to help shape the vision for the future of the neighbourhood.

Based on the outcomes of this engagement, a Community Plan will be created to guide the way that Kenley and Old Coulsdon evolves and prioritise what the community needs. More information and a community survey is available here: <https://getinvolved.croydon.gov.uk/project/554> A second stage bid to the Mayor's Good Growth fund will be submitted in the Autumn, based on the priorities identified through the Community Plan process.



Kenley & Old Coulsdon Consultation

Norbury

A new community planter has been created at St Helen's Triangle through the work of local volunteers (Image below).



Norbury Hall Park toilets are being refurbished with a view to reopening in the summer.

Addiscombe

A crowdfund campaign is underway to raise funds to upgrade the children's play area - <https://www.spacehive.com/ashburton-park-playground>

Major Projects

Growth Zone update

Croydon town centre continues to see rapid change with new buildings under construction and plans for further developments in the pipeline. The Council are working to deliver improvements to the transport network, to upgrade the streets and to provide more facilities for new and existing residents.

The following provides a short update on some of the major projects underway:

Brighton Mainline/East Croydon station

The first stage of public consultation completed and results distributed to local residents in June 2019. Over 90% of people agreed with the concept of unblocking the railway bottleneck at Croydon. The overwhelming support for improvements means that work continues by Network Rail and the Council on developing the project. Further public consultation on the plans is scheduled for early 2020. More detailed consultation regarding Norwood Junction began on 17th June 2019.

West Croydon station

Initial ideas and designs have been discussed with Network Rail and TfL and these are being progressed. Network Rail are working through options for future track alignment through the West Croydon area, taking account of possible future options relating to train services and tram capacity enhancements.

Trams

The immediate focus is on East Croydon station to maximise platform space and improve pedestrian crossings and safety, better passenger information and wayfinding. Technical work will need to be undertaken to bring the centre platform in to regular service for turning trams back east and west.

Fiveways

Pre-application meetings have commenced, with a planning application expected in September / October 2019 and if successful work to commence by 2021.

High Street

An exciting programme of events and activities has started for the High Street and will continue to mid September.

Minster Green

Designs for the area around the Minster have progressed and a community workshop was held in April. These will be progressed and permission sought from the diocese before work starts in early 2020.

Walking & Cycling

Bedford Park to Poplar Walk cycle route construction starting late June 2019.

Ampere Way cycle track will be built early 2020.

Parking

The Council has almost completed a review of the Controlled Parking Zones surrounding the town centre and will consider if any changes are to be made, consulting residents on any proposed changes.

Fair Field

The Council will appointed a world class designer later this month to change the area outside Fairfield Halls and the College to create a space where people will want to come to relax, play and be entertained. Design work will start later this summer and more information will be available on the emerging designs later this year.

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Latest News

Selsdon library receives the first full refurbishment of any Croydon library

The Selsdon refurbishment will see improved IT, new decoration and furniture, and extended opening hours through the use of Open+ technology. This exciting refurbishment is the first in the programme to modernise all libraries in Croydon over the next few years. During the Selsdon works, which are taking place now,



residents can use a staffed pop-up library in the foyer between 10am and 2pm on Mondays, Tuesdays, Thursdays, Fridays and Saturdays. There will be a returns bin for books and other borrowed items outside the library which can be used at all times. Sanderstead will open on Mondays from 9am to 6pm from 3 June until 29 July in addition to usual opening hours. Further details can be found [here](#).

Works due to start on Norbury refurbishment

Over 150 residents attended the Norbury Library engagement event on 11th May to view the proposed design of the refurbished library and upstairs community room. Feedback was received from over 100 residents and the designs are being updated to incorporate suggestions.





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Norbury Library will close at the beginning of September to allow for roof replacement, refurbishment of the library, installation of an access lift to the newly refurbished upstairs community room.

Launch of summer reading challenge

SUMMER READING CHALLENGE 13 July – 14 September

The Reading Agency and Libraries Present

SPACE CHASE

Summer Reading Challenge 2019

The Reading Agency and Croydon Libraries presents the Summer Reading Challenge 2019. The theme this year is “Space Chase”, an out-of-this-world adventure inspired by the 50th anniversary of the first moon landing. Children’s reading skills are known to dip during the summer break and the reading challenge offers a fun way to encourage children aged 4-11 to read up to six books over the holidays. All children who complete the challenge can enter a prize draw to win a Kindle Fire. The challenge “launches” on Saturday, 13th July. Visit the Summer Reading Challenge website for more inspiration <https://summerreadingchallenge.org.uk/>

Exhibitions at the Museum of Croydon

The portrait of one of Croydon’s most famous musicians, Stormzy and his mum Abigail Owuo has taken up residence in the exhibition gallery until the end of September as part of the **National Portrait Gallery’s ‘Coming Home’** project. The portrait by Olivia Rose as part of the This Is Grime book is accompanied with an installation of a fellow Croydon artist PINS. An interactive piece that explores the concept of home, we’re encouraging people of all ages to come and take part. This collaboration is an exciting chance for the museum to work with contemporary artists and showcase Croydon’s music and visual art talent.

AMBITIOUS FOR CROYDON



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Croydon Museum also hosts the opening of the **Windrush exhibition** from 12th June until November. This exhibition tells the living stories of the Windrush generation in Croydon through evoking nostalgic memories of the period through real artefacts belonging to the community. We are privileged to host this

exhibition as part of the Croydon Windrush Celebrations 2019 presented by All Islands Together.

The Clocktower gallery space will welcome Mark Goldby's **'Bold'** a group show designed to coincide with Croydon Pride in July. The show explores the perception of homosexuality throughout history by artists who 50 years ago would have been considered mentally ill or criminal for their sexual identity.

Start-ups in London Libraries

Croydon Libraries' brand new service **Start-ups in London Libraries** is now here to help you turn your business idea into a reality. Sign up to attend the workshops:

Day 1: What next for my business idea? Croydon Central Library - Wednesday 10 July 10.00am - 4:00pm

Please contact sophie.white@croydon.gov.uk to register for a workshop or to find out what other support is available.

The project is fully funded by the European Regional Development Fund, the British Library, ten participating London boroughs and generously supported by JP Morgan and Arts Council England.



London Cityread (May) - Aisha Malik: author talk



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Cityread 2019 offered Croydon an opportunity to meet author Ayisha Malik, author of *Sofia Khan is not obliged*, on 10th May in Ashburton Library. Over thirty avid readers asked a wide range of questions and enjoyed an opportunity to try a specially created chocolate bar created by an enterprising library colleague and Croydon business owner Nasreen Khan, who incorporated themes from the book.

<https://cocoajoneschocolate.com/blogs/news/cityreads-2019>



Half Term Events: On 28th & 30th May the London Mozart Players with actress Rebecca Kenny performed Peter & the Wolf in Central, New Addington and Thornton Heath Libraries to nearly 400 families. Croydon Music & Arts provided instrument workshops ahead of the concerts which allowed children to try out flutes, clarinets, violins and cellos before watching the professionals perform.





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Volunteers' Week 1st – 7th June

On Saturday 1st June volunteers from Libraries and Museum of Croydon came together to kick off Volunteers' Week; to celebrate their success and promote volunteering opportunities to invited guests. If you are interested in becoming a volunteer visit www.croydon.gov.uk/leisure/libraries/volunteer

Green Spaces Open Day Saturday 8th June 11am – 4pm Central Library

The Croydon community celebrated Croydon's green spaces. Local wildlife and nature groups had stands, including Croydon RSPB, Croydon Natural History & Scientific Society, Croydon Ponds Project, London Wildlife Trust, the Wilderness Project and the Association of Croydon Conservation Societies. Visitors found out about green activities and how to volunteer to keep Croydon green.



Help us celebrate 100 years of council housing in Croydon

The Croydon Museum is working with colleagues in housing services to prepare a commemorative exhibition to celebrate 100 years of council housing at Croydon Clocktower throughout August. More information about the history behind the event can be found in Councillor Alison Butler's bulletin.



Already, residents have been providing their memories, photos and memorabilia. If you've memories you'd like to share, or know someone that would, contact residentinvolvement@croydon.gov.uk or call 020 8726 6100, extension 47350.



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The exhibition will run every day during August in Croydon Clocktower, followed by a tour in libraries across the borough.

www.croydon.gov.uk/housing/residents/celebrating-100-years-of-council-housing-in-croydon

Croydon Music City: The Ends and CRO CRO Festivals

Two new festivals put Croydon on the map this spring as we continue to develop our borough as a music city, a place where music is at the heart of our local economy. **Cro Cro Lands** and **The Ends** Festival were both hailed a huge success and created a host of opportunities for aspiring musicians and young people locally.

The organisers of Croydon's inaugural **Cro Cro Land** – who are also the creators of The Croydonist blog – set out to bring guitar bands back to the borough, and to create a festival where women were fairly represented in the line-up and the crew. Residents Julia Woollams and Angela Martin developed the festival to celebrate Croydon's music history as the birthplace of punk, with a line-up featuring 40 of the UK's most exciting indie and alternative bands and DJs across three stages. The event at Urban Xchange in April was a sell-out, with a line-up that attracted music-lovers from across the UK, including more than 70 industry professionals.

The council supported the event through its cultural partnership fund, which offers arts organisations match-funding for local projects, and Arts Council England. Through a partnership with local charity Lives not Knives, Cro Cro land offered a programme of work experience and training for young people.



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Nova Twins at Cro Cro Land ©John Mo and ©Jamie MacMillan

One month later, thousands flocked to Lloyds Park as Croydon's newest major music festival **The Ends** proved a hit. Hailed a huge success, the three day Metropolis (Livenation) event from 31 May-2 June was headlined by international stars including Nas, Wizkid and Damian Marley. It also gave local young musicians a chance to shine on the council-sponsored Future stage, which provided aspiring artists from Croydon with a platform. Among them was Nxakaio from Norwood. He said: "It has been a great opportunity, to perform at home. It's been my biggest performance to date. Tricey, who also performed on the Future stage on Friday, said: "It's been an amazing experience."



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Thornton Heath – New arts and event space

As part of our programme to reactivate Ambassador House, we will be hosting a series of community events on the forecourt over the summer. The programme began with three Community 'Get Active' Festivals in June where residents were able to try out new activities in free coached classes including mindfulness, short tennis, zumba, Bollywood dance, seated exercise, short walks, gentle paced runs and many more...

The events were hosted by Croydon Council in collaboration with our partners Palace for Life and Better Leisure. We have also worked with local artists to set up a new community notice board and gallery on the hoardings of the former pub in the ground floor of Ambassador House (see pictures). This will provide an opportunity for local artists to display their work in a rolling programme.



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Cultural Partnership Fund

Amongst many other projects, the Cultural Partnership Fund supported the Croydonites Festival of New Theatre that took place 2nd – 25th May and showcased comedy, drama, song, dance, installation and immersive performance. The 3-week long programme featured four UK premieres and three Croydonites commissions plus a very special work from Sweden. In its fourth year, the programme continued to support the work of local artists as well as bring exciting new theatre to the borough.

Purley: new public art installation

Following a competitive process, the Council supported Purley Business Improvement District to appoint Alan Potter, a sculptor, to create a new public art installation to celebrate the town's rail heritage. The Croydon, Merstham and Godstone Iron Railway which operated through Purley 1805-1838, was one of the first public railways in the UK and transported goods on horse drawn wagons on iron rails. The new sculpture has been designed through community workshops held in Purley across April and May and will be 12m long, 2m high and made of cast iron. The scheme is now awaiting planning permission before installation in the Autumn.



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Registrars Service

Locality Working

Registrars are now firmly established working from Croydon University Hospital four mornings per week. Appointments are made directly by the hospitals Bereavement Services when a death occurs, which has led to a more joined up service for those at an extremely difficult period of their lives. We are now beginning to consider how we can increase the Registrars presence during peak periods. The success of this offer has eliminated the need for registration appointments at Croydon Crematorium so these have been discontinued

EU Settlement Scheme

To support residents who are EU Citizens in making applications under the EU Settlement Scheme (EUSS) the OISC and Home Office have worked together to create a scheme which allows Local Authorities to give residents assistance to make face to face applications. Based on the information available on Croydon Observatory there are an estimated 22,000 EU citizens living in the borough. The majority will make their application online but it is estimated there may be up to 3000 residents that will require our assistance until it closes in 2021. Here at Croydon we are offering a free appointment based service to any residents requiring assistance. This service is not being offered to non-residents. The service went live on Monday 3rd June and will be operated for an initial 3 month period and then reviewed in terms of demand and suitability.

Bereavement Services

Replacement Cremators

New cremators are being installed at Croydon Crematorium during the summer. To minimise building works and disruption the cremators are being assembled on site. Works commence in late June and will be completed in early November.



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Cremation Metals Recycling Scheme

We are pleased to announce that in May 2019 we secured £8k for our latest nominated charity Woodside Bereavement Services. Woodside provides free bereavement counselling to Croydon residents of all ages and backgrounds. Referrals are received from schools, GPs, Psychological Support services (such as IAPT) and self-referrals through their website.

All counselling is provided by trained volunteers in a counselling room in South Norwood or through home or school visits. In 2018 they delivered approximately 1400 volunteer hours to support 73 adult referrals and 38 referrals from schools. The charity keeps running costs to a minimum and relies on donations and grants to fund its premises and part-time staff.

We are again just entering a new period for nominations. This is a national scheme that distribute and surplus monies from the recycling of cremation to bereavement related charities. To date over £8million pounds has been distributed across the UK! If you know of any local charities that work with the bereaved and would benefit from this scheme please contact Kevin Pilkington kevin.pilkington@croydon.gov.uk or Eddie Ranger edward.ranger@croydon.gov.uk to discuss further

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Families, Health and Social Care

Cabinet Member Bulletin

Councillor Jane Avis

July 2019

Welcome to my July Bulletin,

New Directors in post

I am delighted to let you know that Annette McPartland has been successful in securing the role of our director of operations and Rachel Soni successful in securing the role of director of integration and innovation.

They both have a strong track record of leading and delivering in health and social care. Annette and Rachel have been working at Croydon for a number of years. Rachel has led the award winning One Croydon Alliance programme and Annette, a Croydon grown success, has a wealth of experience within social care and driving innovative projects.

Rachel Soni and Annette McPartland both join Rachel Flowers, director of public health, as the senior management team for Health, Wellbeing and Adults. Rachel Flag takes up the role of integrated delivery team manager leading on the One Croydon work.

These new appointments are key to our delivery model – further integration between health and social care and working in locality settings. This will ensure we are focusing on our resident's strengths - supporting them to be independent for longer and achieve the outcomes *they* want for *their* lives. And, as always, continuing to ensure that our most vulnerable residents are safe and receiving the right level of support early - preventing crisis.

I am sure you will all join me in congratulating Rachel and Annette who, along with Rachel Flowers will help to ensure our residents live long, healthy, happy and independent lives



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The new Cherry Hub opens with a buzz!

More than 100 people including many adults with disabilities, local charities and voluntary groups and staff were at the opening of the Cherry Hub on June 18.



A great deal has changed to the Cherry site. The Autism Service moved into their space within the Hub and they have settled well and work has been ongoing to give the Garden Centre, which is supported by volunteers with learning and other disabilities, a new welfare site and general upgrade. It is now busier than ever and I know colleagues who work at Bernard Weatherill House really appreciate all the hard work the

team do to keep the 5th and 8th floors looking beautiful.

Despite the rain everyone had a fantastic time. Many of the new facilities were demonstrated – the sensory room, the specialist dance and workout studio, where members of The BRIT School's community arts practice ran a singing class, cookery sessions in the training kitchen and the outdoor space where The Carbonators and DJ Soul Sista had everyone dancing!



We also had the Whitehorse photography group projecting their photos that documented the development of the building, therapeutic massage and of course, the Garden Centre.



Our new Mayor Councillor Humayun Kabir and my colleagues Cllr Louisa Woodley, Cllr Janet Campbell, Cllr Gerry Fitzpatrick and Cllr Yvette Hopley all attended and, after cutting the beautiful cake, thanked everyone who is involved in the project. We are looking forward to seeing the benefits it can bring as our community start to use it as part of Active Lives.



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For more information: Annette.McPartland@croydon.gov.uk

Plans for a more efficient commissioning arrangements

On the 10 July we are taking a paper to Cabinet to discuss creating a number of Dynamic Purchasing Systems (DPS) as an approved end to end method for the Single Health and Social Care Micro-commissioning and call-off for a range of health and social care services.

The proposal is to replace the Integrated Framework Agreement (IFA) that commenced in 2014/15 and will expire at the end of March 2020. As a Framework Agreement, the IFA had a maximum life of 4 years (although this has been extended to 5 years). Many of the current services procured through the IFA will be in future be procured from a DPS. However, the IFA was not particularly effective for residential and nursing homes where services were commissioned outside of the framework

This is a joint project between Adults Social Care, Children's Social Care, Gateway, One Croydon Alliance and our health partners. Supported by the eMarket place system the DPS will able the process all of health, social care for adults and young people services and part of Gateway's commissioning needs, as well as being able to handle bespoke procurement call offs.

It will deliver more efficient commissioning arrangements of Adults and Young People Social Care Services and will improve the quality and timeliness of placement conducted on behalf of the Local Authority and its health partners.

I will keep you updated on progress through this bulletin.

Hop into action with smart sugar swaps

We are continuing to support residents, businesses, schools and early year's settings to reduce the sugar they consume in food and drinks and also to provide more sugar-free choices in shops and on menus. The aim is to get people to better take care of their teeth and gums and maintain a healthy weight by ditching sweets for healthier treats.



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We recently placed posters around the borough and used our social media to promote the SUGAR SMART Spring campaign that encouraged people to hop into action and make smart sugar swaps.

Tooth decay is the leading cause for hospitalisation among five to nine year olds in the UK. Simple sugar swaps can greatly help to reduce the risk of heart disease, gum disease and type 2 diabetes

Making the choice to swap chocolates, sweet biscuits or fizzy drinks for fruit, sugar-free options, or water can be simple.

You can find some sugar swap quick wins on our website
www.croydon.gov.uk/sugarsmart

Do also encourage friends, family and colleagues to join you on your sugar smart journey.



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Proposed changes to the Direct Payments policy for adult social care

We are proposing to update our direct payments policy and want to hear from people who use, or may want to use direct payments, their families, carers, professionals and organisations.

We are doing this to ensure our direct payments policy is in line with the [Care Act legislation \(April 2015\)](#) and the changing needs of our population. Croydon is updating the policy, for our staff, and the people who use (or want to use) direct payments



Before we make any changes, it's important that we understand if people think it will make their life better or if it could cause problems. To do this, we have developed a short survey, where people have the opportunity to let us know their thoughts.

The survey is online at www.croydon.gov.uk/directpayment_consultation where there is the full draft policy, a summary and an easy read version. People can choose which one to read through and then answer a few questions.

If someone can't go online, but has access to email, they can email Talk2SocialCare@Croydon.gov.uk and they will be contacted to find out the best way for them to take part.

The consultation runs until 16 August 2019.



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Singing, dancing and knitting to support dementia



I would like to thank everyone who supported this year's Dementia Action Week events in May that were organised by the Croydon Dementia Action Alliance (CDAA).

The CDAA is a partnership with Alzheimer's Society, Croydon Council, NHS services, Age UK Croydon, the Met Police, London Fire Brigade and more than 20 other local organisations.

Dementia Action Week helps to raise awareness of the condition and encourage people to take positive actions, such as becoming a Dementia Friend, and support those with dementia, and their carers, to enjoy activities with other residents in their local community.

I attended the amazing 12-hour extravaganza at Croydon University Hospital, which included a knit-a-thon making hand muffs for dementia wards at the hospital and South London & Maudsley NHS Trust. The muffs help to relax people living with dementia during their hospital stay or visit and can help prevent them getting agitated.



The hospital also hosted dementia information sessions and stalls to raise money for dementia causes.



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The CDAA also arranged a popular tea dance during the week with lots of dancing and live singing. Our new Mayor, Councillor Humayun Kabir, also participated in the fun.

Other events included a special dementia friendly screening of Summer Holiday (1963), starring Cliff Richard and The Shadows at Croydon's David Lean Cinema.

There were dementia open days and more singing and dancing at The Memory Tree Café at Age UK Croydon, Croydon's BAME Forum, Marsh Willow Day Centre and Sunrise Senior Living care home.

Read more

<http://news.croydon.gov.uk/stitch-sew-go-get-your-needles-poised-to-support-dementia/>

Know your numbers if you want to count on good health

Men's health by numbers

Do you know yours?

We supported Men's Health Week in June which encourages men to get to know the vital statistics that can improve your chance of living a long and healthy life.

Making a few simple lifestyle changes to improve your health can be a life saver like finding out your like blood pressure levels, waist size and the recommended units for alcohol consumption.

It is estimated that there is up to a 10 year difference in male life expectancy in Croydon between Selsdon and Selhurst areas. We want to see numbers like these greatly reduced.

You can get started by completing a health MOT in five minutes on Croydon Council's health website at www.JustBeCroydon.org This will give you your own personalised report that can help you set achievable goals throughout the year to lose weight, quit smoking, drink less alcohol, exercise more and tackle other unhealthy behaviours.



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Face-to-face health advice is also available from Live Well Advisors based at a local health hubs. No appointments are needed. Find a health hub near you

<https://www.justbecroydon.org/just-live-well/>

Carers Week 2019



The 10 - 17 June was carers week and there were lots of free informative and fun events taking place aimed at people caring for a friend, family member or neighbour needing their help due to illness, disability or old age.

The Carers Support Centre, which is funded by the council and run by the Carers Information Service, extended

its Carers Cafe opening times and hosted a wide-range of free health and wellbeing events. There was Tai Chi, a managing stress workshop, poetry and music sessions and more!

If you are a carer and would like to visit the Carers Support Centre, it can be found at 24 George Street, Croydon CR0 1PB (opposite George Street tram stop)

www.carersinfo.org.uk

1 Talking Point, 5 good conversations, 2 songs and Community Led Support is off!

In my April bulletin I told you about the changes within adult social care as we moved towards locality working and started to apply the Community Led Support principles, providing timely access to relevant information, connecting people to local services and networks within their communities and helping to prevent their problems get worse. Also ensuring that, if people need wider health wellbeing and adults statutory services they receive them.



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Our first 'Talking Point' was at the Parchmore Community Centre in Thornton Heath on Monday 3 June; a chance for 'good conversations' with some of our residents.

5 people came by appointment and one person dropped in to speak to the team. Supported by the Parchmore staff, four members of the council locality team and a colleague from Croydon Voluntary Action (CVA) were all available.

Residents who came seemed to really like the different approach; meeting in a relaxed local venue and having person centered, strength based conversations to find out what really matters to them.

The informal, softer, lighter and brighter environment seemed to help in making people feel comfortable; more relaxed: more equal; more valued. Great use of strengths-based, person centered open questions made a real difference to the quality of the interaction.

In one example good conversations and meaningful interactions led to one person bursting into song as they discussed their interests. An Action Plan, which was wholly focussed on the outcomes the resident had been given the time and support to share was developed. It makes a huge difference to have the time, space and permission not to focus on the assessment and eligibility issues at the forefront but instead on what really matters to the person, building on their strengths and gifts and those of family, friends and, with the crucial support of our VCS, social prescribing and colleagues from across the council, on connecting people to their local community and vital practical support.

It is early days, and the plan is to start small and keep reflecting and learning to ensure we get this right.

For more information: Annette.McPartland@croydon.gov.uk





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We can all do our part to stamp out measles in Croydon

Measles continues to be an issue in communities across London, the UK and globally. There is an ongoing outbreak in London and Europe and we are closely monitoring the situation in Croydon.

We can stop this and help to protect ourselves and loved ones too.



Two doses of the MMR vaccination provides immunity against not only measles, but also mumps and rubella. The vaccine is proven to be safe and effective and a full course is just two injections, which you can complete at any age.

The more people who have this immunity, the more the whole community is protected from measles.

How you can help eliminate infectious diseases:

- Parents and carers should ensure their children's vaccinations are up-to-date.
- If you do not know your vaccination status, speak to your GP.
- If you are thinking about getting pregnant, your vaccinations should be current beforehand.
- Get the facts and advice about vaccinations from a GP, pharmacist, health professional or the NHS website <https://www.nhs.uk/conditions/vaccinations/mmr-vaccine/>
- If you work at a school or college, find out their vaccinations policy and consider sending information to parents /carers, students and staff about being adequately protected.

Read more about what we are doing to eliminate measles in Croydon
<http://news.croydon.gov.uk/time-to-eliminate-measles-in-croydon/>



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I hope you find this bulletin interesting, if you would like to contact me about anything, please do so on:

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[Online information](#)

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Safer Croydon and Communities

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Safer Croydon

Developing our Public Health Approach to Violence Reduction – Framework Approved with support from London Mayor’s Office



Lib Peck, Director of the Mayor for London’s Violence Reduction Unit attended Cabinet to support approval of Croydon’s Public Health Approach to Violence Reduction policy framework. We made a manifesto commitment to taking a public health approach to tackling violence and this is an important step in making this pledge a reality. Our work to develop a public health approach to tackling violence and establishing a Violence Reduction Network has been described as exemplary and is shared by London’s Violence Reduction Unit, led by Lib Peck, and we look forward to working together to make Croydon even safer for everyone.

The causes of violent crime are extremely complex and involve deep-seated problems including social deprivation, poverty, inequality, domestic abuse, substance misuse, mental health, social alienation and a lack of opportunity. Croydon’s approach acknowledges the complexity of the problem and seeks to work with partners to prevent violence before it happens by focusing on the causes, as well as the impact of the offences.



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In Croydon this means recognising that we all have a role, both statutory and community sectors, working together to stop violence. The council's Violence Reduction Network is taking a fundamentally different approach where we all work together to deliver greater capacity, expertise and coordination to identify the root causes of violence and deliver early interventions. We will work with communities to identify those at risk and develop community based prevention services with the aim of stopping violence before it occurs and signposting individuals to support, education and training to

Sarah Hayward appointment?

Keeping young people away from gangs

Croydon Council's gangs team (part of the council's youth offending service) hosted a Meet The Gangs Team event at Croydon Voluntary Action (CVA) on Thursday 20 June from 10.30-1230pm.

The work champions the goals of the council's Choose Your Future campaign, which seeks to unite Croydon against serious youth violence and help young people make positive choices.

This is the fifth event, organised in collaboration with the CVA, to help voluntary groups and those working with young people understand the reasons why young people join gangs, and the support in place to divert them away from a gang lifestyle.

<http://news.croydon.gov.uk/keeping-young-people-away-from-gangs/>





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CCTV – Public Consultation

We are investing in improving community safety across the borough by replacing and upgrading the Council CCTV system with state of the art technology. Our CCTV network comprises of 96 static cameras and 10 deployable cameras strategically located at sites with higher levels of reported crime or high footfall across the borough. It is a key tool in deterring crime and supporting our emergency services and is designed to deter crime and anti-social behaviour and reduce fear of crime, improve safety and help emergency services.

The network helps keep all our communities safer in the town and district centres across the borough and supports our drive to reduce violence. However, parts of the existing analogue network are nearing the end of their serviceable life. The council is planning to replace it with a new digital system to increase the network's capability with higher resolution images.

The council follows the Surveillance Camera Code of Practice in order to balance the need for cameras in public places with individuals' right to privacy. We want to ensure we are using it proportionally and sensibly and the Council is consulting on how people view the current network, make sure we understand how the community expect us to use the network and what they think of the council's priorities for the upgraded system.

Croydon's Youth Engagement service and other partners will be working to enable more young people in the borough to have their say on the proposals.

Make sure you ave your say: www.croydon.gov.uk/getinvolved

Trading standards – online knife prosecution

Pub giant fined £180,000 after Croydon Council prosecution

A judge has fined a national brewer £180,000 after Croydon Council prosecuted one of its pubs for having a dirty kitchen, mouse droppings and poor hygiene practices.

At Croydon Magistrates' Court on Tuesday (7 May), Marston's plc was fined £180,000, plus ordered to pay more than £5,000 in costs, after it admitted multiple hygiene failings found at Porter and Sorter.

<http://news.croydon.gov.uk/pub-giant-fined-180000-after-croydon-council-prosecution/>



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Communities

Multi-million-pound Community Fund available for Croydon community groups

Bids are open for the council's Community Fund – with more than £2.6m available every year over three years available to Croydon's voluntary sector, reflecting the Administration's commitment and record of investment in our voluntary sector. The Community Fund will support community organisations taking action around a number of areas including supporting older people, young people, tackling homelessness, promoting safety and access to employment.

The Community Fund is a three year programme making almost £8m available for Croydon's voluntary and community sector, informed by significant engagement with our voluntary and community sector.

Bids for over £15,000 are open until 1 October and all the information relating to the Community Fund is available on the council's Value Croydon site
<http://valuecroydon.com/engagement-2-2>

For bids under £15,000 organisations can make an application for a small grant. Applications will open from the 1st September 2019 and be available on the Community Grants page on the Councils website -
www.croydon.gov.uk/community/advice/community-grants



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Croydon Big Lunch – Sat 1st and Sun 2nd June

Croydon residents once again showed their community spirit by putting on over 60 street parties on Saturday 1st and Sunday 2th June 2016.

Every year the Big Lunch sees communities from all corners of the borough sitting down to eat and chat with their neighbours. These community gatherings are encouraging neighbours to look out for each other, as well as opening avenues for neighbours to help the less able.

A huge thank you to all our Croydon Big Lunchers that showed their support this year! Thanks to our residents, we had 64 registered Big Lunches in our streets and parks. The Deputy Mayor of Croydon Cllr Maddie Henson was also delighted to pop along to support as many parties across the borough.

Here is a sampling of some of the parties that took place this year. You can view more Big Lunch Photos on the council's flicker page or by clicking on this link:

<https://www.flickr.com/photos/yourcroydon/albums/72157709078810473>





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Annual Interfaith Bike Ride and Picnic - 9th June 2019

On Sunday 9th June, Faiths Together in Croydon held their 5th annual ride and picnic. This year saw riders visiting the SVBT temple in West Croydon, Croydon Mosque on London Road and then making their way to St George's Church in Shirley. The riders then headed to Park Hill Rec' to join the picnic. As well as enjoying the wonderful food, the games and the weather, attendees had a chance to meet with the many other groups that were there to support the event.





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Parchmore Community Centre - Birthday Street Party

On Saturday 1st June, Gateway Officers attended Parchmore Community Centre's birthday street party to celebrate and to share our plans with the Community for having a permanent presence in their centre as we get ready to roll out the Gateway Services, Community Connect and the Food Stop. There were street games, music and food and Officers had a lovely time playing, chatting and supporting them on their special day. We spoke to all that were there about Gateway, plans for our presence and the Food Stop and there is a real buzz in the church community.

Rev Nadine said *"This is a great partnership that sees the council working alongside our partners to help some of our most vulnerable residents preventing their issues from escalating and reducing the need for statutory services."*



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Windrush & Commonwealth

On Thursday 12th June, Croydon's celebration of the Windrush Generation got underway with an exhibition of artefacts, memories and stories at the Museum of Croydon.

This was the start of a month-long celebration of the Windrush Generation and their contribution to this country. The free exhibition runs until Thursday 31 October.

The organisers, All Islands Together, in partnership with Croydon BME Forum, have invited residents to submit their memories and items from the 40s and 50s in the UK by emailing aitwindrush@gmail.com

Highlights of the festivities included a special dinner and awards afternoon on Friday 21 June, a celebration with all communities in the heart of Croydon town centre on Saturday 22 June, and a thanksgiving service on Sunday 23 June. The dinner at the De Vere Selsdon Estate Hotel was open to everyone, and complimentary to Windrushers aged 65 and over.





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The first National Windrush Day itself was on Saturday 22 June and Croydon celebrated with a Windrush Street Party & Caribbean Cookout. The party included Caribbean arts, crafts, book stalls, performances by the Endurance Steelpan Orchestra and IDMC Gospel Choir, a poetry jam at the Front Room, music from the era from DJ Daddy Ernie & Neville King as well as jerk, vegan and Caribbean cuisine and free giveaways.

Other events included an awards ceremony for school pupils who presented on the Windrush Generation's legacy. There was also two film nights at the David Lean Cinema, 'We Sing U Sing' Music Festival, a TEDx Talk and there will be a Windrush exhibition in the Fairfield Halls in September.

Croydon Minster will hosted a multi-faith Windrush thanksgiving church service on Sunday 23 June, celebrating the borough's diversity and the impact different communities have made on the British way of life.

"Last year Croydon Council became the first local authority in the country to establish and celebrate an annual Windrush Day in recognition of the rich diversity Commonwealth citizens have brought to the borough. We also passed a motion which includes reviewing our own policies and procedures to ensure we support Windrush residents who have been affected by national policies. Croydon has a rich heritage and this council is proud of its diverse communities." Councillor Tony Newman, leader of the council.

Croydon is supporting a range of different community events across the celebration. [Download a leaflet of Windrush events](#)

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LATEST NEWS

100 Apprentices in 100 Days



The '100 in 100' Campaign is well under way. Vacancies went live on Thursday 20th June on the Croydon Works website, including 10 vacancies in the council itself.

Roadshows and events to provide information about apprenticeship opportunities are taking place over the summer at libraries, community centres and colleges across the borough.

In June, the already excellent '100 in 100 Working Group' was joined by Crisis, Clarion Housing and JACE Training providing additional expertise about and connections to their sectors.

Can you help?

We are still looking for:

1. Employers who would like to find out more about apprenticeships and look into how they could benefit their business now or in the near future.
2. Enthusiastic local candidates to join our Croydon Apprenticeship Academy - tell us what you are looking for even if you don't see it advertised.
3. Local apprenticeship training providers who can expand our offer of apprenticeships and information, advice and guidance for residents.

To register your interest and for more information, please visit the Croydon Apprenticeship Academy webpage <http://croydon.gov.uk/100in100> or email us at 100in100@croydon.gov.uk



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Learning Disability Take-over Day



On Monday 17 June I was delighted to be part of the Council's first ever 'Learning Disability Take-over Day' where service users with a learning disability shadowed staff working across the council. The day was a busy and practical day forming part of wider activities for Learning Disability Awareness Week.

The day began with registration and coffee and an introductory session with staff and residents at Braithwaite Hall in the Town Hall in Katherine Street. The council's Chief Executive, Jo Negrini, welcomed participants and the organisers Emma Shepherd and Andrew Slegg gave an overview of the day. Participants were then taken by staff members from across the council to shadow a day in the life of a council officer.

I was delighted to meet and spend some time with Shaun Reid, telling him about the responsibilities associated with being a local ward councillor. Shaun told me all about his love of travel and his passion for aeroplanes and that he will shortly complete a childcare qualification with CALAT. We talked about the opportunities created by the council, such as an apprenticeship through our 100 in 100 campaign. Shaun was also introduced to our job brokerage service Croydon Works and is now registered for future job opportunities.

The unemployment rate for people with a disability is more than double that of people without a disability and it is estimated that around 40% of people with a learning disability also experience mental health problems, again more than double the rate of mental health problems of the general population.

Supporting our most vulnerable residents into employment and training opportunities is an important part of the work of our employment and skills team within the Economic Development Team.



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Croydon Open for Business - Croydon hosts international event celebrating the best of the borough

Croydon Council's work to forge links with international partners to highlight the borough's presence across the world have been boosted at an event celebrating the best of Croydon.

Philanthropic international investors from 22 countries gathered together on Thursday 20th June to discuss how they could be part of the council's drive for sustainable growth.

Those in attendance were part of the World Humanitarian Drive, an organisation focussed on using investment to drive growth to benefit the communities receiving the funding. They heard from council business partners including Croydon Business Improvement District (BID) CEO Matthew Sims, about how Croydon was the right place to invest in and help their businesses grow.

The event was held as part of a series of international events that we have hosted to raise the profile of our business community and investor opportunities internationally.

The event also followed the visits of several international delegations to the borough which includes;





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A visit of a delegation from our new twin city Xi'an where we held interactive talks about reciprocal opportunities for our Croydon and Xi'an businesses. Xi'an is the capital of Shaanxi Province, China. A sub-provincial city on the Guanzhong Plain in north-western China. This is an exciting opportunity to develop strong connections to drive inclusive growth for our borough.

We were delighted to welcome students and professors from Sankalchand Patel University and Kadi Sarva Vishvavidyalaya University in India on Monday 3rd June. Together the delegation and Croydon Council looked at the positive effect Universities had on growth and shared best practice about talent growth. The delegation were impressed by the Council's innovative Creative Campus approach and took back a positive impression of a diverse, welcoming and open borough.





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Friday 7th June saw us welcoming delegates from 15 countries, as part of the World Market Conference, this year being hosted in London. Participants visited Surrey Street market looking at how the £1.1million refurbishment created a more flexible open space with modern street art and graffiti installations to attract new visitors to boost the market, which has been operating since 1276.

It's great that delegations and individuals from across the world are continuing to visit Croydon and understand the potential the borough has. Croydon is open for business and I'm really pleased we're able to show investors what the borough could do for them – and what they can do for the borough.

Croydon's business support programmes celebrated at London awards

The support offered by Croydon Council to get hundreds of residents into jobs and enable small businesses to grow has been celebrated as the best in the capital.

At the Small Business Friendly Borough Awards, supported by the London region of the Federation of Small Businesses and London Councils, Croydon Council won the Best All-Round Small Business Friendly Borough category.





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Croydon Council has focussed its efforts in introducing a number of policies in order to support the borough's small businesses, stemming from the introduction of the business-led small business commission. The commission led to improvements in offers to employers, including last year's Croydon Means Business programme, which delivered support to more than 4,500 business delegates.

The council also introduced free job brokerage service Croydon Works – which has got more than 600 of the borough's residents into work since September 2017. There are also other avenues of support for businesses, including the Croydon Enterprise Loan Fund, which supports businesses to start, develop and grow – while offering finance, to companies which may not be able to get elsewhere, for them to invest.

The council was nominated in two other categories at the awards held at the Bloomsbury Hotel in London:

- Best Small Business Friendly Procurement to Support Local Trade
- Best Programme to Reduce Impact of Crime on Small Businesses (in partnership with Croydon Business Improvement District (BID))

Good Employer - Buy Croydon

On Thursday 9th May Good Employers from across the borough gathered to hear about the work of Croydon Council to encourage Croydon SMEs into the procurement chain.





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With a new business directory that businesses can sign up to which is being used internally to support the Council staff to locate Croydon SMEs when buying services and a focus on new policies that are more business friendly the Council continues its work with partners to enable opportunity for local businesses.

If you are a business in Croydon please do make sure you are signed up <http://www.itslocalcroydon.co.uk>

If you are interested in becoming part of the Good Employer Network which supports their employers with best practice, London living wage and a buy Croydon ethos please contact: Tufael.aliahmed@croydon.gov.uk

Start Up In London Library Launch – City Hall

I was delighted to celebrate the launch of a major new initiative, Start-ups in London Libraries, a three-year project with the British Library to support London's entrepreneurs from all walks of life to get their business idea off the ground. The coordinated network of free support for start-ups officially launched in over 60 public libraries last month, in partnership with ten London boroughs including Croydon.

With speakers that included the Deputy Mayor Rajesh Agrawal and former participants of the support that the British Library offers businesses. The delegates heard about the wonderful services that were now open to our Croydon residents.

Open to aspiring entrepreneurs, early-stage start-ups and those people who have simply dreamed of being their own boss, the new services will work with the Business & Intellectual Property Centre in our Croydon Libraries to provide a grass roots solution to business support and equip locals with the skills, information, confidence and connections they need to turn their ideas into viable businesses.

The project will invest in our local public libraries to transform our current offer. Librarians and newly appointed SME Champions in each borough will receive specialist training to work with business experts to co-deliver a comprehensive programme of free two-day workshops and events, confidential business information sessions and tailored, face-to-face advice. The offer also includes free, walk-in access to business information resources including COBRA (the Complete Online Business Reference Advisor), a programme of live webinars and practical industry fact-sheets.

For more information contact carol.squires@croydon.gov.uk



Economy and Jobs Cabinet Member Bulletin Councillor Manju Shahul-Hameed July 2019

Tackling Challenges Business Crime Workshop – FSB and London Councils

As one of the shortlisted London Councils for the Tackling Business Crime Award, I was delighted to be asked to talk at the FSB Tackling Business Crime Workshop on the 20th May. The morning seminar focused at how we were working collaboratively between local businesses, boroughs and the police to tackle crime in London.

Joining speakers like Sophie Linden, the Deputy Mayor for Policing and Patrick Holdaway, Head of Operations at the National Business Crime Centre I was pleased to outline Croydon's collaborative approach and stressed the importance of working closely with Croydon BID, businesses and residents to tackle crime.



A clear message of ensuring that we encourage businesses to report crime was delivered by the speakers.

Feed into Croydon's Economic Growth Strategy

As part of Croydon Council's Economic Strategy engagement, partners Shaking Hands and Federation of Small Businesses joined together to facilitate a workshop on Wednesday 22nd May that encouraged Croydon business owners to share their views on the themes of the Economic Strategy.

With interactive discussion and debate the workshop ensured that the views of local business owners were captured. This will be fed into the Croydon's strategy which will focus on positive inclusive growth.



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The strategy has three main themes:

- To create places where businesses, investors and residents want to be and invest in infrastructure for growth;
- To create the business environment for growth;
- To invest in ideas that can deliver real change for Croydon; and
- To invest in our people ensuring they have access to quality skills provision and can access jobs that ensure financial independence.

If you would like to get involved to provide feedback please contact Carol Squires, carol.squires@croydon.gov.uk



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Croydon Works – National Employability Day 2019

In celebration of ERSA National Employability Day 2019, Croydon Works, in partnership with London Learning Consortium, held their 3rd annual Croydon Employment Fair on Friday 28th June at Jury's Inn on Wellesley Rd in central Croydon.

This was the biggest event yet with a number of major employers attending including McDonalds, Network Rail, London Fire Brigade and Henry's Construction. As well as meeting local employers, everyone who attended had the opportunity to join workshops, and access help with employability skills, health and wellbeing, and housing support.

National Employability Day has been running for 3 years now. It was created to celebrate the rewarding and challenging work of organisations like Croydon Works.

It was an amazing event, and a great day to celebrate the commitment of the council and our employer partners to the welfare of Croydon's residents.



Digital Inclusion

Croydon Council is undergoing an ambitious digital transformation, focusing on:



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Digital services – we are transforming the relationship between residents and the council by providing online services so good that most people choose to use them and can do so unaided.

Digital borough – we are maximising opportunities for digital design, data and technology to enhance economic growth, quality of life, sustainability and individual opportunity in Croydon.

Our objectives are:

- Supporting our residents to access council services more easily and efficiently.
- Ensuring inclusive provision for our residents across all groups including: age, race, gender, disability, sexual orientation, marital status, income level, maternity/pregnancy, etc.
- Supporting our most vulnerable residents.
- Empowering our communities with the skills they need to thrive.

Increasing the level of Digital Inclusion across the borough will empower borough residents currently not accessing online services and support. It will improve their skills and confidence online and help to reduce costs for themselves and the council.

Digital skills make the lives of residents easier. With good digital skills they can more easily access council and central Government services. They can also more easily find a job and the support needed to get one. In addition, online shopping and price comparison sites can reduce the cost of many things, such as insurance and phone contracts.

Improved digital inclusion & resident participation has a direct and measurable benefit to the council. We have measured the cost of contact coming in through other channels versus in person or by telephone:

Transactions	per year	total cost	cost per transaction
Visitors to Access Croydon	65,000	£1,000,000	£15.38
Letters received	tbc	tbc	£12.00
Emails / Contact the Council Forms	130,000	£1,000,000	£7.69



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Calls to the General Contact Centre & Benefits Contact Centre	184,600	£1,000,000	£5.42
Don't mess with Croydon App	10,400	£20,000	£1.92
My Account Transactions	161,200	£300,000	£1.86
web visitors	1,680,000	£170,000	£0.10

Achieving a 10% combined reduction in calls and visits would therefore equate to a saving of £100k.

Our current offer includes:

- 13 Digital Zones active in the libraries across the borough. PCs are available in each of the Digital Zones – these can be booked in 2hr slots. 1-2-1 help is offered by library staff for these users – for online forms, sending email etc.
- Training is offered by volunteers and community organisations such as MyOutspace, aimed at residents that have no Digital skills at all.
- [CALAT](#) provides adult courses in digital skills.
- A number of Digital inclusion initiatives supported through the Our Community fund.
- Digital Inclusion training and the provision of free WiFi to 18 community hubs as part of our Full Fibre Broadband to Social Housing programme.

We are planning a borough-wide programme of digital inclusion support with partners such as CALAT, the Libraries and Localities teams, RedDoor IT which will provide:

- Assisted digital support to help residents use our digital service
- Digital inclusion learning opportunities and public computers across the borough to help more residents get online

However, non-digital channels always remain available to those who really need them.



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Croydon Foster Carers Awarded MBE

I am so pleased that Brenda and Gordon Potter have been awarded the MBE* in the Queen's Birthday Honours.



Brenda and Gordon have fostered for Croydon Council since 1989 and already had four children of their own when they responded to an advert to foster new babies who were awaiting adoption. They have now cared for approximately 200 children over 43 years of fostering and have adopted 3 children.

They have made a real difference to so many young lives, giving their time and their care to children who for whatever reason, cannot stay with their own family.

They have supported them through trauma, providing them with a safe space and a loving home. We owe them a huge debt of gratitude.

I was delighted when Brenda and Gordon also received a long service award from Croydon Council at the annual foster care awards earlier this year.

*Member of the Order of the British Empire (MBE) is awarded for 'an outstanding achievement or service to the community' which 'will have had a long-term, significant impact and stand out as an example to others.'

Excellence abounds at the Children's Social Care and Early Help Awards!

I was so pleased to be invited to attend the first 'Excellence in Practice' awards ceremony. The event took place on 4 June and myself, the Chief Executive, Jo Negrini and the Mayor Croydon, Councillor Humayun Kabir had the privilege of presenting the awards to social workers and support staff to recognize the outstanding work that takes place with children, young people and families in Croydon. The awards were also an opportunity to celebrate and promote diversity and equal opportunities in social care.





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Guest speaker Isabelle Trowler, chief social worker for England (children and families), provided an insightful keynote speech on the theme of 'remembering why - social work'

The energy in the room was amazing and I am looking forward to next year's event.

For more information contact Nicki Shaw – Head of Children's Workforce Development nicki.shaw@croydon.gov.uk

The executive director of Children, Families and Education launches a new volunteer-led mentoring programme to help young people in care with their education

The Virtual School is launching this programme as part of the council's duty to support through their education, the over 900 children for whom we are corporate parents. We are starting by working with 25 young people aged 14 to 16 in mainstream schools in Croydon and nearby boroughs. Approximately half of this group are unaccompanied or separated refugee young people.

20 young people took part in initial research in May and have helped shape how the programme is designed. Many of these are keen to be our first mentees. Our initial callout for the 15 men and 10 women who we need as volunteers has had a great response from within the council, and is now also attracting interest through Croydon Voluntary Action. We are looking forward to our first volunteer training day on Friday 5th July and will place our first learning mentors ready to start with their mentees in September.



For more information, please contact Kathryn in the Virtual School team: Kathryn.Kashyap@Croydon.gov.uk or call 07742405218 or 020 8726 6000 ext 60267.



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Staffing

I am delighted to welcome another permanent Head of Service to our Children's Social Care Leadership Team. Nana Bonsu – Head of Systemic Practice.



Nana Bonsu has been a qualified social worker for 17 years and has worked in 4 London local authorities. She is qualified as a family and systemic psychotherapist and a Systemic Supervisor. Nana is able to use her dual qualification to lead and innovate practice. I am looking forward to working with her.

Nana.bonsu@croydon.gov.uk

0-25 Special Educational Needs and Disability Strategy

Croydon Council and Clinical Commissioning Group have approved a three-year strategy for children and young people with special educational needs and disabilities. The 0-25 SEND Strategy was based on the views of young people and parents who identified five areas for development. The Council and CCG are committed to working with parents, schools and practitioners to:

- Improve the early identification of children's special needs - with a focus on health visiting and integrated checks
- Provide early intervention and targeted support for children when a special need is identified in school and in the community. Croydon intends to pilot the introduction of inclusion funding for children with SEN in mainstream schools. The Council is undertaking a review of Children with Disability Services, including short breaks.
- Improve the joined up assessment and provision for children across education, health and care with better pathways for autism diagnosis and mental health support.
- Provide a better local pathway to adulthood for young people who have SEND and are over 16 years – we are working in partnership with Croydon College to develop a post 16 SEN Centre of Excellence to provide a local pathway from special school to adulthood.
- Improve the skills and knowledge of the workforce so that children with SEND better have their needs met and parents/carers and professionals are confident

An event took place in May to launch the five work-streams which will deliver these changes. There will be a formal launch of the 0-25 SEND Strategy in September 2019. Please look out for notices of this event.



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For more information contact Alison Farmer, Head of SEND
Alison.farmer@croydon.gov.uk

Autism Education Trust Training Hub

Croydon has been recognised as the Autism Education Trust early years regional training hub. This means that Croydon will be leading on good practice training for early years settings.

Croydon's Early Years Inclusion and Intervention Team will be providing training to raise basic autism awareness and practical knowledge, supporting practitioners in developing hands-on tools and techniques for working directly with children who are 2-5 years old and are on the autism spectrum. Updates about training are promoted through Early Years SENCO Forums. Parents will be invited to join some training sessions alongside practitioners.

Please contact Pam Sokhi (pam.sokhi@croydon.gov.uk or senenquiries@croydon.gov.uk) for more information

New Free Special School is on its way!

I am delighted that Croydon has secured funding from the Department for Education for a special school for children and young people with autism and severe learning difficulties. Addington Valley Academy, free special school, is planned to open in September 2020.

Consultation events regarding the school provision to be made by Orchard Hill College Academy Trust were held at Timebridge Community Centre during the week beginning 10th June 2019. Despite torrential rain, events were attended by a range of representatives from the local community. There was much interest in where the school would be situated and the facilities that would be available for the young people and the local community.

Building work is anticipated to start on site from January 2020. Orchard Hill College Academy Trust shared their plans for the young people's learning and the development of the school. Please watch out for further news and updates of this and our other special schools.

For more information contact Alison Farmer, Head of SEND
Alison.farmer@croydon.gov.uk



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Croydon School recognised by Mayor of London Office for Careers Best Practice

I'm so pleased that Norbury Manor Business and Enterprise College has been recognised for its good practice in relation to careers advice and guidance by the Mayor of London Office. The school invited Legacy Youth Zone to lead a Year 9 Deep Learning Day, a regular initiative run across the school focusing on different subject matter often with a strong employability or enterprise content.



The students were tasked with either designing a mural, developing merchandise or creating an in-house menu. Norbury Manor has a long-established strong focus on careers advice and developing entrepreneurial skills, having previously won national and international enterprise awards. This further recognition by the Mayor of London's Office for their work with Legacy means that Norbury Manor's good practice is being shared with schools across London. More about the school's careers offer can be found at [Norbury Manor Business & Enterprise College - Careers](#)

For more information contact Julie Ralphs, Head of Education Commissioning Julie.ralphs@croydon.gov.uk

Youth Engagement



The Youth Engagement Team supported the **Mayors Youth Evening** at Croydon Town Hall in May which was delivered in conjunction with the Choose Your Future campaign and external organisation Another Night of Sisterhood (ANOS). This partnership strives to make positive impact on parents and their children, communities within Croydon borough and the wider

audience.

The audience and attendees represented a diverse cultural and economic background all of whom came together to celebrate the Mayor's Dinner with young people. The audience was entertained by live performances and music with delicious food available.



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I was proud to host **Croydon Has Talent 2019**, which was held at Oasis House in Thornton Heath in May. Croydon BME Forum were commissioned to deliver the event, which attracted over 400 people. The Youth Engagement Team had a stall with flyers and information about our services and Choose Your Future. The stall has helped staff members to interact with young people and families and network with other providers/practitioners who were also offering their support for young people.

The talent show participants were children and young people aged between 8-25 years old and was broken into two age groups. This event was hosted by Anthony 'Pass the Mic' King and Inspired Vanessa with the panel of judges including Roger Samuels (the Voice 2019) and Rai Williams (X Factor 2018). Judges made their decisions on the finalists after a series of auditions and the winner won a prize of £500.

Crystal Palace Football Club hosted **Cut It Out!** organised by Croydon BME Forum at Selhurst Park on Saturday 25th May. The event saw a series of football matches on the Premier League pitch and was supported by the Youth Engagement Team and a large number of community and partner organisations.



The aim of Cut It Out! was to tackling knife crime in Croydon, through partnership and increased awareness. The stall area of the event was very well attended with information to help increase young people's participation in activities, engage with the community and offers of specialist support.

The Kicks Community League team, who are supported by the Youth Engagement Team and Palace For Life Foundation did not concede a single goal through the tournament and went on to win in a decisive match. Exhausted but elated they met The Mayor and won medals and tickets to the Endz Festival!

For more information contact Clive Seall, Head of Early Help and Youth Engagement clive.seall@croydon.gov.uk



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CALAT

CALAT Celebration of Achievement 2019



This event took place on the evening of June 18th in the Braithwaite Hall. The 2019 CALAT celebration of Achievement was a great success. Attended by more than 80 people, awards were given in 8 categories spread between Learners and CALAT staff. The event was a celebration of everything that is fantastic about CALAT; and the commitment, dedication and passion that is shared by everyone involved in both learning at CALAT and delivering the service.

Next year's event is already booked so expect an invite soon!



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CALAT Summer Open Day

CALAT threw open the doors for its annual Summer Open day on Wednesday 20th June. There was a particular interest in Computing and IT courses which was really encouraging and lots of contact details were taken across the other curriculum areas which will be followed up and turn into future enrolments.

Festival of Learning

Starting w/c 24th June the CALAT Festival of Learning offered everyone the chance to get a taste of what CALAT can offer with a rich and diverse programme of courses planned for the week. Courses filled up fast and this celebration of Lifelong learning was a hit.

REPORT TO:	COUNCIL 15 JULY 2019
SUBJECT:	GOVERNANCE REVIEW PANEL – PROGRESS REPORT
LEAD OFFICER:	Jacqueline Harris Baker Council Solicitor & Monitoring Officer Dame Moira Gibb Independent Chair of the Governance Review Panel
WARDS:	All
<p>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON: Corporate Plan for Croydon 2018-2022</p> <p>The Labour Administration in its 2018 manifesto made a commitment to hold an independent review of the Council's governance structure, bringing together best practice across the country to develop a model tailored to the needs and aspirations of Croydon residents. The Council's capacity to work effectively and to deliver all aspects of its strategic framework is conditioned by its ability to take informed decisions with openness and inclusivity. This is embodied in the Council's Corporate Plan 2018 to 22.</p>	
<p>FINANCIAL IMPACT:</p> <p>Funding for this review has been identified from the ring fenced Community Initiative Fund.</p>	

1. RECOMMENDATIONS

The Council is recommended to:

- (1) Note the work undertaken to date and activities planned by the Panel.
- (2) Agree to extend the completion date of the Panel's review, to report their recommendations to all members in December 2019 and note the Panel's increased membership as detailed in paragraph 3 of the report.

2. EXECUTIVE SUMMARY

- 2.1 This report updates members of the Council on the work of the Governance Review Panel following its establishment in October 2018, summarising work of the Panel undertaken to date and outlining the emerging areas of focus for the review.
- 2.2 The report also seeks approval from Council to extend the deadline for presenting the Panel's recommendations no later than in December 2019 and to allocate additional resource to allow the Panel's work to continue.

3. BACKGROUND

- 3.1 In October 2018, the Council resolved to establish an independently led, cross-party Governance Review Panel, which was duly set up and an independent chair appointed. The task for the Panel is to conduct a review of the Council's governance structures and to make recommendations on options for improvements to the Council's governance arrangements.
- 3.2 Following consultation with both parties, the panel membership was extended to include one additional panel member from each party.
- 3.3 The Panel is made up of eleven members as follows:
- Independent Chair – Dame Moira Gibb
 - Independent Member – Anne Smith
 - 5 Majority Members – Councillors Hamida Ali, Sean Fitzsimons, Clive Fraser, Simon Hall, Joy Prince
 - 4 Minority Members – Councillors Richard Chatterjee, Jason Perry, Helen Redfern, Scott Roche

4. THE WORK OF THE PANEL

- 4.1 The first meeting of the Panel took place on the 29th October 2018. The Panel reviewed its terms of reference (appendix 1) and discussed the best approach to delivering them. In its early meetings the Panel received presentations providing an overview of the council's governance structures and current localities work being undertaken across the borough.
- 4.2 The Panel looked at governance reviews carried out by councils elsewhere and sought advice from organisations and academics involved in supporting such reviews. Panel Members subsequently developed a work programme based on the objectives specified in the terms of reference and informed by good practice from similar projects undertaken by other local authorities.
- 4.3 In late November 2018 a project officer was appointed to support the work of the Panel.

Work programme

4.4 The Panel's programme is made up of four stages (also shown in Table 1):

- Work programme scoping, completed in February 2019
- Evidence gathering and consideration, in progress and to complete in August 2019
- Options and recommendations scoping, early discussions in progress and to complete in October 2019
- Finalising the report, to complete in December 2019

Table 1. Key activities and timescales

	Phase	Timescales	Status
GOVERNANCE REVIEW	Panel's work programme scoping	Nov-Feb 2019	Completed
	Evidence gathering and review	Feb-Aug 2019	In progress – on schedule
	Options and recommendations scoping	July-Oct 2019	In progress – early discussions
	Finalising the report to Council	Nov-Dec 2019	Not started
POST-REVIEW	Council's response to the findings	January 2019 - onwards	Not within Panel's scope

4.5 The key activities specified in the work programme include:

- Considering stakeholder perspectives by reviewing information the council holds on different stakeholder perceptions of working with the council and undertaking engagement to fill any gaps identified.
- Mapping out governance arrangements and learning from council's current and previous structures and initiatives relating to governance, participation and transparency, and how those interact with the decision-making process
- Identifying strengths and weaknesses in current governance arrangements.
- Researching, fact finding, reviewing good practice and learning from peer organisations.
- Prioritising and assessing potential options and recommendations for improvements, including consideration of formal changes to structures.
- Estimating cost implications of any changes.

Member engagement exercise

- 4.6 The most substantial piece of work undertaken to date was commissioning a member engagement exercise to help inform the key themes for the review. The Panel worked with the Centre for Public Scrutiny (CfPS)¹ to shape and deliver a member survey and workshops, in January and February 2019.
- 4.7 Overall, 50 councillors attended the workshops, 60 current and former members completed the online survey and 3 members provided further individual feedback.
- 4.8 The Panel considered the findings of the councillor engagement in February 2019 and continues to use this information. CfPS findings presentation can be found in appendix 2, with the summary of CfPS findings as follows:
- The excellent response rate to the survey (significantly higher when compared to similar on-line surveys in other councils) indicated a strong desire amongst members to engage with this topic.
 - Whilst there were no significant problems raised through this exercise, members also did not find many aspects of governance to be positive, with only Council meetings and the need for increased resident involvement in decision-making reflecting a strong view of what needed to be improved.
 - There was a strong theme throughout the evidence gathering relating to the desire of backbenchers to contribute more and be more involved in local and strategic issues.
 - Members regularly talked about the need for a change in culture and behaviours and that this was key to bringing about change.
 - Formal changes to governance to allow for greater involvement and influence of backbenchers were called for by some and both a committee system and area panels were referenced as potential positive solutions.
 - The nature of the political environment was clearly understood and reflected in the feedback. Members discussed the process of decision-making in terms of how it was impacted by politics and distinguished between forums which were or were not cross-party.

Consideration of current and alternative governance arrangements

- 4.9 The Panel started its work by looking at the council's governance arrangements, with a presentation on the current constitution and decision-making model. They explored the breadth of the discretion and opportunities available to amend the decision-making process in Croydon without requiring a change to a different decision-making model overall.
- 4.10 At the same time the Panel began exploring alternative governance models by visiting the London Borough of Sutton in April 2019 to get an overview of their governance arrangements (committee model). The Panel had an opportunity in small groups to gather views and hear from politicians and officers about how

¹ [Centre for Public Scrutiny](#) - provides consultant services in areas of governance, overview and scrutiny. It has over fifteen years of expert knowledge and experience, with experienced practitioners, senior council officers and politicians who offer supportive and objective advice and guidance to councils, their officers and elected members.

their system operates in practice. This included asking Sutton's perspectives on enhancing councillor and other stakeholder participation in local democratic processes.

Expert input

- 4.11 In May the Panel was joined by four external experts and senior officers for a session that provided an opportunity to hear from presenters with experience in different systems, from both member and officer perspectives, in practical detail and from a broad policy landscape.
- 4.12 In particular there was discussion of the role of the councillor; support to ward councillor activity; the importance of place and looking outwards; accountabilities and respective roles of officers and members; levels of delegation; decision-making systems; advice giving and the importance of clarity, especially in relation to roles and responsibilities. The Panel also heard in some detail about one hybrid system and the costs of transition.
- 4.13 More than one witness commented on how varied councils were, not just in their formal system but in their cultures. Culture has been seen as crucial by speakers stressing the importance of creating an environment of being curious and open to different views and stating that the way members and officers conduct inquiries, question and deal with issues shapes the culture of the organisation.

Planning governance

- 4.14 The Panel decided to examine planning governance in more detail (as an example of regulatory / quasi-judicial committees in Croydon), informed by the response to the elected member survey and as a result of residents' concerns raised in a large number of emails to the Chair. Concerns over transparency and respect for resident views were raised and the introduction of area planning committees proposed by some as a better approach (a Council Debate motion to consider introduction of area planning committees was made on behalf of the Opposition at 1st April 2019 Council meeting, where the motion was put to the vote and fell).
- 4.15 While some of the planning issues brought to the Panel's attention by members and residents are not within the remit of the Panel, the Panel considered it important to explore the current concerns further and a separate session took place in June.
- 4.16 The Panel was joined by senior council officers, a peer expert and councillors with responsibility within planning committee to consider Croydon's planning governance structures and arrangements, with a particular focus on transparency of processes and opportunities to participate. The session provided an opportunity to ask questions and gather information.
- 4.17 External input from Planning Advisory Service (PAS) was invited to review the planning committee process based on examining the procedures, documentation and web casts of the planning committees. PAS consultant attended the session and provided the Panel with a report making recommendations, where appropriate, on potential changes to the committee

process to ensure best practice and help to improve the understanding and perceptions of planning committees' work.

Other developments

- 4.18 Within the CfPS member survey, Council meetings scored the lowest for effectiveness and a number of members thought that debates could be of a higher quality and more focussed on issues important to local residents. A significant number of people felt that the debate at Council was a 'political show' and had no impact on the decision-making process.
- 4.19 When asked about what could be done differently, some members wanted quality debating focussed on outcomes; greater transparency and respect for others. A few wanted to see high quality questioning and scrutiny of cabinet members. Several people called for more time and opportunity for public questions, more answers to the questions and less time for pre-planned political speeches. A proposal was also put forward by the incoming Mayor seeking to reduce the length of Council meetings.
- 4.20 The Panel sees merit in considering the operation of council meetings more closely but is not of the view that length should be considered separately from purpose and effectiveness.

5. PRINCIPLES

- 5.1 As the Panel continues to gather evidence and consider national best practice and guidance, it wishes to consider any proposals for change against a set of principles which are as follows;
- 5.2 The changes recommended should:
- i. help promote a positive culture of involvement that enables all councillors to represent their residents and local areas;
 - ii. support open, transparent and inclusive decision-making that encourages resident participation and member scrutiny, before decisions are taken;
 - iii. ensure that decision makers have opportunities to listen to the diverse views of Croydon's communities and consider those in a respectful, fair and responsive way;
 - iv. make access to information for members easier and more timely, to afford members greater opportunity to be involved in emerging policy, proposals and agenda setting;
 - v. support evolution and clarity of decision-making structures, roles and accountabilities.
- 5.3 As the Panel begins to shape its recommendations and considers perspectives of residents and wider stakeholders, the above principles will be tested to ensure they are fit for purpose and fully reflect the desired changes.

6. EMERGING AREAS OF FOCUS AND PLANNED ACTIVITIES

- 6.1 Over the two meetings in June and July, the Panel is scheduled to reach conclusions on evidence considered so far and to undertake early recommendation shaping.
- 6.2 The emerging areas of focus that the Panel is planning to consider and form a view on are:
- Information sharing with all members – how this can support openness and transparency and enhance communication with members?
 - Member support – what support exists and whether there are ways this could be improved to enhance their ability to represent their residents effectively?
 - Resident and stakeholder participation and engagement – how well the council listens to and works with residents and stakeholders when shaping its decisions and seeking feedback?
 - Decision-making processes – do these enable early and transparent opportunities for input and scrutiny?
 - Council meetings – are these opportunities to hold the administration to account well used?
 - Planning governance – what options might help improve planning committees work?
 - Overall governance structures – how different structures impact on ensuring good governance and what changes might enhance positive participation?
 - Locality/area approaches to service delivery – how can governance support this model? What arrangements currently exist and can these be streamlined or enhanced to improve participation?
 - Culture – how culture impacts on governance and interacts with structures and does it need to change to support the ambition of greater engagement and participation in decision-making?
- 6.3 To support the above work, and following a commissioning exercise in June, the Panel appointed Centre for Public Scrutiny (CfPS) to work alongside the Panel as an expert consultant to further gather and analyse evidence that can help the Panel's work.
- 6.4 The Panel wants to take advantage of the evidence the Council already holds. CfPS is tasked with reviewing and considering existing information (provided by the council officers) that captures resident perspectives on working with the council and opportunities to participate. This is to help to identify strengths and weaknesses and any gaps in knowledge where engagement would be particularly beneficial.
- 6.5 CfPS will report to the Panel in July on resident and stakeholder perspectives. At the same time CfPS will be producing smaller reports on best practice relating to specific issues and areas of focus identified by the Panel. It is planned that CfPS will then collate all information reviewed and gathered on behalf of the Panel into an evidence report, to be finalised in September and to accompany the Panel's final report to the Council.

7. PROGRESSING THE REVIEW

- 7.1 Given the scope of the review, the Panel agreed to seek Council approval to extend the timeline in order to undertake the exercise effectively.
- 7.2 As such, subject to Council's approval, the Panel's review will continue in accordance with the terms of reference, work programme summarised in paragraph 4.4 – 4.5 and key activities and timelines outlined in section 6 above.
- 7.3 In December 2019 the Panel will present to all members a report summarising its findings and a set of recommendations for all members to consider. Those recommendations will propose potential improvements to the Council's governance arrangements and will be developed in keeping with the principles listed in section 5 of this report.
- 7.4 In accordance with its terms of reference, the Panel will identify the cost and value for money implications of any recommendations that it makes.
- 7.5 In its considerations the Panel will be looking at a wide range of recommendations, from small improvements to potential formal changes. As such it is assessing the current model and alternative models, to determine options and arrangements that would ensure the council fully exploits the areas of its governance that encourage participation in decision-making and allow stakeholders feel more engaged.

8. CONSULTATION

- 8.1 As part of the Panel's work all members have been engaged. The feedback from members has shaped the work of the Panel. The next phase of the Panel's work will ensure that resident and partner views form the integral part of the Panel's review.
- 8.2 The Panel will continue to engage members and is planning to engage members, residents and key stakeholders on its key findings ahead of the final report publication.

9. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 9.1 The scope and remit of the governance review has been expanded and is anticipated to cost £100k. Funding has been identified from within the existing 2019/20 Community Initiative Fund.
- 9.2 The Panel may recommend actions that have a financial implication, including an impact on the Members' Allowance Scheme and the cost of servicing decision-making bodies and member support. These will be contained within the review's report, and funding to be identified once costs have been developed.

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

10. LEGAL CONSIDERATIONS

- 10.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance that there are a number of key pieces of legislation which have influenced the current governance arrangements operated by the Council.
- 10.2 The Local Government Act 2000 (“the 2000 Act”) introduced a separation of powers into local government for all but the smallest local authorities with the aim of making council decision-making efficient, transparent and accountable. The 2000 Act required most local authorities to change governance arrangements from the committee system to an executive-cabinet model. The Council adopted the leader and cabinet model in May 2001.
- 10.3 The Local Government and Public Involvement in Health Act 2007 (“2007 Act”) restricted the governance options available to local authorities. The 2007 Act required the Council to introduce a choice of two models: a directly elected mayor or a new style “strong” council leader. The Council resolved to introduce the strong leader and cabinet model following the local elections in May 2010.
- 10.4 The Localism Act 2011 increased the governance options for local authorities to include Executive arrangements (leader and cabinet or directly elected mayor and cabinet), a committee system; or ‘prescribed arrangements’ which require approval of the Secretary of State.
- 10.5 In the event that the Governance Review Panel propose any change in governance it will be necessary to ensure that the recommendations are legal and adhere to processes within the Localism Act 2011 and other relevant legislation. Any changes may require an update to the Council’s Constitution.

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

11. HUMAN RESOURCES IMPACT

- 11.1 There is no direct staffing impact for the Council and officer contribution is being managed within current resources. However, the results of the review will contribute where relevant to the development of the council’s workforce strategy, with particular reference to how culture impacts on governance.

(Approved by: Sue Moorman, Director of Human Resources)

12. EQUALITIES IMPACT

- 12.1 The assessment of the existing arrangements will seek to identify how well they serve different communities across Croydon. Any options put forward as a result of the review will need to ensure that they are assessed against the equality and diversity framework. A goal of the review is to enhance community engagement and participation.

13. ENVIRONMENTAL IMPACT

13.1 There are no specific environmental impacts arising from the contents of this report.

14. CRIME AND DISORDER REDUCTION IMPACT

14.1 There are no specific crime and disorder issues arising from the contents of this report. However, there is scope within the context of the governance review to examine how any existing partnership arrangements aimed at tackling crime and disorder can be improved. The Localism Act requires the scrutiny of crime and disorder.

CONTACT OFFICER: Stephen Rowan, Head of Democratic Services, ext. 62529

APPENDICES TO THIS REPORT

Appendix 1 – Panel’s Terms of Reference

Appendix 2 – Centre for Public Scrutiny - summary of member engagement findings

BACKGROUND DOCUMENTS: none

Appendix 1 Governance Review Panel - Terms of Reference

Review Topic	Assessment and Review of Croydon Council's governance arrangements
Governance Review Panel membership	<p>A cross-party Governance Review Panel</p> <ul style="list-style-type: none"> • an independent external Chair • 9 councillors (5 Labour, 4 Conservative) and 1 independent member from Ethics Committee <p>Together with such other independent experts external to the Council as the Panel may wish to co-opt in a non-voting and advisory capacity.</p>
Officer support	Head of Corporate Law and Head of Democratic services support, legal services support, comms and communities teams.
Terms of reference (key tasks)	<p>To conduct an independent assessment and review of the Council's governance structure that will:</p> <ol style="list-style-type: none"> i. Hear the views of councillors and other stakeholders including , residents, community and voluntary groups, business, MPs and other participants in local democracy; ii. Hear the views and seek advice from experts on participation in local democracy; iii. Identify those aspects of the council's governance that works well and identify opportunities to enhance councillor and other stakeholder participation in the local democratic processes; iv. Benchmark good practice from areas with higher levels of participation and consider how this can be delivered in Croydon; v. Identify the cost and value for money implications of any recommendations that it makes. <p>In order to make recommendations to the Cabinet and full Council on options for improvements to the Council's governance arrangements.</p>
Indicators of success/desired outcomes	<p>A successful review will lead to:</p> <ol style="list-style-type: none"> i. The council can fully exploiting those areas of its governance arrangements that encourage participation in decision-making; ii. Stakeholders being more engaged in decision-making and feeling a greater power to influence; iii. The council being at the forefront of participation in its governance arrangements.

Methodology/Approach	An initial work programme will be devised for the Panel to agree that will include: <ul style="list-style-type: none"> i. A communication and consultation programme that will describe the use of questionnaires, interview sessions, focus groups and workshops to seek the views of councillors and a broad range of stakeholders and experts; and ii. A timetable for gathering and considering evidence, consulting experts, reaching conclusions and testing potential options in time for consideration at Annual Council in May 2019. 		
Specify witnesses/experts	To be determined by the Governance Review Panel.		
Specify site visits	Potential visits to other local authorities and expert organisations such as the LGA.		
Resource requirements <ul style="list-style-type: none"> • Person days • Expenditure 	Minimum of 10 x day time meetings (plus site visits). Modest expenses for expert witnesses / advisors / Chair / Independent members. Other support costs to the review such as legal advice.		
Barriers / risks	The number of stakeholders in democracy in Croydon is large and varied. There will likely be a diversity of views and the Panel may not always reach full agreement on its conclusions or recommendations. Establishing value for money and cost implications of recommendations might be challenging - support from the finance team will be required		
Start date	29 th October 2018	Report deadline	December 2019
Meeting frequency	Fortnightly	Projected completion date	December 2019



Croydon Council Governance Review - Member Engagement

Tuesday, 12 February 2019

Areas explored through the survey and workshops

- Effectiveness of decision-making
- Councillor involvement & access to information
- Resident involvement
- Cabinet and advisory bodies
- Scrutiny
- Committees
- Council
- Suggested improvements
- Feasibility of delivery
- Barriers to success

Giving you:

- Lots of data and insight
- Indications of views
- And more questions and areas to explore further...

Evidence gathered via:

- On-line survey – open between 10th – 31st January - 60 responses
- Three member workshops – cross party & party specific – 50 attendees
- Individual evidence – 3 people submitted



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CfPS
Centres for Public Scrutiny

General observations

- Excellent, positive response indicates there is a desire to engage
- No huge problems raised, but nothing particularly positive either
- Some concerns about governance structure and processes, but many believe change could happen now and changing the culture is key
- Backbenchers want to contribute and be involved more in local and strategic issues
- The nature of the environment being political is clearly understood

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CfPS
Centres for Public Scrutiny

Four emerging issues to explore today

1. Effectiveness of the current approach
2. Local members and involvement
3. Desired change
4. Barriers to success

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Effectiveness of decision-making

- The majority of elected members are not fully aware of the decision-making process and there isn't a consistent view about effectiveness
- There is a perception that decision-making is conducted by a small number of cabinet members and senior officers
- Barriers to improvement are a lack of transparency, access to information and responsiveness of officers
- The majority (71%) say residents do not have enough opportunities for involvement. 66% believe this should be improved

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Cabinet, advisory boards

- Some cynicism about the value of involvement at Cabinet
- Not many ideas on how it could be improved
- Lack of transparency seen as an issue when decisions are delegated to Cabinet Members
- Potential for advisory bodies recognised but limitations in relation to transparency, influence and wider involvement

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Scrutiny

- Overall effectiveness score similar to other council forums, however scores well on the specifics (role understood, member-led, work programming) compared to other councils
- Better balance needed between pre and post decision scrutiny
- More questions around influence and recommendations
- Overall positive feedback on what works well
- Somewhat positive relations with the executive (57%)

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Council

- Scores the lowest in terms of effectiveness (80% scored 1-5)
- 'Pantomime, performance art, theatre, opera, pointless'
- In terms of improvement – calls for making it more meaningful, greater involvement of the public
- Similar issues nationally and locally around the role of Council meetings and how it can fit into effective governance

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Committees

- Generally views are balanced on whether the committees are effectively run
- Experiences vary from committees – some good cross party working references
- Planning is the most contentious, attracting the most comments in the survey and workshops, concerns over transparency and trust in decision-making

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Local members and involvement

- Most members say they are able to raise local concerns but some say they are not being listened to
 - The majority don't have access to all the information they need to respond to upcoming decisions affecting their ward
 - Participation is mainly via formal meetings/ committees and most are not fully aware of decisions affecting their ward or services they have an interest in
 - When accessing information on wider council matters, it was acknowledged this is easier if you hold a position
-

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Improvements to Cllr support and involvement

- Updates from council officers is the preferred way of receiving information (72%)
 - More transparency and backbench involvement earlier is requested
 - Better IT, training and access to on-line information also seen as helpful
 - Culture referenced in terms of sharing how decisions are made
 - Current Cabinet/ Leader model seen as a barrier for some
-

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Desired change:

- Cultural change, councillors to feel more empowered to represent residents and feel more productive
 - Council to listen and respond to residents
 - Council to be open, transparent and responsive
 - Easier access to information to support decision-making
 - Council to understand how residents feel – focus on excellent customer service, responsiveness
 - Earlier involvement in decisions (scrutiny and wider)
 - Formal changes to governance to allow for backbench influence (area panels and committee system referenced)
-

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Barriers to success

- Councillor insight and local knowledge not valued
 - Perception of decision-making being skewed towards the administration/ different parts of the borough
 - Polarised politics leading to difficulty in getting consensus
 - No incentive to change – handover of power would be required
-

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CfPS conclusions:

1. Members want to be engaged, productive and valued - how this works in practice should be investigated with them.
 2. There is work to be done to improve understanding of the current decision-making structure and processes and identify improvements.
 3. Not an overwhelming call for a new governance model, although seen as a positive alternative, more talked about the need for a change in culture.
 4. There is an appetite to review governance in a way that improves resident involvement.
 5. Most are clear on the reality of operating in a political environment but want to see more transparency and involvement in decision-making.
-

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For General Release

REPORT TO:	COUNCIL 15 July 2019
SUBJECT:	MEMBER PETITIONS
LEAD OFFICER:	Stephen Rowan, Head of Democratic Services and Scrutiny
WARDS:	ALL
CORPORATE PRIORITY/POLICY CONTEXT: This report is prepared in keeping with paragraphs 3.26 to 3.31 of the Council Procedure Rules at Part 4A of the Constitution.	

1. **RECOMMENDATIONS**

- 1.1 The Council is asked to note the petitions presented by Councillors at the meeting as listed in paragraph four of the report.

2. **EXECUTIVE SUMMARY**

- 2.1 In accordance with Part 4A of the Council's Constitution up to three Members of the Council can present petitions to any ordinary meeting of the Council, with the exception of any meeting of the Council reserved for the setting of Council Tax.

3. **BACKGROUND**

- 3.1 Part 4A of the Constitution allows up to three Councillors to present petitions to meetings of the Full Council.
- 3.2 The Constitution requires that a petition must contain "the signatures of at least 100 local people or 50% of the local people affected by the subject" in order to be presented at a Council meeting.
- 3.3 The full petition wording of each of the three Member petitions to be received will be included in the Council agenda (see paragraph four below). The Member petitions will be received but shall not be the subject of a debate or questions at that or a subsequent Council meeting.
- 3.4 Where possible, the Cabinet Member shall provide a response at the Council meeting at which the Member's petition is received. Where a response is not

provided at the meeting, a written response shall be provided within three weeks of the meeting.

4. PETITIONS TO BE PRESENTED TO COUNCIL AT THIS MEETING

4.1 The Monitoring Officer has received notice of the following petitions to be presented to this meeting of the Council:

a) Petition presented by **Councillor Bains** on behalf of residents:

“We the undersigned request that Croydon Council makes changes to reduce rat running on Elgin Road and other H.O.M.E Resident Association roads and takes action to reduce the spike in serious traffic accidents at Elgin Road’s junctions.”

b) Petition presented by **Councillor Fitzsimons** on behalf of residents:

“We, the undersigned, are concerned citizens who urge the council to act now to restrict parking to those who are not residing or visiting a resident of Laurier Road”.

c) Petition presented by **Councillor Ryan** on behalf of residents:

“We the undersigned, call upon Croydon Council to:

- 1. Put pressure on the owner of the strip of land running along Beulah Hill between Hermitage Road and Convent Hill to dismantle the Hoarding's erected around it; and*
- 2. Consider compulsorily purchasing that strip and the one running along Beulah Hill between Harold Road and St Valery to ensure that local Residents can enjoy those pieces of land as small but Green areas alongside a major road.”*

5. NEXT STEPS

5.1 Where possible the Cabinet Member will respond to the petition at the meeting.

5.2 Where a more detailed response is required, a written response shall be provided within three weeks of the meeting.

CONTACT OFFICER:

Kieran Pantry-Melsom
Trainee Democratic Services and
Governance Officer
Ext 63922.

BACKGROUND DOCUMENTS: None

REPORT TO:	COUNCIL 15 July 2019
SUBJECT:	Annual Reports
LEAD OFFICER:	Stephen Rowan, Head of Democratic Services and Scrutiny
WARDS:	ALL
CORPORATE PRIORITY/POLICY CONTEXT:	
<p>This report is prepared in keeping with paragraphs 3.42 – 3.49 of the Council Procedure Rules at Part 4A of the Constitution.</p>	

1. RECOMMENDATIONS

- 1.1 The Council is asked to receive and consider the Annual Reports presented at the meeting as listed in paragraph four of the report.

2. EXECUTIVE SUMMARY

- 2.1 In accordance with Part 4A of the Council’s Constitution, Council can receive Annual Reports from Committees, including Overview and Scrutiny. The Constitution also prescribes how these Annual Reports are treated by Council.

3. BACKGROUND

Annual Report of the Scrutiny and Overview Committee

- 3.1 Part 4A of the Constitution allows for Council to receive Annual Reports from Committees, including Overview and Scrutiny.
- 3.2 In accordance with paragraphs 3.43 – 3.45 of the Constitution, the overall time which may be devoted to questioning the Annual Report of the Overview and Scrutiny Committee, shall be no more than 20 minutes. The Chair of the Committee (or in the absence of the Chair, the Deputy Chair) and the Chairs of each Sub-Committee shall introduce and answer questions on the Report. The Chair of the Committee shall have not more than 3 minutes speaking time and the Chairs of each Sub-Committee shall each have not more than 3 minutes speaking time to introduce the report.
- 3.3 For the remaining time available, the report will be open to questions. In the event that any recommendation in the report has not been reached when the overall time has expired, it shall be put immediately to the vote.

3.4 Any Member, except the Secunder of the Report, may ask the Chair, Deputy or Vice Chair, as appropriate, not more than two questions on each paragraph of the report.

All other Annual Reports

3.5 In accordance with paragraphs 3.47 – 3.49 of the Constitution, the overall time which may be devoted to question any other Annual Reports shall be not more than 10 minutes per report. The Chair of the relevant Committee (or in absence of the Chair, the Vice-Chair) shall introduce and answer questions on the report. The Chair of the Committee shall not have more than 3 minutes speaking time to introduce the report.

3.6 For the remaining time available, the report will be open to questions. In the event that any recommendation in the report has not been reached when the overall time limit has expired, it shall be put immediately to the vote.

3.7 Any Member, except the Secunder of the Report, may ask the Chair or Vice-Chair, as appropriate, not more than two questions on each paragraph of the report.

4. ANNUAL REPORTS TO BE PRESENTED TO COUNCIL AT THIS MEETING

4.1. Scrutiny and Overview 2018 – 2019;

4.2. Corporate Parenting Panel 2018 – 2019;

4.3. General Purposes and Audit Committee 2018 – 2019; and

4.4. Health and Wellbeing Board 2018 – 2019.

CONTACT OFFICER:	Annette Wiles Senior Democratic Services and Governance Officer – Council & Regulatory Ext. 64877
APPENDIX 1:	Scrutiny and Overview Annual Report 2018 – 2019
APPENDIX 2:	Corporate Parenting Panel Annual Report 2018 – 2019
APPENDIX 3:	General Purposes and Audit Committee Annual Report 2018 – 2019
APPENDIX 4:	Health and Wellbeing Board Annual Report 2018 – 2019
BACKGROUND DOCUMENTS:	None

Scrutiny

ANNUAL REPORT 2018-2019



HOUSING & VITALITY
TRANSPORT & BREXIT
SAFEGUARDING & ROAD ACCIDENTS

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1

INTRODUCTION BY THE CHAIR OF SCRUTINY, COUNCILLOR SEAN FITZSIMONS



Cllr Sean Fitzsimons

Chair of the Scrutiny and
Overview Committee

I am happy to present this year’s Annual Report which provides an overview of the key activities and achievements of Scrutiny in the past year. This reports looks back at the first year of the 2018-22 administration, and the three Chairs of Scrutiny Robert, Sherwan and I have worked closely together, to ensure that we and our committees adhere to the principles of good scrutiny, and act in a non-party political manner, where we hold the executive and senior officers to account, help give users of services a voice and help with policy development.

Lessons learnt from 2017 Ofsted Inspection of Children Services are still a key driver of how we approach scrutiny in Croydon. Children and Young People’s Sub Committee has taken up the mantle this last year as the lead committee scrutinising the Council’s improvement plan. We have seen that progress is being made, but we are not complacent and the scrutiny of the improvement plan and particular workforce issues will continue to be a major focus of our work in the coming year.

Following feedback from fellow scrutiny councillors and others we are changing our approach to the questioning of witnesses to ensure that concise answers are provided, which directly address our questions. This will ensure that the best use is made of the time available to us and allow for more effective scrutiny. The Chairs of Scrutiny have therefore agreed to take a more robust approach to how we question those who come in front of scrutiny with clarity and brevity sought from all involved.

In 2017 I gave evidence to the CLG House of Commons Select Committee on Local Government Scrutiny. One of the outcomes of this was a commitment by Government to review their Statutory Guidance on Scrutiny. After a six month delay the guidance has just been released in May 2019 and we will work through the implications of what this will mean for us and for the Council as a whole. This guidance is timely, as the Council is undergoing a Governance Review, and it is a good sign of the esteem the Council holds Scrutiny, in that I was asked to be part of the review, in my role as the Chair of Scrutiny. More timely access to information, and a less opaque decision-making structure, are some of the outcomes that would help Scrutiny carry out its role more effectively.

We have worked and continue to work tirelessly to ensure the effectiveness of scrutiny, actively working to build relationships with stakeholders, officers, local residents, neighbourhood associations, unions and other external agencies. We are also keen to promote participation in our meetings and look to encourage the written submission of questions on topics where possible. With the imminent launch of the Council’s new Digital Strategy, we will also be see how we can make it easier for residents to engage with us and help shape our future work programmes.

Finally, I would like to extend my thanks to the Committee Members and Officers for their contributions, in particular my fellow Chairs, Robert and Sherwan, for their support and willingness to challenge.

2

THE SCRUTINY YEAR 2018 /19 IN NUMBERS

24

Scrutiny meetings in Croydon

01

call-in item

118

recommendations made

118

recommendations accepted

2

Joint Health Overview and Scrutiny Committee meetings

Over 60

issues scrutinised

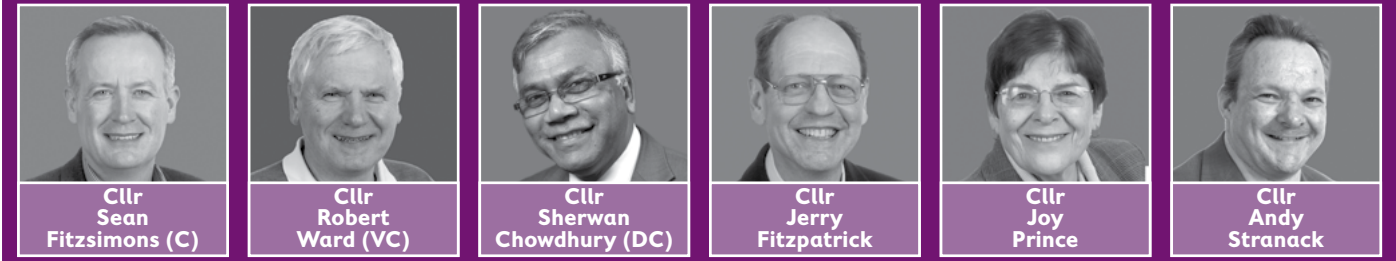
Number of residents/ organisations participants - Participation in scrutiny of approximately 26 residents, organisations and groups.



3

SCRUTINY AND OVERVIEW COMMITTEE

Members of the Overview and Scrutiny Committee



The Scrutiny and Overview Committee directs the performance of all overview and scrutiny functions at the Council, including the development of procedures governing the operation of both the Committee and its Sub-Committees. It also has responsibility for scrutinising crime and disorder matters and flood risk management within the borough. The Committee will consider any call-in of Cabinet decisions other than those relating to education matters, which are heard by the Children and Young People Scrutiny Sub-Committee.

You can view the agendas, reports and minutes of this committee by clicking on the link: www.croydon.gov.uk/meetings

the past year, which was on the Cabinet Decision to purchase the Croydon Park Hotel as a commercial investment. The Committee has also continued to hold regular Question Time sessions with Cabinet Members and the Leader of the Council throughout the year.

Further information on the outcomes from the Committee’s meetings is set out below.

10 July 2018

At the Scrutiny and Overview Committee meeting held on 10 July 2018 three main items were considered. These were:-

- Question Time with the Leader of the Council
- Financial Strategy 2018-22
- Annual Complaints Report 2017-18

The Question Time session with the Leader of the Council, Councillor Tony Newman, focussed on the Administration’s plans for the next four years, following the Council Elections in May 2018. In particular the Committee questioned the Leader on the status of the planned regeneration of Croydon town centre, the delayed completion of the redevelopment of Fairfield Halls and the Council’s work to support EU citizens living in the borough in the event of Brexit. Overall the Committee were reassured by the responses given to their questions.

From their scrutiny of the Financial Strategy 2018-22, the Committee reached the conclusion that the financial landscape for the Council remained challenging, with an ongoing need to balance the growth in demand for Council services against a declining revenue base. In order to meet this challenge the Committee agreed to recommend to the Cabinet that the principles informing the Financial Strategy were reviewed to ensure they reflected the changing nature of local government.

The Committee also agreed to recommend that a principle be included within the Financial Strategy to establish how income delivered by the Council’s housing delivery vehicle,

Overview

This year, the Committee has completed a wide ranging programme of work, which has resulted in many recommendations being made to the Cabinet, all of which have been accepted.

Where possible the Committee has been keen to engage in pre-decision scrutiny as this provides a welcome opportunity for Members to have an input into strategies and plans prior to their adoption by the Cabinet. Items considered by the Committee in 2018/19 included the Cultural Strategy, the Financial Strategy 2018-22 and the Digital Strategy.

As well as pre-decision scrutiny the Committee has also undertaken a number of reviews, including a review of Cooperatives and Social Enterprise in Croydon and one on the Safer Croydon Partnership. One call-in was considered in

3

SCRUTINY AND OVERVIEW COMMITTEE

Brick by Brick, be used. As a result it was clarified that there was an assumption that all income from Brick by Brick would be transferred to reserves.

A final recommendation was made requesting that another principle be added to the Financial Strategy to establish how the Council would work with its partners to increase the focus on local wealth building and social value as well as economic benefit. Although not specifically included within the Financial Strategy, it was agreed that it would be included as part of the Council’s refreshed approach to commissioning services.

The Annual Complaints report for 2017-18 was also reviewed by the Committee, who noted its content. A request was made for future reports to include benchmarking information to allow comparison of the Council’s performance against other local authorities. It was also requested that information detailing trends and any lessons learnt as a result of complaints should also be included in future report.

4 September 2018

At the Scrutiny and Overview Committee meeting held on 4 September 2018 two main items were considered. These were:-

- Financial Strategy 2018-22 – Asset Investment
- Call-In: Croydon Park Hotel Commercial Investment
- Report of the Chief Executive: Operational Model & Staff Update

One of reports considered by the Committee was an update to the Financial Strategy 2018-22 considered at the previous meeting, which set out more information on Asset Investment. The Committee raised a number of concerns about the criteria used to identify potential investments and the risks involved in pursuing this approach. From the discussion the Committee identified that it would be important to ensure that the Minority Group on the Council received a briefing before any future investments were made. This recommendation was accepted and a process to ensure consultation was included in the final version of the Strategy.

The Committee considered the Cabinet decision to purchase the Croydon Park Hotel as a commercial investment, which had been subject of a ‘call in’. A number of questions were asked about the criteria used to determine whether to pursue the investment or not during the discussion of this item. The Committee were reassured by the responses given

and agreed that no further action was required and the decision could be implemented as intended.

The third item considered at this meeting by the Committee was a report from the Chief Executive, Jo Negrini, which provided an overview of the new locality based approach to service delivery that was being trialled and a wider update on staffing at the Council. From the discussion the Committee were supportive of the new approach to service delivery and were keen to receive an update on the project as it progressed. The Committee welcomed the improvement in staff satisfaction and the action taken to achieve this, in particular it was agreed that the active engagement with staff networks was to be commended.

30 October 2018

At the Scrutiny and Overview Committee meeting held on 30 October 2018 two main items were considered. These were:-

- Question Time: Cabinet Member for Finance & Resources
- Review of Co-operation and Social Enterprise in Croydon

From the Question Time session with the Cabinet Member for Finance and Resources, Councillor Simon Hall, the Committee were particularly interested in the proposed Digital Strategy. As such it was agreed that an opportunity for the Committee to undertake pre-decision scrutiny of the strategy would be arranged.

During the discussion it was also highlighted that Members were not being provided with regular updates on Section 106 and Community Infrastructure Levy funds raised in their respective Wards, as previously recommended. It was agreed that this recommendation would be resubmitted to the Cabinet and that the Committee would begin to keep a tracker in order to monitor the progress of their recommendations.

The other item considered by the Committee at this meeting was a review of Cooperation and Social Enterprise in the borough. For this item the Committee were pleased to welcome a number of representatives from cooperatives and social enterprises in the borough, who through sharing their own experiences were able to provide a valuable insight for the Committee, who used the evidence provided to shape their recommendations.

From their questioning, the Committee reached the conclusion that although the Council had signed up to support the ten principles for Cooperative Council’s, there did not seem to be an overarching strategy to support this.



SCRUTINY AND OVERVIEW COMMITTEE

In particular the Committee felt that there seemed to be an emphasis on social enterprise when a wider approach encompassing different social business models was needed. As a result a recommendation was made by the Committee to the Cabinet Member for Economy and Jobs to develop a comprehensive strategy to set out how the Council will provide support for all forms of cooperatism and social enterprise, which was accepted.

11 December 2018

At the Scrutiny and Overview Committee meeting held on 11 December 2018 three main items were considered. These were:-

- Fairfield Halls Update
- Question Time: Cabinet Member for Culture, Sport & Leisure
- Pre-Decision Scrutiny: Evening & Night-Time Economy Strategy

The Committee received an update on the ongoing redevelopment of Fairfield Halls, which was scheduled to reopen in September 2019. The Committee agreed that the venue was crucial to the local economy and as such it was important for all Councillors to remain supportive of the venue. From the discussion, the Committee was reassured by the operators of the venue who provided a very cogent account of their business plan. It was agreed that in order to provide reassurance about the accessibility of the redeveloped venue a recommendation would be made for the operators to engage with the Mobility Forum prior to opening, which was accepted.

Arising from the Question Time session with the Cabinet Member for Culture, Sport and Leisure, Councillor Oliver Lewis, the Committee was pleased to hear that plans were being developed to create an app to celebrate the borough's musical heritage and agreed to recommend that provision to celebrate Croydon's musical heritage also be included within the Music City scheme, which was accepted with plans being developed for a Musical Heritage Trail.

The Committee also questioned whether the byelaws relating to local parks in the borough remained fit for purpose and as a result recommended that a review of these should be undertaken to evaluate what changes were required. This recommendation was also agreed, with provision made for the review to be undertaken in 2019-20.

At the meeting the Committee was also given the opportunity to undertake pre-decision scrutiny of the

Evening and Night Time Economy Strategy. From the discussion of this item the Committee recognised that a significant amount of work had gone into the development of the strategy and commended the Cabinet Members in attendance for their openness to challenge from the Committee.

The Committee was keen to ensure that the strategy was outcome focussed and agreed to recommend that SMART (Specific, Measurable, Attainable, Realistic and Time Bound) objectives were used to enable the success of the strategy to be assessed. Other recommendations made by the Committee included the need for the strategy to retain a focus on the evening and night time economy across the borough and that it should also be representative of the diversity in Croydon. All three recommendations were accepted by the Cabinet for inclusion in the final version of the strategy that will be considered for adoption in 2019-20.

15 January 2019

At the Scrutiny and Overview Committee meeting held on 15 January 2019 two main items were considered. These were:-

- Question Time: Leader of the Council
- Pre-Decision Scrutiny: Proposed General Fund Revenue Budget 2019-20

During the Question Time session with the Leader of the Council, Councillor Tony Newman, the Committee raised questions on a range of different areas including affordable housing provision in the borough, the loss of senior officers at the Council and the Westfield Project. The Committee agreed that it would like to invite the relevant partners involved in the Westfield Project to a future meeting to provide an update on progress made in delivering this project.

The Committee was also given the opportunity to undertake pre-decision scrutiny of the Budget proposals for 2019-2020. Reassurance was taken from the answers provided to the Committee's questions which focussed on a number of different areas including asset investment, the predicted growth in car parking income and the level of reserves retained by the Council. Overall the Committee agreed that the budget proposals took into account identified risks where possible.

Looking forward to the budget for 2020-2021, the Committee agreed that it would be of value to invite the Cabinet Member for Finance and Resources to attend one of

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SCRUTINY AND OVERVIEW COMMITTEE

their meetings in the early stages of the preparation of the budget to allow for a detailed review of the budget setting process. This has been arranged for the Overview and Scrutiny Committee meeting scheduled for 10 September 2019.

11 February 2019

At the Scrutiny and Overview Committee meeting held on 11 February 2019 three main items were considered. These were:-

- Pre-Decision Scrutiny: Development of a Voluntary & Community Sector Strategy
- Pre-Decision Scrutiny: Development of a Cultural Plan
- Pre-Decision Scrutiny: Development of a Libraries Plan

This meeting was specially arranged to provide the Committee with three opportunity for further pre-decision scrutiny on the Voluntary and Community Sector Strategy, Cultural Plan and Libraries Plan respectively.

Following consideration of the Voluntary and Community Sector Strategy report, the Committee agreed that the strategy took a positive approach to the Council’s engagement with the voluntary and community sector and commended the Cabinet Member for Safer Croydon and Communities for her engagement with the Committee’s questions.

The Committee reached a number of conclusions that led to recommendations being made to the Cabinet for inclusion within the final strategy. This included suggesting that the strategy should set out how unmet need in the borough would be identified and how the Council would work with the voluntary and community sector to meet this need, which was accepted and reflected in the final strategy. The Committee also recommended greater flexibility in grant funding to make it easier for smaller, grassroots organisations to apply, which was also accepted. The Committee’s recommendation that feedback from service users should be taken into account when monitoring outcomes from grants and to inform future priorities was also accepted.

There was significant concern raised by the Committee about the benefits provided by the infrastructure support organisations, who received funding from the Council to support the voluntary and community sector. As such it was recommended that a fundamental review should be taken to ensure that the expected outcomes were being achieved.

This was accepted, with engagement work with the sector being used to inform the support commissioned by the Council, to enable clearer outcomes and improved contract monitoring.

For their consideration of the draft Cultural Plan, the Committee recognised that the biggest risks to the success of the plan lay outside of the remit of the Cabinet Member for Culture, Sport and Leisure and as such the plan needed to be clear how it would interact with other key strategies and external partners, which was accepted and included in the final report.

The Committee also recognised that the redevelopment of the town centre in Croydon presented a significant risk to the success of the plan and as such recommended that it should cover the three to five year period during the redevelopment and include a focus on district centres across the borough, which was also accepted with an annual review built into the process.

The Committee was broadly supportive of the aims of the Libraries Plan, recognising that usage of libraries had changed from being a primarily book borrowing services to having a wider community remit. As a result the Committee recommended that a wide variety of data be used to inform the plan and the future of the library service going forward, which was accepted by the Cabinet.

5 March 2019

At the Scrutiny and Overview Committee meeting held on 5 March 2019 three main items were considered. These were:-

- Question Time: Cabinet Member for Safer Croydon & Communities
- Review of the Safer Croydon Partnership
- Pre-Decision Scrutiny: Developing a Public Health Approach to Violence Reduction

During the Question Time session with the Cabinet Member for Safer Croydon and Communities, Councillor Hamida Ali, the Committee asked questions on a number of different areas including the use of CCTV for crime prevention, using social infrastructure in the borough as a means of reducing crime and the restructure of the local Police to a tri-borough arrangement with Sutton and Bromley. The Committee was concerned about the number of working groups under the Cabinet Member’s Portfolio, with it questioned whether this could lead to a duplication of effort. It was agreed that this may need to be scrutinised in greater detail at a later date.

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SCRUTINY AND OVERVIEW COMMITTEE

From their session with the various partners from the Safer Croydon Partnership, the Committee agreed that educational organisations in the borough had an important role to play if the outcomes from the partnership were to be successful. As such it was recommended that further consideration be given to how best to engage with local schools on the work of the partnership.

The Committee reached the conclusion that the partnership seemed to be on the right track and agreed that the progress made was positive. The Committee also recognised the commitment from the partners to maximise their use of resources to achieve the aims of the partnership, many of which would only be delivered in the longer term. It was agreed that the partnership would be invited back to a meeting of the Committee in twelve months to review the progress made.

From the Committee’s discussion of the Public Health Approach to Violence Reduction it was agreed that the use of data would be key to informing the approach, with it being a major challenge to ensure that the data required was available. The Committee concluded that the information provided on the approach was promising and recommended that the Cabinet Member use Scrutiny as a resource to provide additional challenge to the Public Health Approach as it developed, which was accepted.

30 April 2019

At the Scrutiny and Overview Committee meeting held on 30 April 2019 two main items were considered. These were:-

- Question Time: Cabinet Member for Economy & Jobs
- Proposed scope for the new Digital Strategy

During the Question Time session with the Cabinet Member for Economy and Jobs there were concerns raised about the decline of Croydon as a major centre for employment in comparison to other areas of London over the past twenty years and as such it was agreed that the Cabinet Member would be invited to a meeting of the Committee in 2019/20 to discuss the wider strategic approach to job creation, business attraction and the promotion of the economy in the borough.

The Committee also had the opportunity to feed into the development of the new Digital Strategy for the Council. From the discussion of this item, the Committee was reassured that there was a genuine vision for strategy, but were concerned that the wider culture of Council would hinder its delivery. The Committee also requested that specific reference to improving the Council’s current presence on social media and working to improve openness and transparency of data be included in the final strategy. These recommendations were accepted and agreed to be included within the final strategy to be considered by the Cabinet later in the year.



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CHILDREN AND YOUNG PEOPLE SCRUTINY SUB-COMMITTEE

Membership of the Children and Young People Sub Committee



The Children and Young People Scrutiny Sub-Committee scrutinises key issues affecting children and young people in the borough as well as the services provided by the Council and its partners. It has the power to scrutinise the functions of the Council as Local Education Authority and examine the Dedicated Schools Grant on a yearly basis.

You can view the agendas, reports and minutes of this Sub-Committee by clicking on the link: www.croydon.gov.uk/meetings

Overview

The work of the Sub-Committee focused predominantly on the Children’s Improvement Plan following the publication of the Ofsted inspection report of Children’s Services in September 2017 and the recommendation from the Scrutiny and Overview Committee that the Sub-Committee assume responsibility for scrutinising the progress of the Improvement Plan through 2018/19 and for a report to be made to the Scrutiny and Overview Committee on progress and findings.

It was agreed that each meeting would end with a discussion on ‘what difference the meeting had made to the children of Croydon’.

18 September 2018

At this meeting the Sub-Committee received the annual complaints report on the Council’s performance in relation to statutory complaints. It was realised that a common theme arising from the complaints were issues in communication and in order to address this the department had resolved to focus on training, sharing of best practice, improvement of

internal processes and building of relationships between teams.

It was concluded that performance against service level agreements was poor and that a clear context of how we communicate as a Council was not evident. It was therefore recommended that an update and overview report on performance be brought to the Sub-Committee on a quarterly basis.

The Sub-Committee reviewed the findings and actions arising from the third Ofsted monitoring visit that took place in July 2018, as well as looking forward to the preparation on the areas of focus for the fourth monitoring visit scheduled to take place in October 2018. Following feedback, the officers were taking action to address areas of concerns highlighted by the visit. This included putting in place measures to tackle high caseloads, recruitment and retention of staff and refining the number of priorities to focus on at any given time out of the 21 recommendations made by Ofsted.

The Sub-Committee was concerned about the pace of change which was vital to the improvement process and officers gave reassurance that they remained confident and reminded the Sub-Committee that it was still the first year of a three year plan. They were clear that in order to improve outcomes, all multi-agency partners must be committed to pooling together their efforts.

It was concluded that further evidence of all the partner’s commitment to improvement was needed and that there was still a lot of work to be done with specific areas highlighted as cause for concern.

A report was also received on staff recruitment and retention which remained an area of concern. The pressure on staff due to large caseloads was being tackled through the provision of extra capacity to assist with the clearance of a backlog of cases. Longer term solutions were also being put in place through the provision of a strong offer for staff, including training for newly qualified social workers. A strategy had been developed to focus on a recruitment and

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CHILDREN AND YOUNG PEOPLE SUB-COMMITTEE

retention drive. It was confirmed that the use of agency staff remained high and continued to be key to the workforce.

It was concluded that recruitment and retention of good quality experienced staff remained a challenge, but it was encouraging that the Council was proactively looking at various methods to attract social workers to Croydon.

The annual report of the Croydon Safeguarding Children Board (CSCB) 2017/18 was received, which detailed safeguarding arrangements and the commitment to specific priority areas to ensure the effectiveness of its reviews following criticism from the Ofsted inspection in 2017 which cited a lack of focus by the Board.

The Sub-Committee was clear that there was a need for reassurance on the effectiveness of the partnership between the Council, Police and Health Care providers, with a greater understanding of roles and transparency required.

It was concluded that further information was required on the proposals of the new safeguarding arrangements under the revised structure of 'Working Together 2018' and how the partners would manage arrangements.

As a result it was recommended that the partners attend a future meeting of the Sub-Committee to present their proposals, provide evidence on how they were supporting each other, the effectiveness of their work and how they would transition to comply with the new guidance 'Working Together to Safeguard Children'.

27 November 2018

The first quarterly complaints report was presented to Members following the recommendation made at the 18 September meeting. Members were reassured that issues regarding the volume of complaints had been recognised and that officers were taking the necessary steps to deliver improvement.

One year into the Children's Improvement Journey, Members were presented with a report that provided a reviewed and refreshed Improvement Plan which detailed the steps that would be taken to drive forward identified priorities at an increased pace in response to feedback from monitoring visits.

The Sub-Committee concluded that there were concerns regarding the handover of information from interim to permanent staff at a senior level. It was also important to understand how the improvement of Priority 7 of the Improvement Plan 'Creating a culture of shared ownership and social work values' would be realised.

The Sub-Committee requested that evidence on the progress of Priority 7 be provided and agreed that it would be important to invite staff representatives to future meetings to hear their views on the development of the workforce.

A report was received on exclusions and children missing from education, with Members informed that Croydon schools compared favourably nationally in primary and secondary school permanent exclusions. It was agreed that a task and finish group would be formed to further investigate and collate data on children coming off the school roll as there seemed to be a lack of data at present to reach a conclusion on this issue.

14 January 2019

This meeting was arranged specifically to receive a progress update on the New Multi-Agency Safeguarding Arrangements for Croydon as directed by the Children and Social Work Act 2017.

The three named statutory safeguarding partners, the Police, Council and the Clinical Commissioning Group would assume, along with the inclusion of Education in the partnership, the responsibilities previously held by the Croydon Safeguarding Children Board. The partnership would meet regularly to improve safeguarding arrangements in identified priority areas each year and in the first year would be looking at areas of neglect, vulnerable young people and children with disabilities. In order to improve outcomes, the partnership would focus on building strong relationships with community organisations and the voluntary sector.

It was concluded that the meeting enabled an opportunity for clarity and information on the proposed arrangements and that it may be beneficial to scrutinise some of the priorities in greater detail once the safeguarding arrangements had been implemented.

5 February 2019

The Cabinet Member for Children, Young People and Learning, Councillor Alisa Flemming, attended the meeting to provide an update and answer questions on her portfolio. During the item there were a number of questions on the improvement journey as well as others on special education needs. It was confirmed that the Children's Improvement Journey following the Ofsted 2017 rating was an ongoing work in process that remained a priority for the Council as well as its partners. The focus on addressing the areas identified for improvement remained at the forefront of service delivery, which aimed to provide the best outcomes for the children, young people and their families.

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CHILDREN AND YOUNG PEOPLE SUB-COMMITTEE

In attendance at the meeting were representatives from the staff workforce who gave an insight on their activities and the improvements delivered since the improvement journey began. They also provided insight on the changing reputation of Croydon which was now being viewed positively at different workforce meetings and conferences.

The Sub-Committee concluded that although the attendance of staff representatives provided a positive insight into the workforce at Croydon, it was still evident that there still needed to be an improvement in the recruitment and retention of good quality social workers. The conversion rate of locums to permanent staff also required further attention.

The Sub-Committee also received the annual Education Quality and Standards Report, the detail and quality of which was commended. Members were encouraged that outcomes for young people in the borough remained high. The priority areas had been recognised and Members looked forward to further improvement in these areas being reported in the next annual report.

There was concern about the viability of Sixth Form provision in the borough and it was concluded that further information was required in order for the Sub-Committee to reach a conclusive view.

The Education Budget 2019/2020 was presented to the Sub-Committee, which provided detail on the budget for the forthcoming year. Of particular importance was the inclusion of further information on the announcement made by the Department of Education regarding the implementation of the National Funding Formula. This included a requirement for local authorities to have a recovery plan in place should the Dedicated Schools Grant (DSG) budget fall below 1%

It was evident that the DSG funding allocation was insufficient to meet the needs of pupils, with the Sub-Committee pleased to note that information was being gathered to evidence this, in order to make a case for fairer funding.

It was concluded that as Croydon, as well as other boroughs would fall below the threshold that required recovery plans to be activated, there were concerns regarding the lack of government guidance. As a result it was recommended that the Council and its partners should meet in preparation of the Council finding itself in the position of having to utilise its recovery plan.

12 March 2019

At the meeting, Members had the opportunity to hear from young people and their parents who were in attendance for the Special Education Needs Strategy item. The young people expressed their views and experiences. The parents expressed the importance of having being involved in the consultation process for the strategy and highlighted the need for the strategy to improve outcomes for young people. The Sub-Committee acknowledged how vital it was that the voices of young people were heard and how beneficial it was to have the opportunity to engage with young people whose lives were affected by decisions made on their behalf. The Sub-Committee agreed that going forward where possible, the presence of people impacted by decision making processes in meetings would add much needed value.

The meeting also focused on the improvement journey following the latest monitoring visit by Ofsted. Inspectors were pleased with the progress made and the pace of improvement, but emphasised that the service must continue to rise to the challenge of ensuring that consistency of practices remained a priority.

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HEALTH AND SOCIAL CARE SUB-COMMITTEE ANNUAL REPORT

Members of the Health & Social Care Sub-Committee



Cllr Sherwan Chowdhury (C)



Cllr Andy Stranack (VC)



Cllr Pat Clouder



Cllr Toni Letts



Cllr Andrew Pelling



Cllr Scott Roche

The Health and Social Care Scrutiny Sub-Committee scrutinises the work of local healthcare organisations and social care services provided to adult residents of the borough. It also, in conjunction with neighbouring local authorities, investigates and respond to emerging health and social care issues and changes affecting more than one borough.

You can view the agendas, reports and minutes of this Sub-Committee by clicking on the link: www.croydon.gov.uk/meetings

The Sub-Committee were given the opportunity to review the outcomes from the Care Quality Commission (CQC) report of the South London and Maudsley NHS Foundation Trust’s Core Service and Well Led inspection which took place in July 2018. The findings of the inspection raised a number of concerns for the Sub-Committee particularly whether the leadership of the Trust had lost its line of sight over services, which may have contributed to the issues raised by the CQC. As such the Sub-Committee requested that SLaM return to another meeting of the Sub-Committee later in the year to provide an update on progress made in addressing the concerns raised by the CQC report.

Representatives from the Croydon Clinical Commissioning Group (CCG) also attended the meeting to provide an update on their operating plans for 2018-19 and their draft commissioning intentions for 2019-20. The Sub-Committee welcomed the move towards more integrated services, recognising that this would lead to improved outcomes for patients. The Sub-Committee also challenged the CCG on issues such as GP waiting times, children’s mental health services in Croydon and workforce planning in the event of Brexit. Overall the Sub-Committee were pleased to note that the CCG was no longer in special measures and looked forward to monitoring the work to deliver service improvements through partnership working.

The Sub-Committee also had the opportunity to review the Adults’ Safeguarding Board Annual Report, which was commended for being detailed and informative. In particular the Sub-Committee congratulated the Board for its work in highlighting the issue of hoarding. One concern raised about the report was that it did not fully highlight the effectiveness of the partnerships involved and recommended that further evidence of this be included in future reports.

Overview

The Health and Social Care Scrutiny Sub-Committee’s work programme for 2018/19 focussed on a range of different issues including the closure of the Community Dental Service at the Parkway Health Centre. The Sub-Committee also scrutinised the Cabinet Member on the strengths weaknesses and challenges within her portfolio, the Care Quality Commission Report for the South London and Maudsley NHS Foundation Trust (SLaM) and reviewed the winter preparedness of local health and social care partners.

25 September 2018

At the Health & Social Care Sub-Committee meeting held on 25 September 2018 three main items were considered. These were:-

- South London & Maudsley NHS Foundation Trust – CQC Report
- Croydon Clinical Commissioning Group
- Croydon Adults’ Safeguarding Board Annual Report 2017-18



HEALTH AND SOCIAL CARE SUB-COMMITTEE ANNUAL REPORT

20 November 2018

At the Health & Social Care Sub-Committee meeting held on 20 November 2018 three main items were considered. These were:-

- King's College Hospital NHS Foundation Trust – Community Dental Service
- Croydon Health Service NHS Trust
- Healthwatch Croydon

During the discussion with the representatives from King's College Hospital NHS Foundation Trust, the Sub-Committee were extremely disappointed to note the closure of the Community Dental Service at the Parkway Health Centre in New Addington. Particularly in light of the fact that the proper consultation process when making a substantial change to service provision had not been followed. There was also concern that no assessment had been made of the equality needs of the local community in reaching the decision to close the service, particularly as it was located in an area effected by deprivation. As such the Sub-Committee recommended that the Trust reconsider its decision to close the service and requested that they return to one of their meetings later in the year to provide an update on the outcomes from this review.

Representatives from Croydon Health Service (CHS) provided the Sub-Committee with an update on the outcomes from their recent CQC inspection. Areas of particular concern that were questioned by the Sub-Committee included the recruitment and retention of staff and the use of technology to drive service improvement. The Sub-Committee was concerned about the synergy between the clinical and community teams, but was reassured that it was a priority for CHS to address these issues with a number of initiatives being developed. A further update on the work being undertaken in this area was requested by the Sub-Committee.

Healthwatch Croydon also provided the Sub-Committee with an update on their current work which included their review of the ability of street homeless to access local healthcare services, such as GPs surgeries. The Sub-Committee welcomed the findings of the report and agreed that the work of Healthwatch Croydon should be commended.

18 December 2018

At the Health & Social Care Sub-Committee meeting held on 18 December 2018 two main items were considered. These were:-

- South London & Maudsley NHS Foundation Trust – CQC Progress report
- Winter Preparedness 2018-2019

During the discussion of the report from SLaM, the Sub-Committee was pleased to note the progress that had been made against the improvements identified in the CQC report earlier in the year. Although the progress made was encouraging, the Sub-Committee was concerned that the approach employed may be too management led and questioned whether there were enough opportunities for clinical input. As such a further update was requested for 2019-20 on the implementation of the improvements outlined in the presentation.

At this meeting the Sub-Committee also had the opportunity to question representatives from the CCG, Croydon Health Service and the Council on their preparations for winter. The Sub-Committee raised a number of concerns from the information provided during the meeting particularly whether the Emergency Department at Croydon University Hospital had the ability to cope with a flu outbreak or bad weather given that it was currently operating at near 100% capacity.

The Sub-Committee also questioned whether the guidance provided to GPs on prescription costs and discretionary prescribing would lead to some patients not getting the medicines they required. The Sub-Committee did welcome the use of a multi-service discharge team and thought that this would lead to improved discharge times for patients.

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HEALTH AND SOCIAL CARE SUB-COMMITTEE ANNUAL REPORT

26 March 2019

At the Health & Social Care Sub-Committee meeting held on 26 March 2019 four main items were considered. These were:-

- King’s College Hospital NHS Foundation Trust – Community Dental Service Update
- Question Time: Cabinet Member for Families, Health & Social Care
- Annual Public Health Report 2018
- Croydon Healthwatch – Dementia Carers report

At the meeting the Sub-Committee welcomed representatives from King’s College Hospital NHS Foundation Trust who returned to provide an update on the Community Dental Service in the borough. This followed concerns raised at the Sub-Committee meeting in November about the closure of the Community Dental Service in New Addington. The Sub-Committee was pleased to note that since the previous meeting an equalities impact assessment had been undertaken and work was underway to mitigate against the concerns raised. The Sub-Committee was also pleased to note that King’s College was working with the Public Health team at the Council to explore options for the long term future of the Community Dental Service in the borough. A written update on the future of the service, once finalised, was requested.

From the Question Time session with the Cabinet Member for Families, Health & Social Care, Councillor Jane Avis, the Sub-Committee reached the conclusion that there were a number of significant challenges facing the Cabinet Member in her portfolio in the coming year. This included staffing issues arising from Brexit, an ever increasing demand for services and continued uncertainty over funding. The Sub-Committee identified the need to make

better use of data to inform service improvements as key and recommended that work should be undertaken to gain an understanding of the Council’s performance in this area compared to other local authorities.

The Sub-Committee welcomed the report from the Director of Public Health which highlighted the importance of the support provided to parents and their children. It was also impressive to note the level of engagement from partner organisations towards achieving the 34 recommendations set out within the report.

The report from Healthwatch Croydon on their study of the experience of dementia carers in the borough accessing health care services was commended by the Sub-Committee who was supportive of the recommendations set out in the report. It was agreed that the subject would be revisited in 12 months to review the progress made against these recommendations.

13 May 2019

At the Health & Social Care Sub-Committee meeting held on 13 May 2019 the plans for closer integration between Croydon Health Service and the Croydon Clinical Commissioning Group was considered.

Given the scale of the changes proposed, the Sub-Committee had a number of concerns about the practical details of the new organisational arrangements, such as how decision making on local services would be made and the need to ensure that the Council continued to be involved in the plans, where possible, to guarantee that services could be aligned to reduce any unnecessary bureaucracy. The Sub-Committee welcomed the openness of both organisations to scrutiny, but agreed that given the scale of the plans it would be important to receive regular updates to be able to monitor progress.



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STREETS, ENVIRONMENT AND HOMES SUB-COMMITTEE ANNUAL REPORT

Members of the Streets, Environment and Homes Sub-Committee



The Streets, Environment and Homes Scrutiny Sub-Committee has a broad remit. It investigates services and issues relating to housing, public and private transport, Croydon’s highways, waste management and environmental issues. In all its work, the Sub-Committee seeks to promote sustainability and to promote the health and wellbeing of Croydon’s residents.

You can view the agendas, reports and minutes of this Sub-Committee by clicking on the link:
www.croydon.gov.uk/meetings

that there had been some notable successes and that it would take a number of months for any changes to be fully embedded.

Several conclusions were reached by the end of the meeting and it was recognised that the timetable changes were needed and would have been welcomed had the delivery not been problematic. It was concerning that GTR did not react appropriately despite the issues identified through the assurance process and it was clear that there was a failing in the rail industry-wide assurance process, including the Department of Transport. The significant changes that affected Croydon in particular were noted.

It was recommended that a robust plan to rebuild the trust between passengers and operators be devised as well as a public apology to the people and businesses of Croydon with the provision of generous compensation for passengers. The importance of clearly communicating information to passengers with as much advance notice as possible was emphasised by the Sub-Committee.

Recommendations were made to the Department of Transport, GTR, Network Rail as well as the Office of the Rail Regulator, with GTR and Network Rail invited to attend a future meeting to provide responses and updates on the recommendations made.

9 October 2018

The Sub-Committee received the annual presentation and question time session on the portfolio of the Cabinet Member for Clean Green Croydon, Councillor Stuart Collins, as well as an update from the South London Waste Partnership.

Members were pleased to learn that Croydon was on the path to establishing leadership in effective waste management and sustainability with 45.5% recycling rates for Q1 of 2019/2020 and a target to achieving over 50% for 2019/20.

Members welcomed the success of the roll out of the new bins which had been successful in many areas, but highlighted that there had been issues in some areas and with certain

Overview

The Sub-Committee identified at the beginning of the year, a theme around Croydon Housing. The work programme evolved in response to current affairs such as the changes to the National Rail timetable and in response to emerging areas of work such as the Grounds Maintenance Service.

Through the work of the Sub-Committee, recommendations were made on a range of topics such as the breakdown in the delivery of the rail timetable, waste and recycling programme and encouraging businesses and contractors to pay the London Living wage.

26 June 2018

The first meeting of the municipal year focused on the introduction of the new rail time table, which was having a detrimental impact upon the residents of Croydon. Representatives from Network Rail were in attendance, as well as representatives from passenger groups. Officers from Network Rail gave a presentation on the recovery plan enacted following the issues arising as a result of the implementation of the new timetable. It was acknowledged



STREETS, ENVIRONMENT AND HOMES SUB-COMMITTEE ANNUAL REPORT

types of properties, in particular for homes above commercial premises. There was concern about the size of the bins and the one size fits all policy adopted through the decision to supply the largest capacity bins. While it was acknowledged that this had been done to encourage more recycling and to future proof the scheme, it was felt more consultation should have taken place prior to the decision being made.

As a result it was recommended that the Council should review its policy on large capacity bins in particular for households that produced less waste. A report on the finding from the review of difficult properties such as those above commercial premises in the bin roll out programme was also requested.

The Members were keen to ensure that following the rescheduling of collections and recycling dates that there would be no further timetable changes in the near future and were pleased to be reassured by officers that now there was stability in the service, no further changes were planned.

The Sub-Committee also concluded that they had concerns about the performance of the contractor Jett, used by Veolia for the delivery of their bins and agreed to recommend that their performance be closely monitored.

Discussion took place on the Free Bulky Waste service which the Cabinet Member advised would be reviewed and monitored as was normal practice for all council services in order to ensure that it continued to fulfil its purpose and was cost effective. The Cabinet Member was clear that there were no plans to withdraw this popular service.

It was agreed by Officers as well as Members that tackling environmental issues through improved recycling was a priority and recommendations were made to support this campaign with the Council actively engaging with residents to promote its importance. Additionally it was recommended that information should be communicated to residents on the journey and results of the waste that was recycled.

6 November 2018

The Acting Cabinet Member for Environment, Transport and Regeneration (Job Share), Councillor Stuart King, gave a presentation on his portfolio which highlighted the rapid growth that was being experienced in the borough through investment in social infrastructure, public realm and transport as part of the growth zone.

The Sub-Committee discussed the progress made on the work on the Blackhorse Lane Bridge which had experienced delays and learned that a robust challenge had been made to the contractor to ensure no further delays were experienced.

The work that had been completed on public realm such as the regeneration of Thornton Health High Street, the pedestrianisation of Croydon High Street as well as other activities was noted and it was confirmed that an evaluation would take place to assess the impact from these changes to ascertain whether the intended outcomes had been realised.

A review of housing in Croydon was considered at the meeting with representatives from registered housing providers, Optivo and Croydon Churches Housing Association as well as representatives from housing support organisations, CAYSH and Thames Reach in attendance to inform the discussion on social housing in Croydon.

Members were pleased to learn about the development programmes and the commitment to the provision of affordable rental homes for families and households on a lower income. In particular the partnership between the Council, Optivo and Thames Reach on the Housing First initiative to assist vulnerable homeless people to secure accommodation and maintain their tenancy.

The housing providers expressed concern about their ability to respond to the demand for homes which remained a challenge and assisting tenants through the challenges of the process of Universal Credit which had impacted upon not only the residents themselves but also the housing providers financially.

As a result of the discussion, Members recommended that it was vital for housing providers to coordinate their work with each other effectively to ensure the best use of their resources. It was also highlighted that improvement was needed in partnership working between the Council and providers. However, the work of the Gateway Service was considered to be positive and the Housing First Initiative was innovative.

All of the representatives were encouraged to continue to work extensively to ensure that their contractors paid the London Living Wage to staff.

22 January 2019

The Cabinet Member for Homes and Gateway Services, Councillor Alison Butler, attended this meeting to answer questions on her portfolio. During this item there were a number of questions focused on the action being taken by the Council to increase the provision of homes for lower income families. The Sub-Committee was pleased to learn about the Council's commitment to improving outcomes through the Croydon Affordable Homes Scheme and the changes made to the Council's Allocation Policy to enable lower income families



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in work to be given priority, as this had not previously been the case. Members were encouraged by the continued success of the Gateway Service.

Members noted the ongoing challenges which included the limited support and resources available for young people to help them enter the housing market and recommended that different ideas and initiatives be explored.

The housing shortage in Croydon along with the rest of the country was acknowledged and a recommendation made for the Council and Registered Housing providers to work on reinforcing their partnership. The Sub-Committee agreed that improved collaborative working would lead to improvement in tackling homelessness and managing the implications of welfare reform as well as providing opportunities to share good practice.

The Council decision to utilise Article 4 conditions on the conversion of properties to Houses of Multiple Occupation (HMO) was applauded and recommended that this usage be on a borough wide basis and not Ward by Ward.

The Sub-Committee received the Brick by Brick business plan 2019/20 and a presentation on progress made. Members were informed that the first schemes for sale would be launched early in 2019 and Croydon residents would have an exclusive period of access to purchase which was welcomed. Members of the Sub-Committee had visited some of the sites prior to completion and were pleased with progress.

19 February 2019

Representatives from the trams operator, Trams Operations Limited attended to give a presentation and provide an update on their work to improve passenger safety since the tram derailment in November 2016. It was noted that the investigation into the derailment was ongoing and several actions had been put in place since the incident. An emphasis had been placed on improving the competency and expertise of drivers and the Guardian device which would be used to identify driver fatigue, raising an alarm should it detect any changes had been introduced. Members were encouraged by the extensive work that was being done to improve passenger safety as well as taking into consideration the driver's wellbeing.

The Sub-Committee received reports from Thames Water as well as SES Water on water resources, managing leaks and plans that were in place to manage the impact of adverse weather on the water supply. Members were keen to receive further information on additional infrastructure investment planned for Croydon and any issues that may affect water pressure.

An update on the Grounds Maintenance service being brought back in house was given to the Sub-Committee.

It was noted that the previous contractor had found it difficult to provide the service at the level specified in the contract without experiencing financial losses and as such the expected standards were not being met.

Although there were many difficulties experienced, the contract was not terminated and had come to a natural end. An assessment was undertaken on the different options available and from analysis it was evident that the cost to contract out or bring back in house would be broadly the same. A decision was made to bring the service back in-house as it would afford more flexibility on decision making.

Members were supportive of the decision to bring the service back in-house, but agreed that Scrutiny should have been consulted prior to the decision to change the method of delivery and would have welcomed an opportunity to review the business case for the decision. The Sub-Committee was pleased to note the plan to ensure that all staff who transferred over from the previous contractor would be paid the London Living Wage.

It was recommended that a further update be requested and the Cabinet Member for Clean Green Croydon be invited to attend a future meeting to provide an update on the service review and future plans for Ground Maintenance.

19 March 2019

The focus of this meeting was on the private sector housing, in particular the impending renewal of the selective licensing scheme which came into force in 2015 and was due to expire by 2020. Members were presented with information on the need for the scheme, which helped to improve the relationship between the Council, landlords and their tenants.

It was acknowledged that there was a heavy reliance on the private rented sector within the borough and a semantic link between poor housing and health had been made which impacted on the life outcomes for people, in particular low income families with a family member in work. This group had now overtaken those living in social rented housing in terms of living in deprivation.

The scheme enabled landlords to recognise their duties and responsibilities to their tenants with the Council providing information, resources and monitoring to enable them to ensure that their tenants were living in properties maintained to a good standard.

The Sub-Committee agreed that the housing theme would be carried into the work programme for 2019/20 to enable further scrutiny to take place.

Scrutiny

ANNUAL REPORT

2018-2019

be the change

for children and young people in croydon

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CHILDREN, FAMILIES AND EDUCATION

Corporate Parenting Annual Report

2018 - 2019



OUR DESTINATION



OUR PRINCIPLES



OUR PRACTICE
FRAMEWORK



Delivering for Croydon

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Contents

1. EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to provide an overview of the achievement, progress and challenges in meeting the needs of Croydon's Children looked after and care leavers in 2018/2019 who are placed in borough and outside the borough.
- 1.2 There is a statutory requirement to provide information on a number of areas that relate to the improvement of outcomes for Children looked after and care leavers

2. Key legislative and policy framework

- 2.1 The statutory guidance on the roles and responsibilities of the Director of Children's Services (in Croydon this is the Executive Director, Children, Families and Education) and the Cabinet Member for Children, Young People and Learning, states that the Council has a responsibility to act as an effective and caring corporate parent for all children looked after and care leavers. There is a strong emphasis on improving educational attainment, providing stable and high quality placements and proper planning for when young people leave care. The Council takes its responsibility for Children looked after and care leavers very seriously and closely monitors the services provided to these young people to ensure that all Children looked after and care leavers are safe, healthy and happy and aspire to be the best they can be.
- 2.2 The term 'Child Looked after' refers to any child or young person for whom the local authority has, or shares, parental responsibility, or for whom care and accommodation is provided on behalf of their parent/s. The term "child" can refer to any child or young person aged 0 to 18 years. The Council also has a duty and responsibility to those young people who leave their long-term care from the age of 16 years until they reach the age of 25 years.

3. Corporate Parenting Panel

- 3.1 A cross-party Croydon Corporate Parenting Panel of elected members, looked after young people, foster carers and cross council senior officers has been in place since 2007. The Board provides governance and challenge to ensure that outcomes for Children looked after continue to improve via regular Panel meetings throughout the year, meeting with young people to hear directly from them their views and experiences of service offered.

3.2 The priorities for the Panel for 2019/20 are currently being reviewed but in 2018/19 the Panel discussed the following topics:

- Increasing the staying put allowance for foster carers
- Engagement and achievement
- Children and Social Work Act 2017 and the seven corporate parenting principles
- Reviews of the Fostering Service, fostering allowances, fostering action plan, recruitment and registration of foster carers
- Fostering and Adoption Statement of Purpose 2019-2020
- Placement stability and sufficiency
- Health of Looked after children
- Educational employment and training (EET)
- Annual report of the virtual school
- Performance reports

3.3. The chair and elected members of the Panel have been invited to events such as the children looked after and care leavers annual Achievement (STAR) Awards ceremony to support children looked after and young people celebrate their personal and academic achievements and the Foster Carers Award. Given the success of these events there is a commitment to make them annual. These events have provided an opportunity for the chair and the members of the panel to engage directly with children, young people, foster carers, staff and partners and listen to their feedback and views which will inform improvements to our services for children looked after and care leavers.

4. **Children looked after: demographics, health and education**

4.1 Overall there has been a slight increase in the total numbers of Children looked after (CLA) in Croydon since April 2018. In April 2019 836 children were looked after at any one time compared with 789 the previous year.

4.2 There has been a more significant change in the proportion of Local CLA compared to UASC. In April 2017 49% of the total CLA population were Unaccompanied and Asylum Seeking Children (UASC), in April 2018 this figure had dropped to 39% and by April 2019 this number has fallen further to 33%. There has been a steady increase in the number of Local CLA following the Ofsted Inspection in July 2017. In April 2018 61% (482) of the total Child Looked After population were Local CLA this has risen to 67% (561).

- 4.3 Between April 2018 and April 2019 the average number of children coming into Croydon's care each month was 41. In April 2019, Croydon had 88 Children Looked After per 10,000 population. This is significantly above the historical average of 64 nationally and 44 for London and makes Croydon an outlier amongst our statistical neighbours. After excluding UASC, Croydon had 59 Children Looked After per 10,000 population, a position relative to its statistical neighbours but still above London averages. Croydon's statistical neighbours fall into two tiers, with Merton (33) to Waltham Forest (44) in the lowest tier, and Lambeth (65) to Greenwich (72) in the higher tier.
- 4.4 **Age and gender:** Approximately 72% of Croydon's Children looked after are over the age of 11 with 41% being over the age of 16. There are no UASC children under the age of 12. 66% of Croydon's Children looked after are male with 45% of the male population being UASC. Excluding UASC the proportion of males to females is 54:46.
- 4.5 **Ethnicity:** 35% of Local Children looked after are White British, 31% of Local CLA are from a Black background, 20% of Local CLA are from a mixed background.
- 4.6 **Placement:** 57% of the children in our care are placed within the LA boundary and the average distance from the home of children placed outside of the LA Boundary is 40.6 miles. The majority of Children Looked After are placed in the north and northwest of the borough with a pocket of children in New Addington (information as of December 2018).
- 4.7 **Reasons for coming into care:** 64% of Local children looked after (CLA) are in care as a result of "Abuse and Neglect", with 126 Local children entering care in the last six months for this reason.
- 4.8 **Length of time in care:** 7% (59 children) have been in Care for longer than 5 years with only 5 of those being UASC, 25% (208 children) have been in care for longer than 2 years with 36% of those children being UASC.
- 4.9 **Admissions to care in the last 6 months:** There have been 319 children (39% of the total CLA population) taken into care in within the last 6 months and 228 of these are over the age of 11. This demonstrates that the CLA population is transient and that a significant number of children enter care as teenagers.
- 4.10 **Type of placement:** 81% (667) of Croydon's CLA are currently in Foster Care with 51% (421) placed with Long Term Foster Carers. 15% of UASC are in Independent Living placements, 2.3% (19) children are in placements with a view to the outcome being Adoption. The percentage of Children Looked After with 3 or placements during the year has remained low all year and as of April 2019 remains at 8%.

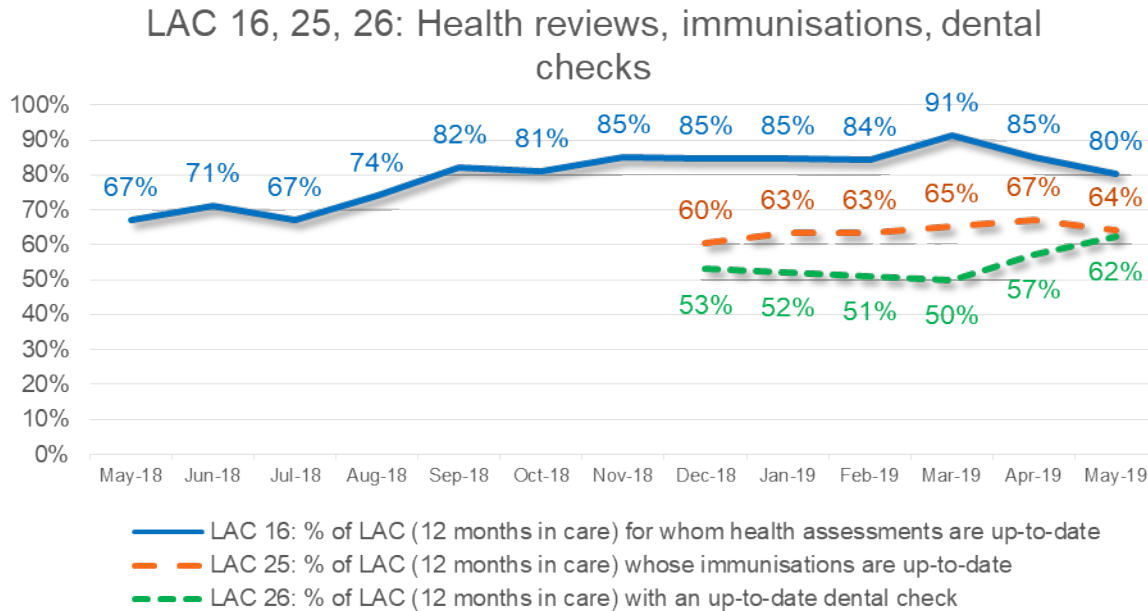
- 4.11 **Children missing from care:** Nearly 60% of CLA with a missing episode are local children looked after. 140 (37%) of the children who went missing were children looked after placed in Croydon. Local children looked after are twice as likely to go missing as UASC.
- 4.12 **Involvement with Youth Offending Service:** There are 29 children looked after currently working with the Youth Offending Service. 55% are from Black backgrounds, this group is overrepresented compared to the wider children looked after population and of these 75% are local children looked after.

5. Care Leavers: Demographic profile, health and education

- 5.1 As of March 2019, there were 779 individuals in Croydon's care leaver population, which has seen a steady increase over the last year. The rise has been mostly unaccompanied asylum-seeking children (UASC) (up 81 since April 2018) rather than non-UASC (up only nine since April 2018). Of current care leavers, 494 (63%) are UASC, 285 are non-UASC. There is a pronounced gender split among the care leaver group, with 577 males (74%) and only 202 (26%) females. This gender split is even more pronounced among the UASC population, with 85% males (419) and only 15% females (75). The gender split is much more even among the non-UASC cohort, with 55% males (158), 45% females (127).
- 5.2 **Age and ethnicity:** The majority of Croydon's care leavers are aged 18 – 21. Among Croydon's non-UASC cohort, numbers stay fairly flat across this 18-21 age band, while numbers in the UASC group fall off quickly from age 18 onwards. In terms of ethnicity, among the non-UASC group the largest proportion are black (44%), followed by white (32%), then mixed (13%), with Asian making up less than one-in-ten (8%). By contrast, in the UASC group, Asian is the most populous ethnicity (35%), followed by white (26%) then black (24%).
- 5.3 **Age care leaver became looked after:** Of Croydon's 779 current care leavers, only 106 (14% of the cohort) were first looked after before the age of 13. The vast majority (673, 86%) were first looked after at age 13 or older, peaking at age 15 (284, 36%). This age profile is most pronounced among UASC care leavers with only 5% (24) of the 494 current care leavers being looked after before age 13, and 15 being by far the most common age (227, 46%). The age profile of non-UASC care leavers is different, with almost all of the under-13s (still only 82, 29% of the 285-strong non-UASC cohort), and a much flatter peak at age 15 (57, 20%)

- 5.4 **Education:** Of Croydon's care leaver population, 66% (518) are in either full time (58%, 456) or part time (8%, 62) education, employment or training. The remaining 36% (267) is made up of 28% (222) who are NEET and 6% (45) for whom we don't know their current status. The UASC part of the cohort have higher EET rates (72% overall, 65% full time, 7% part time) and lower NEET (20%). The non-UASC group have lower EET rates (only 55% overall, 45% full time, 10% part time) and much higher NEET (43%).
- 5.5 **Placement stability:** The vast majority (570, 73%) of Croydon's care leavers are now in accommodation classed as Independent Living, predominantly Private Tenancies and Landlord Bond Schemes. Around 6% (46) are living with their former foster carers ("staying put"), a figure that has been broadly stable since August 2018, prior to which it rose from 4% (27) in April 2018. Of Croydon's 779 care leavers, we know that 441 (57%) are still living within the borough and 257 (33%) are residing outside the borough.
- 5.6 **Care Leavers as parents:** Of Croydon's 779 care leavers, 66 (8%) left care as parents. Of those 66, 30 (45%) have parental responsibility for their child/all of their children. A further three (5%) have multiple children, but do not have parental responsibility for all of them. The remaining 33 care leavers who left care as a parent (50%) do not have parental responsibility for their child/children. Only 14 (21%) of the care leavers who left care as a parent were UASC, a much lower proportion than the 63% of all care leavers who were UASC.
- 5.7 **Care Leavers known to the Youth Offending Service (YOS):** Of Croydon's 779 care leavers, 99 (13%) were known to the YOS since 1/6/14. Sixty five were non-UASC, which represents 23% of the non-UASC care leaver cohort. Only 34 of the care leavers were UASC, just 7% of the UASC care leaver cohort. Considering only the 99 care leavers who were known to YOS since 1/6/14, one third were UASC, two thirds were non-UASC. This is in stark contrast to the overall care leaver cohort, which is almost two thirds UASC and just over one third non-UASC. In short, non-UASC care leavers are more than three times more likely to have been known to YOS than UASC care leavers.
6. **Health**
- 6.1 Delivering timely initial health assessments for our children looked after has been a challenge historically, so in autumn 2018 an internal lean process review was commissioned to look at reasons for this. The review led to a set of recommendations for improvement supported by a detailed multi-agency action plan articulating the key actions required to improve performance not only for initial health assessments and review health assessments but also dentals, immunisations and strengths and difficulties questionnaires. The action plan is regularly reviewed and performance challenged at the bi monthly, multi- agency Children in Care Health Strategic and monthly Operational groups and is focused on promoting timely health interventions.

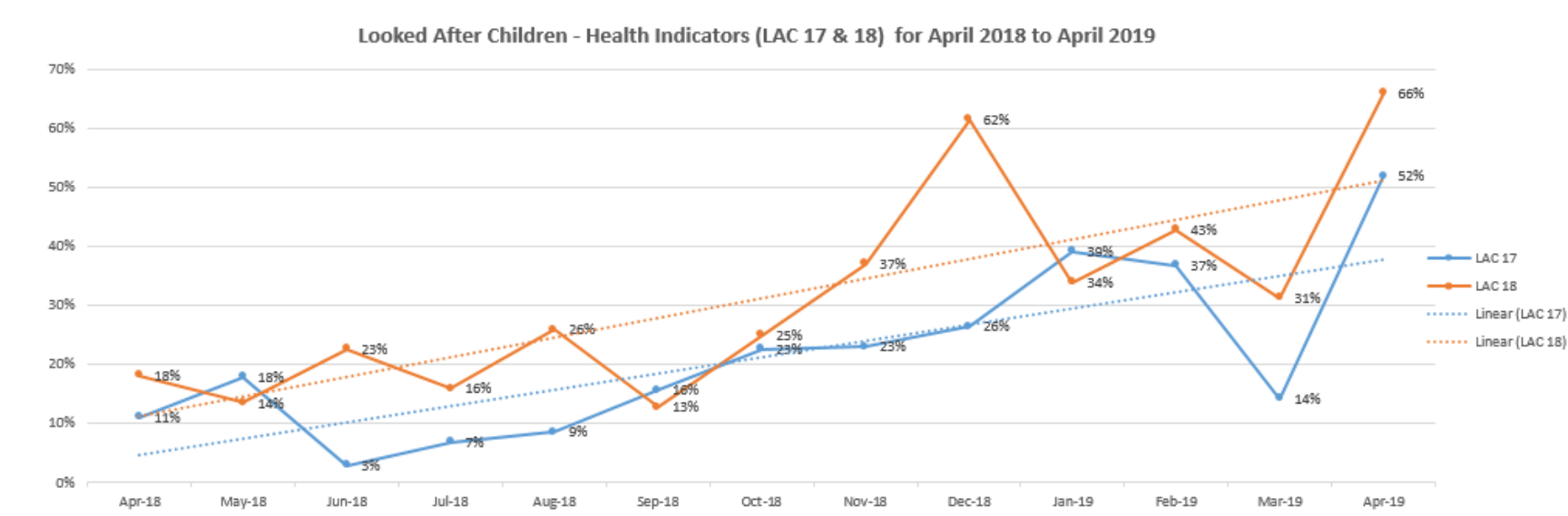
6.2 The graph below outlines current performance on a number of key health indicators.



6.3 The line graph on below shows our performance against two key performance health indicators for children looked after:

1. % initial health assessments requested for health service within 3 working days of date child become looked after (LAC 17); and
2. % initial health assessments delivered within 20 working days of date child became looked after (LAC 18)

6.4 Performance against these indicators has improved since April 2019 from a low base and it is acknowledged that further attention is required in this area ensuring that recording on the system happens in a more timely way to provide a more accurate and up to date picture of performance. A multi-agency Children Looked After Operational Health Group has been set up and has been meeting on a monthly basis since March 2019 to tackle blockages to the delivery of timely health assessments.

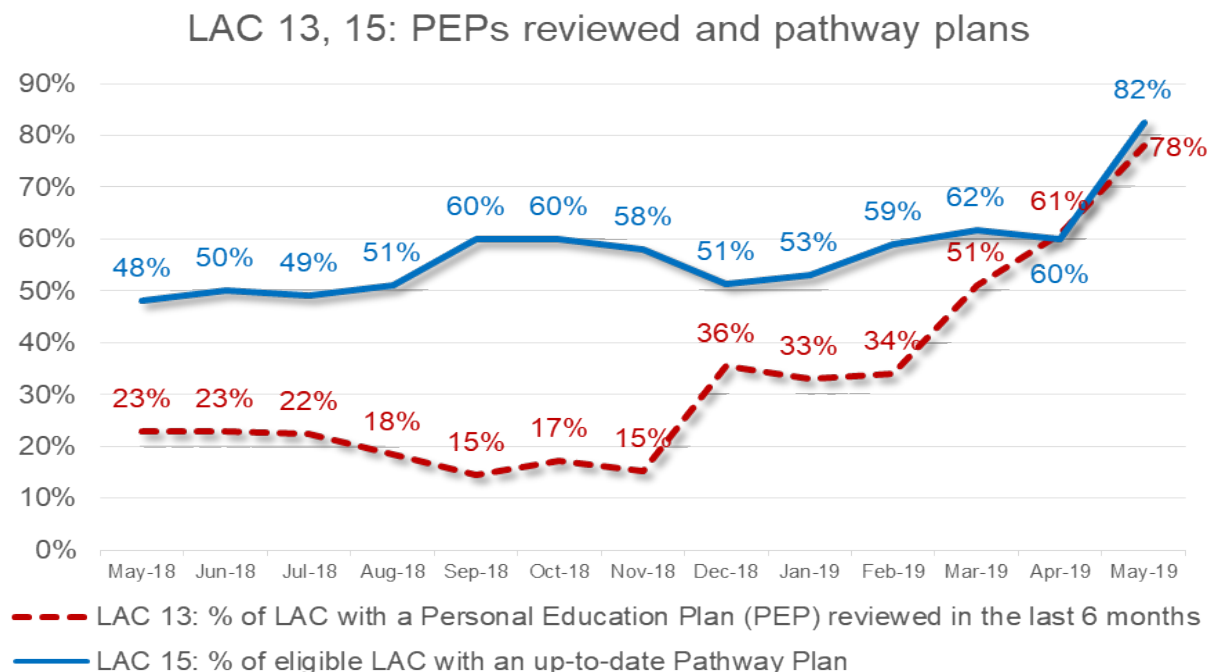


- 6.5 A recent analysis of strengths and difficulties questionnaires (SDQs) of 55 children looked after found that 64% children had low total difficulty score, 7% had a medium score 29% had a high difficulty score. A high difficulty score indicates where additional support may be needed (e.g. CAMHS). Of the sample reviewed, UASC children young people had significantly lower scores than local CLA. There is an annual requirement for Children's Social Care to assess the emotional and wellbeing needs of our children in care through an SDQ. At the end of March 2019 69% were completed in a timely way. In May 2019 this had risen to 82%. A refreshed approach to undertaking SDQs will be launched in July 2019 and we will be analysing closely the impact of new ways of working, in particular, the services and support identified children are offered.
- 6.6 In 2017/18 CAMHS received 101 referrals for children looked after, 90% of which were accepted, this was around 11% of the total CLA population (research suggests that rate of mental ill health among CLA is typically 50%) CAMHS operate a priority service for children in care. They offer weekly consultation sessions for social workers who are concerned about the emotional health and wellbeing of the children they are supporting and guide them on the best approach to take. Awareness raising of the CAMHS support offer is currently taking place.

7. Education of children in care

- 7.1 **Schools:** There are 548 pupils of statutory school age (May '19). 27 children currently have no school place (and 20 attend our UASC provision-May '19). 55% attend school in Croydon and 45% outside (May '19). 6% attend special schools (May '19),
- 7.2 **Special educational needs and disabilities:** 41% of CLA of stat school age have a recorded special educational need or disability, compared to national average of 14.6%. 88 (16%) school age pupils recorded as having an EHCP for special educational needs (national average is 2.9%).
- 7.3 **School stage:** There are 24 children of nursery age, 155 of primary age, 370 of secondary age and 393 post 16 (June 2019). 81% of school age children attend 'good' or 'outstanding 'OFSTED schools' in May 19.
- 7.4 **Attendance and exclusions:** 91.4% cumulative attendance of children in care of statutory school age (June 2019). Persistent absence rates are high in 2019 at 19% and 34% at post-16. In 2017-18 there were no reported permanent exclusions for statutory school age children in care
- 7.5 **Educational Attainment**
- 7.6 **Year 1:** 50% children received expected standard in phonics screening check (compared to 85% for all Croydon children, 82% all children nationally and 41% CLA nationally)
- 7.7 **Key Stage 1:** 60% of CLA achieved combined expected standards in reading, writing and maths (compared to 75% all children nationally and 41% CLA nationally)
- 7.8 **Key Stage 2:** 55% of children achieved combined expected standards in reading, writing and maths (compared to 66% for all Croydon children, 64% nationally and 34% CLA nationally)
- 7.9 **Key Stage 4:** 7% of children achieved levels 4-9 in English and Maths (compared to 63% for all Croydon children, 59% all children nationally and 19% CLA nationally)
- 7.10 **Key Stage 5:** 50% of children achieved 1 or more A*-C's at A-level (compared to 77.4% national)

7.11 Personal educational plans (PEPs) and pathway plans



7.12 The number of completed PEPs continues to improve from a low base, all children with an outstanding PEP are now tracked by a key worker and have an action plan for completion. A permanent Head of the Virtual School has been appointed who is overseeing improvements within the service. All social work teams now receive outstanding PEP data on the weekly performance snapshot. In addition to this, designated teachers have been given additional training, culminating in the service achieving its highest performance in the past 13 months at 82% (June 2019).

8. Feedback from children and young people in our care

8.1 The comments below were taken from an engagement session with our Children in Care Council (Empire) on 6 Nov 2018. The Council has more work to do to develop this forum and improve its links with the service to ensure that feedback from children and young people in our care is used to drive service improvement, measure impact and to develop forums to engage care leavers more effectively.

What's working well ...

"Getting to see my family"

"My Social Worker is very helpful and listens to me and actually takes in what I say and try's to help me"

"Most of the plans they've made in my review are working as planned"

"I can state my views and ideas and be listened to"

What's not working well ...

"I want to go back home and I hate being in care"

"Not always able to challenge decisions made for me"

"They don't talk to you and take too long. They don't keep me in the loop and keep information from me"

"More help with my school"

Suggestions...

"Explain things to me in more detail"

"Talk about the things I can fix now so it makes life better in the future"

"I would like to see my Social Worker more often"

"I would like to stay at my friends house"

9. Key achievements

- 9.1 **Getting basics right:** We are continuing to improve the timeliness of core social work tasks. There has been a steady improvement in a number of key Children Looked After indicators including; timely visits which now stand at 95%, timely CLA reviews at 88% (up from 66% in April 2018). 89% of care leavers have an up to date pathway plan (up from 74% in April 2019). Improvement in performance indicators around health and education are from a low base and it is acknowledged that, although recent figures are encouraging, there is more to do here to sustain performance and improve the quality and timeliness of PEPs and health assessments. Partnership working and communication is improving amongst health, foster carers, Children's Social Care and the Virtual School. It is expected that this will help drive forward improved ways of working to deliver key health services for children and young people in our care. We have identified two CSC Children in Care 'Health champions' who working with our co-located health team and social work teams are promoting the health and wellbeing of children who have not received timely health interventions. Other encouraging indicators are set out below:
- 9.2 **Proximity to home:** 84% of children are placed less than 20 miles from home (compared with 74% national average)
- 9.3 **Post 16:** 65% of care leavers in employment, education, or training (EET) on their 17th to 21st Birthday (compared with 50% national average)
- 9.4 **Accommodation:** 90% of care leavers in suitable accommodation on their 17th to 21st Birthday (compared with 84% national average)
- 9.5 **[A Local Offer for Care Leavers:](#)** was published in September 2018. Its aim is to give care leavers an understanding of the services they can expect from the council. The need for a Local Offer arises from the introduction of the Children and Social Work Act 2017 which directs councils publish information about the services they provide. In Croydon, we believe that our published Local Offer should go beyond our legal requirement and should, rather, be a more comprehensive document giving a detailed overview of exactly what we offer, how we will deliver it, as well as other information about services for care leavers provided by others. The information in our local offer will need to be reviewed and updated regularly if it is to be of benefit to our Care Leavers and so continues to be an important priority for us.

9.6 **Supporting UASC: Controlled Migration Fund**

Croydon submitted three successful bids to the Controlling Migration Fund) in 2017 and 2018 to deliver a number of projects in Education, Children's Services and Fostering. The CMF's primary aim is to support UASC towards integration and benefit existing residents by promoting community cohesion. The 3 projects include:

- Improving the stability of UASC placements in partnership with the Fostering service
- Improving the life chances of UASC through education
- Improving the timeliness and efficiency of UASC age assessments and National Transfer processes

9.7 **Summer Mix Education Programme 2018:** The summer school's main aim is to ensure that UASC 15-18 year olds are school-ready and gain greater confidence towards accessing education/employment and training opportunities. Specialist and educational support is needed to ensure well-being, increase life chances and promote integration and community cohesion. The school aims to give young people from UASC background (who are newly arrived in the country or haven't yet found an educational provision) a head start in English and prepare them for school in the UK. The school also works in partnership with UASC specialist organisations and youth clubs in Croydon to offer a range of activities and accredited courses.

9.8 Croydon trialled its first summer school for 15-18 UASC young people living and accessing services in the borough from 2nd July to 31st August 2018. We worked with 15 partners, mostly from community organisations, to provide ESOL classes (English for Speakers of Other Languages); accredited courses; life skills courses; sports and arts activities; trips to UK landmarks and/or activities with non-UASC young people (social mixing). All activities had a focus on learning English and developing confidence when speaking English.

- 161 young people registered; 89 of them attended the summer school
- 16 out of 18 achieved accreditation in Health and Safety, Food and Hygiene and in financial capability (MyBNK). Two out of four gained their accreditation in "introduction to motorbike mechanics"
- Internal evaluation completed and used to inform forthcoming school programme and structure
- External evaluation under way with a focus on perspectives on the impact of the project on integration and community cohesion

9.9 A project manager attached to the Virtual School is working closely with the UASC team, the virtual school and partners to ensure the aims and objectives of these projects are met in 2019/20.

10 Areas for development

10.1 Efficient and targeted entry into care

One of the paramount principles of the Children's Act 1989 is that the best place for children is within their family, network and community. Croydon is working hard to ensure the right support is provided, at the right time, to children and their families in order to ensure children live in safe and supportive environments and can remain within the family wherever possible. Strategically, support is targeted to those who need it the most, from the early intervention framework to edge of care and entry into the care system. Social workers, the professional network and the family work together to discuss and agree children in need or child protection plans, which are centred on the needs of the respective child. Family successes are celebrated and embraced. However, if concerns about the child safety or wellbeing remain, these are appropriately escalated and swift action/intervention taken, which may result into children being taken in the care of the Local Authority. Croydon operates a Care Panel, which is chaired by the director, this has been operational since April 2019. The aim of the Panel is to ensure that social work intervention plans are reviewed sensitively and thoughtfully and next steps are planned based on input from a broad professional standpoint. Croydon's goal is to make sure the children who need to be accommodated are accommodated when needed and that the right support is given to those children who needed it the most.

10.2 Reducing number of teenagers that come into care

A high level breakdown of young people coming into care in their teens suggests that our responses to this age group are not good enough. Of the 380 children and young people who came into care over 2018-19 (excluding UASC) 53% (or 201) were aged 11-17. Drilling down further, 72 were 16 and 17 year olds. The recently established weekly Care Panel has shown that there is a significant need for adolescent support provision, both for young people on the edge of care and in unstable local placements. We must be able to work differently with these young people and their families to divert them from care, including improving our preventative work with older children. This will be a priority area for us to focus on in 2019/20 and was identified as an area for further work in the recent Vulnerable Adolescents Review.

10.3 Improving Permanence Arrangements

As identified by Ofsted in their October 2018 monitoring visit, children in care in Croydon continue to experience drift and delay in securing permanency arrangements. There also is insufficient understanding of the emotional impact that such a delay will have on children and life story work is not sufficiently embedded as part of permanency planning for all children. We have been fully embraced this feedback and work is underway to improve performance in this area. We are developing clearer guidance documents for social worker setting out their responsibilities and timeframes for securing permanency. This continues to be a priority for us.

10.4 **Improving access to good placements**

Process improvements are currently being delivered through a review of end to end business processes. There is opportunity in the Placements team for significant further improvement relating to function and process for ensuring high quality and timely placements, which are suitable to meet the defined needs of the young person. There is opportunity for these placements to be planned further in advance based on good assessment and less of a frenetic approach to where children will stay. Additionally the new structure provides the opportunity to deliver robust provider quality assurance and rely less on provider self-reporting.

10.5 **Supporting children who go missing from care:** Nearly 60% of children looked after with a missing episode are local children. In response to this, the *Missing Step by Step Guide* has been revised and re-issued and an activity tracker created and issued to all service areas on a weekly basis. The Head of the Adolescents Service and the Head of Corporate Parenting are working closely to ensure the approach is embedded within teams and guidance and support offered to foster carers around the risks and vulnerabilities for children. There is also a commitment to work with the Police to develop a shared understanding of thresholds in relation to missing children. Additionally, one of the Croydon Safeguarding Children Board's priorities is in relation to Vulnerable Adolescents, this group is chaired by the Police.

10.6 **Building on improvements for the Health and Education of our children in care**

The focus on promoting improved health and educational outcomes for children and young people in our care continues to be a priority in 2019/20. Action plans for both areas are being closely monitored and performance challenged at the Children's Improvement Board.

10.7 **Reviewing the local offer for Care Leavers**

Section 2 of the Children and Social Work Act 2017 requires local authorities to consult on and publish a local offer for their care leavers. The local offer should provide information about all the services and support that is available to care leavers in the local area where they live. It should include information about their statutory entitlements, as well as any discretionary support that a local authority might choose to provide.

10.8 Given the above, and as part of the corporate parenting duty, the Corporate Parenting and Care Leavers service is working closely with other relevant Council departments (e.g., Housing Allocations, Tenancy Services, Virtual School, etc.) to gather information about all of the services and support that is available to care leavers in the borough from all council relevant departments. The online booklet will be updated and consultation with young people will take place in relation to design, format and content. Once finalised by the Corporate Parenting Panel these documents will be available via the Council's website.

10.9 **Emotional mental health support- CAMHS awareness and UASC**

Croydon CAMHS service recently restructured to increase the size of the team working with vulnerable children including children who are looked after, as well as increasing the accessibility to a wide range of therapeutic support for children looked after. Croydon CAMHS provides consultation advice and support to social workers on a regular basis, either through weekly consultation meetings or telephone support, this is to ensure oversight of the emotional wellbeing and mental health needs of children in our care. We have recently reviewed our approach to undertaking Strengths and Difficulties Questionnaires and will be launching a refreshed process in July 2019. Training is being delivered in June 2019 to social workers by our CAMHS colleagues to help them understand their roles and responsibilities.

10.10 In addition, there is a growing body of literature, which highlights that UASC struggle with mental health care. On their journeys, they often face traumatic events including separation from family and friends, sexual exploitation, torture or trafficking. These events adversely affects their mental health and emotional well-being. Even after they arrived in the UK, they can continue to be negatively affected by a wide range of symptoms such as sleep disruption, flashbacks, post-traumatic stress, self-harm and even suicide. It is also acknowledged that early identification and intervention are essential to ensure that UASC can access the services and support they need to offset the effects of mental health problems. Croydon is considering how to best support UASCs upon their arrival to the UK.

10.11 **Listening to the voice children and young people**

There has been progress in engaging with Croydon's Children looked after and care leavers and encouraging them to get involved and share their views and experiences through a range of ways and means as set out below.

10.12 Croydon elicits the children and young people's views and feeds back to them via various avenues. One of these is the Croydon Children in Care Council (CiCC or EMPIRE), which continues to provide a formal structure for Children looked after and care leavers to voice their views and experiences of the care system, make suggestions to improve services. The CiCC is instrumental in influencing changes and improvements to the delivery of these services in Croydon. We have recently undertaken a review of the participation structures in Croydon and it is hoped that the recommendations to strengthen these arrangements will improve participation in 2019/20. One of the recommendations is to join the British Youth Council/UK Youth Parliament, this organisation will provide training and support is to help young people to develop their skills and confidence to be fully engaged in the delivery of the engagement and participation activities, including representing children and young people's views at Cabinet and Corporate Parenting Panels. We are currently reviewing the range forums for children, young people and care leavers, and will making further improvement in this area.

10.13 Independent Reviewing Officers also assist greatly in listening and promoting the voice of the child via regular Children looked after Reviews, current these are at 82%.

11 **Conclusion**

In summary, the Corporate Parenting Panel is committed to ensuring the provision of support for children looked after and care leavers in Croydon continues to improve and it is positive to see early signs of better multi-agency working taking place to improve outcomes for children (e.g. though improvements in the timely completion of PEPs and Health Assessments). The panel is hopeful that the service can build upon these successes in the coming year, and will challenge it to do so. The publication of the local offer for care leavers and successful UASC bids are key achievements this year and key priorities for the coming year will include continuing to provide oversight and challenge around performance and quality indicators so that practice improvements continue or are sustained and building on the work of the Children in Care Council (EMPIRE) to ensure that we listen to and act upon the voices of more children looked after and care leavers.

11.1 Updates on progress will continue to be provided to the Corporate Parenting Panel regularly over the 2019/20 period.

General Purposes & Audit Committee

Annual Report 2018/19

Foreword

I am pleased to bring this report to Full Council covering the year 2018/19. Having joined the General Purposes and Audit Committee in May 2018 I have been impressed by the work of the team and the Committee in getting up to speed quickly to ensure a robust audit process was in place for the 2017/18 financial year close.

This year as a Committee we have focused on a number of key areas which present long term risk to the Council namely the matters of school budgets; social care and unaccompanied asylum seeker children.

These areas are placing increased stress on the Council budget through a mixture of Government underfunding of Croydon's unique position as a gateway borough and the UK wide challenges surrounding school and social care funding.

As a Committee we have worked well across the political divide to embrace these issues and it is reassuring that we have been able to get to the detail of these very important matters.

With the appointment of Nosheen Hasan as our second co-opted member alongside Muffaddal Kapasi we have been able to expand the expertise of the Committee, filling a long-term vacant post, and I would like to thank both for their important contributions across the year.

Over the year the anti-fraud team has continued to excel and it is positive to see this function performing so consistently.

In terms of fraud prevention, a lot is changing across London with the development of the Counter Fraud Hub, of which Croydon is a pilot member. I hope to see the results of this important initiative deliver benefits to Croydon over the coming years.

I wish to conclude by thanking the Committee, my Vice-Chair Cllr Joy Prince, and officers for their work over the year in particular Richard Simpson who has left the Council mid-year and Lisa Taylor who has stepped up to fill his shoes.



Cllr Stephen Mann
General Purposes & Audit Committee Chair

Introduction

1. The General Purposes & Audit Committee (the Committee) has a wide ranging brief that underpins the Council's governance processes by providing independent challenge and assurance of the adequacy of risk management, internal control including audit, anti-fraud and the financial reporting frameworks. It also deals with a limited number of matters not reserved to the Council or delegated to another Committee and related to a non-executive function. The Committee was formed in 2014, replacing the former Corporate Services Committee and the Audit Advisory Committee.
2. This report details the work of the Committee during 2018/19, outlining the progress in:
 - Internal Control;
 - Risk management;
 - Internal Audit;
 - Anti-fraud;
 - External Audit;
 - Financial reporting
3. Table 1 details the Committee Members during 2018/19. Members have a wide range of skills and bring both technical and professional experience to the role. All the Members have some experience in relation to the governance processes they challenge. This provides a solid foundation from which to develop the Committee's role.

Table 1: Members of the General Purposes & Audit Committee 2018/19

Member	Role
Councillor Stephen Mann	Chair
Councillor Joy Prince	Vice-Chair
Councillor Clive Fraser	Member
Councillor Jerry Fitzpatrick	Member
Councillor Patsy Cummings	Member
Councillor Mary Croos	Member
Councillor Jan Buttinger	Member
Councillor Oni Oviri	Member
Councillor Ian Parker	Member
Councillor Steve Hollands	Member
Mr Muffaddal Kapasi	Non-Elected, non-voting Independent Member

Mrs Nosheen Hassan	Non-Elected, non-voting Independent Member (Part Year)
Reserve Members: Councillors: Maddie Henson, Toni Letts, Pat Clouder, Jamie Audsley, David Wood, Sherwan Chowdhury, Jason Cummings, Badsha Quadir, Stuart Millson and Simon Brew	

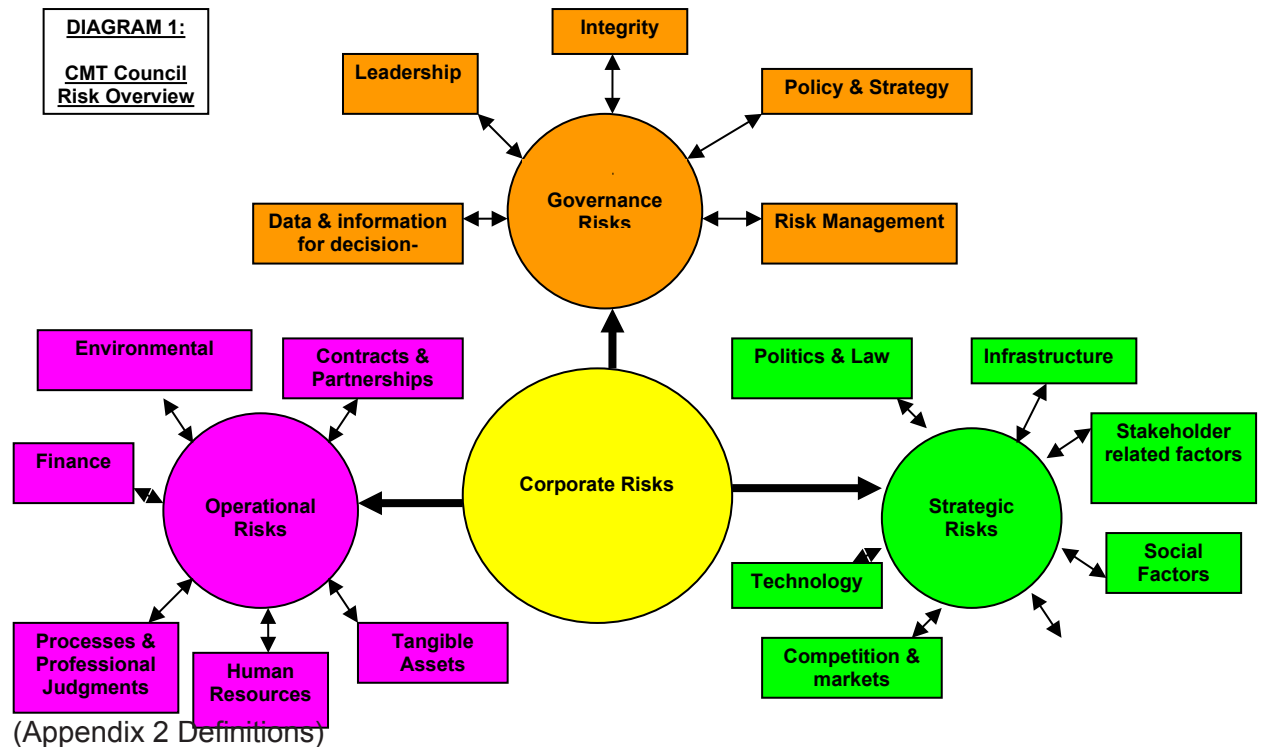
4. Independent non-voting Members play an important part in the deliberations of the committee and bring useful additional skills and external perspective. The committee would like to express its thanks to those people who have given of their time during the year to work alongside the elected Members.
5. This report details the work of the Committee in 2018/19.

Internal Control

6. A pivotal role of the Committee is its work in developing the Council's internal control and assurance processes culminating in the Annual Governance Statement (AGS). The Accounts and Audit Regulations 2015 require the Council to review the effectiveness of its systems of internal control and publish the AGS each year alongside the financial statements. The information for the AGS is generated through the Council's Assurance framework (Appendix 1) including:
 - Risk management;
 - Internal Audit;
 - Anti-Fraud programme;
 - External Audit.
7. The Committee leads this review by receiving, at every meeting reports on these service areas.
8. To support its understanding of issues relating to internal control and to emphasise its commitment to a robust internal control environment, the committee invites officers to attend its meetings to give briefings in relation to strategic risks and what is being done to mitigate them. It also invites officers to give explanations where significant issues are identified through internal audits.

Risk Management

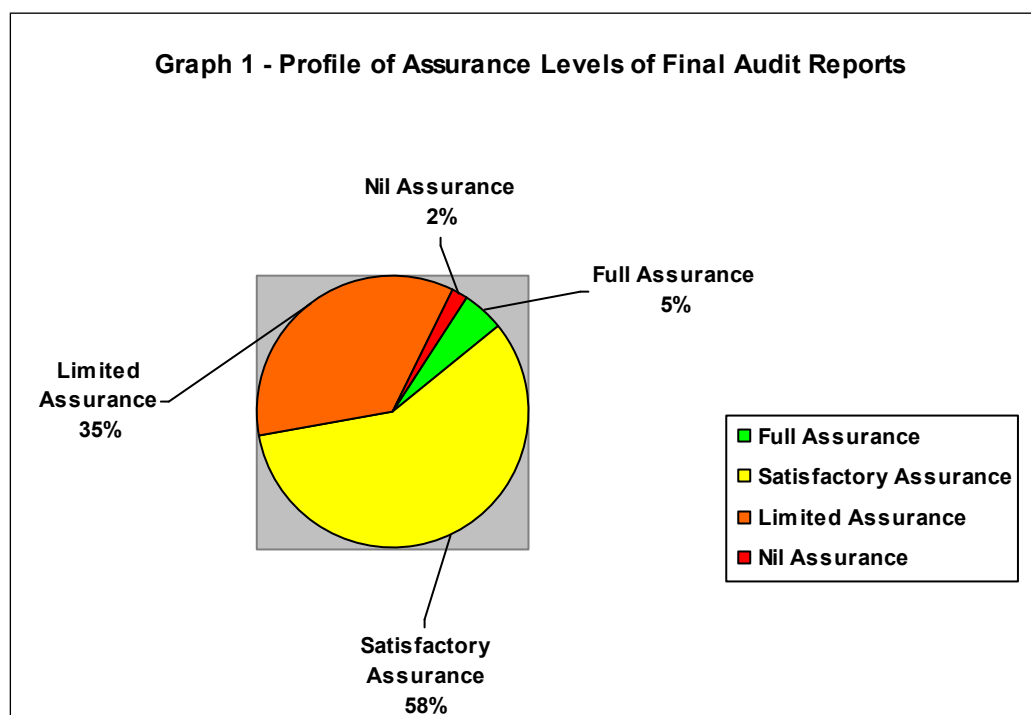
9. The Council has an excellently performing, award winning risk management framework. This includes a quarterly reporting process for the Department Leadership Teams (DLT) and to the Council's Governance Board, where the Council's key strategic risks are identified and reviewed ensuring integration between the risk management framework and the strategic, financial and performance management frameworks using the reporting framework detailed in Diagram 1.



10. The reporting process to Department Leadership Teams and to the Council's Governance Board is complemented by the Committee reviewing the Council's key risks. At all Committee meetings Members review the current risks being reported to DLTs. There is in-depth review and challenge in relation to the risks presented and crucially the risk management framework underpinning it.
11. The Committee has monitored the continued development of the council-wide, risk register system including a training programme for all risk owners. The content of the registers maintained on the system is refreshed quarterly by a facilitated risk review and challenge session with each Director and their management team.
12. The Council's approach to risk management is also used to manage the challenges associated with the delivery of significant projects.
13. Internal Audit has view-only access to the risk registers to assist its risk-based audit approach, ensuring it is dealing with the most up to date information. Following audit reviews, the resultant report is mapped against the identified risk on the risk register. This gives a complete picture of how the Council is managing the challenges it faces in delivering its objectives.

Internal Audit

14. The work of the Council's internal audit service is delivered in partnership with Mazars Public Sector Internal Audit Limited. The current contract began on 1st April 2018 and will end on 31st March 2024 with the possibility of extending for a further two years.
15. The alignment of the audit programme to the Council risk management framework has focused internal audit on the key challenges the Council faces and therefore, the issues that if not managed, could lead to strategic objectives not being achieved. The enhanced focus on these key challenges has continued to improve the value added by the service and is demonstrated in the increased strategic engagement of Directors and departmental leadership teams in the audit programme.
16. Graph 1 shows that at the year end 63% of finalised audits have full or satisfactory assurance compared to 66% for the same period last year. Council wide, the performance in audits has declined slightly against the previous year.



17. To help improve internal audit results and internal control more generally the Council's Governance Team continues to organise and lead, with support from other colleagues, a series of workshops under the banner of 'Doing the Right Thing' to raise awareness of key corporate policies and procedures. Over the last few years over 1000 managers and staff have attended these workshops. Immediate feedback shows that these have been very well received. Work has been undertaken to provide training and awareness via the Council's new e-learning platform in the hope that this will enable more staff to benefit from this more flexible delivery.

18. A key measure of the Internal Audit service's effectiveness is the action taken in implementing audit recommendations. The target for implementation of recommendations is 80% for priority 2 and 3 recommendations and 90% for priority 1 recommendations. The stringent approach to the follow up process has continued with tight timescales for follow up work linked to the level of assurance.
19. Table 2 details the performance in this area in all follow up work completed since 1st April 2014.

Table 2: Implementation of Previous Years Audit Recommendations to date

	Target	2014/15	2015/16	2016/17	2017/18
Implementation of priority one recommendations at follow-up	90%	100%	91%	97%	87%
Implementation of all recommendations at follow-up	80%	94%	88%	86%	91%

20. The main performance indicators for the Internal Audit team are detailed in Table 3.

Table 3: Internal Audit Performance 2018/19 year

Performance Objective	Annual Target	Actual performance [to Year End]	RAG
% of planned 2018/19 audit days delivered	100%	100%	G
% of 2018/19 planned draft reports issued	100%	89%	A
% of draft reports issued within 2 weeks of exit meeting with the Client	85%	88%	G
% of qualified staff engaged on audit	40%	42%	G

Anti-Fraud

21. The Council has continued with its plan to improve counter-fraud awareness across the Council and to strengthen working with our partners. This has included:
- Annual Counter-Fraud newsletter for Members and staff communicating key counter-fraud messages, issues and cases;
 - Signing an SLA with the Department for Work and Pensions to begin again joint working, including joint interviewing and the sharing of data, intelligence and evidence
 - Implementing a learning and development programme, including face to face and e-learning opportunities.
 - Becoming a pilot authority in the London Counter fraud Hub which it is hoped will ultimately drive up detection of fraud and corruption against the council by the use of advanced data analytics.
22. As a result of this work, high and improved levels of awareness of fraud have been achieved generally across the organisation over recent years. This has been evidenced by the level of referrals to the Corporate Anti-Fraud Team.

National Fraud Initiative (NFI)

23. The NFI is a biennial data matching exercise undertaken by the Cabinet Office. This is a national exercise and every Council in England and Wales participates, along with many other public sector bodies. The exercise has legal powers to undertake data-matching across the public sector to prevent fraud and corruption. The Council's participation in the 2017/18 round identified **£241k** of fraud or error, for which recovery action will be taken where possible. The Cabinet Office has just released the 2018/19 exercise to local authorities and officers across the council will be working through the 6,500 records identified for checking.

Corporate Anti-Fraud Team performance

24. By the end of January 2019 the team had identified in total over **£1.1m** (against an annual target of £1m) with **167** successful outcomes including the recovery of 8 council properties and recovered 27 Blue Badges that were being misused. Also identified is an organised fraud with blue badges. Demand for available disabled parking is expected to increase from April this year, when the qualifying conditions are extended to those with mental health conditions. The team continues to work with colleagues from across London on this organised fraud and is committed to identifying and stopping the organisers, as well as those using the fraudulent badges.
25. The fraud team in 2018/19 has continued to have several complex cases requiring a multi-agency approach to deal with the issues of fraudulent activity identified. These have resulted in some very good local press

coverage. The team also featured in episodes of the prime-time BBC1 programmes 'Britain on the Fiddle' and 'Council House Crackdown'.

26. Croydon continues to lead in setting the agenda relating to public sector anti-fraud activity. This is achieved nationally, regionally and locally by taking a leading role in a number of organisations, including:
- The National Anti-Fraud Network, with representation on the Executive Board
 - London Audit Group, with representation on the Executive Board
 - The London Counter Fraud Hub, Croydon was chosen as one of the pilot local authorities to test and develop this potentially ground breaking project which, if successful, would see London come together to share data to identify and stamp out fraud.
 - The APEX Audit & Anti-Fraud Partnership which is organised and hosted by Croydon Council and provides internal audit to 40 other local authorities
 - The Cabinet Office continues to roll out the new Government Counter Fraud Profession across the civil service, developing counter-fraud as a recognised profession. Croydon accepted their invitation to join the Local Authority board for this project, which is responsible for designing the process of delivering the new profession to the all Local Authority staff who will need to meet this new standard.

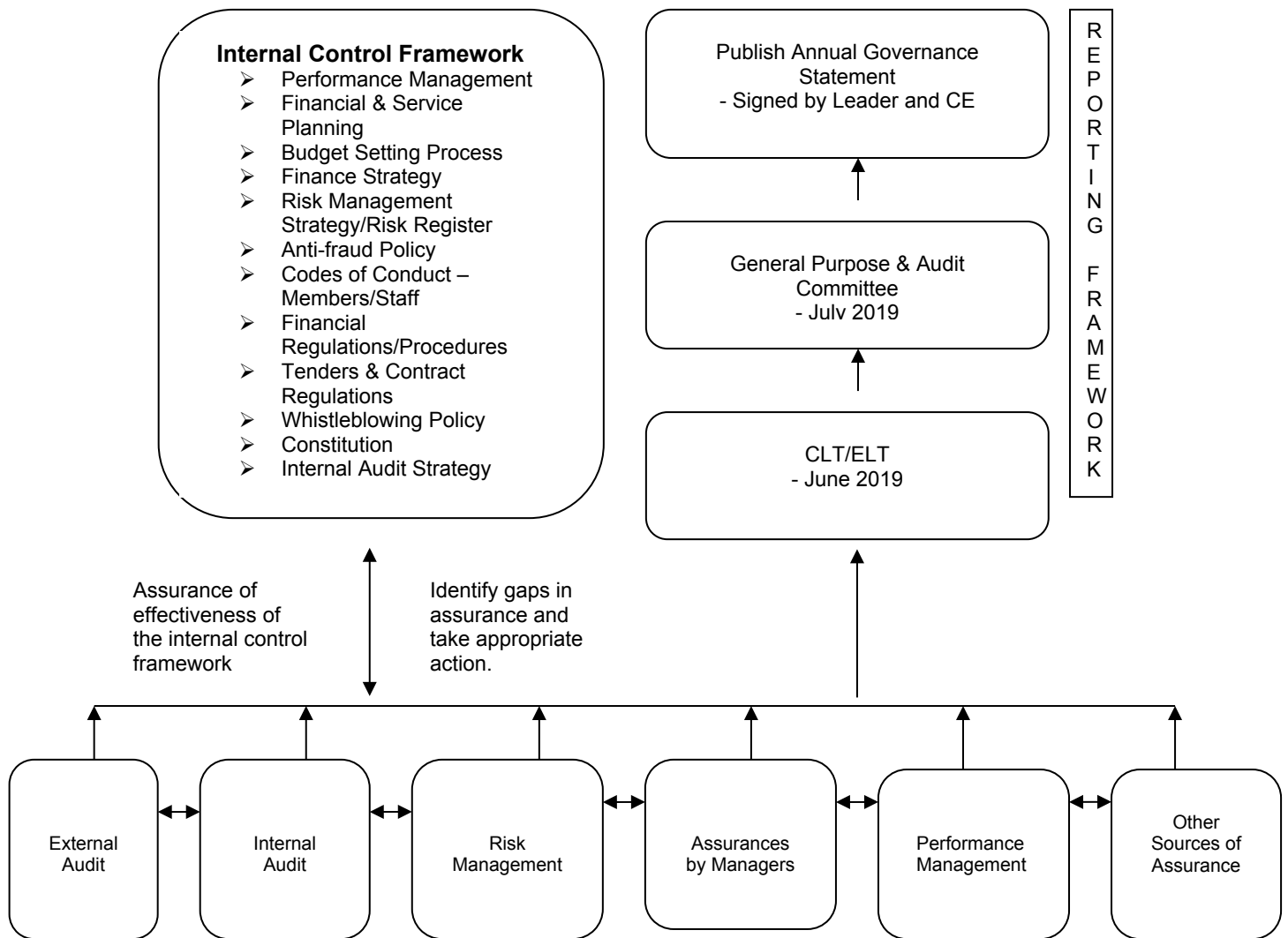
External Audit

27. The Council's external audit service is currently provided by Grant Thornton (GT) under a contract let on Croydon's behalf by Public Sector Audit Appointments Ltd. GT works in partnership with the Council ensuring its governance processes are effective. They have been invited and attended all of the Committee meetings. At every meeting they prepare an external audit progress update for the Committee to review and discuss any issues arising.

Financial Reporting

28. In July 2018, the Committee reviewed the annual accounts in detail asking a number of questions before approving them in advance of publication. This timescale reflected a shortening of two months by the Government in the timetable. This review will now be carried out in July each year.

Council Framework for the Annual Governance Statement



COUNCIL ASSURANCE FRAMEWORK

- | | | | | | |
|--|---|---|---|---|--|
| <ul style="list-style-type: none"> ➤ Annual plan ➤ Reports to those charged with governance ➤ Scrutiny of reports at General Purposes & Audit Committee ➤ Audit opinion ➤ Ad hoc projects | <ul style="list-style-type: none"> ➤ Head of Internal Audit's opinion expressed in reports to General Purposes & Audit Committee ➤ Operates under dedicated contract specifically setting out terms of reference ➤ Annual plans, member reviewed ➤ Plan aligned to Council 's Risk-register ➤ Fraud investigation ➤ Compliance testing ➤ Review of the effectiveness of Internal Audit | <ul style="list-style-type: none"> ➤ On-going Risk management training for new staff ➤ Embedded in project management and service planning ➤ RM champion, General Purposes & Audit Committee and Council scrutiny of the RM processes and outcomes ➤ RM software package cascaded throughout council to all risk owners ➤ Strategic risks drive and shape the CLT agenda ➤ Review of partnerships | <ul style="list-style-type: none"> ➤ Directors assurance statements ➤ Project specific reports to CLT and Members | <ul style="list-style-type: none"> ➤ Embedded system ➤ Operates throughout organisation ➤ Internal & external reviews ➤ Action orientated ➤ local KPI's ➤ Periodic progress reports ➤ Performance Management function ➤ Scrutiny Function | <ul style="list-style-type: none"> ➤ Fraud reports and investigations ➤ Reports by inspectors ➤ Post implementation reviews of projects ➤ Working party reports ➤ Ombudsman reports ➤ Contracts & Commissioning Board ➤ Strategic Finance Forum ➤ Corporate Programme Board ➤ Fraud & Enforcement Forum |
|--|---|---|---|---|--|

Categories of Risk

	Source of Risk	Risk Examples
STRATEGIC (external drivers)	Infrastructure	Functioning of transport, communications and utilities infrastructure. The impact of storms, floods, pollution. Development in Borough renders infrastructure inadequate.
	Politics & Law	Effects of changes of government policy, UK or EC legislation, national or local political pressure or control, meeting the administration's manifesto commitments.
	Social Factors	Effects of changes in demographic, residential and social trends on ability to deliver objectives. Excess demands on services.
	Technology	Capacity to deal with obsolescence and innovation, product reliability, development and adaptability or ability to use technology to address changing demands.
	Competition & markets	Affecting the competitiveness (cost & quality) of the service &/or ability to deliver Best Value and general market effectiveness.
	Stakeholder-related factors	Satisfaction of: citizens, users, central and regional government and other stakeholders regarding meeting needs and expectations.
	Environmental	Environmental consequences of progressing strategic objectives (eg in terms of energy efficiency, pollution, recycling emissions etc.)

OPERATIONAL (internal drivers)	Finance	Associated with accounting and reporting, internal financial delegation and control, failure to prioritise or allocate budgets. Insufficient resources or lack of investment.
	Human Resources	Recruiting and retaining appropriate staff and applying and developing skills in accordance with corporate objectives, reliance on consultants, employment policies, health & safety, and absence rates. Migration of staff to contact centre.
	Contracts & Partnerships	Failure of contractors to deliver services or products to the agreed cost & specification. Issue surrounding working with agencies. Procurement, contract and relationship management. Overall partnership arrangements, eg for pooled budgets or community safety. PFI, LSVT and regeneration. Quality issues.
	Tangible Assets	Inadequate building/assets. Security of land and buildings, safety of plant and equipment, control of IT hardware. Issue of relocation.
	Environmental	Relating to pollution, noise or the energy efficiency of ongoing operations.
	Processes & professional judgements	Errors and omissions associated with professional judgement. Inspection compliance, project management, performance management, benefits system, environmental management system (EMS). Not achieving targets, failure to implement agendas and service failure. Also risks inherent in professional work.

GOVERNANCE	Integrity	Fraud and corruption, accountability and openness, legality of actions and transactions and limits of authority.
	Leadership	Reputation, publicity, authority, democratic renewal, trust and identity.
	Policy & strategy	Ensuring clarity of purpose and communication. Policy planning, community planning and monitoring and managing overall performance. Not seeking or following advice from the centre.
	Data & information for decision making	Data protection, data reliability and data processing. Information and communication quality. Effective use and interpretation of information. Control of data and information. E-government and service delivery. Inappropriate and/or lack of software. Storage issues.
	Risk Management	Incident reporting and investigation, risk measurement, evaluation and monitoring. Internal Control and Business Continuity Issues.

1. Health and Wellbeing Board Annual Report 2018/19

- 1.1. This report summarises the work undertaken by Croydon Health and Wellbeing Board from June 2018 to May 2019. The Board was established on 1 April 2013 as a committee of Croydon Council.
- 1.2. The report sets out the functions of the Board and gives examples of how the Board has discharged those functions.
- 1.3. Examples of key achievements of the Board are described, including the encouragement of greater integration and partnership working, tackling health inequalities, and increasing focus on prevention of ill health.
- 1.4. The report includes an overview of the Health and Wellbeing Strategy (“the Strategy”) and Croydon’s Health and Care transformation Plan (the Plan”) to deliver the Strategy which are included in full at Appendix 1 and 2 respectively for Members’ consideration and approval.

2. Functions of the Health and Wellbeing Board

2.1. The Health and Social Care Act 2012 created statutory health and wellbeing boards as committees of the local authority. Their purpose, as set out in the Act, is ‘to secure better health and wellbeing outcomes for the whole population, better quality of care for all patients and care users, and better value for the taxpayer’. Part 4L of the Council’s Constitution provides that, among other matters, the purpose of the health and wellbeing board is to ‘advance the health and wellbeing of the people in its area’. The functions of the Board are:

- *To encourage, for the purpose of advancing the health and wellbeing of people in Croydon, persons who arrange for the provision of any health or social care services in Croydon to work in an integrated manner.*
- *To provide such advice, assistance or other support as appropriate for the purpose of encouraging partnership arrangements under section 75 of the National Health Service Act 2006 between the Council and NHS bodies in connection with the provision of health and social care services.*
- *To encourage persons who arrange for the provision of health-related services (i.e. services which are not health or social care services but which may have an effect on the health of individuals) to work closely with the Board and with persons providing health and social care services.*
- *To exercise the functions of the Council and its partner Clinical Commissioning Groups in preparing a joint strategic needs assessment under section 116 of the Local Government and Public Involvement in Health Act 2007 and a joint health and wellbeing strategy under section 116A of that Act.*
- *To give the Council the opinion of the Board on whether the Council is*

discharging its duty to have regard to the joint strategic needs assessment and joint health and wellbeing strategy in discharging the Council's functions.

- *To exercise such other Council functions which are delegated to the Board under the Constitution*

2.2. Cllr Louisa Woodley took over the Chair with the first meeting of the present Board on 20th June 2018

3. Health and Wellbeing Strategy and Delivery Plan

3.1. During 2018/19 the Health and Wellbeing Board developed the proposed Croydon Health and Wellbeing Strategy (“the Strategy”). The proposed Strategy is framed around three overarching goals:

- Reducing inequalities
- Focusing on prevention
- Increased integration

3.2. The Strategy seeks to recognise the fundamental shifts occurring within health and wellbeing, with multiple member organisations represented on the Board shifting their focus towards the prevention of ill health rather than just its treatment.

3.3. The Strategy looks to build on the considerable work already going on across the Borough bringing it together into a coherent strategic whole.

3.4. The recommended priorities (outlined in figure 1 below) stretch beyond traditional health and care boundaries, recognising and looking to tackling the wider causes of ill health affecting people's lives.

PRIORITIES AND OUTCOMES



Figure 1

- 5.1. The outcomes which the Strategy seeks to achieve (similarly set out in figure 1 above) were developed with the One Croydon Alliance Strategic Development Board which seeks to ensure aligned and shared outcomes across the Health and Wellbeing Strategy, One Croydon Alliance and the Croydon Health and Care Transformation Plan.
- 5.2. The One Croydon Alliance comprises Croydon Council, Croydon Health Services NHS Trust, South London & Maudsley Mental Health Trust, Age UK Croydon and the Croydon GP Collaborative. The Alliance have signed a 10 year agreement with the ambition to become an Integrated Care System that delivers health and Social Care for the whole population of Croydon.
- 5.3. The first in-scope services are of Out of Hospital (over 65 year olds). The Council has committed to increasing the scope beyond Out of Hospital to include all ages and needs.
- 5.4. The draft Croydon Health and Care Transformation Plan outlines the plan for delivering key aspects of the Croydon Health and Wellbeing Strategy from within the health and care system.
- 5.5. To support the development of the Strategy and Plan, an engagement event took place on the 20th November 2018. The day was opened by The Health and Wellbeing Chair and Vice Chair and was attended by over 160 people made up of residents, staff from frontline services across the sector, and community and stakeholder group representatives (see figure 2).



Fig 2

- 5.6. The Health and Wellbeing Board has had regular updates and inputted into the development of the plan action Plan which will seek to implement the Strategy, with it coming before the Board for information on the 27th February 2019 and review of the draft plan on 10th April 2019 and 19th June 2019.
- 5.7. Following approval of the Strategy and Plan, the Board will develop its forward

plan to cover all the priorities and outcomes within the Strategy. This involves working with wider boards within the health and care sector but also other boards of the Local Strategic Partnership and wider partnership delivery boards outside of 'health and care'.

6. Children's Priorities

- 6.1. The Local Strategic Partnership (LSP) committed to a multi-agency youth plan to tackle the priorities identified by Young people at the Youth Congress meetings held in 2017 and 2018. Three priorities have formed the basis of the Youth Plan: opportunities and economic success, crime and safety, mental health issues and support.
- 6.2. The LSP priorities are interlinked, with a lack of employment opportunities leading to higher rates of crimes, and poor mental health leading to lower levels of economic success and greater involvement in crime. People who experience mental health problems in childhood are more likely to have mental health problems in adulthood and this will adversely affect their employment prospects, increase the likelihood of being a perpetrator or a victim of crime and is associated with lower economic success.
- 6.3. The Board has taken the LSP lead on mental health and at the October 2018 Health and Wellbeing Board meeting, the Board identified three children's priorities together with a process for developing key actions for each of these priorities.
- 6.4. The Board developed these children's priorities forming the Board's contribution to the LSP Youth Plan and providing the basis the one of the eight priority areas in the proposed Strategy of "A better start in life." These Children's priorities are:
 - **First 1,000 days** – to focus on the first 1,000 days from conception to 2 years, including improving childhood immunisations
 - **Mental Wellbeing** – To improve services for children and young people across the whole pathway from promoting resilience and prevention through crisis support, including a strong focus on vulnerable adolescents.
 - **Healthy Weight** – To create an environment that enables children and families to reach and maintain a healthy weight.
- 6.5. In relation to the proposed mental wellbeing priority, this will build on work already undertaken at a workshop on 5 December 2018 to develop key actions to support mental wellbeing.
- 6.6. The workshop and the development of the Youth Plan with the Children and Young Person's emotional health and mental wellbeing Partnership Board (Multi-agency board with membership across the system including providers, commissioners, community and voluntary sector and other senior decision makers) provided an important opportunity to influence the latest iteration of *Croydon's five year Local Transformation Plan (LTP)* to improve the emotional

wellbeing and mental health of children and young people. Priorities included within the LTP in this regard included: Whole system pathways for selected conditions; improving the schools mental health offer; engaging children and young people, and their families in the work; and strengthening and co-ordinating efforts to improve emotional wellbeing and mental health in the borough.

6.7. The Board received the Director of Public Health's Annual report 2018 on the first 1000 days of life. The report includes pre pregnancy health and Adverse Childhood Experiences (ACEs). The report detailed 34 recommendations which included:

- Review, revise and join up maternal mental health pathways
- 100% of midwives and health visitors in Croydon receive training around recognising and supporting families with risk of multiple ACEs
- 1000 front line staff in the council, NHS, police and voluntary sector to have ACEs training, on their causes and impacts
- Increase levels of awareness about pre-pregnancy health and the importance of preparing for pregnancy

7. One Croydon

7.1. The One Croydon Alliance comprises Croydon Council, Croydon Health Services NHS Trust, South London & Maudsley Mental Health Trust, Age UK Croydon and the Croydon GP Collaborative. The Alliance have signed a 10 year agreement with the ambition to become an Integrated Care System that delivers health and Social Care for the whole population of Croydon.

7.2. The first in-scope services are of Out of Hospital (over 65 year olds). The Council has committed to increasing the scope beyond Out of Hospital to include all ages and needs.

7.3. In its role to encourage, for the purpose of advancing the health and wellbeing of people in Croydon, persons who arrange for the provision of any health or social care services in Croydon to work in an integrated manner the Board has regular updates from One Croydon Alliance facilitating regular public discussion of its development.

7.4. The One Croydon Alliance integrates health and social care with the aim of working together to help people live the life they want, and achieve a sustainable health and social care system. The One Croydon Alliance agreed to extend the agreement to March 2027 earlier this year and work towards extending the scope, following demonstration of positive impact on outcomes and success indicators.

The Alliance provided input into the Plan which supports the Strategy and in turn seeks to supporting the joint health and wellbeing strategy priorities of the

Council and its partner Clinical Commissioning Groups as outlined above.

- 7.5. Both the Clinical Commissioning Group and NHS Provider Trusts are enabling delivery of the NHS five year forward view (New overarching Strategy for NHS England) ambition to integrate care through their membership of the Alliance, which allows them to manage a 'system' of care, transform services and focus on outcomes.
- 7.6. The Council's involvement as a member of the Alliance supports the Council's fulfilment of the duties in the Care Act 2014 to promote the integration of care and support services with health services. As a member of the Alliance the Council is promoting strategic integration, modelling the behaviours needed to achieve integration, and with fellow members of the Alliance has successfully implemented new integrated service models delivering more seamless care through integrated community networks and effective reablement services.
- 7.7. The Health and Wellbeing Board and its constituent members have worked through the Alliance to help develop new delivery models built around localities and utilising the wider opportunities to improve people's health and wellbeing such as through the utilisation of Social Prescribing.
- 7.8. Social Prescribing is a means of enabling GPs, nurse and other professionals from across the health and care system to refer people to a range of local non-clinical services.
- 7.9. The Alliance is leading on the implementation of Croydon's 'Social P' (Social Prescribing) built on three basic principles of engagement, opportunities and support. This nationally recognised work aims to find the best ways of engaging with the wider Croydon community to develop an array of locality based opportunities to improve health and wellbeing, empower individuals to have more control of their lives, and break down barriers causing isolation and loneliness.
- 7.10. The underlying function of the Health and Wellbeing Board is to facilitate integrated working across the health and care sector within Croydon. The Board, and Board members have been working tirelessly to achieve this as can be seen by recent advances within Croydon. The continuing development and evolution of the Alliance demonstrates the vision and long term commitment within Croydon to create new integrated ways of working. This has been underlined further by the recent public board meeting in common with Croydon Clinical Commissioning Group and Croydon Health Services NHS Trust.
- 7.11. By working more closely together, the NHS in Croydon aims to make a marked improvement in the health of Croydon's residents by focusing more of every pound spent on providing high-quality services and making the most of the NHS. A Memorandum of Understanding (MoU) was presented at the 14th May public board meeting in common of the Croydon Clinical Commissioning Group and Croydon Health Services NHS Trust outlining the agreement for partnership working including joint governance arrangements and shared

finances.

8. Review of commissioning intentions and plans 2019/2020

- 8.1. Clinical Commissioning Groups, NHS England and local authorities have a duty under the Health and Social Care Act 2012 to have regard to relevant joint strategic needs assessments (JSNAs) and joint health and wellbeing strategies (JHWSs) in the exercise of relevant functions, including commissioning. In terms of the alignment of commissioning plans with the joint health and wellbeing strategy, the Board is responsible for giving its opinion to Croydon Council on whether the Council is discharging its duty to have regard to relevant JSNAs and JHWSs in discharging the Council's functions. Furthermore, CCGs have a duty to involve the Board in preparing or significantly revising their commissioning plan – including consulting it on whether the plan has taken proper account of the JHWS. The Health and Wellbeing Board has a duty to provide opinion on whether the CCG's commissioning plan has taken proper account of JHWS and has the power to provide NHS England with that opinion on the commissioning plan.
- 8.2. On 24th October 2018 the Board considered reports detailing how the commissioning intentions for the CCG and Council (both on a single and joint basis) address the priorities identified in the joint health and wellbeing strategy 2013-18.

Croydon Council

For General Release

REPORT TO:	COUNCIL 15 JULY 2019
SUBJECT:	CONSTITUTION AMENDMENTS
LEAD OFFICER:	JACQUELINE HARRIS BAKER COUNCIL SOLICITOR AND MONITORING OFFICER
WARDS:	ALL
<p>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</p> <p>Article 15 of the Constitution provides that the Council shall monitor and review its operation to ensure that its aims and principles are given full effect. In that context the recommendations in this report are designed to further improve the efficiency of the Council’s decision making processes.</p>	

1. RECOMMENDATIONS

Council is recommended to consider the proposals contained in this report and:

- 1.1 Approve the amendments to the Constitution detailed in sections 3 and 4 of this report and detailed more specifically in Appendices 1 and 2
- 1.2 To note the updated Corporate Parenting Panel terms of reference in Appendix 3 and that these will be appended to the Constitution for Members’ ease of reference

2. EXECUTIVE SUMMARY

2.1 This report recommends that the Council approves changes to Part 3 of the Council’s Constitution, ‘Responsibility for Functions’, in so far as it relates to the functions of the Council’s Planning Committee and Sub-Committee and amendments to Part 4.K of the Council’s Constitution ‘Planning and Planning Sub Committee Procedure Rules’. The detail of those amendments are set out in below.

2.2 The report further details amendments made to the Corporate Parenting Panel terms of reference and asks Council to note that the Panel’s terms of reference will be included in Part 6C with the Constitution for Members’ ease of reference.

3. DETAIL

Background

3.1 Article 15 of Part 2 of the Constitution provides for the review and revision of the Constitution. The Council itself is responsible for monitoring and reviewing the operation of the Constitution to ensure the aims and principles of the Constitution are given full effect.

3.2 Subject to paragraph (b) of Article 15.2 which is set out below, changes to the Constitution shall only be approved by the Full Council after consideration of written proposals made by the Leader, Cabinet, General Purposes and Audit Committee or Monitoring Officer and the submission of a recommendation to a meeting of the Council. Changes approved by the Council shall take effect from the conclusion of the meeting at which those changes are agreed unless the recommendation specifies otherwise.

3.3 Paragraph (b) of Article 15.2 provides as follows:

Provision exists within the remit of the General Purposes and Audit Committee to approve changes on the grounds of urgency. The Leader and certain Council Committees are also authorised to make changes to certain matters included in the Constitution, for example the establishment of sub-committees, as indicated in the Constitution. The Council Solicitor is authorised, after consultation with the Leader or Committee Chair, to make any necessary amendments to the Constitution consequent on legislation or a decision of the Council, the Leader, the Cabinet or a Committee.

3.4 *Other powers also exist within the Constitution for the Chief Finance and Section 151 officer to agree changes to the Financial Regulations and for the Head of Paid Service in relation to staff job titles and descriptions within the Constitution.*

Planning Committee and Sub-Committee

3.5 The main changes proposed to be made to Part 3 of the Council's Constitution in so far as they relate to the functions of the Planning Committee and the Planning Sub-Committee are as follows:-

- Increasing the threshold by which matters can be considered at Planning Sub-Committee rather than Planning Committee from 300 square metres to 500 square metres and for the Planning Sub-Committee to have the responsibility for considering planning applications involving up to 5 residential units (where other relevant criteria are met) so that only applications involving more than 5 residential units need to go to Planning Committee (where other relevant criteria are met).
- Confirmation and clarification (in accordance with existing practices and understood processes) that the Planning Committee only needs to deal with reserved matters applications made pursuant to an outline application where the Planning Committee has specifically requested that the reserved matters be brought back to Committee.

- Confirmation and clarification (in accordance with existing practices and understood processes) that the Planning Sub-Committee need only deal with determining recommendations for approval, decisions to refusal at or below the Sub-Committee threshold criteria being able to be taken directly under delegated authority by officers.

3.6 The main changes proposed to be made to Part 4.K of the Council's Constitution; 'Planning and Planning Sub Committee Procedure Rules' are as follows:-

- Increasing the requirement for a Petition to trigger a referral to Committee from 20 to 40 signatories.
- Extending to the Vice-Chair of the Planning Committee the referral rights that the Chair, Ward Members, MP and GLA Member presently benefit from.
- Confirmation and clarification (in accordance with existing practices and understood processes) that the Objectors speaking slot under the committee processes is also shared with Residents Associations who do not have their own separate speaking slot.
- Confirmation and clarification (in accordance with existing practices and understood processes) that where a Ward Member, GLA Member and/or MP has made a referral to Committee and wishes to address the Committee, they must register their desire to address the Committee (usually by 4:00pm on the Tuesday immediately preceding Committee).

3.7 In addition to the above, a number of minor formatting and typographical Issues have been picked up in the revisions to both Part 3 and Part 4.K. These and the above proposed changes are shown in detail by way of track changes in Appendix 1 and Appendix 2 attached. These changes are proposed with a view to increasing the efficiency of the process for the determination of planning applications and the management of the work of the Committee as well as for clarification on the interpretation of the Constitution.

4 Corporate Parenting Panel

- 4.1 Members will be aware that the Corporate Parenting Panel is an internal panel, appointment to which is agreed by full Council akin to the Adult Social Services Review Panel.
- 4.2 The Corporate Parenting Panel is an integral part of the portfolio of the Cabinet Member for Children, Young People and Learning and plays a key role in ensuring that Cabinet, Members, looked after children and care leavers can share their views and influence decision making on the provision of services and development of policies.
- 4.3 As part of the Council's improvement journey in Children's Services, the role of the Corporate Parenting Panel and its terms of reference have been benchmarked against those of other local authorities to ensure Croydon is

working to best practice. The terms of reference have been amended to reflect best practice across London and the publication of these alongside the Council's Constitution will both raise awareness and increase transparency of the Panel's work.

- 4.4 Council is therefore asked to note the appending of the Panel's terms of reference to the Constitution, in order to make them more readily accessible to Members and to raise awareness of the Panel's work.
- 4.5 Council is also asked to note that, following feedback from Members, the Corporate Parenting Panel has updated its terms of reference in order to:
- i) ensure the Panel plays a full role in the council's corporate parenting strategy;
 - ii) receives reports on internal and external inspections; and
 - iii) more explicitly instils the voices of children in care and care leavers in the Panel's work.
- 4.6 The terms of reference have also been amended to clarify access to information regarding meetings of the Panel. Given the nature of the Panel's work and its membership, its meetings are not open to the general public, though the agenda papers and minutes will continue to be publicly available on the Council's website and agendas will continue to be published five clear working days in advance of the meeting.
- 4.7 These amendments to the Panel's terms of reference follow the last revisions made by the Panel at its meeting on 8 November 2017. Those amendments required the Panel to:
- i) extend its membership to a greater range of service users and professionals;
 - ii) increase the frequency of its meetings to six per annum;
 - iii) produce an annual report on the Panel's work to be presented to Council; and
 - iv) ensure that Panel members received routine performance information detailing outcomes for children in care and care leavers.

5 CONSULTATION

- 5.1 Both political groups represented on the Council have been consulted on the proposed Planning changes detailed above. The proposed changes have been developed with the cooperation and close involvement of the Council's Development Management Service.
- 5.2 The changes to the Corporate Parenting Panel's terms of reference have been developed following consultation with the Children's Improvement Board.

6. LEGAL CONSIDERATIONS

6.1 The Director of Law and Governance comments that in accordance with Article 15 of the Council's Constitution after consideration of written proposals made by the Monitoring Officer and the submission of a recommendation to a meeting of the Council, changes approved by the Council shall take effect from the conclusion of the meeting at which those changes have been agreed unless the recommendation specifies otherwise.

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

CONTACT OFFICER: Sean Murphy, Director of Law and Governance and Deputy Monitoring Officer (telephone: 0208 8686 4433 ext 64986).

APPENDICES TO THIS REPORT

Appendix 1 – Changes to Part 3 of the Constitution

Appendix 2 – Changes to Part 4.K of the Constitution

Appendix 3 – Corporate Parenting Panel Terms of Reference 2019

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2.9 Planning Committee

~~4.1~~ (Membership: 10. A further 10 councillors shall form a pool of reserve members for the committee.)

1. To determine applications for planning permission, where the recommendation is for approval by the Director of Planning and Strategic Transport and the development is for:
 - a) ~~a)~~ a residential development containing 200 or more new dwellings or, where the number of dwellings is not given, the site area is 4 hectares or more; or
 - b) ~~b)~~ the erection of a building or buildings with a gross floor space of 10,000 square metres or more or, where the floor space is not given, the site area is 2 hectares or more; ~~or~~
 - c) ~~applications for reserved matters pursuant to outline planning permission related to the development types specified by 1a) and 1b) above~~

2. 2. To determine applications for planning permission ~~(except for the construction of or a development in relation to a single building with an existing floorspace of no greater than 300 square metres or a new building or extension within the curtilage of such a qualifying building)~~, where the recommendation is for approval and the application exceeds the Sub Committee thresholds (see 2.10 below) and the development is for:
 - a) ~~a)~~ a residential development containing less than 200 new dwellings or, where the number of dwellings is not given, the site area is less than 4 hectares; or
 - b) ~~b)~~ the erection of a building or buildings with a gross floor space of less than 10,000 square metres or more or, where the ~~floor space~~floorspace is not given, the site area is ~~less than~~ 2 hectares; or more:where the Committee Consideration Criteria (part 4K of this Constitution) are met.

3. The confirmation of Directions under Article 4 of the Town and Country Planning (General Permitted Development) Order 2015 - as amended).

4. Any other application or planning matter referred to the Planning Committee by the Director of Planning and Strategic Transport acting in his or her discretion.

3. 5. Planning Committee will only deal with reserved matters pursuant to outline planning permission ~~related to development types specified in 2a) and 2b) above~~ where the Planning Committee have expressly requested (when determining applications for outline planning permission) for that the subsequent reserved matters ~~to~~should be referred to Planning Committee. for determination. This request willshould be included in the minutes and specified by way of an informative attached to the outline planning permission.

~~4.6.~~ Applications for minor material amendments, variations of planning conditions and non-material amendments submitted under S.73 and S.96A of the Town and Country Planning Act 1990 will be determined by officers under delegated authority in all instances unless they fall within the remit of Planning Sub Committee (see 2.10 below).

~~5~~ ~~The confirmation of Directions under Article 4 of the Town and Country Planning (General Permitted Development) Order 1995.~~

~~6~~ ~~Any other application or planning matter referred to the Planning Committee by the Director of Planning and Strategic Transport acting in his or her discretion.~~

7. Where the Planning Committee determines an item on an agenda:

a) ~~a)~~ In the event of changes being made to an officer recommendation by the committee, the task of formalising the wording of those changes, in accordance with the substantive nature of the committee's decision, is delegated to the Director of Planning and Strategic Transport;

~~the~~

~~b)~~ b) The Director of Planning and Strategic Transport has delegated authority to make changes to the wording of the committee's decision (such as to delete, vary or add conditions, informatives, planning obligations or reasons for the decision) prior to the decision being actioned, provided that the Director of Planning and Strategic Transport is satisfied that any such changes could not reasonably be regarded as deviating from the overall principle of the decision reached by the committee nor that such change(s) could reasonably have led to a different decision having been reached by the committee.

8. Where a report has been placed on the agenda of the Planning Committee but the meeting fails to start to consider the item prior to its 10pm guillotine, the determination of that matter shall be automatically delegated to the Director of Planning and Strategic Transport, unless the meeting determines otherwise by way of a resolution made prior to the 10pm meeting deadline and agreed on a two thirds majority.

2.810 Planning Sub-Committee

(Membership: for each meeting, 5 drawn from the membership of the Planning Committee).

1. To determine the following application types: where the recommendation is for approval:

a. Applications for planning permission made under the Town

a) & Country Planning Act 1990 for the construction of or a development in relation to a single building(s) with an existing floorspace of no greater than

- ~~300500~~ square or ~~a new~~ building(s) or extension(s) within the curtilage of such ~~a~~ qualifying building;(s);
- ~~b.~~ Applications for ~~Listed Building Consent~~ planning permission made under the Town & Country Planning (Listed Buildings Act 1990 for development providing up to 5 units of residential accommodation
 - ~~b)~~ c. Applications for listed building consent made under the Planning and Conservations-Conservation Areas) Act 1990;
 - ~~e)~~ d. Variations of planning conditions (covering issues such as variations in hours of use or other related changes in how a use operates pursuant to previous grants of planning permission)

where the Committee Consideration Criteria (part 4K of this Constitution) are met.

- ~~2.~~ All applications submitted pursuant to the Town and Country Planning (General Permitted Development) Order, applications for advertisement consent, ~~determination of reserved matters pursuant to outline planning permissions,~~ minor material amendments and non-material amendments submitted under S.73 and 96A of the Town and Country Planning Act 1990, applications to discharge planning conditions and notwithstanding the above, minor ~~residential~~ extensions and alterations (including boundaries and rear outbuildings) involving less than 20 square metres of additional internal accommodation (gross internal) will be determined by officers under delegated authority in all instances

-
- ~~3.~~ Any other application or planning matter referred to the Planning Sub-Committee by the Director of Planning and Strategic Transport acting in his or her discretion.

- ~~4.~~ The Planning Sub-Committee may refer agenda items to Planning Committee for consideration and determination if they consider it necessary or appropriate to do so.

- ~~5~~ ~~6.~~ Where the Planning Sub-Committee determine an item on an agenda:

- ~~a.~~ a. In the event of changes being made to an officer recommendation by the committee, the task of formalising the wording of those changes in accordance with the substantive nature of the committee's decision, is delegated to the Director of Planning and Strategic Transport;

~~the~~

- ~~b.~~ b. The Director of Planning and Strategic Transport has delegated authority to make changes to the wording of the committee's decision (such as to delete, vary or add conditions, informatives, planning obligations or reasons for the decision) prior to the decision being actioned, provided that the Director of Planning and Strategic Transport is satisfied that any such changes could not reasonably be regarded as deviating from the overall principle of the decision reached by the committee nor that such change(s) could reasonably have led to a different decision having been reached by the committee.

6.7. Where items for consideration and determination by the Planning Sub Committee have not been considered or have not started to be considered by ~~11pm~~10pm, the determination of those matters shall be automatically delegated to the Director of Planning and Strategic Transport.

Part 4K – Planning and Planning Sub-Committee Procedure

Contents:

- 1 Introduction
- 2 Committee Consideration Criteria
- 3 Public Speaking Procedure
- 4 Format of Committee Agenda
- 5 Reports
- 6 Order of Proceedings
7. Decision Making
- 8 Voting Procedures
- 9 Site Visits before a Committee Meeting
- 10 Formal Site Visits by the Committee
- 11 Amendments/Variation

1 INTRODUCTION

- 1.1 This Procedure applies to all meetings of the Planning Committee and the Planning Sub-Committee in relation to the determination of planning applications and any other business dealt with at either of these Committees. Reference to Committee in this Procedure is a reference to both or either of these Committees. Likewise, reference to a Planning Committee Member also encompasses reference to a Planning Sub-Committee Member. Reference to the Chair or Vice Chair is a reference to the Chair or Vice Chair of both or either of these Committees.
- 1.2 The determination of planning applications is a formal statutory administrative process involving the application of national, regional and local planning policies that takes place within a legislative framework. Planning decisions can be appealed by unsuccessful applicants and challenged by way of judicial review by aggrieved parties. Complaints about maladministration and injustice can also be made to the Local Government Ombudsman.
- 1.3 In order to mitigate these risks, it is vital that those involved in the determination of planning applications and particularly officers and Members, at all times act reasonably and fairly to applicants, supporters and objectors. These rules are designed to help ensure this is achieved, but they should not be read in isolation; Members need to also have regard to the Planning Code of Good Practice to be found at Part 5D of this Constitution. Both this Procedure and the Planning Code of Good Practice are subordinate to the requirements set out in the Members' Code of Conduct and nothing in this Procedure or the Code shall be read as implying greater obligations on Members than as set out in the Members' Code of Conduct in Part 5I of this Constitution.

2 COMMITTEE CONSIDERATION CRITERIA

- 2.1 Part 3 of the Constitution (Responsibilities for Functions: Planning Committee and Planning Sub-Committee) sets out the types of planning application that may be

considered by these Committees. This part of the Procedure sets out the circumstances where such an application will be referred to Committee for decision.

2.2 The Timescales, General Requirements and Criteria set out below will be applied in determining whether any Representations received in respect of an application that may be considered by Committee would require that application to be determined by that Committee rather than dealt with under officer's delegated powers. The term Representation(s) also includes Petition(s).

2.3 This section deals with:

- **Timescales:** within which all Representations must be with the Development Management service
- **General Requirements:** that all Representations must comply with
- **Criteria:** that apply to the Representations from specific people or bodies such as the Chair or Vice Chair, a Member for the Ward within which the application site is situated or immediately adjoins (Ward Member), the Croydon ~~member~~Member of the Greater London Assembly (GLA Member), the Member of Parliament ('MP') for the constituency within which the application site is situated or immediately adjoins –and Resident Associations (RA) plus Representations from other people or bodies

2.4 For probity reasons, the Timescales, General Requirements and Criteria set out in this Procedure must be adhered to. The decision of the Director of Planning and Strategic Transport will be final in determining whether the Timescales, General Requirements or Criteria are met.

2.5 Any Representation that does not meet the Timescales, General Requirements and Criteria will therefore not be a factor in deciding whether the application will be considered by Committee. Such Representations will still however be considered by the case officer in finalising their report and recommendation, provided he/she receives the Representation before submitting their report for authorisation or at least by noon on the day of the Committee (see paragraph 3.13 below) .

2.6 Nothing in this Procedure interferes with the absolute right of the Director of Planning and Strategic Transport to refer an application or planning matter to Committee as prescribed by Part 3 of the Constitution.

Timescales

Statutory ~~notification period~~ Notification Period

- 2.7 The Town and Country Planning (Development Management Procedure) (England) Order 2015 requires the local planning authority to publicise applications for planning permission by site display in at least one place on or near the land to which the application relates for not less than 21 days or by serving a notice on any adjoining owner or occupier. There are also situations (in relation to “major” application, applications that are considered to depart from the provisions of the development plan and applications involving works to listed buildings and properties in conservation areas) where such development is advertised in the local press and by way of site notice(s) in vicinity of the relevant site. The local planning authority is obliged to comply with these statutory requirements.
- 2.8 It does not matter how someone gets to hear about a proposal, as anyone can submit Representations to the Development Management service. Representations on applications must be made in writing (letter or email) or via the Council’s web site. The time limit for doing this is specified on the site notice, press advertisement or the notification forwarded to adjoining occupiers/owners. Where applications are publicised through the service of a notice on an adjoining occupier or owner, those individuals will have 23 days to respond to this notification (to take into account the period for postage).
- 2.9 Where amended plans for an application have been accepted by the Council and if it is necessary to re-publicise them, the Council will undertake further application publicity. In the case of major applications, the local planning authority will display a new site notice on different coloured paper to the original so that local people can distinguish it. Local residents will be given a further 14 days to respond to any re-notification.
- 2.10 Amended plans are often negotiated in response to Representations. ~~The~~ Whilst the Council may consider that an amendment it receives has overcome the Representations previously made ~~so, it is therefore important that~~ might elect to advise local people ~~consider~~ of the changes (depending on the specific circumstances) to see whether they ~~need~~ would like to make further Representations as follows:-
- If the amendments do overcome their concerns, they may write to confirm this, but the General Requirements below (paragraph 2.15) are designed to take account of such circumstances, so people do not have to take any further action.
 - If someone has already made a Representation and the amendments do not overcome their concerns, they need to make further Representations to that effect.
 - If the amendments raise new concerns, such further Representations should also be made.

Chair, Vice Chair, Ward and GLA Member and MP timescales ~~Timescales~~

- 2.11 All elected representatives will be notified by email about planning applications in respect of which they have a right of referral. The Chair and Vice Chair will be notified by email about planning applications in Croydon.
- 2.12 If the Chair, Vice Chair, a Ward Member, GLA Member or MP wishes to make Representations on the application they must respond by replying to the notification email within 23 days – to tie in with the period offered to adjoining occupiers/owners. This timescale may be extended in certain circumstances at the discretion of the Development Management Service to ensure that the timescales for elected representatives align with the deadlines set for members of the public. It is the intention that the Chair, Vice Chair and elected representatives will be notified at the same time as local residents.
- 2.13 Where the elected representative receives an additional notification email informing them about amendments to an application, the deadline for making further Representations by replying to the additional email notification within 14 days. Where the Member indicated in the initial notification that they wished the application to be referred to Committee for consideration and the amendment overcomes their concerns, they should respond to the email explicitly, withdrawing their wish for the Committee to consider the application. See paragraph 2.10 above for additional advice on amendments.
- 2.14 Representations on a planning application which are sent by email should be sent only to the email address on the notification email as other email addresses may not be monitored and the email may therefore not be actioned. Representations sent by post must be sent to the exact address specified on the notice or other written notification from the Council.

General Requirements

- 2.15 Under this Procedure, a Representation is a letter or an email that meets all the following requirements:
- It is in response to an application that has been publicised by the Council.
 - It raises planning considerations that are material and related to the application.
 - ~~Any material planning objection raised cannot be overcome by scheme amendment, imposition of planning conditions or securing planning obligations.~~
- 2.16 Identical pro-forma letters or emails, which also meet the above requirements, will be treated as forming a Petition (i.e. each letter potentially being a single signature on a petition) for the purposes of deciding whether an application will be referred to Committee. See paragraphs 2.32 to 2.35 below for the Criteria for Petitions.

Committee Referral Criteria

Chair/Vice Chair

2.17 An application may be reported to Committee where the Chair or Vice Chair has indicated that he/she wishes the application to be referred to Committee for consideration provided that indication is received by the Development Management service within the Timescale indicated on the notification email (paragraphs 2.11 to 2.14 above).

Ward Members

2.18 An application may be reported to Committee where the Member for the ward within which the application site is situated or immediately adjoins the Member's Ward has made a Representation that additionally meets all the following Criteria:

- It is received by the Development Management service within the Timescale indicated on the notification email (paragraphs 2.12 to 2.14 above).
- The application is within, partly within or immediately adjoining the Member's ward.
- The Ward Member has stated that they either object to or support the application and given their reason(s).
- The Ward Member has additionally clearly stated that they wish the application to be referred to Committee for consideration.
- The Ward Member has attended pre-arranged training on the planning application referral arrangements, development presentation protocols and the management of breaches of planning control (to be arranged from time to time).

2.19 The application will only be reported to Committee under these Criteria where the recommendation by the Director of Planning and Strategic Transport is either for approval and the Ward Member has objected to the application or for refusal and the Ward Member has supported the application.

2.20 In order to address the Committee when the application comes to be determined, the Ward Member must have confirmed notification of their wish to address the Committee in accordance with paragraph 3.6 below ~~(normally by 4:00pm on the Tuesday preceding the Committee).~~

Greater London Assembly Member

2.21 An application may be reported to Committee where GLA Member has made a Representation that additionally meets all the following Criteria:

- It is received by the Development Management service within the Timescale indicated on the notification email (paragraphs 2.12 to 2.14 above).

- It is an application for planning permission that is referable to the Mayor of London pursuant to the Town and Country Planning (Mayor of London) Order 2008 (or as subsequently amended or replaced).
- The GLA Member has stated that they either object to or support the application and given their reason(s).
- The GLA Member has stated that they either object to or support the application and given their reason(s).
- The GLA Member has additionally clearly stated that they wish the application to be referred to Committee for consideration.

As of May 2017, an application that is referable to the Mayor includes an application that involves:

- development of 150 residential units or more
- development over 30 metres in height (outside the City of London)
- development on Green Belt or Metropolitan Open Land

2.22 The application will only be reported to Committee under these Criteria where the recommendation by the Director of Planning and Strategic Transport is either for approval and the GLA Member has objected to the application or for refusal and the GLA Member has supported the application.

2.23 In order to address the Committee when the application comes to be determined, the GLA Member must have confirmed notification of their wish to address the Committee in accordance with paragraph 3.6 below ~~(normally by 4:00pm on the Tuesday preceding the Committee).~~

Member of Parliament

2.24 An application may be reported to Committee where the MP for the constituency within which the application site is situated or immediately adjoins has made a Representation that additionally meets all the following Criteria:

- It is received by the Development Management service within the Timescale indicated on the notification email (paragraphs 2.12 to 2.14 above).
- It is an application for planning permission that is referable to the Mayor of London pursuant to the Town and Country Planning (Mayor of London) Order 2008 (or as subsequently amended) (see paragraph 2.21 above).
- The application is within, partly within or immediately adjoining the MP's constituency.
- The MP has stated that they either object to or support the application and given their reason(s).
- The MP has additionally clearly stated that they wish the application to be referred to Committee for consideration.

2.25 The application will only be reported to Committee under these Criteria

where the recommendation by the Director of Planning and Strategic Transport is either for approval and the MP has objected to the application or for refusal and the MP has supported the application.

- 2.26 In order to address the Committee when the application comes to be determined, the ~~Ward Member~~MP must have confirmed notification of their wish to address the Committee in accordance with paragraph 3.6 below ~~(normally by 4:00pm on the Tuesday preceding the Committee)~~.

Criteria for Resident Associations (RA)

- 2.27 To benefit from the provisions in these Criteria, a RA will need to be registered with the Development Management service. To be registered, the RA will need to supply a copy of its written constitution and that document would need to demonstrate that:

- It represents an area within the ~~borough~~London Borough of Croydon that contains at least 50 residential properties and what that area is.
- It holds regular elections for association officers.

- 2.28 An application may be reported to Committee where the RA has made Representations that additionally meet all the following Criteria:

- It is received by the Development Management service within the Statutory Notification Period (paragraphs 2.7 to 2.10 above).
- The application is within, partly within or immediately adjoining the area that the RA covers.
- The RA has stated that they object to the application and given their reason(s).
- The RA has additionally clearly indicated that they wish the application to be referred to Committee for consideration so that they can address the Committee on their concerns.

- 2.29 The application will only be reported to Committee under these Criteria where the recommendation by the Director of Planning and Strategic Transport is for approval.

- 2.30 The right to refer applications under paragraphs 2.18~~17~~ to 2.28 does not extend to minor material amendments or non-material amendments to existing planning permissions dealt with under section 73 or 96A of the Town and Country Planning Act 1990 (as amended) respectively, all applications submitted under the Town and Country Planning (General Permitted Development Order, advertisements, or minor ~~residential~~ extensions and alterations (including boundaries and rear outbuildings) involving less than 20 square metres of additional internal accommodation (gross internal). These application types will be determined by officers under delegated authority in all instances (see Part 3)

Other Representations

2.31 An application may be reported to Committee where Representations have been received that additionally meet all the following Criteria:

- It is received by the Development Management service within the Statutory Notification Period (paragraphs 2.7 to 2.10 above).
- It is from a person who lives at or operates from an address which is within the London Borough of Croydon.
- The person has stated that they object to the application and given their reason(s).
- At least 12 such Representations have been received from individual persons for each application.

2.32 The application will only be reported to Committee under these Criteria where the recommendation by the Director of Planning and Strategic Transport is for approval.

Petitions

2.33 An application may be reported to Committee where one or more petitions (including pro-forma letters – paragraph 2.16 above) that meet the General Requirements for a Representation (paragraph 2.15 above) have been received that additionally meet all the following Criteria:

- Each Petition is received by the Development Management service within the Statutory Notification Period (paragraphs 2.8 to 2.10 above).
- Each Petition is from a person who lives at or operates from an address which is within the London Borough of Croydon.
- Each Petition objects to the application and contains the reason(s) for this.
- All such Petitions contain a total of at least **2040** signatures with clearly readable and bona fide names and addresses from within the Borough of Croydon.
- Where those who have signed a petition are well aware of the purpose and reasoning for signing the petition, which should be specific to material planning considerations only.

2.34 Petitions will not be accepted where the wording of the ~~petition~~Petition has been varied, post those having signed the ~~petition.~~Petition. The wording of ~~petitions~~Petitions and pro-forma letters will be published in full by the Council on its website.

2.35 The application will only be reported to Committee under these Criteria where the recommendation by the Director of Planning and Strategic Transport is for approval.

2.36 Where such ~~petition~~Petition(s) (including pro-forma letters – paragraph 2.16 above) contain less than **2040** such signatories, they will collectively be treated as forming a single Representation for the purposes of deciding whether an application will be referred to Committee.

3 PUBLIC SPEAKING PROCEDURE

3.1 For applications for planning permission for the following development types, a speaking slot shall be a maximum of five minutes each:

- a residential development containing 200 or more new dwellings or, where the number of dwellings is not given, the site area is 4 hectares or more; or
- the erection of a building or buildings with a gross floor space of 10,000 square metres or more or, where the floor space is not given, the site area is 2 hectares or more.

3.2 For all other items, a speaking slot shall be a maximum of three minutes each.

3.3 Subject always to the notification and registration requirements in paragraphs 1.2 3.6 and 3.8 there are up to five separate speaking slots in the following order, allocated to:

1. 1. Objectors/Residents Associations
2. 2. The applicant or his/her agent/representative/supporters – hereinafter referred to as the Applicant
- ~~3. The MP for the constituency within which the application site is situated (or immediately adjoins) where they have clearly indicated that they wish to address the Committee in accordance with the Committee Referral Criteria~~
4. 3. The Member of the Greater London Assembly for the constituency within which the application site is situated where they have clearly indicated that they wish to address the Committee in accordance with the Committee Referral Criteria
4. The MP for the constituency within which the application site is situated (or immediately adjoins) where they have clearly indicated that they wish to address the Committee in accordance with the Committee Referral Criteria
5. A Member for the ward/Ward within which the application site is situated or immediately adjoins who has clearly indicated that they wish the application to be referred to Committee for consideration in accordance with the Committee or (b) has clearly indicated that they wish to address the Committee regarding a major application which has automatically been referred to Committee

3.4 Where a planning application is reported on the “Planning Applications for Decision” part of the agenda, all of the individuals and organisations who have expressed views (by letter or email) on the application will be sent a letter/email that informs them that the application will be considered by Committee. The applicant (or his/her agent) will be sent a similar letter/email. The Ward Member, GLA Member and MP (where appropriate) will also be sent such a letter/email. The letter/email will also explain the provisions regarding public speaking.

3.5 Requests to address Committee will not be accepted prior to the publication of the agenda.

Notification

- 3.6 Any Objector or Applicant or elected representative (i.e., a referring Ward Member, GLA Member or MP) who wishes to address Committee must notify the Democratic Services Manager by 4pm on the Tuesday prior to the day of the meeting (or, where the meeting is held on a day other than a Thursday by 4pm two working days before the meeting). Email or telephone should be used for this purpose. In the case of an Objector or Applicant, this communication should provide the name and contact details (email address and/or phone number) of the intended speaker so that changes in arrangements can be communicated. In addition, in the case of Objectors if they individually agree, contact details will be shared so that where more than one person has registered to speak, contact can be made to resolve either who will address the Committee or how they will divide up the allocated speaking slot. Where more than one Objector, Ward Member or MP has registered to speak, the provisions of paragraphs 3.9 and 3.10 will apply. Failure to comply with these requirements will prevent the speaker from addressing the Planning Committee
- 3.7 If a public speaker needs special arrangements (such as an interpreter) this must be brought to the attention of the Democratic Services Manager when notifying him/her of their wish to speak so that arrangements can be put in place.

Registration

- 3.8 On the night of the Committee meeting:
- Objectors and Applicants who have notified the Democratic Services Manager that they wish to address the Committee in accordance with paragraph 3.6;
 - A Ward Member, GLA Member or MP who have clearly indicated that they wish to address the Committee in accordance with the Committee Consideration Criteria above and paragraph 3.6;

must register their attendance at the Town Hall with the Democratic Services representative in attendance at the meeting at least 15 minutes before the meeting starts.

- 3.9 Where more than one Objector has registered to speak and the arrangements have not been resolved in advance, the Democratic Services Manager will inform the parties involved as they register so that they can decide either who will address the Committee or how they will divide up the allocated speaking slot. Objectors are expected to come to an agreement between themselves on this. Where Objectors cannot come to an agreement, the Chair will be notified of this through the Democratic Services Manager and the ~~chair~~Chair will decide who will be accorded the right to speak. Preference will normally be given to those who are potentially most affected by the planning application and particularly those closest to the application site. The Chair may take advice from officers in making this decision. In order to ensure the most efficient progress of Committee business on the evening, the decision of the ~~chair~~Chair will be final and not be the subject of further debate, including in the Committee.

- 3.10 If more than one Ward Member or MP indicates that they wish to speak, they will share the speaking slot equally, unless they agree a different distribution of the time.
- 3.11 If a Ward Member wishes to speak but is unable to attend the Committee, they may nominate a substitute Member representing the same Ward, or a neighbouring Ward, to address the Committee on their behalf. If a referring Ward Member (or substitute Ward Member), GLA Member or Local MP has not registered to speak by 4pm on the Tuesday prior to the day of the meeting (or, where the meeting is held on a day other than a Thursday, by 4pm two working days before the meeting) (see paragraph 3.6 above) or who has registered to speak does not attend the Committee and there are no other reasons for Committee consideration, the application will be referred back to the Director of Planning and Strategic Transport for delegated decision.

Speaking

- 3.12 All those involved in public speaking are restricted to an oral presentation only. The officers' slide presentation is therefore not available for use by public speakers.
- 3.13 If a speaker, or any other member of the public, wishes to bring additional representations or other material beyond those which they have already submitted to the Committee's attention, they need to supply it to the Development Management service. This needs to be done by, at the latest, noon on the day of Committee, to ~~include~~ be included in the Addendum Report (see paragraphs 5.6 to 5.11 below for procedures, limitations and deadlines). The distribution of additional material or information to Members of the Committee is not prohibited but objectors and supporters should be aware that although they may have sent information directly to Members of the Committee via email or other means, the Members are not under an obligation to consider the information and may not have an opportunity to consider/review such material. Members of the public are therefore encouraged to ensure they send their correspondence directly to the Development Management service.
- 3.14 Following the completion of a speaker's address to the Committee, that speaker shall take no further part in the proceedings of the meeting unless permitted to do so by the Chair of the Committee.

MP, GLA Member and Ward Members

- 3.15 An MP, GLA Member or Ward Member may address the Committee in accordance with the Procedures and must additionally:
- declare, before making their speech, details of any material contact with the applicant, agent, adviser, neighbour, objector or other interested party and whether or not the speech is made on behalf of such person(s) or any other particular interest;

- sit separately from the Committee Members, so as to demonstrate clearly that he/she is not taking part in the discussion, consideration or vote; and
- not communicate in any way with Members of the Committee or pass papers or documents to them during the meeting.

In relation to Ward Members:

- be aware that if they have a disclosable pecuniary interest, they may only participate in any discussion of or vote on any matter in which they have a disclosable pecuniary interest if they have been granted a dispensation for this purpose.

Committee Member wishing to speak as a Ward Members

- 3.16 A Ward Member, who is also a Member of the determining Committee, may address the Committee in accordance the Public Speaking Procedure set out above but, where they do so, they cannot take part in the debate or vote on the application they have referred. They may address the Committee on their referral in accordance with the above procedures provided they do not have a disclosable pecuniary interest in the matter. Where the Member has a disclosable pecuniary interest, the Member may only participate in any discussion of or vote on any matter in which they have a disclosable pecuniary interest if they have been granted a dispensation for this purpose.

Chair's ~~discretion~~Discretion

- 3.17 At the discretion of the Chair, such as in the interests of natural justice or in exceptional circumstances, the public speaking procedures may be varied. The reasons for any such variation shall be recorded in the minutes. The number of objectors or supporters would not, of itself, be a factor. If changes are made to the speaking times, the Applicant will be offered the same time to speak as Objectors.

4 FORMAT OF COMMITTEE AGENDA

- 4.1_ The Committee's agenda may contain the following three sections for planning reports:

Development presentations: to enable the Committee to receive presentations on proposed developments, including when they are at the pre-application stage. These items do not normally attract public speaking rights, other than at the Chair's discretion.

- **Planning applications for decision:** these items attract public speaking rights as detailed above.
- **Other planning matters:** non-application matters that require Committee consideration (such as an Article 4 Direction, policy papers or a consultation from ~~government~~Government) or reports that are for information only. These items do not normally attract public speaking rights, other than at the Chair's discretion.

- ~~5 Development presentations: to enable the Committee to receive presentations~~

~~on proposed developments, including when they are at the pre-application stage. These items do not normally attract public speaking rights, other than at the Chair's discretion.~~

REPORTS

5.1 Each planning application for decision is the subject of a written report with an officer recommendation. Reports will be produced in a standard form provided by the Director of Planning and Strategic Transport and will identify and analyse the material considerations, of which the Committee will need to take account when considering the application on the planning merit.

5.2 In addition to the written report, illustrative material will usually be presented by officers at the meeting to explain the scheme. ~~The planning files will also be available for inspection at the meeting by Members of the Committee.~~

Recommendations

5.3 The recommendations in the reports to Committee do not set out the full wording of planning conditions, reasons for refusal, informatives and planning obligations, but are a summary of them. There are two reasons for this:

- it communicates the details of the recommended decision more clearly to Members than many pages of detailed conditions or grounds; and
- there can sometimes be a delay before a decision is issued (such as waiting for the signing of a legal agreement or views from the Mayor of London and/or the National Planning Case Unit) and something may arise which necessitates an amendment, a deletion or an addition. (including the use of pre commencement conditions).

5.4 Delegated powers are therefore given to the Director of Planning and Strategic Transport (Responsibility for Functions at Part 3 of the Constitution) to communicate the detailed wording to applicants. In addition, where the wording of a condition/ground/informative/obligation has been amended, a new condition/ground/informative/obligation introduced or an existing condition/ground/informative/obligation deleted either at the meeting by the Committee or subsequent to the meeting by the Director, the Director will be responsible for finalising the wording. This obviates the need for further reference to Committee and delay to the process.

5.5 The exercise of this delegated power by the Director is limited to circumstances where the change(s) could not reasonably be regarded as deviating from the overall principle of the decision reached by the committee nor that such change(s) could reasonably have led to a different decision having been reached by the Committee.

Addendum Report

5.6 It is common for material (such as late representations) to be received by the Development Management service after the close of the agenda. Such material will be placed on the public planning file along with all the other papers for the application, subject only to any public exclusion restrictions. Where this material

~~Where this material~~ needs to be brought to the attention of the Committee, so that it can be taken into account, it will be presented in written form in the ~~addendum report~~Addendum Report. It will comprise a summary of whatever has been raised, in the same way as representations are summarised in the main Committee report.

- 5.7 The ~~Development Management service~~Head of Democratic Services and Scrutiny will email the ~~addendum report~~Addendum Report to Planning Committee ~~Councillors~~members as soon as it is ready.
- 5.8 The practicality of producing such a report means there has to be a cut-off point for the receipt of late material by the Development Management service, which is noon on the day of the meeting. Generally material received after this time will not be reported to the Committee. The Director of Planning and Strategic Transport has an absolute discretion in this regard.
- 5.9 Material must not be distributed to Committee Members by members of the public (including public speakers) or other Members of the Council during the course of the meeting. The distribution of such material should be done in advance of the meeting in accordance with ~~5.9 and~~ 3.13 above.
- 5.10 The points raised in representations about a particular application, which are received prior to the cut-off point (paragraph 5.98 above) are summarised either in the main Committee report or in the addendum report. ~~Copies of these representations are available for inspection at the meeting by Members of the Committee.~~

6 ORDER OF PROCEEDINGS

- 6.1 Except as otherwise stated on the agenda, generally meetings take place at the Town Hall in Katharine Street (CR0 1NX). The time the meeting is expected to begin will be stated on the agenda papers. Where any item is on the agenda only because it has been referred by a Ward Member, GLA Member, MP or Resident Association and none of the referring person(s)/organisation(s) or their representative(s) have registered their attendance at the Town Hall in accordance with paragraphs 3.6 and 3.8, and notwithstanding the fact that other parties may have also registered to speak, the item will revert to the Director of Planning and Strategic Transport to deal with under delegated powers and not be considered by the Committee.
- 6.2 At the discretion of the Chair, the agenda may be re-ordered at the meeting.

~~Planning application for decision~~

Development Presentations

- 6.3 The procedure for considering each ~~application~~item shall be as follows:

- the developer will present their scheme for no longer than 15 minutes unless the Chair, exercising his/her discretion, has allowed a longer period; and through the Chair, Committee Members may ask questions.
- A Ward Councillor (who is not a member of the Planning Committee) may address the Planning Committee for up to 5 minutes to present a local viewpoint on the development presentation. This may be either before or after the questions referred to above. In the latter case, additional questions may be asked by the Chair or Committee Members to address new points raised by the Ward Councillor. Ward Councillors within whose Ward the emerging development is proposed will be contacted by the Development Management service by email and the Ward Councillor will be required to contact the Democratic Services Manager by 4pm on the Tuesday before the Committee meeting to advise whether he/she is attending (or, where the meeting is held on a day other than a Thursday by, 4pm two working days before the meeting). Where more than one Ward Councillor wishes to address the Planning Committee, the 5 minute slot will be shared
- At the end of this process, the Chair or Senior Planning Officer will summarise the issues, points and questions raised

Planning Applications for Decision

6.4 The procedure for considering each application shall be as follows:

- the Director of Planning and Strategic Transport, or his/her representative, will introduce the development the subject of the application;
- through the Chair, Committee Members may ask questions of clarification;
- public speaking in accordance with the Public Speaking Procedure above (paragraph 3.1 onwards);
- the Director of Planning and Strategic Transport, or his/her representative, will present the report, outline the reasons for the officer recommendation and will respond (as appropriate) to comments raised by the Speakers; and
- the Committee will then consider the item and reach a decision.

Other ~~planning matters~~ Planning Matters

6.5 The procedure for considering each item shall be as follows:

- the Director of Planning and Strategic Transport, or his/her representative, will present the report and introduce the main issues;
- through the ~~chair~~Chair, Committee Members may ask questions of clarification; and
- ~~the Committee will consider the item report and either note the content or~~ reach a decision:

Development presentations

~~1.3 The procedure for considering each item shall be (as follows:~~

- ~~the developer will present their scheme for no longer than 15 minutes unless the Chair, exercising his/her discretion, has allowed a longer period; and~~

- ~~through the Chair, Committee Members may ask questions.~~
 - ~~A Ward Councillor (who is not a member of the Planning Committee) may address the Planning Committee for up to 5 minutes to present a local viewpoint on the development presentation. This may be either before or after the questions referred to above. In the latter case, additional questions may be asked by the Chair or Committee Members to address new points raised by the Ward Councillor. Ward Councillors within whose ward the emerging development is proposed will be contacted by the Development Management service by email and the Ward Councillor will be required to contact the Democratic Services Manager by 4pm on the Tuesday before the Committee meeting to advise whether he/she is attending (or, where the meeting is held on a day other than a Thursday by, 4pm two working days before the meeting). Where more than one Ward Councillor wishes to address the Planning Committee, the 5 minute slot will be shared).~~
- ~~At the end of this process, the Chair or Senior Planning Officer will summarise the issues, points and questions raised~~

Other Procedural Issues

- 6.6 Where a decision is made on an agenda item, in order to be able to vote a Committee Member must be present throughout the whole of the Committee's consideration of that item, including the officer introduction and any public speaking.
- 6.7 The minutes of the meeting will record the Members and officers present at the meeting and record any disclosures of interest made by Members or officers. For each item, the minutes will record the ~~identity~~identify of any public speakers and the ~~decision~~decisions.
- 6.8 Meetings of the Committee are subject to a guillotine of 10:00pm. After that time, any item ~~on~~of the agenda that has not started to be considered by the Committee is delegated to the Director of Planning and Strategic Transport to determine along the lines set out in the Committee report, unless the Committee has already voted (on a two thirds majority) to defer or adjourn the non-determined item earlier in the meeting.

Role of the Committee Chair

- 6.9 With the assistance and support of officers, the Chair of the Planning Committee/Sub Committee is responsible for the good and orderly running of Planning Committee/Sub Committee meetings. The Chair aims to ensure, with the assistance of officers where necessary, that the meeting is run in accordance with the provisions set out in the Council's Constitution and particularly Part 4K of the Constitution. ~~The~~ Chair's most visible responsibility is to ensure that the business of the meeting is conducted effectively and efficiently. This includes several components:-
- determining the order in which questions may be addressed from the Committee members following the officers presentation;

- ensuring that the Public Speaking Procedure is followed which allows time slots specified timeslots for Applicants, Supporters, Objectors, Ward Members, GLA Members and Members of Parliament to address the Committee where relevant criteria are met;
- managing the Committee members debate about applications including the order in which Members who wish to address the Committee may speak;
- determining when the debate has come to a close and votes should be cast in the order in which the motions were first completed (i.e. where the motion has been moved and seconded by Members of the Committee).
- Ensuring that debate is suitably focussed on relevant planning considerations.

6.10 The Chair has discretion in the interests of natural justice to vary the public speaking rules where there is good reason to do so and such reasons will be minuted.

6.11 The Chair is also charged with ensuring that the general rules of debate are adhered to (e.g. Members should not speak over each other) and that the debate remains centred on relevant planning considerations.

6.12 Notwithstanding the fact that the Chair of the Committee has the above responsibilities, it should be noted that the Chair is a full member of the Committee who is able to take part in debates and vote on items in the same way as any other Member of the Committee. This includes the ability to propose or second motions. It also means that the Chair is entitled to

express their views in relation to the applications before the Committee in the same way that other Members of the Committee are so entitled and subject to the same rules set out in the Council's constitution and particularly Planning Code of Good Practice.-

Role of Committee Members

- 6.8 The role of Members of the Planning Committee is to make planning decisions on applications presented to the Committee openly, impartially, with sound judgement and for sound planning reasons. In doing so Members should have familiarised themselves with Part 5D of the Council's Constitution 'The Planning Code of Good Practice'. Members should also seek to attend relevant training and briefing sessions organised from time to time for Members.-
- 6.9 Members are to exercise their responsibilities with regard to the interests of the London Borough of Croydon as a whole rather than with regard to their particular Ward's interest and issues.

7 DECISION MAKING

- 7.1 In making a decision on a planning application a Committee Member must:
- Come to meetings with an open mind.
 - Comply with the procedures set out in this Part 4k of the ~~Consitution~~.Constitution.
 - Not allow anyone (except officers, other Committee Members and public speakers when they are addressing the Committee) to communicate with them during the Committee's proceedings (orally or in writing) as this may give the appearance of bias. For the same reason, it is best to avoid such contact before the meeting starts.
 - Consider the advice that planning, legal or other officers give the Committee in respect of the recommendation or any proposed amendment to it.
 - Comply with section 38(6) of the Planning and Compulsory Purchase Act 2004 and make decisions in accordance with the development plan unless there are good planning reasons to come to a different decision.
 - Come to their decision only after due consideration of all of the information reasonably required to base a decision upon. This will include the local information that Members are uniquely placed to access, but always remembering to take decisions on planning grounds alone. If they feel there is insufficient time to digest new information or that there is insufficient information before them, then they should seek an adjournment to address these concerns.
 - Not vote on a proposal unless they have been present to hear the entire debate, including the officers' introduction and any public speaking.
 - Make sure that if they are proposing, seconding or supporting a decision contrary to the officer's recommendation or the Development Plan, that they clearly identify and understand the planning reasons leading to this conclusion and that they take into account any advice planning, legal or other

officers give them. Their reasons must be given prior to the vote and be recorded. Be aware that they may have to justify the resulting decision by giving evidence in the event of challenge.

- 7.2 The Council is expected to make a decision on all applications within statutory timescales. Whilst this may not always be possible, particularly for applications that are to be considered by Committee, applications are always included on the agenda of the first available Committee after completion of the officer's report so that a decision can be taken in the shortest possible time. -For this reason, Members should avoid requests for officers to speed up or delay the determination or assessment of particular applications for their own personal or political convenience or following lobbying by applicants, agents/advisers, local residents or other interested parties.

8 VOTING PROCEDURES

- 8.1 The Chair will bring the Committee to a vote when he/she considers that there has been sufficient debate of an item.
- 8.2 For any motion to be successful there needs to be a majority vote in favour of that motion. In the event of a deadlock (ie equality of votes) the ~~chair~~**Chair** may exercise his/her casting vote. This can be done irrespective of whether ~~or not the Chair has already voted on that motion.~~ or not the Chair has already voted on that motion.

When There Are Two Motions

- 8.3 If there are two motions before the Committee, each motion needs to be considered separately. When a motion has been moved and seconded, it becomes a complete motion. The motion which is completed first should be considered first.
- 8.4 If the first motion is successful (ie the vote is for it) the second motion automatically falls.
- 8.5 If the first motion is unsuccessful (ie the vote is against it) it falls and is thereby extinguished. Members then move to voting on the second motion.
- 8.6 To enable officers to give the Committee the best advice and to allow the business to run efficiently, it is preferable for the recommendation set out in the report to be moved and voted on first (unless a motion is made and seconded to defer or adjourn consideration of a particular item, for example for a site visit or further information/advice).
- 8.7 Amendments to the recommendation (such as an additional condition) may be made in the normal manner (as prescribed in the Non-Executive Committee Procedure Rules part 4 of the ~~constitution~~).Constitution).

Officer's Advice

- 8.8 If the recommendation is not supported, before a new motion to either grant or refuse the application is proposed the Committee must first receive advice from the Director of Planning and Strategic Transport, or his/her representative, as to what form a new motion could take. That advice will be based upon the material considerations that have been discussed by the Committee and whether there are grounds that could be defended in the event of an appeal or legal challenge. The solicitor advising the Committee will be called upon as necessary to give advice on legal matters.
- 8.9 If the officer considers that he/she is unable to give that advice immediately, further consideration of the matter will be suspended and the agenda item will be adjourned so that the officer can bring a report to the next available Committee setting out his/her advice.

Decisions ~~contrary~~Contrary to the Development Plan

- ~~7.4~~ 8.10 The law requires that where the Development Plan is relevant, decisions must be taken in accordance with it unless there are good planning reasons to do otherwise (Section 38(6) of the Planning and Compulsory Purchase Act 2004). If a Committee intends to approve an application which is contrary to the Development Plan, the material considerations must be clearly identified and the justification for overriding the Development Plan clearly demonstrated. The application will have to be advertised in accordance with Article 13 of the Town and Country Planning (Development Management Procedure) Order 2010 and, depending upon the type of development proposed, may also have to be referred to the Department for Communities and Local Government.
- ~~7.2~~ 8.11 If the recommendation in the officer report would be contrary to the Development Plan, the justification will be included in that report.

~~7.3~~ ~~If a Committee is minded to make a decision contrary to the officer recommendation (whether for approval or refusal) and that decision would be contrary to the Development Plan, such a motion may only contain the Committee's initial view and must be subject to a further report detailing the planning issues raised by such a decision. Further consideration of the matter must be adjourned to a future meeting of the Committee when officers will present a report setting out the proposed new position and explaining the implications of the decision.~~

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- 8.12 If, having considered the report, the Committee decides to determine the application contrary to the Development Plan, a detailed minute of the Committee's reasons, which as a matter of law must be clear and convincing, shall be made and a copy placed on the application file.

9 SITE VISITS BEFORE A COMMITTEE MEETING

- 9.1 It is advisable that Members are familiar with the sites of the applications on the agenda to enable them to make informed decisions on the planning applications

before them and to avoid deferring or adjourning those decisions pending site visits.

- 9.2 Where Members visit the site themselves before the meeting, care must be taken to ensure that they comply with the Planning Code of Good Practice (part 5D of the constitution). Such visits should be carried out discreetly and Members should avoid making themselves known to the applicant or to neighbours. Accordingly Members should not go onto the actual application site or into a neighbouring property. The reason for this is that contact between a Member of the Committee and the applicant or a local resident could be misinterpreted as lobbying and may create a suspicion of bias. If such contact is made this should be declared in Committee, but this should not prevent that Member from taking part in the consideration of that application, provided that the Member has followed the advice in the Planning Code of Good Practice and acts in accordance with the Members' Code of Conduct.

10 FORMAL SITE VISITS BY THE COMMITTEE

- 10.1 A formal site visit will be arranged where the Committee have resolved, on a majority vote, to visit the site. Site visits should only be selected where there is a clear and substantial benefit to be gained. The Director of Planning and Strategic Transport may recommend that the Committee should conduct a site visit.

- 10.2 The procedure for formal site visits by the Committee shall be as follows:

- Any of the Members and substitute Members of the Committee and officers can attend a site visit.
- Arrangements for visits will not normally be publicised or made known to applicants, agents or third parties.
- Where permission is needed to go onto land, contact will be made with the owner by officers. The owner cannot take any part in the visit, other than to effect access onto the site.
- The purpose of a site visit is to enable Members to inspect the site and to better understand the impact of the development. The Committee should not receive representations or debate issues during a site visit.
- An application cannot be determined at a formal site visit by a Committee and must be considered at the next appropriate meeting of the Committee.
- The Democratic Services Manager will make a note of the site visit and it will be included in the Addendum Report.
- Failure to attend a formal site visit shall not bar a Member from voting on an item at the Committee meeting that considers it, provided the Member is satisfied that he/she is sufficiently familiar with the site.

- 10.3 When a site visit has taken place, Members are reminded about the principles referred to above under the heading 'Order of proceedings' concerning the need to have heard the whole of a planning application before taking part in the voting.

11 AMENDMENTS/ VARIATION

11.1 Where amendments/variation to these part of the Constitution is necessary due to legislative changes, the Council Solicitor, may make such consequential changes as are necessary to take such changes into account.

Corporate Parenting Panel

Established: First established 2007 and re-established annually since then as an informal advisory body to the Cabinet Member with responsibility for Children's Services.

Regularity of meetings: 6 times per year.

Membership: 7 Members - 5:2

5 Members of the Administration, including and to be chaired by the Cabinet Member with responsibility for Children's Services.

2 Members of the Opposition

6 Co – Opted Members:

- Virtual School Head
- LAC Nurse/Doctor
- Children in Care Council
- Care leaver
- Foster carer
- Health Commissioner

Proportionality: Not applicable

Democratic Services & Governance Officer:

Michelle Gerning 0208 726 6000 ext 84246

Lead Officers:

Executive Director Children, Families and Education

Director of Early Help and Children's Social Care

Head of Corporate Parenting, Early Help and Children's Social Care

Quorum: 3

Access to information:

Due to the nature of the work of the Panel and its Membership, meetings of the Panel are not able to be held in public, however, agenda papers and minutes are made available on the Council's website. Agenda papers are published five clear working days in advance of Panel meetings.

Councillors that are not Members of the Panel are permitted to attend meetings at the discretion of the Panel Chair.

Terms of Reference (Revised 2019)

- The Corporate Parenting Panel will focus on improving outcomes for children looked after by Croydon Council.
- To support the Council's development of a corporate parenting strategy and to monitor and review its implementation.
- To monitor performance targets and priorities so far as they relate to children looked after or young people in receipt of leaving care services.
- To consider recommendations from internal and external inspections and reviews and hear the voice of children looked after and care leavers in responding to them
- To monitor the health needs of looked after children, promoting positive engagement of health partners in Corporate Parenting.
- To monitor the education needs of looked after children, promoting positive engagement of education partners in Corporate Parenting.
- To ensure the Council actively promotes opportunities for looked after children across the whole Council.
- To ensure that the voice and opinions of as wide a range as possible of children looked after and care leavers, including those with disabilities, are heard and that their views are used to co-produce services, shape policy and monitor performance.
- To advise the Lead Member for Children's Services on issues relating to Corporate Parenting Policy.
- To report annually to the Council on the work of the Panel.

Croydon Council

For General Release

REPORT TO:	FULL COUNCIL 15th July 2019
AGENDA ITEM:	
SUBJECT:	Annual report of the Health and Wellbeing Board 2018/19 and Health and Wellbeing Strategy
LEAD OFFICER:	Guy Van Dichele Executive Director, Health, Wellbeing and Adults
LEAD MEMBER:	Councillor Louisa Woodley Chair, Croydon Health and Wellbeing Board Councillor Jane Avis, Cabinet Member for Families, Health & Social Care Councillor Alisa Fleming, Cabinet Member for Children, Young People and Learning
WARDS	All

CORPORATE PRIORITY / POLICY CONTEXT

A Key Function of the Health and Wellbeing Board is to prepare a joint Health and Wellbeing Strategy which is part of the Council's policy framework, the approval of which, full Council has reserved to itself

In addition, Health and Wellbeing is relevant to all of the Council's corporate priorities but the key priorities that the work of the Board aligns to are:

- People live long, healthy, happy and independent lives
- Our children and young people thrive and reach their full potential

FINANCIAL IMPACT

There are no direct financial implications arising from the Croydon Health and Wellbeing Strategy attached at appendix 1 to this report.

The Transformation Plan attached at appendix 2 to this report will have financial implications and these will be fully costed as the elements of the transformation plan are developed and implemented. This plan is essential to ensuring the financial challenge in Croydon is managed effectively and ensure a sustainable health and care system.

1. RECOMMENDATION

The Council is asked to:

- 1.1 Agree the Health and Wellbeing Strategy (“the Strategy”) for the Borough (Appendix 1)
- 1.2 Agree Croydon’s Health and Care Transformation Plan (“the Plan”) which is the delivery plan of the Strategy (Appendix 2)
- 1.3 Delegate authority to the Health and Wellbeing Board, once Full Council has approved the Health and Wellbeing strategy for the relevant period, to agree the delivery plans of the Health and Wellbeing Strategy;
- 1.4 Delegate to the Health and Wellbeing Board the authority to and responsibility for monitoring the delivery plans in fulfilment of the Strategy, the outcome of which shall be reported back to full Council as part of the annual report of the Board.
- 1.5 Authorise the Monitoring Officer to make consequential changes to the Constitution, Part 4 L, contingent upon the delegations in recommendation 1.4 and 1.5 above.

2 EXECUTIVE SUMMARY

- 2.1 This report includes an overview of the Health and Wellbeing Strategy (“the Strategy”) and Croydon’s Health and Care transformation Plan (the Plan”) to deliver the Strategy which are included in full at Appendix 1 and 2 respectively for Members’ consideration and approval.

3 DETAIL

Functions of the Health and Wellbeing Board

- 3.1 The Health and Social Care Act 2012 created statutory health and wellbeing boards as committees of the local authority. Their purpose, as set out in the Act, is ‘to secure better health and wellbeing outcomes for the whole population, better quality of care for all patients and care users, and better value for the taxpayer’. Part 4L of the Council’s Constitution provides that, among other matters, the purpose of the health and wellbeing board is to ‘advance the health and wellbeing of the people in its area’. The functions of the Board are:

- *To encourage, for the purpose of advancing the health and wellbeing of people in Croydon, persons who arrange for the provision of any health or social care services in Croydon to work in an integrated manner.*

- *To provide such advice, assistance or other support as appropriate for the purpose of encouraging partnership arrangements under section 75 of the National Health Service Act 2006 between the Council and NHS bodies in*

connection with the provision of health and social care services.

• To encourage persons who arrange for the provision of health-related services (i.e. services which are not health or social care services but which may have an effect on the health of individuals) to work closely with the Board and with persons providing health and social care services.

• To exercise the functions of the Council and its partner Clinical Commissioning Groups in preparing a joint strategic needs assessment under section 116 of the Local Government and Public Involvement in Health Act 2007 and a joint health and wellbeing strategy under section 116A of that Act.

• To give the Council the opinion of the Board on whether the Council is discharging its duty to have regard to the joint strategic needs assessment and joint health and wellbeing strategy in discharging the Council's functions.

• To exercise such other Council functions which are delegated to the Board under the Constitution

Health and Wellbeing Strategy and Delivery Plan

3.2 During 2018/19 the Health and Wellbeing Board developed the proposed Croydon Health and Wellbeing Strategy, Appendix 1 hereto. The proposed Strategy is framed around three overarching goals:

- Reducing inequalities
- Focusing on prevention
- Increased integration

3.3 The Strategy seeks to recognise the fundamental shifts occurring within health and wellbeing, with multiple member organisations represented on the Board shifting their focus towards the prevention of ill health rather than just its treatment.

3.4 The Strategy looks to build on the considerable work already going on across the Borough bringing it together into a coherent strategic whole.

3.5 The Strategy is a live document that will be reviewed annually and refreshed in 5 years.

3.6 The recommended priorities (outlined in figure 1 below) stretch beyond traditional health and care boundaries, recognising and looking to tackling the wider causes of ill health affecting people's lives.

PRIORITIES AND OUTCOMES



Page 232

Figure 1

plan to cover all the priorities and outcomes within the Strategy. This involves working with wider boards within the health and care sector but also other boards of the Local Strategic Partnership and wider partnership delivery boards outside of 'health and care'.

4. CONSULTATION

- 4.1 To provide the best possible services for the people of Croydon we need to keep having open and honest conversations with Croydon residents. There is continued engagement with the public that have informed the Strategy and Plan to date. As mentioned above the Health and Well Being Board Chair, hosted an event in November 2018 which engaged with over 160 members of the public, front line staff and stakeholder leaders.
- 4.3 In addition the plan itself was tested during June with the public and stakeholders and these comments are reflected in the plan.
- 4.4 A summary of the public engagement events held over the last 2 years, the response to feedback and outlines of ongoing engagement proposed for specific areas can be found in the July Croydon Clinical Commissioning Group Governing Body Papers here:
<http://www.croydonccg.nhs.uk/about-us/Governing%20body/Pages/Governing-body-papers.aspx>

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 4.1 There are no direct financial implications arising from the Croydon Health and Wellbeing Strategy attached at appendix 1 to this report.
- 4.2 The Transformation Plan attached at appendix 2 to this report will have financial implications and these will be fully costed as the elements of the transformation plan are developed and implemented. This plan is essential to ensuring the financial challenge in Croydon is managed effectively and ensure a sustainable health and care system.

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

6. LEGAL CONSIDERATIONS

- 6.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance that there are no additional legal considerations arising from the recommendations in the report.

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

- 6.1 There are no direct Human Resources implications arising from this report for Council employees. Organisational and workforce development needs are being explored with workforce leads from the Council and other One Croydon Alliance partners through a working group reporting to the One Croydon Alliance governance structures. Where there are any future changes to the workforce, then the Council's existing policies and procedures would be observed and HR advice would be sought at an early stage.

(Approved by: Debbie Calliste, Head of HR for Health, Wellbeing and Adults on behalf of the Director of Human Resources)

8. EQUALITIES IMPACT

An initial EA was undertaken to assess potential impacts on groups that share a protected characteristic. This concluded that the Strategy and associated Plan would have a positive impact on protected and vulnerable groups and as such a full equality analysis was not required. Health inequalities disproportionately affect vulnerable groups as well as groups that share protected characteristics we will need to ensure the high level priority areas of work will help the Borough address wider determinants to prevent and reduce health inequalities and increase life expectancy for all communities. We will also need to ensure work with partners and key stakeholders is inclusive.

As such further analysis/equality analysis may need to be undertaken as part of any decision-making processes and detailed action plans developed to achieve each of the priority areas and goals in the Strategy and Plan
(Approved by Yvonne Okiyo, Equalities Manager)

9. ENVIRONMENTAL IMPACT

No significant environmental impacts anticipated arising from the recommendations in this report.

10. CRIME AND DISORDER REDUCTION IMPACT

The work of the Health and Wellbeing Board, Health and Wellbeing Strategy and the Health and Care Plan focus on reducing inequalities and tackling the wider determinants of health which in turn would be anticipated to have a positive effect in reducing crime and disorder

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APPENDICES

Appendix 1 – Croydon Health and Wellbeing Strategy

Appendix 2 – Croydon Health and Care Transformation Plan (2019/20-2024/25)

SUPPORTING DOCUMENTS

The joint strategic needs assessment can be accessed [here](#)

BACKGROUND DOCUMENTS: None



CROYDON HEALTH AND WELLBEING STRATEGY





FOREWORD

By the Chair and Vice Chair of the Croydon Health and Wellbeing Board, Councillor Louisa Woodley and Dr Agnelo Fernandes

Croydon is an exciting and diverse borough that is growing rapidly – both physically and through culture, employment, and its rapidly transforming health sector.

We are in the midst of a revolution in health and wellbeing, with multiple partners within the Health and Wellbeing Board significantly shifting their focus towards preventing ill health. This means moving beyond health and care services to those wider things that create and protect health, (the wider determinants of health) rather than focusing solely on managing the damage that poor mental, emotional or physical health causes to individuals, their families and communities.

Our Health and Wellbeing strategy is about how we work together to create the best conditions for people to live fulfilling lives. Everyone in Croydon deserves the best start in life and to grow up to work and live in an environment that enhances their wellbeing and creates the right conditions for them to fulfil their potential. This means living in a place that feeds your sense of worth, has community and feels safe. It is about having clean air to breathe and environments that encourage healthy choices.

Our Health and Wellbeing strategy captures the considerable work already going on across the borough and brings it together into a coherent strategic whole. The system needs to be designed for more effective communication between partners and the public to be able to see and take part in the changes as they are developed. This strategy is a tool to assist in the necessary shift towards prevention, both within the health and social care system but also within the wider community.

Across society, there is an increasing understanding that it is not good enough to merely focus on dealing with problems when they arise, there is a need to understand and tackle the root cause and stop issues from arising in the first place. Achieving this requires a shift in attitudes and cultures within our health and care services and beyond. The role of the Health and Wellbeing Board and this strategy is to provide the strategic oversight for those delivering this work and facilitate working together as a system to reach this goal.

We are very proud of the work being undertaken within Croydon, underpinned by the ambitious development of the One Croydon Alliance and the Council's recent Corporate Plan focusing on prevention and localities based working. The One Croydon Alliance brings together key partners in the borough on a scale never seen before. Following demonstration of positive

impact on outcomes and the achievement of success indicators, the One Croydon partners agreed to extend the commitment to March 2027 and work towards extending the scope. The Alliance has been integral in the development of One Croydon Health & Care Transformation plan to be published in July 2019 which will support the delivery of this strategy by focusing on joint actions agreed by leaders from the Council, NHS and the voluntary sector within the Croydon Transformation Board.

This is an exciting time for health and wellbeing in Croydon. This strategy represents a step change in providing transparency through the prevention agenda and welcomes the opportunity of locality approaches across the borough.



Councillor Louisa Woodley
Chair of the Croydon
Health and Wellbeing Board



Dr Agnelo Fernandes,
Vice Chair of the Croydon
Health and Wellbeing Board



CROYDON HEALTH AND WELLBEING STRATEGY

WE HAVE A BOLD AMBITION

'Working together to make Croydon a great place to live, work and play for all its residents through creating rapid improvements in the health and wellbeing of our communities'

AND A CLEAR VISION

'Croydon will be a healthy and caring borough where good health is the default not the exception and those that experience the worst health improve their health the fastest'

How we are going to achieve this:

Reducing Inequalities

People experiencing the worst health will improve their health the fastest giving everyone the best opportunity to live long, happy and healthy lives.

Focusing on prevention

We all have a role to play in preventing avoidable physical and mental harm caused by inequality, individual characteristics, health behaviours and environmental factors. Together we can create a better Croydon where opportunities are maximised, all can contribute and all can fulfil their potential, living longer, healthier lives.

Increased Integration

With health and care services that place people, their families, neighbours and communities at the heart of decision making, we will provide joined up care in the best place and in the best way for them to achieve positive outcomes. This will ensure a sustainable health and care system for people in Croydon today and for our future generations.



PRIORITIES AND OUTCOMES



PRIORITY 1: A BETTER START IN LIFE

A better start in life ensuring that children and young people are provided with the best physical and emotional environment for growing up.

The first 1,000 days of a child's life from conception to the age of two are fundamentally important because they lay the foundations of lifelong health and wellbeing. A child's experiences are shaped by the world in which their parents and carers live which is in turn shaped by a wide range of environmental, social and economic factors such as housing, a strong community, employment and education.

This means there is a huge opportunity to improve health and wellbeing outcomes and reduce inequalities by focusing on children and young people, their families and the circumstances in which they live from before conception through the early years of life. A better start in life for every Croydon baby from planning a pregnancy to age two means a focus both on the environmental, social and economic factors that affect the child's life and by providing high quality and joined up services from before pregnancy, through the antenatal period and up to the early years. Parents and care givers should be supported within their communities in accordance with their health

and social needs, including addressing issues from before pregnancy. We will therefore focus on implementing the recommendations from the Director of Public Health's 2018 Annual Report which is about the first 1,000 days. Ensuring the best start will make a significant impact on the emotional resilience and mental health of children as they mature. However, many of our older children may not have received all the support they needed during these crucial early years or they may have experienced one or more adverse childhood events which negatively impact on their mental health. We must work to promote mental health and emotional wellbeing for all children and young people of Croydon. **Supporting the development and delivery of the Children and Young Person's Mental Health Transformation plan.**

All Croydon children should enter school in reception ready for school and equipped to have the best chance at life.

Croydon must continue its work to address healthy weight in children. There should be a focus on reducing the differences which exist across the borough. Prevalence of obesity among children in the most deprived areas of

Croydon is double that of children in the least deprived areas. The **Child Healthy Weight action plan** (2017-2020) takes a partnership approach across Croydon to addressing both healthy eating and physical activity levels.

There is an opportunity with the new London Healthy Years programme to focus efforts on younger children; this should be a priority to reduce the number of children who are overweight and obese in reception.

In 2016, 445 babies were born weighing less than 2.5kg (5.5lb)



PRIORITY 3: HOUSING AND THE ENVIRONMENT ENABLE ALL PEOPLE OF CROYDON TO BE HEALTHY

To be a healthy borough, our environment must promote positive wellbeing. This means Croydon's homes are affordable, warm, secure, and support independent living. This includes new developments such as the commitment to build more than 10,000 new residences in Croydon.

Green space, leisure provision and walking and cycling opportunities promote health and happiness. Considerations about future growth must ensure **adequate development of healthy high streets and enhanced open spaces.**

As Croydon grows and care settings change, facilities must enable the best care to be provided in the right place for the most efficient use of resources. Health and social care organisations need to ensure **there are enough facilities and they are fit for purpose** for those who use and work in them.

The average age of death for someone sleeping rough is 47 years old, and even lower for homeless women at 43. The reasons that people find themselves homeless are multiple and there is a clear, but complex relationship between housing, homelessness and health. Croydon is developing a **Homelessness Prevention Strategy** to develop a borough wide approach to preventing homelessness and addressing the needs of this vulnerable population. This includes adequate provision for temporary housing and long term housing solutions as well as outreach support and to increase access to care for people sleeping rough.

2,449
households
in temporary
accommodation



PRIORITY 4: MENTAL WELLBEING AND GOOD MENTAL HEALTH ARE SEEN AS A DRIVER OF HEALTH

Our ambitions for mental health are crucial for reducing health inequalities. Good employment, opportunities to learn, decent housing, financial inclusion and debt are all key determinants of emotional wellbeing and good mental health. **Improving mental health is everyone's business.** We want to see this led by employers, service providers and communities.

Three quarters of lifetime mental illness (except dementia) begins by the age of 25, so mental health and wellbeing support for children and families is a priority. This includes early support for women during pregnancy and the first few months post-birth, improved links with schools and better experiences for service users as they move between children and adult services.

Developed in the wake of the 2017 Woodley review, the **Mental Health Transformation** plan builds on the recommendations made. The plan commits to a redesign of community mental health services including improved information and advice, enhanced primary care support and more joined up working to improve access and reduce

repeat assessments. Care for people experiencing mental health crisis will be improved, with better crisis resolution available in the community and more provision within health and social care.

The Croydon Mental Health Strategy will be refreshed in 2019 providing an opportunity to develop a preventative approach focusing not just on the provision of services but also the development of resilience in individuals and communities and supporting general mental wellbeing across the life-course.

We need improved **integration of mental and physical health services** around all the needs of individuals. This means addressing the physical health needs of those living with mental illness, and always considering the mental and emotional wellbeing of those with physical illness.

There is a high prevalence of co-occurring mental health with alcohol/drug misuse, with evidence suggesting that people are frequently unable to access the care they need from services. There are many vulnerable people

within this group who easily fall through the gaps and end up in crisis. **Croydon will develop a whole person approach** to care for people with co-occurring mental health and substance misuse, so that they are able to access substance misuse and mental health services when they need to.

Suicide is the leading cause of death in men under 40, and self-harm is on the rise particularly in younger populations. Croydon's self-harm and suicide prevention strategy will support a collaborative approach to making **prevention of suicide and self-harm business as usual** across the whole of health and care in the borough.

47,978
adults in Croydon
have a common
mental health
problem at any
one time



PRIORITY 5: A STRONG LOCAL ECONOMY WITH QUALITY, LOCAL JOBS

A good job is really important for good health and wellbeing of working age people. To reduce social inequalities, Croydon needs a **strong local economy driving sustainable economic growth for all people** across the borough. This includes creating more jobs and better jobs, ensuring our residents have the skills and can access the right pathways to secure these jobs, tackling debt and addressing health.

One of our biggest economic strengths as a borough is our health and medical sector, with a wealth of talent and a huge concentration of innovative organisations. With collaboration across private, public and community organisations, including our blossoming digital sector, **Croydon is perfectly placed to be a great location for health innovation.**

We must also recognise that health and care organisations employ a huge number of people in the borough. We must do all we can to **promote the health and wellbeing of the workforce** and reduce social inequalities through how people are employed.

The NHS as the largest employer in the borough has a particular responsibility. It is not just what we commission and provide, but how we commission and provide services. Our procurement and employment practices need to ensure that we are developing a well-paid and skilled workforce that builds the capacity of local people to find and maintain and secure well paid jobs. This is equally applicable to all employers large and small who can take steps to improve the health of our workforces, as modelled through healthy workplace charters and the Council's commitment to the London Living Wage.

The health and care workforce within Croydon are highly trained, motivated, creative and caring, working hard to deliver high quality care for people in Croydon. This workforce, many of whom live within the borough, are an instrumental part of making change happen.

We should **work as one workforce for Croydon.** Developing shared values and collaborative working will support the joining up of services and make integration a natural progression. New population-based models of

care will require the development of increased working across organisational boundaries. We will build on the fantastic work of One Croydon to take this further across all aspects of the health and care sector within Croydon.

Working fully in partnership with the third sector and those in caring and volunteer roles in the community will be crucial to make the most of our borough wide assets.

12,400
people were
unemployed in
Croydon in 2018



PRIORITY 6: GET MORE PEOPLE MORE ACTIVE, MORE OFTEN

This is not just about physical activity. We want everyone in Croydon to be more active, more often in multiple aspects of their lives. Physical activity has long been known to be an important driver for health but we want Croydon to go further and encourage general activity to improve health for Croydon's residents.

Social isolation is a major driver of ill health, particularly in our older residents. This can be addressed through increasing availability and reducing barriers to engaging in Croydon's plethora of cultural, arts, and sporting activities.

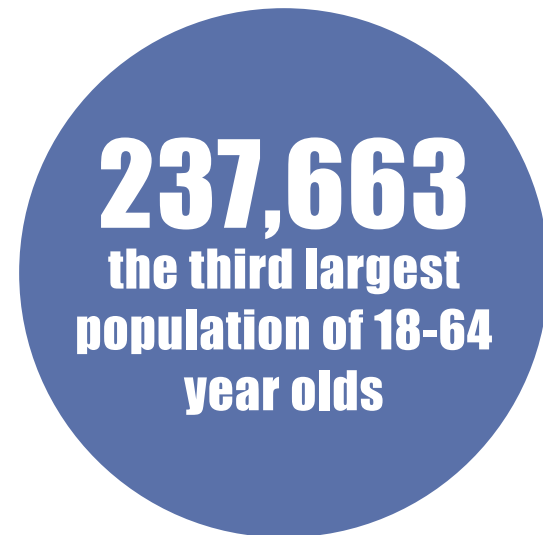
If everybody at every age gets more active, more often, we will see a major improvement in health and happiness. We can reduce obesity, improve our wellbeing, become more socially connected and recover better from health problems.

We want Croydon to be the most active borough in London. We are well placed to achieve this with our existing social and cultural infrastructure. Croydon has

more than 120 parks, five leisure centres, a burgeoning voluntary sector and future opportunities through new developments such as Fairfield Halls reopening in 2019.

We also want to make **active travel** the easiest and best option wherever possible, with people walking and cycling more, enabled by good infrastructure, creative planning and behaviour change support.

We want to create a borough where being physically active is the norm. However when people need health or care services, we are also creating a culture where social interventions are just as important as traditional more medical interventions. We want to see **activity routinely included as part of treatment and care**. Croydon has been developing its 'social prescribing' model and we want it to go further.



PRIORITY 7: A STRONGER FOCUS ON PREVENTION

We want Croydon to be a great place where everyone can live healthy and fulfilling lives. A radical upgrade in prevention requires **a whole family, whole-borough approach**.

Obesity is a huge local and national challenge. It is preventable, but is currently rising due to poor diet, low levels of physical activity and environments which encourage unhealthy weight.

Violence blights lives and fractures communities. In many cases it is a cause of preventable harm and as such requires a public health response to minimise future risk. **Croydon will pioneer work in this area, initially in relation to knife and gang related crime and extending this approach to domestic violence and sexual violence over time.**

About half of people born after 1960 will develop some form of cancer during their lifetime. Many of these can be linked to lifestyle. Cancer prevention, early diagnosis

and successful therapy will reduce inequalities and save money. Croydon must pursue a sustained programme to remove barriers to healthy lifestyles and support the behaviours needed to reduce the risk of preventable cancers. **We will redesign the lifestyle services in Croydon to provide a co-ordinated and wide ranging offer.** This will be tailored around the needs of the individual and will maximise our collective assets as a borough to support healthy behaviours.

Our services need to be more proactive and preventative in their approach. This will involve making more use of evidence-based interventions at the early stages of disease. Local, timely and easy access to tests and treatment will be important to prevent conditions getting worse, together with a focus on earlier identification of those at higher risk of developing conditions. These approaches should help people remain healthy and independent for longer and will be driven by the One Croydon **Together for Health Board**.

To protect the health of Croydon's communities, infection prevention and control, and environmental hazards such as air quality and excess seasonal deaths will be improved by a coordinated local and regional partnership approach. **The Croydon Health Protection Forum** will lead on this key agenda.

4 in 11
reception age
children in Croydon
are obese



PRIORITY 8: THE RIGHT PEOPLE, IN THE RIGHT PLACE, AT THE RIGHT TIME

For too long, health and social care has ended up creating pathways and services that suit the process better than the people that use them. This has meant that it is all too common that people find that they have ‘come to the wrong place’ and bounce around services before they are able to find the support or care that they need.

Through mechanisms such as the One Croydon Alliance, integration and collaboration between organisations will allow us to remove these barriers, and in developing services with the people of Croydon we will be able to make sure that wherever someone enters the system it is the system that takes ownership of the next steps not giving the responsibility straight back to the individual.

We will develop the Croydon system to deliver **community led support** working to start with what is possible, not what is not.

For more effective, efficient health and care we need to **move more services to community settings**. This requires population-based, integrated models of care that are sensitive to the needs of local communities. This must be supported by better **integration between physical and mental health care** with care provided in and out of hospital.

Providing care in the most appropriate setting will ensure our health and social care system can cope with surges in demand, and provide effective urgent and emergency care.

How services are configured and where they are placed will change over the coming years, so **engagement with local populations** is really important to ensure services meet local needs.

94,434
Croydon has the largest population of younger people aged 0-17 in London



WHO WILL ACHIEVE THIS?

THE HEALTH AND WELLBEING BOARD

Provide leadership and direction to help and influence everyone to address the eight priority areas. The Health and Wellbeing Board will have a programme of review to engage relevant partners to ensure the delivery of the commitments within the strategy. The Board will continually ask what we are doing to reduce inequalities; create a sustainable system and to improve wellbeing through shifting to a preventive approach.

OTHER GROUPS AND BOARDS

The delivery of the Health and Wellbeing Strategy will be through the Health and Wellbeing Board, the Local Strategic Partnership Board and their affiliated groups and boards, as well as wider boards from areas not traditionally seen as being key to health yet equally important. The structures of the Health and Wellbeing Board and any sub-groups needs to align with the principles of this strategy to ensure its delivery. Alongside the development of action plans to deliver the strategy, there will be an extensive review of the governance structures in place to support this vision.

The Health and Wellbeing Board will additionally work with its wider partners and local communities to assist the development of plans and strategies to achieve specific priorities and outcomes of the Croydon Health and Wellbeing Strategy.

PEOPLE AND COMMUNITIES

Take ownership and responsibility for promoting community health and wellbeing. Support vulnerable members of the community to be healthy and have strong social connections.

HEALTH AND CARE ORGANISATIONS IN CROYDON

Our health and social care commissioner and provider organisations will lead the coordination of these changes over the coming years, starting with the **Croydon Health and Care Plan** as the key mechanism for delivering this strategy.

We will continue to develop the One Croydon Alliance as a key vessel to implement the Health and Wellbeing Strategy through integration and system development.

One health and care system working to make sure that every individual is able to say:

'I am in control of my own health and wellbeing.'

'I am able to stay healthy, active and independent as long as possible.'

'I live in an active and supportive community.'

'I can access the support my family and I need.'

'I can access quality services that are created with me and my family in mind.'



Agreed on 27th February 2019 by the signatories below:


Chair: Councillor Louisa Woodley


 Cllr Margaret Bird


 Emma Leatherbarrow


 Robert Henderson


 Cllr Alisa Fleming

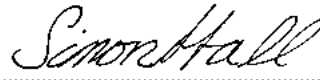

 Rachel Flowers


 Guy Van Dichele


 Steve Phaure



Dr Faisal Sethi



Cllr Simon Hall



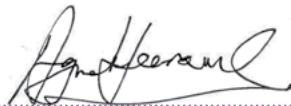
Cllr Janet Campbell



Cllr Yvette Hopley



Cllr Jane Avis



Vice Chair: Dr Agnelo Fernandes



Mike Bell

The Health and Wellbeing Board is a statutory board of the council made up of the following partners:

CROYDON | Delivering
www.croydon.gov.uk for Croydon

Croydon Health Services 
 NHS Trust


 Croydon
 Clinical Commissioning Group

healthwatch
 Croydon


 South London
 and Maudsley
 NHS Foundation Trust

Representing the community and voluntary sector on the board:


croydonvoluntaryaction
 celebrating 100 years

***Croydon Health and Care Plan
2019/20 – 2024/25***

FINAL DRAFT

“Working together to help you lead your life”

One of London’s fastest
growing and most
diverse boroughs

A vibrant and
energetic borough

The second greenest
borough in the
capital

Home to a thriving
community, education,
businesses, and the arts

Croydon Health and Care Transformation Plan

“It is not good enough to say that one organisation is responsible for this, the council for that, GPs or Croydon University Hospital for the other—the only way we can make meaningful and sustainable change and improvement is by working together.” **Councillor Louisa Woodley, Chair of the Croydon Health and Wellbeing Board.**

One Croydon is the partnership between the local NHS, Croydon Council and Age UK Croydon. Following our success focusing on the over 65s we have extended our partnership to the whole population. Together we continually review and assess the health and wellbeing needs in the borough of Croydon, along with existing services and facilities for meeting those needs. Where we find services that could be improved for our residents, it is our job to work together to integrate them and make improvements.

This document sets out our approach to improving health and wellbeing in Croydon together. This will take many years and this five-year plan sets out our journey and the improvements we expect to see on the way. This plan is concise so that people can clearly see how our long-term goals and outcomes link to our priorities and to our plans for delivery. We want front line staff and stakeholders to understand why we are changing the way we work and what that means for the people of Croydon. A summary will be developed to help the public understand our plans.

Over the past few years we have made many improvements, building on previous improvement. Working together has meant people have had greater opportunities to feel more connected to their communities whilst supporting their health and wellbeing by piloting and implementing social prescribing. We have made available a Personal Independence Co-ordinator (PIC) for people needing individualised support to help develop ‘My Life’ Plans. People have better access to improved health pathways of care, such as improved access through new use of technology and through integrating the GP and hospital musculoskeletal (MSK) services and more work across professionals to work proactively to reduce need. People have had better access to general practice by offering pre-bookable routine appointments at GP hubs.

However, in essence, current, traditional ways of working need to change if we want to improve the health and wellbeing of the people of Croydon. We need to see a fundamental change in how we do things and what we focus on. Too many of our services are focussed on supporting those in crisis or those with the most acute health and social care needs. We need to reset our operating model so that we work to support people to stay well for longer, and delay and avoid more people from becoming acutely unwell in the first place. We must do this by working more closely together and planning a united and holistic model of care for local people that is seamless at the point of use. We must have good conversations with people and use of Community Led approaches, looking at what’s strong, not what’s wrong. By working together we can align organisational priorities and we will:

- focus on prevention and proactive care – we want to support local people before things become a problem and encourage residents to be more proactive in their own health
- unlock the power of communities by making the most of communities’ assets and skills – key to helping local people stay fit and healthy for longer is to connect them with their neighbours and communities
- put services back into the heart of the community - make sure local people have access to integrated services that are tailored to the needs of local communities – locality matters

One Croydon developed this health and care transformation plan to maximise the value of our partnership and work together to transform the way we deliver services.

The plan does not start from scratch but sets out for the first time an overview of the One Croydon plans in one document. It does not replace individual partner plans but builds upon them and on specific service strategies. It aligns with and supports the Health and Wellbeing Board's Strategy, the Croydon Local Strategic Partnership vision and will become a chapter alongside the health and care plans of the other boroughs in the South West London Health and Care Plan. The NHS Long Term Plan published in January 2019 reinforces the direction of travel set out in this plan. In addition, we await the publication of the Social Care Green Paper which will equally need to be reflected in our system planning. A summary of some of the engagement with stakeholders and the public that has influenced the shaping of this plan can be found on the CCG's website at [INSERT LINK](#). The short film [here](#) gives a flavour of just one event held in November 2018.

This plan represents the next step in an exciting journey for Croydon's health and care partners. We know there is still more work to do, as set out in our next steps section and this plan will continue to evolve.

Jerry Cope
Croydon Transformation Board
Independent Chair

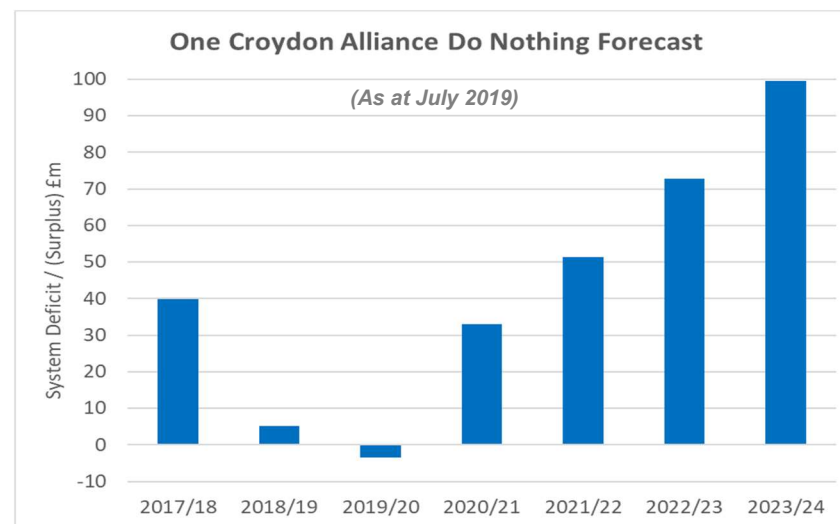
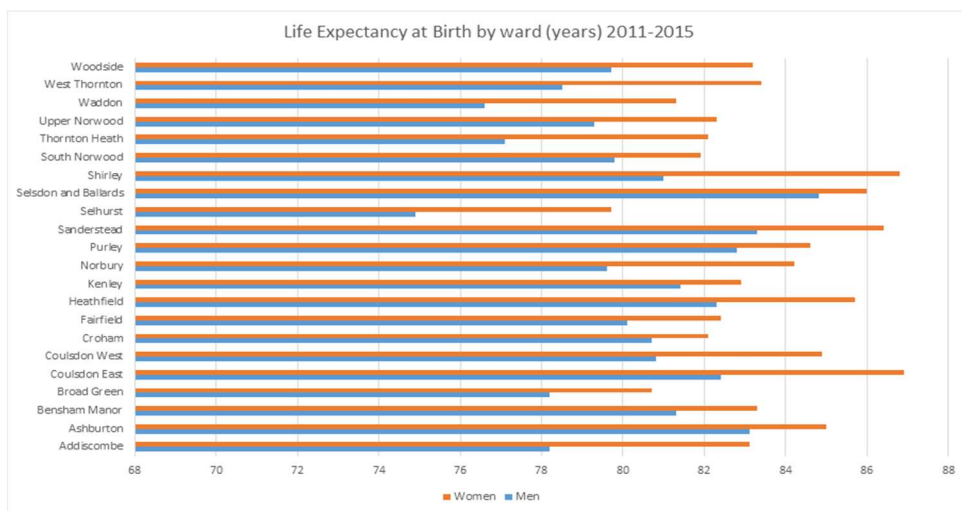
Our case for improvement

There are a number of challenges facing health and care services in Croydon that are preventing us from delivering **better outcomes for our population**.

Our current models of care are not **affordable** or **sustainable**. There are many opportunities to build on the strengths of local communities and integrate services for health and care that will lead to much improved models of care. We need to work together to change the way we support local people to improve their health and care. We must do this at a **scale** that will have the **biggest impact** and at a pace to keep up with the **growing demand**.

Some services are **fragmented and disjointed**. Teams do not work closely enough together across our organisations, which makes the user experience longer and more complicated than it needs to be. We must work to remove the unnecessary barriers between our services that are all working to support the same local people.

Too many of our services are focussed on supporting those in crisis or those with the most acute health and social care needs. We need to reset our **operating model** so that we work to **support people to stay well for longer**, and **delay and avoid** more people from becoming acutely unwell in the first place. We must do this by working more closely together and planning a united and holistic model of care for local people that is seamless at the point of use. If we do nothing there will continue to be significant inequalities in health between communities across the borough. The difference in Life Expectancy and Healthy Life Expectancy in Croydon and the decline in Healthy Life Expectancy means that people are spending more years in poor health. If we do nothing our system deficit will increase to such a scale, potentially leading to fewer services and a decline in quality.



Our health and care challenges and how they set our goals and priorities

There is significant inequality in health outcomes between communities

People in affluent areas are living significantly longer than people in poorer areas. This difference is even more extreme when we are looking at healthy life expectancy (HLE), life spent in good health and free from disability and disease. In Croydon, men living in Fieldway (HLE - 58.2) are expected to live 13 more years in poor health than those in Sanderstead (HLE - 71.3)

The improvements in raising life expectancy as well as healthy life expectancy has slowed down in recent years and people living in poorer areas experience an even slower rate of improvement. Some reasons for this decline are known such as deaths due to flu among older people, a slower rate of improvement for cardiovascular health, and a rise in obesity and dementia.

A key long term goal must be to:

- Reduce inequalities
- Improve healthy life expectancy

A key priority must be to:

- Improve wider determinants of health and wellbeing

Social, economic, and environmental circumstances have the biggest impact on health outcomes

Employment and adequate **housing** are key factors that determine physical and mental health and wellbeing. Almost a fifth (18.7%) of children under 16 in Croydon live in **low income families**. In Croydon, 234 people were seen sleeping rough in 2017 and 2450 people are living in **temporary accommodation**, including 864 families. Just under 25% of adults in Croydon are unemployed which is lower than the average for England. The **quality of the air** we breathe impacts on our health and can have a severe health impact on people with existing cardio-vascular or respiratory disease. In Croydon, air quality is variable with poor quality air correlating with some of the most deprived neighbourhoods. First time entrants to the **youth justice system** of the 10 - 17 olds was 537 per 100,000 year, the highest across the 33 London boroughs.

The first 1,000 days are crucial for the best start in life

- Croydon has the **largest child population** in London.
- Croydon has 4,351 **Children in Need**, and nearly one in four of all London's **unaccompanied asylum-seeking** children are in Croydon which is the second highest in the country.
- The level of **childhood obesity** is high. In 2016/17 almost one in four children (23.7%) aged four to five years are overweight or obese, increasing to more than one in three (27.7%) children aged 10 to 11 years.
- Admissions for **mental health conditions** for under 18s is higher in Croydon compared to London and national averages.
- **Childhood immunisation** uptake in Croydon is low compared to England and London. Immunisations protect children from disability and potentially fatal childhood illnesses.
- Croydon has one of the highest rates of **admission for asthma** among children and young people

A key priority must be to:

- Enable a better start in life

Our health and care challenges and how they set our goals and priorities

A number of risk factors for poor health are more prevalent in Croydon

We know there are a range of avoidable risk factors contributing to poor health outcomes and health inequalities. Around half of the difference in life expectancies between the least and most affluent parts of the borough can be linked to factors such as smoking, drinking more than the recommended amount of alcohol and having an unhealthy diet.

In Croydon, two thirds of adults are **overweight or obese**, one in eight adults **smoke** and there are high levels of sexually transmitted infections, particularly in areas of deprivation.

The proportion of the population with a long-term condition is increasing

Half of all adults registered with a GP report having a long-term condition. 23% (93,317) of the whole population of Croydon has two or more long term conditions (LTCs) and this is set to increase significantly over the next few years.

Mental Health issues are a leading cause of morbidity in the population

People with poor mental health often have worse physical health that is not adequately prevented or treated. In Croydon 6% of adults registered with a GP have a recorded diagnosis of depression. National estimates suggest that depression affects one in four adults so there is likely to be a significant proportion of the population in Croydon that have not been diagnosed.

Among young people, national reports estimate that one in eight five-19 year olds have at least one mental health disorder.

Too many people with mental ill-health are presenting at A&E and this has been increasing since 2017.

There are an estimated 1,300 people in Croydon with undiagnosed dementia

In 2017 there were an estimated 3,611 people aged 65+ living with dementia. However, in 2016/17, only 2,322 were formally diagnosed. Early diagnosis and treatment improves health outcomes and delays progression.

45% of people who use adult social care do not have as much social contact as they would like

In Croydon, there are an estimated 9,860 older people who are lonely and 5,423 older people who experience intense loneliness. There are also 17,227 people aged 18-64 who are socially isolated (annual public health report, 2016).

A key priority must be to:

- Improve quality of life

Our quality, workforce and finance challenges and how they set our goals and priorities

A key priority must be to:

- Integrate health and social care

Rising demand

The population of Croydon is growing. Overall life expectancy is increasing and we have an ageing population leading to greater demand on our services. Over the next few years, there will also be a particular increase in population around East Croydon station where there is a high concentration of new housing development.

Quality and Effectiveness of Care

The Care Quality Commission has rated **Croydon Health Services NHS Trust** as “requires improvement”. **South London and Maudsley NHS Trust** was rated “Good” overall but “Requires Improvement” in one area.

Of the 50 **general practices** across the borough, one was rated as ‘Inadequate’ overall and three were rated as ‘Requires Improvement’ overall. The remaining were rated as good or outstanding. However there is a lot of variation in care given by GPs, including rates for diagnosis and referrals, which leads to varying outcomes for patients. Access to primary care is also challenging, with a high proportion of unregistered patients.

Croydon Council took immediate action to improve its **Children’s Services** after an Ofsted inspection rated some areas of the service inadequate earlier this year. The council is addressing all the issues raised as a priority.

Croydon Health Services as a provider of choice

44% of the budget spent on hospital care is on patients attending hospitals outside of Croydon. We believe that at least 17% of this could be repatriated to Croydon Health Services so that patients are treated closer to home and the local hospital trust can become more financially sustainable.

A key long term goal must be to have:

- A sustainable health and care system

Workforce challenges

Croydon faces a number of workforce challenges that are affecting the health service nationally: the numbers of **nurses** (particularly in the community and mental health) and **GPs** have fallen and **social care** faces difficulty in recruiting to specialist roles for more complex work. The increase in demand means health and care professionals are overstretched. In addition there are difficulties in attracting staff to Croydon, despite it being a vibrant and energetic borough. Croydon can only offer outer London wage supplements which means it is hard to attract staff from neighbouring London boroughs.

Financial challenge

The health and care systems in Croydon face significant financial challenges. Working together we can better manage our collective financial gap, whilst delivering the health and care the people of Croydon deserve. If we do nothing, the collective deficit for the system by 2023/24 will be approximately £160 million.

What people have told us and how it sets our goals and priorities

“The feedback and ideas you have given us show us that you want to make Croydon health and care the very best they can be and we are all prepared to work to make that happen.” **Councillor Louisa Woodley, Chair of the Croydon Health and Wellbeing Board**

Understanding what local people think of services is essential for us to improve them. We are committed to reaching out to local communities and supporting residents to have their say in the future of local services.

You said, we did....

“Services need to be more flexible and offer different levels of support to people in their own homes.”

Health and care professionals now work together in virtual multi-disciplinary teams to identify those people who need the most support and to provide those services when and where they need them.

“Train people who visit isolated people in their homes so that they can alert services when their health starts to deteriorate.”

We ran a pilot to train meals on wheels’ delivery workers to spot signs of deterioration in their customers and which services they should alert. Personal Independence Co-ordinators support people to feel confident enough to talk to vulnerable people about their concerns and needs.

“We need more mental health services for those in crisis in the community.”

We will co-locate services to work together, using a hub and spoke model, to make sure they are accessible to existing community groups. We will develop an improved mental health crisis pathway so that people in crisis have faster and easier access to specialist support.

“A lot of teachers lack confidence when it comes to addressing or talking about mental health issues with children and young people.”

Alongside our partners across south west London, we are running an engagement programme with children and young people at risk of self-harm. The engagement focusses on testing ideas, developed with young people, to see which may have the biggest impact on supporting young people who are at risk of self-harming.

What more we will do...

“You need to build resilience and confidence in our schools and throughout our communities”

Our Local Voluntary Partnership model will enable and promote collaborative working among local voluntary and community sectors to support residents and health and care providers to promote self-care, reduce social isolation and promote independence.

“Be nice to people. Why wouldn’t people be nice?”

We will help develop a Compassionate Croydon Culture, where people can do little things that’ll make a big difference to people’s well-being. We will continue to develop the good work of our Dementia Action Alliance to make Croydon a compassionate place to live and work for people with Dementia and their carers, extending this to those with Autism and disabilities.

A key long-term goal must be to:

- Help people meet their health and wellbeing aspirations

How we will know we have improved health and well-being

OUR GOALS (10 years)	OUR STRATEGIC OUTCOMES (5 Years)
<p>Improve healthy life expectancy in Croydon from 62 years to 66 years for men and from 62.8 to 66.8 years for women over the next 10 years</p> <p>Reduce the gap in life expectancy from one place to another in Croydon for men from 9.4 years to 7.4 years and for women from 7.6 years to 5.6 years over 10 years</p>	<p>Health and well being</p> <ol style="list-style-type: none"> 1. More people will regularly engage in behaviours that will improve their health 2. More people with physical or mental long term conditions and their families and carers will be supported to manage their condition well 3. More people will be able to live well at home for as long as possible <p>Quality and Appropriateness of Care</p> <ol style="list-style-type: none"> 4. People will have positive experience and outcomes of health and social care 5. More people will have their health and social care needs met in the community.
<p>Integrated health and care provision that meets people's aspirations</p> <p>Increase the proportion of activity in the community: asset based individuals and communities, voluntary sector, social care, out of hospital setting (further work needed)</p>	<p>Enable a better start in life</p> <ol style="list-style-type: none"> 6. Fewer children will be living in poverty 7. More children will have maximised their level of development socially, emotionally and cognitively when they start school 8. More children will be a healthy weight 9. Fewer children will suffer respiratory complications requiring hospital treatment.
<p>Increase activity in out of hospital settings and reduce unnecessary acute activity shifted to out of hospital setting by 2024</p>	<p>Wider determinants</p> <ol style="list-style-type: none"> 10. Fewer people will be homeless or living in temporary accommodation 11. People will live in an environment that supports health, connectivity and independence 12. More adults and young people will be economically active or in education or
<p>High level measure on the development of local workforce with health and social care skills to be developed</p> <p>Sustainable recurrent health and care financial performance</p>	<p>Integrate health and social care</p> <ol style="list-style-type: none"> 13. Effective, multi-disciplinary teams around the person providing seamless care 14. Increased proportion spent on prevention and on out of hospital care 15. Sustainable health and care provision that meets people's aspirations

Measurement is a critical part of testing and implementing changes. We have developed an outcomes framework that has a balanced set of measures in order to monitor the changes we are making as well as whether they are actually leading to improvement where we need them.

Our challenges have driven our long term (10 year) goals that will demonstrate the health and wellbeing improvements and the infrastructure changes that we need to see. We have considered the key factors that will have the greatest impact for the residents of Croydon on these goals and set (5 year) outcomes accordingly.

To ensure we are heading in the right direction we must keep track of the changes we expect to see annually. Appendix 1 sets out the annual **health and wellbeing indicators** and the system indicators.

However, we cannot be driven solely by delivering these health and wellbeing indicators as this will not lead to transforming the way we work together and deliver support and services across the health and care system.

We have therefore also set **transformation indicators** that will show we are delivering the health and care system change we need to see.

Our goals over the next 10 years is to:

- Improve the healthy life expectancy in Croydon
- Reduce the gap in life expectancy in Croydon
- Integrate health and care provision that meets people's aspirations in Croydon

Croydon's health and care transformation plan on a page

"We need to have a real focus on prevention – stopping things becoming a problem where we can – and making sure our services are available where and when people need them." **Guy Van Dichele, Executive Director of Health, Well-being and Adults**

Working together to help you lead your life

The plan on a page (page 11) sets out a clear path from our long-term goals to our priorities and our plans for delivery. Our strategic approach to all that we do is to:

- **focus on prevention and proactive care** – we want to support local people before things become a problem and encourage residents to be more proactive in their own health. Our overall aim is to keep people well. We want people to stay well and we want to prevent things becoming a problem. If people do have a problem we want them to be able to manage well, and have access to support that will help them help themselves. For those that have the greatest need, we want them to have access to services in the right place, at the right time, first time.
- **unlock the power of communities by making the most of communities' assets and skills** – key to helping local people stay fit and healthy for longer is to connect them with their neighbours and communities. When people need care, we want a health and care system that can support them based on what matters to them. Personalising care will mean people have choice and control over the way their care is planned and delivered.

There are many ways we will support people to do this: shared decision making, personalised care and support planning, social prescribing and community led support, support self-management, personalised health budgets and working with the strong voluntary sector in our borough to connect local people to be part of broader support networks so that they can take control of their own well-being.

A new Voluntary Sector Strategy will support building capabilities with the voluntary sector as well as align where possible to support the delivery of this plan.

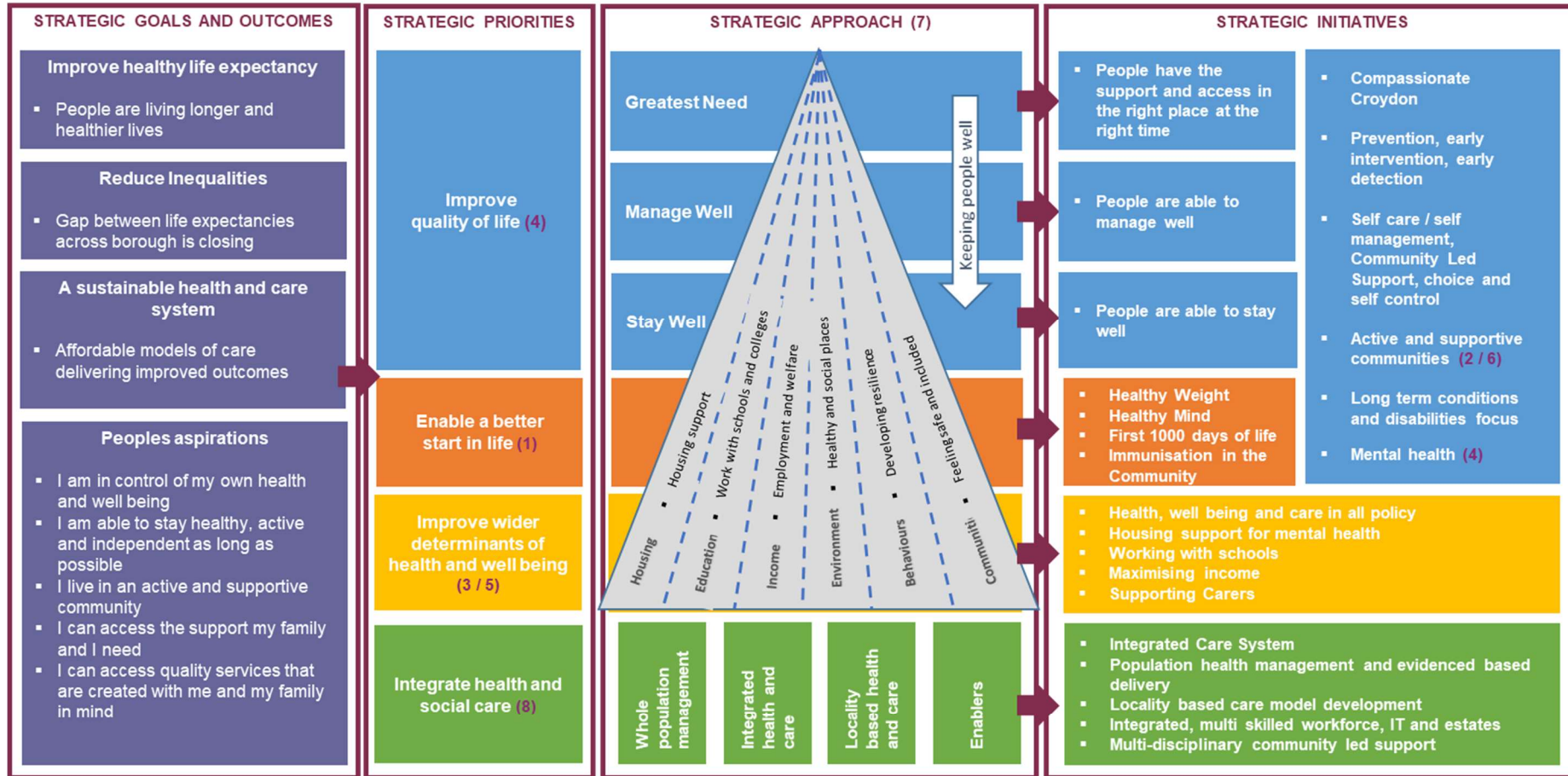
- **put services back into the heart of the community** - make sure local people have access to **integrated services that are tailored to the needs of local communities** – locality matters. We want to keep people well and out of hospital. Making sure local people and families have access to services, closer to home, wherever they live in the borough. Services must be accessible and responsive to their individual needs.

Factors such as the environment we live in, the education we receive and the relationships around us are major contributors to health, accounting for 80% of an individual's health and wellbeing; whether that is to keep people well, help them manage well, our support those with the greatest need. We will work to improve the wider factors that contribute to the health of residents the most. Our strategic initiatives will shift a whole system towards this preventative model of care. We know in Croydon there are certain long-term conditions that are more prevalent than others, also identified in the NHS Long Term Plan, such as diabetes, cardiovascular disease and respiratory disease and we want to focus on trying to prevent further development of these conditions.

Croydon's health and care transformation plan on a page



OUR VISION Working together to help you lead your life



(No.)= Supports delivery of Health and Wellbeing Strategy priority areas

(1) A better start in life, (2) Strong, engaged, inclusive and well connected communities , (3) Housing and the environment enable all people of Croydon to be healthy (4) Mental wellbeing and good mental health are seen as a driver of health, (5) A strong local economy with quality, local jobs, (6) Get more people more active, more often, (7) A stronger focus on prevention (8) The right people, in the right place, at the right time

Integrated services that are tailored to the needs of local communities

This directional statement sets out One Croydon’s focus for the next three years, to delivery an integrated care system in Croydon by 2021.

Working together we aim to improve the health of the people of Croydon, while also reducing inequalities both in life expectancy and healthy life expectancy. We began our journey focusing on the over 65’s, our next step is to extend our scope to the whole population, aligning interventions and services to need, helping those that experience the worst health improve their health the fastest.

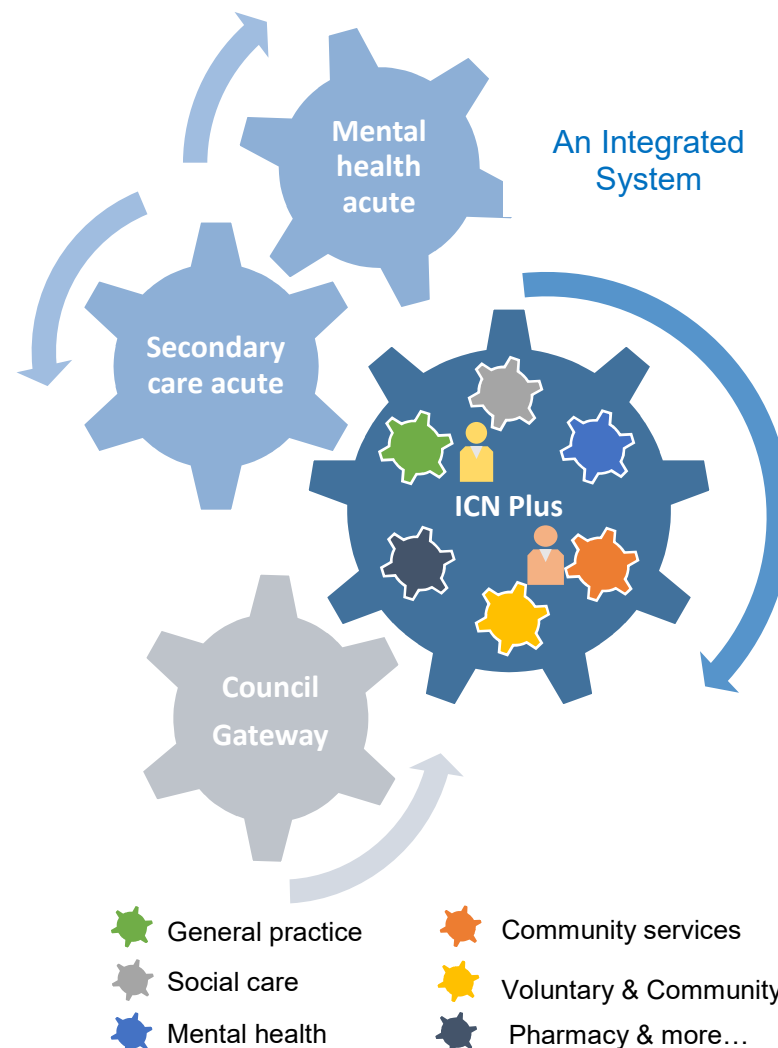
Our delivery model

To deliver preventative and proactive care for the whole population and to engage the community directly requires:

- **Community services to be organised around localities** – Building on our current Integrated Community Network model, ICN+ will develop wider health and care models of care around 6 GP networks, with wider council services delivered around 3 gateway localities. Health and care need, the responding models of care and affordability will determine whether interventions need to be delivered at locality level, across localities or borough wide.

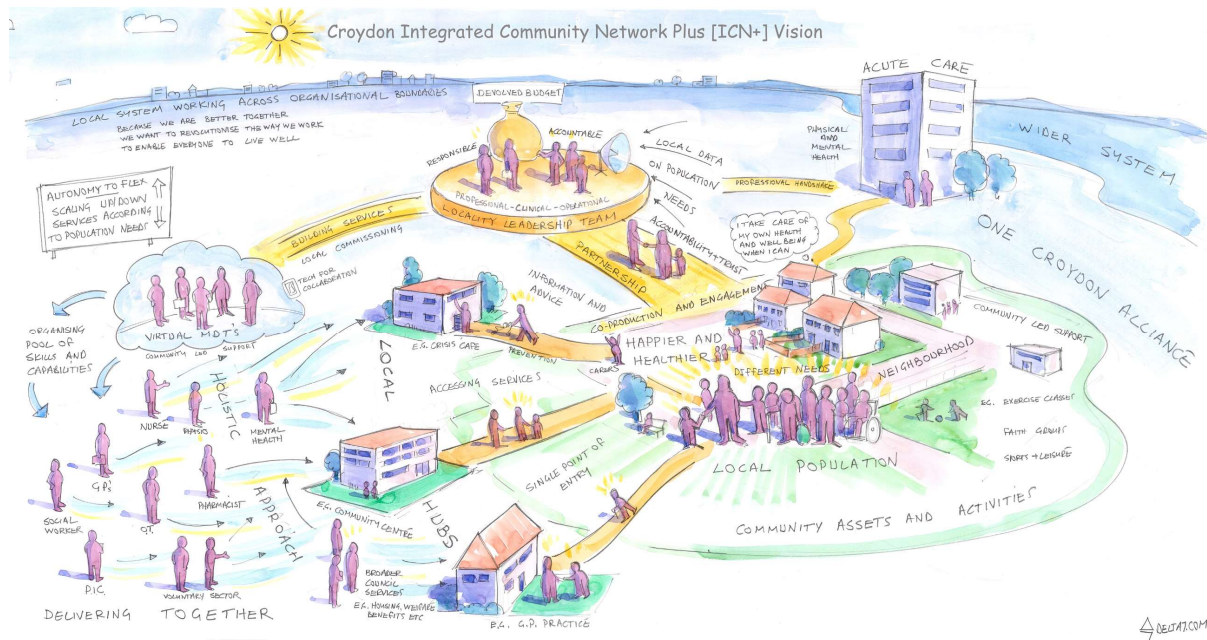
Models of care will focus on a range of services that will go beyond working jointly but will work in an integrated way. That means the workforce will be multi-skilled to work across traditional but sometimes, artificial professional boundaries and also joint locality management teams.

- **Modern acute care** - both physical care and mental health care—models will ensure only those that need acute services go to hospital. Our local providers, by becoming the providers of choice will ensure acute provision responds at the point of need with a focus on good clinical outcomes enabling local integrated care.



Community Services Organised around localities

Integrated services that are tailored to the needs of local communities



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Models of care will focus on a range of services that will not just be joined up but will work in a fully integrated way. The workforce will be multi-skilled to work across traditional but sometimes artificial professional boundaries and there will also be joint locality management teams.

ICN+ will create a 'One team, One name, One budget' approach to the delivery of these services, across different agencies, cultures and organisations. The programme will be delivered by establishing a leadership team in each network, establishing a multi-disciplinary service for each network with a focus on preventative and proactive intervention, co-designing and establishing methods of engagement between the local community and the leadership team, and developing a strong community network that supports local people's health and wellbeing.

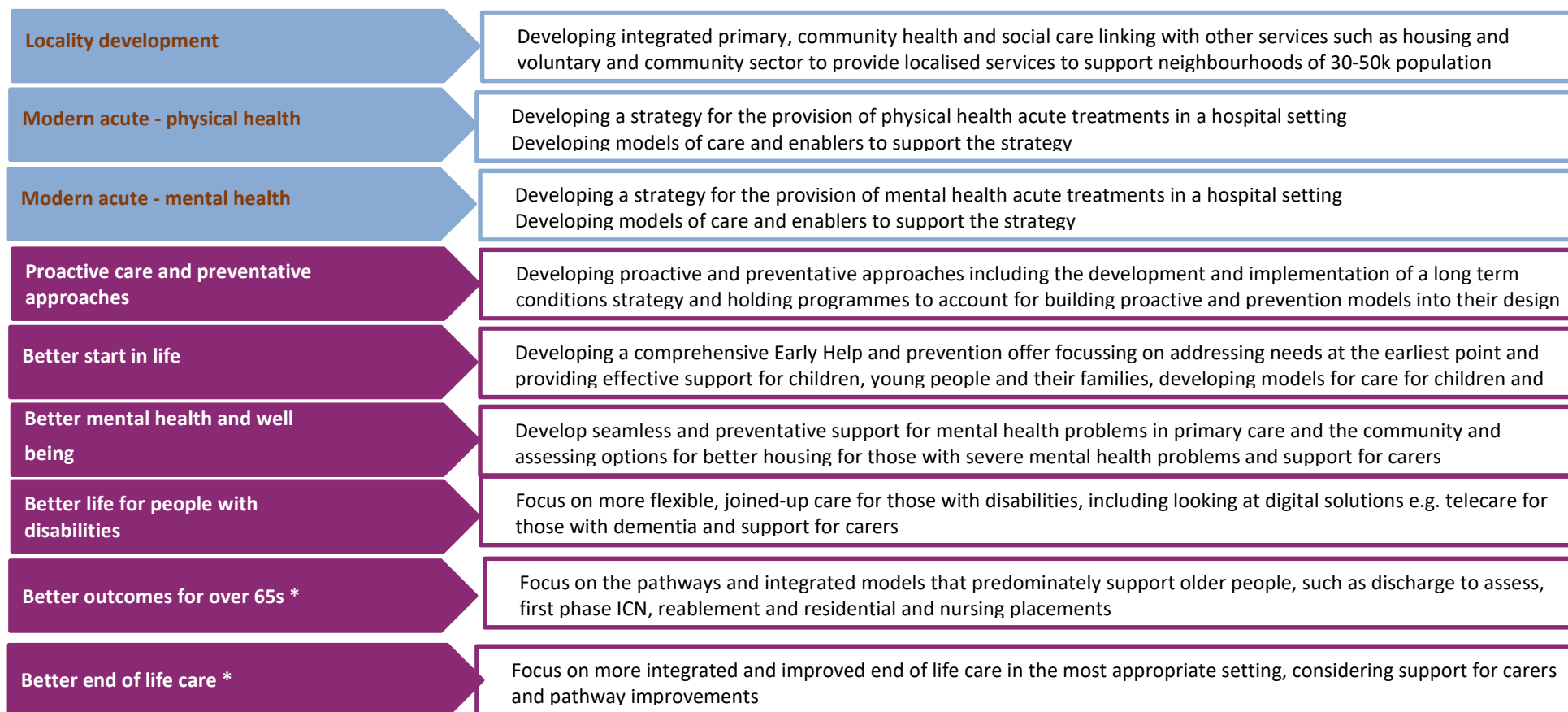
With Croydon's nine new primary care networks at their heart, we will work with local GPs, health and care professionals, and their social prescribing link workers to begin to map existing voluntary and community groups in each area. We will engage with local residents in each area for them to help develop the integrated community network plus for their areas – so that it is local people who help decide what services should be prioritised in each network. This approach will help put communities at the heart of health and care to inform the development of services to meet local need, promote community ownership of not just the services they use but also of taking greater control of their own health and wellbeing.

How we will deliver transformational change

To deliver our ambitious goals we have developed a number of transformation programmes (appendix 1). These do not describe all the work happening in Croydon, they set out our vision for a joined-up approach to transforming services. These programmes can be split into two themes:

- Settings of care focusing on the whole population
- Pathway programmes focusing on the customer journey for specific groups to ensure the integration of services delivers for the whole population

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* These programmes will be developed further.

Our focus for the next two years

“We believe in an approach that means our residents get the care, support and interventions they need without having to know who is doing it, or how – it just works.” Dr Agnelo Fernandes, Vice Chair of the Croydon Health and Wellbeing Board, Clinical Chair of NHS Croydon

Settings of care

The **Locality Development Programme** is responsible for the co-ordinated development of integrated, locality-based care, designed around the needs of local communities. This will include the implementation of Primary Care Networks, as well as specific locality-based out of hospital models of care. Our focus for the next two years is:

- Develop a range of fully integrate locality based primary and community services, building on our Integrated Community Networks and Living Independently for Everyone (LIFE) programmes
- Extend *proactive case management* through the scaling up of the LIFE/ICN programme and more joined up ways of identifying and working with those in need

The **Modern Acute Care Programme** aims to ensure that Croydon residents who need acute services will choose Croydon Health Services because it provides high quality care as part of the wider integrated health and care service. We cannot do this on our own and Croydon Health Services NHS Trust is working with hospitals across south west London to assess how they can collaborate more effectively. Our focus for the next two years is:

- Optimise acute pathways through the pathway redesign programme and improve efficiency so that CHS is the provider of choice for patients and GPs
- Continue to work with the south west London acute trusts to look at how to collectively improve the clinical and financial position
- Redesign flows within the hospital to support delivery of the four-hour emergency department waiting times standard

Pathway Programmes

The **Prevention and Proactive Care Programme** oversees the preventative agenda, leading on the implementation of many plans and ensuring all other programmes focus on preventative and proactive care. They will also lead on the development of vibrant communities. Our focus for the next two years is:

- Develop a new *long-term conditions model of care* that will provide support when intervention is needed, prioritising diabetes, cardiovascular disease and respiratory disease
- Build a *voluntary and community sector partnership* including the development of Local Voluntary Partnerships
- Develop our digital solutions to support people to access help and services quickly and easily

The **Better Start in Life** and the **Maternity Programmes** aim to ensure that children get the best possible **start in life** so that they have every chance to succeed and be happy. This includes promoting good emotional wellbeing and mental health for children and young people as well as ensuring mothers-to-be and their partners are supported throughout pregnancy. Our focus for the next two years is:

- Implement *children and young people's mental health transformation plan*
- Implement *Early Help Strategy* focusing on developing resilient families
- Redesign the *paediatric pathway* to ensure greater integration with primary care
- Implement the *Healthy Pregnancy programme* that will improve immunisation rates, breastfeeding rates, parenting support and Live Well programme uptake

The **Mental Health Programme** aims to prevent mental health problems and ensure early intervention for those with mental illness by improving access to services and providing care closer to home where appropriate. Our focus for the next two years is:

- Implement the mental health community hub and spoke model
- Improve the crisis pathway
- Provide greater support in primary care
- Improve *integrated housing* by development of a wider range of housing options for those with severe mental health problems

The **All Disabilities Programme** aims to support people with disabilities to remain at home as long as possible by providing quality services, timely and appropriate access, an effective journey and making more efficient use of resources. Our focus for the next two years is:

- Give working age people flexible care that they can arrange themselves and have choice and control over
- Provide more joined up care for people with disabilities by implementing locality-based services and bringing multi-agency teams together
- Transform our practice for children with disabilities to provide consistent, high quality and proportionate support throughout their childhood and the transition to adulthood
- Provide digital solutions and assistive technology to support access and management of care for people
- Have good conversations with people and use of Community Led approaches, looking at what's strong, not what's wrong.

A **locally, integrated health and care system** is a key ambition for One Croydon. It is key to ensure we can deliver sustainable integrated services. One Croydon is building on the success of the integrated services developed for over 65s and has extended the Croydon Alliance remit to the whole population. This plan underpins the next steps for the Alliance and its potential future partners. Our focus for the next two years is:

- Identify the next *models of care programmes to be developed through the Alliance* and implement them

- Implement *greater alignment* of resources across organisations where it will support the delivery of our plans. This will include aligning staff (both front line and back office staff), functions, budgets and other infrastructure such as IT and estates where appropriate
- Croydon CCG and Croydon Health Services will implement closer alignment of structures
- Develop a *population health management system* that will provide health and care information to support local teams to provide services tailored to the needs of their communities. It will also provide shared business intelligence so that the health and care system have 'one version of the truth'

We will develop our **infrastructure** to support the implementation of our programmes. Our focus for the next two years is:

- Develop and implement an integrated **workforce** plan supported by an Organisational Development programme
- Implement Phase 1 and 2 of the **IT interoperability programme**, sharing information between primary and secondary care, community, mental health and social care
- Implement the capital programmes to support development of the new health and wellbeing hubs as well as the improvement of the primary care **estates**
- Develop **communications campaigns** that help people develop their resilience and engage with local people to understand their experiences of new services and models of care
- Develop standardised **financial and contracting models**

What it will mean for people

Our strategic initiatives will be implemented over the next five years. The implementation plans are set out in appendix 2. These may change as we learn what works and what does not work and as we develop our thinking. Our commitment is that everything we do will be to help people lead their lives, by preventing health or care issues arising and if they do, supporting people to be as independent as possible.

Better Start in life

We are developing a comprehensive early help and prevention offer which focuses on addressing needs at the earliest point and providing effective support for children, young people and their families; the right help at the right time. This is based on the evidence that the earlier we get involved the better the outcomes are for children, young people and families. **Three locality-based teams have been established, who will be joined by partner agencies working in the relevant locality area.** The aim is to create a Partnership locally where children, young people and families receive the support they need in a coordinated way delivered by a multi-agency team of professionals. Locality working supports strong relationship between all key partners including the community and voluntary sector professionals helping them work in a much more coordinated way and as a team around the family.

Helping people stay well

We will focus on preventing or delaying people developing long-term conditions, such as vascular disease or diabetes, through screening and the management of those at risk. For those that do develop a condition supporting people to be activated in their own care (aka **patient activation**) will help people to develop the knowledge, skills and confidence to manage their own health and care, in partnership with health professionals.

There will be integrated **one-stop access points for mental health and wellbeing** in Croydon where a person can drop in and chat to a team member in a café area. An expert navigator can help with a range of issues including helping people to access benefits and housing support.

Helping people to manage well

Social prescribing - All GPs, nurses and other primary care professionals will be able to prescribe to a range of local, non-clinical services. This will help people to improve their quality of life and emotional, mental and general wellbeing, as well as levels of depression and anxiety. This is supported by developing vibrant partnerships in our local voluntary and community sector and investing in direct care from the sector (Local Voluntary Partnerships).

We will roll out **expert patient programmes** across Croydon to support people living with, or caring for someone with, one or more long-term health conditions. The course will give them a toolkit of techniques to manage their condition better on a daily basis, by increasing their confidence and quality of life.

Helping those with greatest need

We will continue to develop the good work of our **Dementia Action Alliance to make Croydon a compassionate place** to live and work for people with Dementia and their carers, extending this to those with **Autism and disabilities**. The work of our informal carers is valuable and we will work to co-produce support for them and increase choice and control for them and those they care for. We will work to ensure the right

What it will mean for people

accommodation is available with support for older people and those with disabilities, with a focus on supported living and people having their own front door and ensuring people have Active Lives and are supported into and to remain in work. We will reform our workforce into localities and develop our skill mix ensuring we make every contact count. Our integrated services for people who become unwell will work to avoid the need to go to hospital and provide joined up reablement, rehabilitation and intermediate care placements for people to support them while recovering. Following an unavoidable admission, we will support people as soon as they arrive home and provide the right rehabilitative care until they reach independence.

There is a real drive within Croydon to extend our dementia friendly community ambitions across the dementia pathway in both clinical terms and for families and carers.

To this end, all agencies across the pathway have recently come together to scrutinise where the pathway might work better together and an active task and finish group will focus on key areas. While the use of multi-disciplinary teams are enormously helpful to provide the best care, we are mindful of the need for someone to have an overview of the individual so they are considered as a whole person.

Likewise, there is also work underway ensuring the right kind of workforce training so the condition is properly understood across all providers in the borough.

Additionally, there is a carers training programme being rolled out across the borough to support carers understand the condition better and be more confident in dealing with it. We also are providing activities which allow people living with dementia and their carers/families to do 'normal' things, like going to the cinema, dances and singing.

Developing Active and Supportive Communities

There will be a **community approach to social care**, which will help people to use their own strengths and capabilities and consider what support might be available from their wider support network or within the community. This means social workers will look at a person's life holistically, considering their needs in the context of their skills, ambitions, and priorities.

We are already making a difference

Croydon Best Start was one of the first initiatives in the country to bring together midwifery and health visiting services with services for young children and families provided by Croydon Council and the voluntary sector. More than 5,500 families have now been visited at home following the birth of their baby by a member of our joined-up team. And in total the service has provided nearly 20,000 appointments at child health clinics across the borough

Social Prescribing in Croydon dramatically improves patients' health and wellbeing. In six months, there were over 28,000 attendances to community activities. A neighbouring borough found in a pilot they ran that patients needed 33% fewer GP appointments and it has cut hospital visits by 50% in the first year.

Personalised care at home in Croydon has delivered co-ordinated support for older people with long term conditions. Our 18 personalised independence coordinators aim to break the cycle of hospital admissions and this has resulted in fewer patients needing care packages for longer than six weeks after leaving hospital.

Medicines Management teams across Croydon Health Services and the Clinical Commissioning Group have improved patient care by facilitating better medicines management between the hospital, GPs and pharmacists.

Local Voluntary Partnerships will help to promote collaborative working among voluntary groups that provide support to local residents by promoting self-care, reducing social isolation and promoting independence.

Developing locality-based care, tailored to local needs

There will be a range of health and care **services in community spaces** such as libraries and there will be **new health and care wellbeing centres** in New Addington, East Croydon and Coulsdon. We will have a **number of hubs and networks of buildings and spaces** bringing different professionals together to offer a range of services such as supporting children and families with their needs.

Health and care services will be tailored to local community needs. **Primary Care at Home** will support this by building on the Integrated Care Networks. These networks bring together a complete clinical and health professional community, integrating GPs, mental health and community nurses, social care, pharmacy and the voluntary sector to proactively manage people with complex health and care needs at practice level.

Wider determinants of health

By working in a more joined up way as partner organisations and in particular with town planners, schools, colleges, transport, and businesses providing jobs we will be able to create a healthier Croydon that enables our citizens to lead healthier lives. There will be changes to the Croydon plan and other key policies will undergo **Health Impact Assessments** to review their potential impact on health and to identify opportunities to improve local living conditions.

Croydon's Integrated Care System

To deliver our ambitions we must work even more closely together not just at senior leadership level but at every level. Health and care professionals will work together alongside the voluntary sector, delivering a holistic approach for people.

The **One Croydon Alliance** focused initially on integrating services for over 65's. The Alliance makes partnerships more formal by having single budgets across organisations with agreed risk share arrangements, thereby removing some key organisational barriers. One Croydon is working towards developing a borough based integrated care system for 2021. We will seek to influence and engage with South West London to seek capability, capacity and investment for Croydon on key enablers to support transformation such as IT, estates and data/IG capacity. Croydon will maximise opportunities with the Mayor of London provided by London devolution.

A step on that journey is Croydon Health Services NHS Trust and NHS Croydon Clinical Commissioning Group plans to work more closely together to better plan and deliver health care in Croydon. Building on the success of the One Croydon Alliance, as well as the joint appointments of a Joint Chief Pharmacist and Joint Chief Nurse, the Trust and CCG are bringing together more common functions – removing duplication and freeing-up resources for the frontline and to support clinical staff. There will be a single Place Based Leader across both organisations.

For patients, the approach will ensure high quality joined-up care, wherever they seek treatment. For Trust and CCG staff, it will deliver greater opportunities to develop their careers, while increased alignment between the two organisations can also reinforce the financial future for health and care in Croydon.

Integrated commissioning, commercial structures and delivery models

The next step is to focus on the development of the integrated community network plus model for the whole population. At business case stage, we will consider the commercial structure, vehicles and delivery model options most appropriate. Sub Alliances may be required to take these forward, considering the partners required, which will be considered on a business case by business case basis but expected to cover all ages and areas, e.g mental health, children, etc. Joint strategic planning and integrated commissioning and pooling of budgets is required to ensure commissioning of the system to underpin the development of models of care as well as deliver efficiencies, effective contracting and procurement processes with a focus on quality. Integrated functions across the system such as quality and safeguarding and placement funding decisions to be explored as a priority.

Influencing the role of wider determinants

We know factors such as the housing and environment we live in, the education we receive and the relationships around us are major contributors to health, accounting for 80% of an individuals' health. This is why we will work further than just across health and social care. We must reach in towards all community partners to lever and influence change that will positively impact people's health and wellbeing, with the role of wider Local Government provision being central to this success.

Resourcing change management

To make this substantial multi-organisational change happen we will invest in the organisational development and workforce planning needed to support the creation of a One Croydon culture.

Financial Context

The health and care system faces significant financial challenges.

Over the years organisations have been making improvements internally as well as by working together.

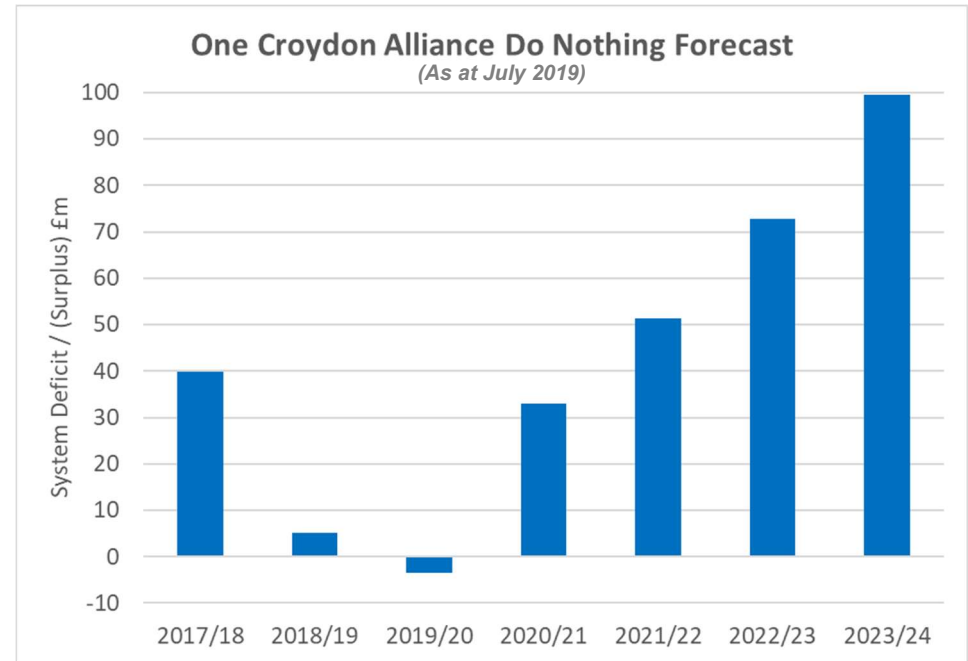
However with increasing demand from an ageing population, the need to improve quality and respond to rising patient expectations we must do more with the £890m (see Appendix 3) allocated to fund health and care in Croydon. It is therefore inevitable that the shape of services will have to change. To support our health and care plans we will shift the balance of our spend from reactive, high cost acute care to preventative, proactive out of hospital; care.

NHS England announced new 5-year population based allocations in January 2019. The Social Care green paper is awaited to clarify future funding for social care.

If we do nothing we will have approximately a £100m deficit by 2023/24. This is a similar challenge to that sized in previous strategies.

Clinically led working groups are developing patient focussed solutions to deliver care within the resources available. Further work will be undertaken to demonstrate how these plans will close the financial gap.

NOTE: This analysis requires updating for NHS 5-year planning assumption.



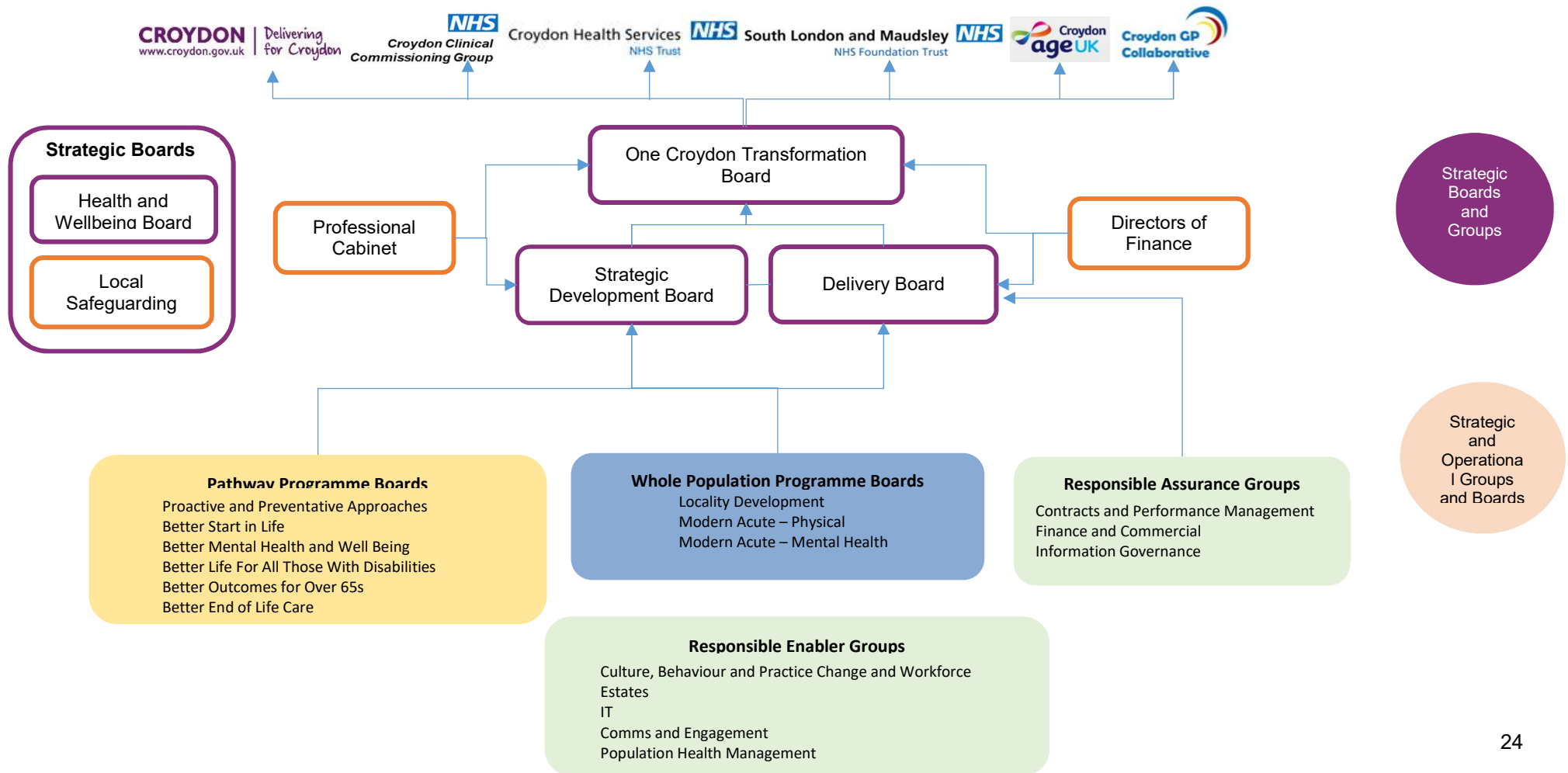
Do Nothing							
	Outturn	Outturn	Plan	Forecast	Forecast	Forecast	Forecast
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m	£m	£m
CCG	-13.87	1.17	3.50	-6.53	-14.54	-25.57	-41.69
CHS	-22.20	1.50	0.00	-15.27	-21.76	-28.41	-35.23
LA	-3.80	-7.80	0.00	-10.20	-12.70	-15.30	-18.10
SLaM	0.00	0.00	0.00	-1.08	-2.25	-3.42	-4.45
	-39.87	-5.13	3.50	-33.08	-51.25	-72.70	-99.47

Our Governance

The Croydon Transformation Board is revising its governance to ensure it is able to deliver against the programmes identified. The Strategic Development Board and the Delivery Board will be responsible for strategy and delivery respectively. A number of programme boards will report to them. We will also establish a Pathway Programme Board for each specific group, focussing on the customer journey for that group so that we can ensure the integration of services delivers for the whole population. The Pathway Programme Boards will ensure that the care model designed for their group is locality focused and delivers good modern acute provision.

The governance structure below is currently in development:

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Next steps

This plan represents an exciting journey that health and care partners are on together. To strengthen these plans and to continue the journey there are a number of other key pieces of work to complete. Over the next year we will working towards:

- **Showing how we are making a difference** – we recognise this plan sets out some significant challenges including a potential financial gap of approximately £160m by 2023/24 if we were to do nothing and continue to deliver services in the same way. We set out some ambitious plans to address those challenges however we recognise that we have not set out how our plans will meet those challenges. Work will continue to demonstrate how our plans meet the challenges and close the financial gap. Whilst we have set out our outcomes and indicators of success, each programme board will also set out their own specific outcomes.
- **Defining and refining our programmes** – this plan does not start from scratch. We have been able to take stock of the excellent work already being done across the borough and plan our next steps. Our programmes are therefore at different stages of development and the governance is under review in order to ensure it supports this ambitious plan effectively. We recognise that through this planning there were gaps in our programmes such a comprehensive **workforce and organisational development** plan. Work is underway to define this programme and to identify the resourcing needed to develop and support our staff. In addition there was a recognition whilst there was significant work being undertaken to support the **early years, children and families**, there were still potential opportunities to align work further.
- **Enabling our plans** - This plan does not focus on some of the key enablers that will support the delivery of our plans such as our workforce, IT and estates. Each of these areas are developing their own strategies to support this plan.
- **Continuous engagement** – This plan has been informed through engaging with our population including specific groups. This will continue as we develop the details of our plans. We will also be developing how we engage with local populations to be central to the Integrated Community Network Plus model.

- **Developing Annual Operating Plan** – this plan sets our challenging ambitions and plans for over the next two years. Health and care partners will strengthen their joint planning and develop annual implementation plans.

Appendix 1 Our annual measures

OUR TRANSFORMATIONAL CHANGE (Incremental increases annually)		OUR HEALTH AND CARE INDICATORS (Incremental increases annually)	
Improve quality of life	<p>Increased coverage of social prescribing</p> <p>Increased voluntary sector and communities in delivering preventative services</p> <p>Increased number of community hubs and co-located services in local communities</p> <p>Increased identification of those at risk of and those with a long term condition in order to proactively manage their condition</p>	<p>Health and well being</p> <p>1a. Adults taking part in sports and physical activities</p> <p>1b. Smoking prevalence</p> <p>1c. Adult obesity</p> <p>1d. Proportion of people who report good life satisfaction and worth.</p> <p>2a Diabetes overall clinical care: people with T2DM that receive all 8 point process</p> <p>2b Diabetes: estimated diagnosis rate of the estimated prevalence of diabetes</p> <p>2c Dementia diagnosis rate</p> <p>2d Number of emergency admissions for back, neck and musculoskeletal pain</p> <p>2e Long term conditions prevalence gap by indices of multiple deprivation</p> <p>3a Excess winter deaths</p> <p>3b People who use social care who have control over their lives</p> <p>3d ASCOF – social care measures. (tbc)</p> <p>Quality and Appropriateness of Care</p> <p>4a People with long term conditions feel able to manage their condition</p> <p>4b Person experience and decision making (to be developed)</p> <p>5a Rate of unplanned hospitalisations aged 65+ for chronic ambulatory care sensitive conditions</p> <p>5b Deaths which take place in hospital- all ages</p> <p>5c Delayed transfer of care from hospital that are attributed to adult social care</p> <p>5d Proportion of people aged 65 and over who were still at home 91 days after discharge from hospital into re-ablement/rehabilitation.</p>	
Enable a better start in life		<p>6a. Children in poverty (under 16)</p> <p>6a. Low birth weight of term babies</p> <p>7a .School readiness: maximised level of development at the end of reception year</p> <p>7b. School pupils with social, emotional and mental health needs</p> <p>7c. Rate of exclusions in primary and secondary school</p> <p>8a. Excess weight among children in reception year</p> <p>9a. Admissions for respiratory tract infections in infants aged 2,3 and 4</p> <p>9b. Unplanned hospital admissions for asthma for under 19</p> <p>9c. MMR for 2 doses</p> <p>9d. Flu vaccinations uptake in at risk groups</p>	
Wider determinants	<p>Greater engagement with the wider determinants of health partners</p> <p>Wider determinant partners demonstrably consider the impact of policy and plans on health and care</p>	<p>10a. Households in temporary accommodation</p> <p>11a .Air quality indicators</p> <p>11b. Access to healthy assets</p> <p>12a. Unemployment rate, maximisation of income and reduction in poverty</p> <p>12b. Employment of people with mental illness or learning disability</p> <p>12c. 16-17 year old not in education, employment or training.</p> <p>12d. Increased social inclusion</p>	
Integrate health and social care	<p>Increased the organisational alignment of back office resources</p> <p>Increased market share of maternity and of planned care in Croydon</p> <p>Increased multi disciplinary teams</p>	<p>13a. Recurrent health and social care financial balance</p> <p>13b 100% use of Croydon integrated pathways</p> <p>13c Reduced spend on private sector</p> <p>14a Reducing readmission rates</p> <p>14b Reducing length of stay</p> <p>14c Lower waste on drugs</p> <p>14d Lower Do Not Attend rates</p> <p>15b Higher productivity of staff, clinics, theatres, beds, premises.</p>	

Appendix 2 Our programmes of delivery

KEY
▪ Current
▪ New

PROGRAMMES TO DELIVER OUR INITIATIVES	Stay Well	Manage Well	Greatest Need
<p>Locality Development</p>	<ul style="list-style-type: none"> Develop our locality based, out of hospital care and proactive interventions model, including social care, housing, welfare and universal support Implement Gateway Locality Model to strengthen localities in three pilot areas Implement Primary Care Working at Scale and development of existing Integrated Community Networks Redesign outpatient care Improve ambulatory emergency care, redesign of the roving GP, increase 111 offering Improve integration between primary and secondary services, social care and housing Pathway redesign and process redesign 		<ul style="list-style-type: none"> Support Carers Extend proactive care management through extended ICNs, Develop LIFE at Scale, Community IV antibiotics and catheter mgmt. Care homes transformation and Assistive Technology Transform Falls & Frailty including falls response pilot Improve End of Life Care High intensity user programme
<p>Modern Acute Hospital</p>	<ul style="list-style-type: none"> Transforming acute provision including community facing services Clinically sustainable hospital Optimising acute pathways and improving integration 	<ul style="list-style-type: none"> Supporting local integrated services through repatriation 	<ul style="list-style-type: none"> A&E transformation

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Alignment with Strategic Priorities

Improve Quality of Life	Enable a better start in life	Improve wider determinants of health and well being	Integrate health and social care
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Appendix 2 Our programmes of delivery

KEY
▪ Current
▪ New

PROGRAMMES TO DELIVER OUR INITIATIVES	Stay Well	Manage Well	Greatest Need
Prevention, and Proactive Care	<p>Prevention, Early Intervention, Early Detection</p> <ul style="list-style-type: none"> ▪ Develop consistent approach to preventing and proactive management of Long Term Conditions and support for people with disabilities ▪ Develop a prevention framework ▪ Review and develop Making Every Contact Count (MECC) ▪ Review and develop Just Be / Live Well ▪ Improve national diabetes prevention programme (Healthier You) ▪ Improve health screening including health checks <p>Self Care, Self Management and Personal Resilience</p> <ul style="list-style-type: none"> ▪ Expand Healthy pharmacy hub model to all areas of borough ▪ Create digital version of the Patient Activation Measure (PAM) ▪ Expand E-Market approach and align with social prescribing <p>Active and Supportive Communities</p> <ul style="list-style-type: none"> ▪ Build voluntary and community sector partnerships through the voluntary and community sector strategy to deliver whole system prevention ▪ Develop Local Voluntary partnerships (LVPs), including social prescribing, Asset Based Community Development (ABCD) ▪ Develop strengths based approaches across disciplines through community led support ▪ Maximise volunteering opportunities <p>Prevention, Early Intervention, Early Detection</p> <ul style="list-style-type: none"> ▪ Develop proactive digital solutions including use and coverage of Health Help Now , service directory and e-market place ▪ Develop social prescribing at scale across the borough 		
		<p>Self Care and Self Management</p> <ul style="list-style-type: none"> ▪ Systemise medication reviews for people ▪ Expand range of options for diabetes structured education (SE) <p>Shared Decision Making</p> <ul style="list-style-type: none"> ▪ Expand expert patients programme ▪ Expand group consultation at scale across settings and for all conditions ▪ Expand Health Help Now e.g. Push notices, Avatars – explain symptoms ▪ Develop the health champion role ▪ Roll out Shared Decision Making (SMD) toolkit 	<p>Self Care, Self Management & Personal Resilience</p> <ul style="list-style-type: none"> ▪ Multi-disciplinary community led support and strengths based approaches for our whole population ▪ “Nudge theory” to guide behaviour and activities ▪ Expand LIFE Proactive Community Referrals ▪ Proactive identification of people in greatest need

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Alignment with Strategic Priorities

Improve Quality of Life	Enable a better start in life	Improve wider determinants of health and well being	Integrate health and social care
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Appendix 2 Our programmes of delivery

KEY
▪ Current
▪ New

PROGRAMMES TO DELIVER OUR INITIATIVES	Stay Well	Manage Well	Greatest Need
<p>Better Start in Life</p> <ul style="list-style-type: none"> Deliver the All Age Healthy Weight Strategy and pathway Implement Early Help Strategy focusing developing resilient families A focus on pre-conception health via Sexual health transformation and facilitating healthy behaviour Implement the School Superzones Programme First 1000 days of life Implement Children and young people's mental health transformation plan Healthy Weight - healthy weight prevention and early intervention services Healthy Mind – develop and implement a screening tool Bringing Immunisation into the community 	<ul style="list-style-type: none"> Redesign paediatric pathway Expand pathway for A&E Frequent attenders Promote GP telephone advice line and asthma nursing service 	<ul style="list-style-type: none"> Develop community therapies strategy Redesign Children's community ASD diagnosis and care pathway 	
	<ul style="list-style-type: none"> Personalised care and choice of place of birth – personalised care plans, increasing midwifery led care Continuity of care – named lead midwife and buddy throughout a women's maternity journey Safe care – Multi disciplinary team training on Saving Babies Life's Care Bundle Multi disciplinary working and working across boundaries Healthy Pregnancy - Immunisations, Breast feeding strategy, parenting support, live well programme A fairer payment system 		<ul style="list-style-type: none"> Postnatal care – proactive triage phone calls Perinatal mental health care - increasing opportunities for identification of those at risk
<p>Better Health and Well Being</p> <ul style="list-style-type: none"> Develop joint mental health strategy to promote good mental health problems and ensure early intervention Workplace wellbeing Provide the Live Well Croydon and Just Be services to improve mental wellbeing 		<p>Transforming community mental health provision for people with Serious Mental Illness to include:</p> <ul style="list-style-type: none"> Enhance Primary Care – seamless service between primary & secondary care; improved support & rapid telephone advice for GPs; new primary care mental health support workers; address stigma of mental health. Community mental health hubs – common access to primary & secondary care; provision of wide range of services (clinical & social including benefits/housing/employment); link to ICNS. Improved integrated housing - develop wide range of housing support options (e.g. The Shared Lives Scheme) Connected communities – information, Local Voluntary Partnerships, including social prescribing directory of services galvanise communities, PIC support Self harm and suicide prevention strategy 	
<p>Alignment with Strategic Priorities</p>		<ul style="list-style-type: none"> Talking Therapies – improve access to psychological therapies for people with common mental health problems. Dual diagnosis – substance misuse and physical health of people with mental ill health 	<ul style="list-style-type: none"> Dementia Friendly Croydon Improve crisis care pathway for people in mental health crisis. Improve services for women with mental health issues during the perinatal period through enhanced community multi-disciplinary teams. Reduce physical ill-health amongst SMI population. Improve training and employment opportunities for people with severe mental illness Addressing addictive behaviours
<p>Improve Quality of Life</p>	<p>Enable a better start in life</p>	<p>Improve wider determinants of health and well being</p>	<p>Integrate health and social care</p>

Appendix 2 Our programmes of delivery

KEY	
▪	Current
▪	New

PROGRAMMES TO DELIVER OUR INITIATIVES	Stay Well	Manage Well	Greatest Need
<p>Better Life For Those With Disabilities</p>	<p>All Age Disability and Adult Social Care Transformation (ADAPT)</p> <ul style="list-style-type: none"> Working age people will have flexible care that they can arrange themselves and have choice and control over, achieved through e-market places, Personal budgets and direct payments Transform our provision and workforce to implement locality based, multi agency working achieving seamless care for people with disabilities, with new front door Children with disabilities –Transforming our practice to provide consistent high quality and proportionate support through childhood and transition to adulthood People will have Active Lives, that are asset based and co-produced with them, ensuring coherent access and promotes inclusion and resilience for people and their carers Improve our housing offer to increase homes and housing options for people with complex health and social care needs Implement digital pathways 		
	<ul style="list-style-type: none"> Implement Compassionate Croydon Work and Health Programme Healthy Places including appropriate housing; accessibility; growth zone 		
<p>Wider determinants of health and well being</p>	<ul style="list-style-type: none"> Supporting local integration and provision of services for our local population Community Led support with strength based approaches Improving housing options 		<ul style="list-style-type: none"> Neuro rehab development
	<ul style="list-style-type: none"> Implement Health, prevention and early intervention in all policies (housing, licensing, transport, planning) Implement Air Quality strategy Development of Growth Zone Implement Gateway locality model Implement Homelessness Strategy Implement School Superzones action plan 		

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Alignment with Strategic Priorities

Improve Quality of Life	Enable a better start in life	Improve wider determinants of health and well being	Integrate health and social care
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Appendix 2 Our programmes of delivery

KEY
▪ Current
▪ New

PROGRAMMES TO DELIVER OUR INITIATIVES	Stay Well	Manage Well	Greatest Need
ENABLERS Integrated Care System	<ul style="list-style-type: none"> Development of an integrated care system design options Joint NHS control total and system financial risk share agreement Business cases for transformation and contracting developments, including shift to outcomes Total resource sharing and matrix working Organisational development Integrated organisational functions such as placements, safeguarding and quality 		
ENABLERS Population Health Management	<ul style="list-style-type: none"> Development and implement population health management strategy Development and implement population health management function Shared Business Intelligence – ‘one version of the truth’ 		
ENABLERS Others	<p>Workforce and OD</p> <ul style="list-style-type: none"> Understanding changing workforce requirements Develop and implement a workforce plan Whole system training solution Deliver culture change Workforce Well Being <p>IT and Digital</p> <ul style="list-style-type: none"> Interoperability Phase 1 and Phase 2 implementation – primary & secondary care, community and acute and mental health & social care IT infrastructure development Development of effective System IT Transformation Board and work programme <p>Estates</p> <ul style="list-style-type: none"> Capture estates requirements across the system and developing whole system estates solution Support locality based development including New Addington Health Centre, East Croydon Growth Zone, Coulsdon Health Centre Implement ‘One Public Estate’ Improve GP estate <p>Communications and Engagement</p> <ul style="list-style-type: none"> Communicate and engage with public, staff and stakeholders that supports the One Croydon” approach Information and signposting Facilitate public consultations where necessary <p>Finance</p> <ul style="list-style-type: none"> Develop whole system financial approaches System Risk Share <p>Contracting & Procurement</p> <ul style="list-style-type: none"> Design and implement contracts and appropriate procurement processes to incentivise/support models of care 		

Alignment with Strategic Priorities

Improve Quality of Life	Enable a better start in life	Improve wider determinants of health and well being	Integrate health and social care
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Appendix 3 Integrated Financial Resources 2019/20 Plans

CONSOLIDATED NHS CROYDON POSITON	NHS Croydon Group Financial Position £m	Alliance Members Health Funding to Croydon Population £m	Total Croydon Health and Care Investment £m
FUNDING			
NHSE Funding - Croydon Population	594.3	594.3	745.3
NHSE Funding - Other Sources	59.0	49.0	37.1
DHSC Grant Funding to Local Authority	0.0	54.3	54.3
Other Revenue	28.9	36.8	36.8
Transitional Support (e.g. PSF, FRF, MRET)	13.2	13.2	13.2
Total Revenue	695.4	747.6	886.7
EXPENDITURE			
Pay	(216.7)	(276.4)	(276.4)
Non-Pay Other	(97.0)	(118.5)	(118.5)
Non-Pay - Drugs	(58.7)	(58.7)	(58.7)
Estates	(5.5)	(5.5)	(5.5)
Interest	(1.8)	(1.8)	(1.8)
Depreciation and amortisation	(8.4)	(8.4)	(8.4)
Capital Charges	(1.4)	(1.4)	(1.4)
Payments to Care Providers			
- Hospital Services	(190.6)	(141.9)	(261.0)
- Individual Placements	(26.7)	(53.5)	(53.5)
- Primary Care/Community Services	(69.9)	(69.9)	(89.9)
- Other	(15.3)	(8.2)	(8.2)
Total Expenditure	(691.9)	(744.1)	(883.2)
Net Financial Position	3.5	3.5	3.5
Croydon System Control Total (Target Deficit/Surplus)			
CCG	3.5	3.5	3.5
CHS	0.0	0.0	0.0
SLAM	0.0	0.0	0.0
NHSE	0.0	0.0	0.0
Local Authority	0.0	0.0	0.0
Total	3.5	3.5	3.5
Variance from Croydon System Control Total	0.0	0.0	(0.0)
Variance from Control Total Excl Trans Support	(13.2)	(13.2)	(13.2)

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REPORT TO:	COUNCIL 15 JULY 2019
SUBJECT:	RECOMMENDATIONS OF CABINET AND COMMITTEES REFERRED TO COUNCIL FOR DECISION
LEAD OFFICER:	Jacqueline Harris Baker, Executive Director of Resources and Monitoring Officer
WARDS:	ALL
CORPORATE PRIORITY/POLICY CONTEXT:	
<p>The Recommendations of Cabinet and Committees referred to the Council for decision report is prepared in accordance with the Council Procedure Rules at Part 4A of the Constitution.</p>	

1.	<p>RECOMMENDATION FROM CABINET HELD ON 7 May 2019</p> <p>Council is asked to approve the following recommendation from the Cabinet Meeting held on 7 May 2019:</p> <p style="text-align: center;">Inform, Involve, Inspire & Create – Croydon’s Cultural and Libraries Plans</p> <p>1.1. Recommend adoption of the Croydon Libraries Plan 2019 – 20, Appendix 1A, to Full Council.</p>
2.	<p>RECOMMENDATION FROM THE ETHICS COMMITTEE HELD ON 16 May 2019</p> <p>Council is asked to approve the following recommendation from the Ethics Committee Meeting held on 16 May 2019:</p> <p style="text-align: center;">Best Practice Suggestions from the Report of a Review of Local Government Ethical Standards by the Committee on Standards in Public Life</p> <p>2.1. Recommend to Full Council that the Protocol on Staff-Member relations, Part 5B of the Constitution, be updated to include, as detailed in the paper, a definition of bullying and harassment.</p>
3.	<p>RECOMMENDATION FROM CABINET HELD ON 10 June 2019</p> <p>Council is asked to approve the following recommendation from the Cabinet Meeting held on 10 June 2019:</p> <p style="text-align: center;">Delivering for Residents through Sustainable and Ethical Commissioning</p> <p>3.1. Recommend the adoption of the revised Tenders and Contracts Regulations, Part 4 of the Constitution (Appendix 3A) to Full Council.</p>

3. EXECUTIVE SUMMARY

- 3.1. The recommendations of Cabinet referred to the Council for decision report comprises of matters of business formally undertaken by the Leader and Cabinet as well as Committees since the last ordinary meeting of the Council that require Full Council approval.

4. BACKGROUND

- 4.1. Part 4A of the Constitution requires that Cabinet and Committees include any recommendations that it has made to Council within this report.
- 4.2. These rules do not apply to any recommendations contained in the Annual Report of the Scrutiny and Overview Committee.
- 4.3. The Leader or Chair of the Committee making the recommendation may exercise a right to introduce the recommendation; in so doing the Leader or Chair of the Committee shall speak for a maximum of 3 minutes.
- 4.4. The recommendation shall be seconded without any further speakers and if not deferred for debate shall immediately be put to the vote.
- 4.5. Any Member supported by a seconder, may ask that a recommendation be deferred for debate and the recommendation shall immediately stand deferred.
- 4.6. In the event that any Cabinet or Committee recommendations have not been reached when the time limit for the meeting has expired, those recommendations shall immediately be put to the vote without further debate.
- 4.7. Attached at **Appendix 1** is the **covering report** containing the recommendation from the **Cabinet** meeting held on 7 May 2019 regarding the **Croydon Libraries Plan 2019 – 2023**. The relevant appendices to this report are also included. These are **Appendix 1A** (Croydon Library Plan 2019 – 2023 which is referred to as Appendix 2 in the Cabinet covering report) and **Appendix 1B** (Equality Analysis – Library Plan which is referred to as Appendix 4 in the Cabinet covering report).
- 4.8. Attached at **Appendix 2** is the **covering report** containing the recommendation from the **Ethics Committee** meeting held on 16 May 2019 regarding the **Best Practice Suggestions from the Report of a Review of Local Government Ethical Standards by the Committee on Standards in Public Life**. The relevant appendices to this report are also included. These are **Appendix 2A** (List of best practice which is referred to as Appendix A in the Committee covering report), **Appendix 2B** (Part 5.I – Members' Code of Conduct, Constitution of the London Borough of Croydon which is referred to as Appendix B in the Committee covering report), **Appendix 2C** (Part 5.B – Protocol on Staff – Councillor Relations, Constitution of the London Borough of Croydon which is referred to in the Committee covering report as Appendix C) and **Appendix 2D** (Proposed amendments to Part 5B of the Constitution).
- 4.9. Attached at **Appendix 3** is the **covering report** containing the recommendation from the **Cabinet** meeting held on 10 June 2019 regarding **Delivering for Residents through Sustainable and Ethical Commissioning**. The relevant appendix to this report is also included. This is **Appendix 3A** (Tender and Contract Regulations which is referred to as Appendix 3 in the Cabinet covering

report).

- CONTACT OFFICER:** Annette Wiles,
Senior Democratic Services and Governance Officer –
Council & Regulatory
Ext. 64877
- APPENDIX 1:** Cabinet covering report: Inform, Involve, Inspire & Create –
Croydon’s Cultural and Libraries Plans
- APPENDIX 1A:** Appendix to the Cabinet Covering Report: Croydon Library
Plan 2019 – 2023 (referred to as Appendix 2 in the Cabinet
covering report)
- APPENDIX 1B:** Appendix to the Cabinet Covering Report: Equality Analysis
– Library Plan (referred to as Appendix 4 in the Cabinet
covering report)
- APPENDIX 2:** Ethics Committee covering report: Best Practice
Suggestions from the Report of a Review of Local
Government Ethical Standards by the Committee on
Standards in Public Life
- APPENDIX 2A:** Appendix to the Ethics Committee Covering Report: List of
best practice (referred to as Appendix A in the Ethics
Committee covering report)
- APPENDIX 2B:** Appendix to the Ethics Committee Covering Report: Part 5.I
– Members’ Code of Conduct, Constitution of the London
Borough of Croydon (referred to as Appendix B in the
Ethics Committee covering report)
- APPENDIX 2C:** Appendix to the Ethics Committee Covering Report: Part
5.B – Protocol on Staff – Councillor Relations, Constitution
of the London Borough of Croydon (referred to as Appendix
C in the Ethics Committee covering report)
- APPENDIX 2D:** Proposed amendments to Part 5B of the Constitution
- APPENDIX 3:** Cabinet covering report: Delivering for Residents through
Sustainable and Ethical Commissioning
- APPENDIX 3A:** Appendix to the Cabinet Covering Report: Tender and
Contract Regulations (referred to as Appendix 3 in the
Cabinet covering report)

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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.

CONTACT OFFICER:

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

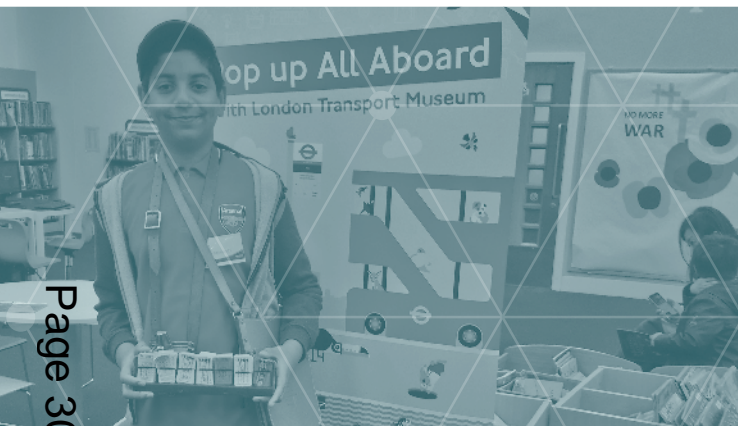
APPENDICES TO THIS REPORT:

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 LIBRARIES
LIBRARY PLAN
INFORM • INVOLVE • INSPIRE
2019 - 2028



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

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

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

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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
Informing
Interacting

Teen

BEES' SUPERHEROES

There are 20,000 species of bees around the world, and they are vital to our food supply. Without the bees, we would not have many of the fruits and vegetables we eat. Bees are also important pollinators of many of the plants that we use for medicine.



Beehive: a bees nest is constructed to protect the queen. The workers of the hive are responsible for feeding the queen and the young bees. The bees also collect nectar from flowers to make honey.

Our Team:
Aineya
Abhi
Kacper
Koushuhn
Krutvik



Grasshopper

Grasshoppers are insects that are found in many parts of the world. They are known for their long hind legs, which they use to jump. Grasshoppers are also known for their ability to change color to blend in with their surroundings.

Our Animals:
Grasshopper and Bee

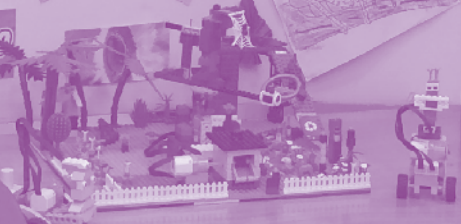


Tri-Fold Presentation Board
Triptico para presentaciones
Panneau d'affichage à trois battants

Page 309

48 in x 36 in = 12 ft
121.9 cm x 91.4 cm = 11 m

Red / Rouge / Orange



► 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



▶ 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?

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	Name and position	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.

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.

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REPORT TO:	ETHICS COMMITTEE
AGENDA ITEM NO:	16 MAY 2019
SUBJECT:	BEST PRACTICE SUGGESTIONS FROM THE REPORT OF A REVIEW OF LOCAL GOVERNMENT ETHICAL STANDARDS BY THE COMMITTEE ON STANDARDS IN PUBLIC LIFE, 30 JANUARY 2019
LEAD OFFICER:	EXECUTIVE DIRECTOR OF RESOURCES, COUNCIL SOLICITOR & MONITORING OFFICER
CABINET MEMBER:	CLLR SIMON HALL CABINET MEMBER •FINANCE AND TREASURY
WARDS:	ALL
CORPORATE PRIORITY/POLICY CONTEXT:	
<p>The Council has determined that the Ethics Committee shall be responsible for receiving and considering reports on matters of probity and ethics and to consider matters relating to the Code of Conduct.</p> <p>The Committee on Standards in Public Life (“the Committee”) was established in 1994 by the then Prime Minister, and is responsible for promoting the Seven Principles of Public Life: selflessness, integrity, objectivity, accountability, openness, honesty, and leadership – commonly known as the Nolan Principles which also form a part of the Council’s Code of Conduct for Members. The 30 January report is the conclusion of their review of the current state of ethical standards in Local Government and sets out a number of recommendations for improvements directed at legislative and governmental changes as part of ethical standards as well as a series of best practice suggestions directed to local authorities.</p>	
FINANCIAL IMPACT	
Implementation of the recommendations contained in this report shall be contained within existing budgets	
FORWARD PLAN KEY DECISION REFERENCE NO.: N/A	

<p>1. RECOMMENDATIONS</p> <p>The Ethics Committee is asked to:</p> <p>1.1 Note the contents of the report</p> <p>1.2 Recommend to Full Council that the Protocol on Staff-Member relations, Part 5B of the Constitution, be updated to include, as detailed in paragraph 3.10, a definition of bullying and harassment</p>

- 1.3 Note the current compliance with best practice items 2- 4, 6, 7, 9-13 and 15 and the that no changes be made to the Code or Committee practices in that regard
- 1.4 Note that best practice items 11 and 12 are currently not applicable to the Council
- 1.5 In relation to Best Practice item 5, encourage Members to ensure that they complete the “Any other personal interest” section of the Register of Members interests where they consider that there are additional matters in respect of which declarations ought to be made
- 1.6 Note that the Council is in compliance with the statutory requirements as they relate to Best Practice item 8 and currently has one more Independent Person in post than the statutory minimum however given the matters highlighted within the report, recommend no changes to Council arrangements in relation to this element
- 1.7 Note that Best Practice item 14 is not a matter within the Ethics Committee remit but is a matter which is considered by General Purposes and Audit Committee as part of the Annual Governance Statement process and approval.

2. EXECUTIVE SUMMARY

- 2.1 The Council has determined that the Ethics Committee shall be responsible for receiving and considering reports on matters of probity and ethics. This report follows the March 2019 report received by this Committee https://democracy.croydon.gov.uk/documents/s14176/Agenda%20Item%209%20-%20Committee%20on%20Standards%20in%20Public%20Life_%20Ethics%20Cttee_Feb%202019%20updated.pdf regarding the outcome of the January 2019 Report of the Committee on Standards in Public Life and details, as requested, the gap-analysis between the Council’s current Code of Conduct and ethics arrangements and the best practice suggestions set out in the review by the Committee on Standards in Public Life for further consideration by Members.

3. DETAIL

- 3.1 The Committee on Standards in Public Life (the Committee) was established in 1994 and is responsible for promoting the Seven Principles of Public Life: selflessness, integrity, objectivity, accountability, openness, honesty, and leadership – commonly known as the Nolan Principles. The full report, which runs to 108 pages and is therefore not attached, can be accessed here: <https://www.gov.uk/government/organisations/the-committee-on-standards-in-public-life>
- 3.2 The terms of reference for the Committee’s review were to:

- 3.2.1 Examine the structures, processes and practices in local government in England for:
 - a. Maintaining codes of conduct for local councillors
 - b. Investigating alleged breaches fairly and with due process
 - c. Enforcing codes and imposing sanctions for misconduct
 - d. Declaring interests and managing conflicts of interest
 - e. Whistleblowing
- 3.2.2. Assess whether the existing structures, processes and practices are conducive to high standards of conduct in local government
- 3.2.3. Make any recommendations for how they can be improved
- 3.2.4 Note any evidence of intimidation of councillors, and make recommendations for any measures that could be put in place to prevent and address such intimidation.
- 3.3 The Committee set out best practice recommendations for local authorities which they indicate should be considered a benchmark of good ethical practice, which the Committee expects that all local authorities can and should implement. The Committee has indicated that they propose reviewing the implementation of the best practice in 2020. A full set of the good practice recommendations are set out at Appendix A for Members' ease of reference.
- 3.4 Each of the best practice suggestions are dealt with in turn below alongside an analysis of the Council's current practice as well as additional information, where relevant.
- 3.5 **Best practice 1:** Local authorities should include prohibitions on bullying and harassment in codes of conduct. These should include a definition of bullying and harassment, supplemented with a list of examples of the sort of behaviour covered by such a definition.
- 3.6 The Code currently provides that members must promote and support high standards of conduct when serving in their public post, in particular as characterised by the requirements of the Code, by leadership and example, including not doing anything which breaches the equalities legislation and observing the Council's Protocol on Staff - Councillor Relations. A copy of the current Code is at Appendix B.
- 3.7 Equalities legislation makes specific provision around what constitutes harassment in the employment context and is specifically incorporated within the Council's code by reference to the need to comply with Equalities requirements.

- 3.8 The Staff—Councillor Protocol, Appendix C hereto, sets out the behavior which staff and Members can respectively expect. This includes provisions that staff can expect from Members:
- (i) A working partnership
 - (ii) An understanding of and support for respective roles, workloads and pressures
 - (iii) Political leadership and direction
 - (iv) Respect, dignity and courtesy
 - (v) Integrity, mutual support and appropriate confidentiality
 - (vi) Not to be subject to bullying or to be put under undue pressure. Members should have regard to the seniority of employees in determining what reasonable requests are, having regard to the power relationship between Members and employees, and the potential vulnerability of employees, particularly at junior levels
 - (vii) That Members shall not use their position or relationship with employees to advance their personal interests or those of others or to influence decisions improperly
 - (viii) That Members shall at all times comply with the relevant Code of Conduct.
- 3.9 The Protocol goes on to explain what the various procedures to which the parties have recourse if things go wrong.
- 3.10 Members will note that despite the above requirements around compliance with the Protocol, there is no specific definition of either bullying or harassment within the current Code, nor is there a specific definition within the Protocol. Accordingly it is recommended that the Protocol be updated to include at 1.11 (vi) the following definition the recommendation proposed in relation to the above best practice suggestion is as follows:
- Not to be subject to bullying or harassment or to be intimidated or put under undue pressure or improper influence. This specifically includes any person who is involved in any complaint about any alleged breach of the Council's Member's Code of Conduct. Members should have regard to the seniority of employees in determining what reasonable requests are, having regard to the power relationship between Members and employees, and the potential vulnerability of employees, particularly at junior levels*
- (Note: Bullying may be characterised as: offensive, intimidating, malicious or insulting behaviour; or an abuse or misuse of power in a way that intends to undermine, humiliate, criticise unfairly or injure someone. Harassment may be characterised as unwanted conduct which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for an individual.)*
- 3.11 **Best practice 2:** Councils should include provisions in their code of conduct requiring councillors to comply with any formal standards investigation, and prohibiting trivial or malicious allegations by councillors.

- 3.12 The Code currently provides: “You are accountable for your decisions to the public and you must cooperate fully with whatever scrutiny is appropriate to your office as determined by the Council.” And the Council has determined a process by which complaints may be made in respect of Members’ Conduct and how these will be dealt with. In addition, whilst the Code does not prohibit Councillors specifically from making trivial, or malicious allegations, the assessment criteria provide that where the complaint appears to be simply malicious, politically motivated or tit-for-tat no further action will be taken. This applies whether the complainant is a Councillor or a member of the public.
- 3.13 In relation to specifically prohibiting “trivial or malicious allegations by Councillors” there is a query around why Councillors as complainants should be treated any differently in this context than any other complainants. An initial assessment of the complaint would still need to be undertaken to determine if the allegation in question was one which ought to be referred. In addition, there is specific provision within the assessment criteria in relation to allegations which appear to relate simply to the rough and tumble of political debate.
- 3.14 In light of the current provisions, no change is recommended in this regard.
- 3.15 **Best practice 3:** Principal authorities should review their code of conduct each year and regularly seek, where possible, the views of the public, community organisations and neighbouring authorities.
- 3.16 Croydon currently undertakes an annual review of the Code of Conduct and has made year on year updates to ensure that the Code remains appropriate. This has included updates to add specific reference to the Nolan Principles, updating wording to provide greater clarity on gifts and hospitality and a review of the assessment criteria and arrangements which are required to be in place to deal with Ethics complaints.
- 3.17 There is no specific provision for engaging with the public, including community organisations or neighbouring authorities as part of the Committee’s annual review process and there is a query around the utility of consulting with neighbouring authorities especially as the Codes of Conduct for London Boroughs are all different. Such consultation may perhaps be of more utility if a model code is re-introduced as a means of benchmarking but that would require firstly that the government accept and agree to implement the Committee on Public Life recommendations and secondly that they implement amendments to primary legislation.
- 3.18 Accordingly it is not recommended that changes be made at present to the current annual review process which the Committee undertakes as part of its work programme which enables the Committee to introduce changes considered necessary and appropriate to continue to foster ethical conduct.

- 3.19 **Best practice 4:** An authority's code should be readily accessible to both councillors and the public, in a prominent position on a council's website and available in council premises.
- 3.20 The Code of Conduct is published on the Council's website and forms part of the Council's constitution, which is also available on request in hard copy. As this is already undertaken, no recommendation is proposed.
- 3.21 **Best practice 5:** Local authorities should update their gifts and hospitality register at least once per quarter, and publish it in an accessible format, such as CSV.
- 3.22 The Council's gifts and hospitality register is currently published as part of each individual councillors register and is updated in real time when gifts and hospitality are notified to democratic services. The gifts and hospitality is not accessible as a separate document and appears as part of the individual Councillors registers of interests. As this is already undertaken, no recommendation is proposed.
- 3.23 Whilst relating to non-pecuniary interests rather than gifts and hospitality (which is the subject of this Best Practice item), members' attention is specifically drawn to recommendation 5 of the Report on Standards in Public Life which encourages fulsome declarations of non-pecuniary interests. Whilst recommendation 5 will require legislative changes, in the intervening period the Committee may wish to affirm at this stage that all Members are encouraged to properly consider and declare any other personal interests which fall within the "Other Interests" category within the Declaration of Interests form. The form itself includes guidance and suggestions in this regard, to which Members are specifically referred.
- 3.24 **Best practice 6:** Councils should publish a clear and straightforward public interest test against which allegations are filtered.
- 3.25 The Council has adopted assessment criteria, which were most recently reviewed in January 2019 and which are published on the Ethics pages on the Council's website and linked to the complaints forms online. These set the criteria against which allegations will be assessed, including in relation to public interest considerations, to determine if the matter ought to be referred for investigation or further action. As this is already undertaken, no recommendation is proposed.
- 3.26 **Best practice 7:** Local authorities should have access to at least two Independent Persons.
- 3.27 The Council currently has two independent persons appointed by Full Council although it is acknowledged that the statutory requirement is for one such Independent person and any additional requirement imposed for a second

independent person would require an amendment to legislation. As this is already undertaken, no recommendation is proposed.

- 3.28 **Best practice 8:** An Independent Person should be consulted as to whether to undertake a formal investigation on an allegation, and should be given the option to review and comment on allegations which the responsible officer is minded to dismiss as being without merit, vexatious, or trivial.
- 3.29 The Council's arrangements adopted under the Localism Act 2011 provide that the Monitoring Officer may consult with an independent person (IP) at the assessment stage to assist with reaching an opinion regarding any complaints received, at the discretion of the Monitoring Officer. The Council has also adopted Assessment Criteria which act as a guide for the Monitoring Officer when considering whether a matter is appropriate to be referred for investigation. These criteria were most recently reviewed by the Ethics Committee in March 2019 and resulted in updates being recommended to Full Council for adoption.
- 3.30 The Monitoring Officer continues to engage with an Independent Person where it has been considered appropriate to obtain an independent view in relation to allegations, particularly on controversial matters or when an independent view is required. In addition, the arrangements adopted by the Council in relation to investigation of complaints provide that the IP shall be consulted before a decision is taken, following investigation, to refer the matter to the Ethics Committee for hearing. The arrangements also provide the Monitoring Officer with the discretion to consult the IP outside of those express legislative provisions.
- 3.31 These provisions are in accordance with the legislative requirements regarding the involvement of the IP. For ease of reference, an extract from sections 28(6) and (7) of the Localism Act 2011 is included below and provides that:
- (6) A relevant authority other than a parish council must have in place—*
- (a) arrangements under which allegations can be investigated, and*
- (b) arrangements under which decisions on allegations can be made.*
- (7) Arrangements put in place under subsection (6)(b) by a relevant authority must include provision for the appointment by the authority of at least one independent person—*
- (a) whose views are to be sought, and taken into account, by the authority before it makes its decision on an allegation that it has decided to investigate, and*
- (b) whose views may be sought—*
- (i) by the authority in relation to an allegation in circumstances not within paragraph (a),*

- (ii) by a member, or co-opted member, of the authority if that person's behaviour is the subject of an allegation, and*
- (iii) by a member, or co-opted member, of a parish council if that person's behaviour is the subject of an allegation and the authority is the parish council's principal authority.*

- 3.32 As can be seen, the Independent persons play an important role both for the authority in relation to the outcome of an investigation but also for any Member against whom a complaint has been made. Whilst Croydon has chosen to appoint two IP's, which is one more than is required by statute, there needs to be a careful balance in involving the IP's at non-statutory stages as there is the potential for concerns around conflicts to arise. If the Authority involves an IP at the initial stage and they recommend that the matter not be dismissed and it proceeds to investigation and the person complained about avails themselves of the ability to consult with the other IP, then there would be no additional independent person to involve at the decision making stage post investigation. This could give rise to concerns around earlier involvement in decision making or advising the Member complained about. If the Council made a decision to recruit and appoint an additional Independent Member that could provide a level of comfort in relation to the above concerns, however it is noted that the current provision within Croydon exceeds the statutory minimum requirements in terms of a single Independent Member. Furthermore, given the current arrangements, which do not include payment for allowances or expenses of the IP's, seeking to involve them in further decision making could create additional demands on their availability and time.
- 3.33 Given the above, no amendments are therefore recommended as a result of this suggestion.
- 3.34 **Best practice 9:** Where a local authority makes a decision on an allegation of misconduct following a formal investigation, a decision notice should be published as soon as possible on its website, including a brief statement of facts, the provisions of the code engaged by the allegations, the view of the Independent Person, the reasoning of the decision-maker, and any sanction applied.
- 3.35 The Council's arrangements adopted under the Localism Act 2011 and which are set out clearly on the Ethics pages of the internet, provide in this regard that a minute of the decision of the Ethics Committee (or sub-committee as the case may be) will be prepared in consultation with the Chair of the Ethics Committee or sub-committee or Chair of the Hearings Panel, as the case may be, which will record the outcome and state the committee's reasons for the decision. This will be published on the Council's website once approved. It is an administrative matter to ensure that the minute reflects the above information however any such record will be subject to the need to comply with, among other matters, the provisions of the Data Protection Act 2018 and General Data Protection Regulation and the provisions of Schedule 12A of the Local Government Act 1972, as amended. As this is already undertaken, no recommendation is proposed.

- 3.36 **Best practice 10:** A local authority should have straightforward and accessible guidance on its website on how to make a complaint under the code of conduct, the process for handling complaints, and estimated timescales for investigations and outcomes.
- 3.37 The Code of Conduct complaints page on the council's website includes a complaint form, assessment criteria and a detailed set of procedures which apply and the time frames within which the various processes will be undertaken. As this is already undertaken, no recommendation is proposed.
- 3.38 **Best practice 11:** Formal standards complaints about the conduct of a parish councillor towards a clerk should be made by the chair or by the parish council as a whole, rather than the clerk in all but exceptional circumstances.
- 3.39 Not applicable as Croydon does not currently have any Parish Councils.
- 3.40 **Best practice 12:** Monitoring Officers' roles should include providing advice, support and management of investigations and adjudications on alleged breaches to parish councils within the remit of the principal authority. They should be provided with adequate training, corporate support and resources to undertake this work.
- 3.41 Not applicable as Croydon does not currently have any Parish Councils.
- 3.42 **Best practice 13:** A local authority should have procedures in place to address any conflicts of interest when undertaking a standards investigation. Possible steps should include asking the Monitoring Officer from a different authority to undertake the investigation.
- 3.43 The Monitoring Officer for Croydon has two Deputy Monitoring Officers who are authorised to act in her stead if needed or appropriate. In addition, the Council's currently adopted arrangements provide that the MO (or Deputy) may appoint an Investigating Officer, who may be another officer of the Council, an officer of another authority or an external investigator. As this is already undertaken, no recommendation is proposed.
- 3.44 **Best practice 14:** Councils should report on separate bodies they have set up or which they own as part of their annual governance statement, and give a full picture of their relationship with those bodies. Separate bodies created by local authorities should abide by the Nolan principle of openness, and publish their board agendas and minutes and annual reports in an accessible place.
- 3.45 This is not a matter which falls within the remit of the Ethics Committee. The General Purposes and Audit Committee considers and, if satisfied, approves the Annual Governance Statement which the Council is required to produce and public under the provisions of the Local Audit and Accountability Act 2014

("the 2014 Act") and the Accounts and Audit Regulations 2015 ("the Regulations").

3.46 The Act and Regulations provide that the annual governance statement should:

- Provide a meaningful but brief communication regarding the review of governance that has taken place including the role of the governance structures involved (such as the authority; the audit and other committees)
- Be high level, strategic and written in an open and readable style
- Focus on outcomes and value for money and relate to the authority's vision for the area.

and the annual governance statement should include:

- An acknowledgement of responsibility for ensuring that there is a sound system of governance (including the system of internal control) and refer to the authority's code of governance
- A reference to and assessment of the effectiveness of key elements of the governance framework in supporting planned outcomes and the role of those responsible for its development and maintenance
- An opinion on the level of assurance that the governance arrangements can provide
- An agreed action plan dealing with significant governance issues and also indicating how previous actions have been resolved
- A conclusion
- The signature of the leading member (or equivalent) and chief executive (or equivalent) on behalf of the authority.

3.47 In discharging this responsibility the Council is required to ensure that it complies with the principles laid out by the CIPFA/SOLACE Framework Good Governance in Local Government.

3.48 The most recent Annual Governance Statement can be accessed via the below link:

<https://democracy.croydon.gov.uk/documents/s8923/Annual%20Governance%20Statement%202017-18%20Appendix%201.pdf>

3.49 For Members' information, it is not currently a statutory requirement for the Council, as part of the annual governance statement, to publish details of any separate bodies which the Council has "set up or which they own", nor is it a requirement to detail "their relationship with those bodies" as part of such a statement. It should however be noted that within the Annual Governance Statement it is made clear that the Council's control framework extends to partnerships and other joint working and this is reflected in the Council's overall governance arrangements. Below is an extract from the most recent Annual Governance Statement:

"Many of the Council's services are delivered in partnership with commercial organisations. Where this is the case, the Council ensures that proper governance is maintained by closely following procurement procedures when awarding contracts and then robustly monitoring those contracts. Increasingly, Council services are delivered in partnership with other local public sector organisations. The most significant arrangements are grouped under the umbrella of the Local Strategic Partnership (LSP) which is led by a board made up of the Leader, relevant Cabinet Members, relevant Chief Executives or equivalent. Each of the themes within the LSP is overseen by its own board."

3.50 In light of the fact that this Best Practice item is not a matter within the Ethics Committee remit but is a matter which is considered by General Purposes and Audit Committee as part of the Annual Governance Statement process and approval and that statutory provisions in that regard, it is not recommended that any changes are proposed in this regard.

3.51 **Best practice 15:** Senior officers should meet regularly with political group leaders or group whips to discuss standards issues.

3.52 The Monitoring Officer has regular weekly meetings with the relevant cabinet member and regular meetings with the CEO and the Leader. Executive Directors have regular monthly meetings with their relevant cabinet members and there are also Leadership meetings at which senior officers and cabinet members are present. The Monitoring Officer has regular meetings with the Leader of the Opposition and with the Whips of both political parties as appropriate. As this is already undertaken, no recommendation is proposed.

4. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

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

5. LEGAL CONSIDERATIONS

5.1 There are no additional legal considerations arising from the contents of this report which are not set out in the body of the report.

CONTACT OFFICERS: Jacqueline Harris-Baker, Executive Director of Resources, Monitoring Officer and Council Solicitor (ext. 62328)

APPENDICES:

- | | |
|--------------|---|
| Appendix A – | List of best practice |
| Appendix B – | Part 5.I - Members' Code of Conduct (Constitution of the London Borough of Croydon) |
| Appendix C - | Part 5.B – Protocol on Staff – Councillor Relations (Constitution of the London Borough of Croydon) |

BACKGROUND DOCUMENTS: None

List of best practice

Best practice 1: Local authorities should include prohibitions on bullying and harassment in codes of conduct. These should include a definition of bullying and harassment, supplemented with a list of examples of the sort of behaviour covered by such a definition.

Best practice 2: Councils should include provisions in their code of conduct requiring councillors to comply with any formal standards investigation, and prohibiting trivial or malicious allegations by councillors.

Best practice 3: Principal authorities should review their code of conduct each year and regularly seek, where possible, the views of the public, community organisations and neighbouring authorities.

Best practice 4: An authority's code should be readily accessible to both councillors and the public, in a prominent position on a council's website and available in council premises.

Best practice 5: Local authorities should update their gifts and hospitality register at least once per quarter, and publish it in an accessible format, such as CSV.

Best practice 6: Councils should publish a clear and straightforward public interest test against which allegations are filtered.

Best practice 7: Local authorities should have access to at least two Independent Persons.

Best practice 8: An Independent Person should be consulted as to whether to undertake a formal investigation on an allegation, and should be given the option to review and comment on allegations which the responsible officer is minded to dismiss as being without merit, vexatious, or trivial.

Best practice 9: Where a local authority makes a decision on an allegation of misconduct following a formal investigation, a decision notice should be published as soon as possible on its website, including a brief statement of facts, the provisions of the code engaged by the allegations, the view of the Independent Person, the reasoning of the decision-maker, and any sanction applied.

Best practice 10: A local authority should have straightforward and accessible guidance on its website on how to make a complaint under the code of

conduct, the process for handling complaints, and estimated timescales for investigations and outcomes.

Best practice 11: Formal standards complaints about the conduct of a parish councillor towards a clerk should be made by the chair or by the parish council as a whole, rather than the clerk in all but exceptional circumstances.

Best practice 12: Monitoring Officers' roles should include providing advice, support and management of investigations and adjudications on alleged breaches to parish councils within the remit of the principal authority. They should be provided with adequate training, corporate support and resources to undertake this work.

Best practice 13: A local authority should have procedures in place to address any conflicts of interest when undertaking a standards investigation. Possible steps should include asking the Monitoring Officer from a different authority to undertake the investigation.

Best practice 14: Councils should report on separate bodies they have set up or which they own as part of their annual governance statement, and give a full picture of their relationship with those bodies. Separate bodies created by local authorities should abide by the Nolan principle of openness, and publish their board agendas and minutes and annual reports in an accessible place.

Best practice 15: Senior officers should meet regularly with political group leaders or group whips to discuss standards issues.

CONSTITUTION OF THE LONDON BOROUGH OF CROYDON

Part 5.I - Members' Code of Conduct*

1. You are a member or co-opted member of the London Borough of Croydon *or* a Member of the Health and Wellbeing Board and as such you shall have regard to the following principles – selflessness, integrity, objectivity, accountability, openness, honesty and truthfulness, leadership and undertake to observe this Code when acting in your capacity as a member or co-opted member.
2. When acting in your capacity as a member or co-opted member:-
 - i) You must act solely in the public interest and should never improperly confer an advantage or disadvantage on any person or act to gain financial or other material benefits for yourself, your family, a friend or close associate.
 - ii) You must not place yourself under a financial or other obligation to outside individuals or organisations that might seek to influence you inappropriately in the performance of your official duties.
 - iii) When carrying out your public duties you must make all choices, such as making public appointments, determining applications, awarding contracts or recommending individuals for rewards or benefits, on merit without discrimination or bias.
 - iv) You are accountable for your decisions to the public and you must co-operate fully with whatever scrutiny is appropriate to your office as determined by the Council.
 - v) You must be as open as possible about your decisions and actions and the decisions and actions of your authority and should be prepared to give reasons for those decisions and actions.
 - vi) You must declare any private interests, both pecuniary and non-pecuniary, which relate to your public duties and must take steps to resolve any conflicts arising in a way that protects the public interest. This means you must register and declare the interests set out in paragraph 3 below, in a manner conforming with the procedures set out therein.
 - vii) You must, when using or authorising the use by others of the resources of your authority, ensure that such resources are not used improperly for political purposes (including party political purposes) and you must have

regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.

- viii) You must promote and support high standards of conduct when serving in your public post, in particular as characterised by the above requirements, by leadership and example, including not doing anything which breaches the equalities legislation and observing the Council's Protocol on Staff - Councillor Relations.

3. Registering and disclosing pecuniary and non-pecuniary interests

- i) You must, within 28 days of taking office as a member or co-opted member, notify the Council's Monitoring Officer of any disclosable pecuniary interest as defined by regulations made by the Secretary of State, where the pecuniary interest is yours, your spouse's or civil partner's or is the pecuniary interest of somebody with whom you are living with as a husband or wife, or as if you were civil partners.
- ii) In addition, you must, within 28 days of taking office as a member or co-opted member, notify your authority's Monitoring Officer of any disclosable pecuniary or non-pecuniary interest which the Council has decided should be included in the register. For these purposes the Council has determined that you will disclose any gift(s) or hospitality 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.
- iii) If an interest described in (i) above has not been entered onto the Council's register, or is not pending inclusion on the register following your notification to the Monitoring Officer then you must disclose the interest to any meeting of the Council at which you are present, where you have a disclosable interest in any matter being considered and where the matter is not a 'sensitive interest'.¹
- iv) Following any disclosure of an interest not on the Council's register or the subject of pending notification, you must notify the Monitoring Officer of the interest within 28 days beginning with the date of disclosure.
- v) Unless a dispensation has been granted, you may not participate in any discussion of, vote on or discharge any function related to any matter in which you have a disclosable pecuniary interest as defined by regulations made by the Secretary of State. Additionally, you must observe the restrictions the Council places on your involvement in matters where you have a pecuniary or non-pecuniary interest as defined by the Council.

CONSTITUTION OF THE LONDON BOROUGH OF CROYDON

Part 5.B – Protocol on Staff – Councillor Relations

INTRODUCTION

- 1.1 The relationship between Members and staff is important to the successful working of the Authority. This relationship within Croydon Council is characterised by mutual respect and trust. Members and employees feel free to speak to one another openly and honestly. Nothing in this Protocol is intended to change this relationship. The purpose of this Protocol is to help Members and employees to perform effectively by giving guidance on their respective roles and expectations and on their relationship with each other. The Protocol also gives guidance on what to do on the rare occasions when things go wrong.
- 1.2 The Protocol must be read and operated in the context of any relevant legislation and the Members' Code of Conduct and any procedure for confidential reporting.

ROLES OF MEMBERS AND STAFF

- 1.3 The respective roles of Members and staff can be summarised as follows:

Members and staff are servants of the public and they are indispensable to one another. But their responsibilities are distinct. Members are responsible to the electorate and serve only so long as their term of office lasts. Staff are responsible to the Authority. Their job is to give advice to Members and the authority, and to carry out the Council's work under the direction and control of the Council, the Executive, and relevant committees.

- 1.4 Mutual respect between Members and staff is essential to good local government.

MEMBERS' RESPONSIBILITIES

- 1.5 Members have three main areas of responsibility: determining the policy of the Council and giving it political leadership, representing the Authority externally, and acting as advocates on behalf of their constituents. It is not the role of Members to involve themselves in the day to day management of Authority services.

1.6 Members of the Executive, Chairs and Vice Chairs

- (i) Members of the Executive and Chairs and Vice Chairs of Committees have additional responsibilities. Because of those responsibilities, their relationships with employees may be different from and more complex than those of Members without those responsibilities and this is recognised in the expectations they are entitled to have.

1.7 Opposition Members

- (i) Members shall be given timely access to information that they require in their role as Members. As individual Members of the Council, all Members have the same rights and obligations in their relationship with employees and should be treated equally. This principle is particularly important in the context of scrutiny and overview. However, where a political group forms an administration, either alone or in partnership with another group or groups, it is recognised that the relationship between staff, particularly those at a senior level in the organisation, and the administration shall differ from that with opposition groups.

STAFF

1.8 The role of staff is to give advice and information to Members and to implement the policies determined by the Council.

1.9 Certain employees e.g. Head of Paid Service, Monitoring Officer, Chief Financial Officer (Section 151 Officer) and the Statutory Chief Officers have responsibilities in law over and above their obligations to the Authority and its Members which they must be allowed to discharge.

EXPECTATIONS

1.10 Members can expect from staff:

- (i) A commitment to the Authority as a whole, and not to any political group
- (ii) A working partnership
- (iii) An understanding of and support for respective roles, workloads and pressures
- (iv) Timely response to enquiries and complaints
- (v) Professional advice not influenced by political views or preference, which does not compromise the political neutrality of employees.
- (vi) Regular, up to date information on matters that can reasonably be considered appropriate and relevant to their needs, having regard to

any individual responsibilities that they have and positions that they hold

- (vii) Awareness of and sensitivity to the political environment
- (viii) Respect, dignity and courtesy
- (ix) Training and development in order to carry out their role effectively
- (x) Integrity, mutual support and appropriate confidentiality
- (xi) That staff shall not use their relationship with Members to advance their personal interests or to influence decisions improperly
- (xii) That staff shall at all times comply with the relevant Code of Conduct.

1.11 Staff can expect from Members:

- (i) A working partnership
- (ii) An understanding of and support for respective roles, workloads and pressures
- (iii) Political leadership and direction
- (iv) Respect, dignity and courtesy
- (v) Integrity, mutual support and appropriate confidentiality
- (vi) Not to be subject to bullying or to be put under undue pressure. Members should have regard to the seniority of employees in determining what are reasonable requests, having regard to the power relationship between Members and employees, and the potential vulnerability of employees, particularly at junior levels
- (vii) That Members shall not use their position or relationship with employees to advance their personal interests or those of others or to influence decisions improperly
- (viii) That Members shall at all times comply with the relevant Code of Conduct.

WHEN THINGS GO WRONG

1.12 **Procedure for staff**

- (i) From time to time the relationship between Members and staff may break down or become strained. Whilst it shall always be preferable to resolve matters informally, through conciliation by an appropriate senior manager or Member, staff shall have recourse to the Council's

Monitoring Officer, as appropriate to the circumstances. The Monitoring Officer shall decide whether the matter should be referred to the Chief Executive. The Chief Executive, who, having advised the Leader of the Council and where appropriate, the appropriate Group Leader shall decide on the course of action to be taken.

1.13 Procedure for Members

- (i) In the event that a Member is dissatisfied with the conduct, behaviour or performance of an employee, the matter should be raised with the appropriate Executive Director. Where the matter concerns an Executive Director, it should be raised with the Chief Executive. Where the matter concerns the Chief Executive it shall be raised with the Director of Human Resources or with the Leader as appropriate.

AMENDMENTS/ VARIATION TO THIS PROTOCOL

- 1.14 Where amendments/variation to this Protocol are necessary due to legislative changes, the Council Solicitor may make such consequential changes to this Protocol as are necessary to take such changes into account.

CONSTITUTION OF THE LONDON BOROUGH OF CROYDON

Part 5.B – Protocol on Staff – Councillor Relations

INTRODUCTION

- 1.1 The relationship between Members and staff is important to the successful working of the Authority. This relationship within Croydon Council is characterised by mutual respect and trust. Members and employees feel free to speak to one another openly and honestly. Nothing in this Protocol is intended to change this relationship. The purpose of this Protocol is to help Members and employees to perform effectively by giving guidance on their respective roles and expectations and on their relationship with each other. The Protocol also gives guidance on what to do on the rare occasions when things go wrong.
- 1.2 The Protocol must be read and operated in the context of any relevant legislation and the Members' Code of Conduct and any procedure for confidential reporting.

ROLES OF MEMBERS AND STAFF

- 1.3 The respective roles of Members and staff can be summarised as follows:

Members and staff are servants of the public and they are indispensable to one another. But their responsibilities are distinct. Members are responsible to the electorate and serve only so long as their term of office lasts. Staff are responsible to the Authority. Their job is to give advice to Members and the authority, and to carry out the Council's work under the direction and control of the Council, the Executive, and relevant committees.
- 1.4 Mutual respect between Members and staff is essential to good local government.

MEMBERS' RESPONSIBILITIES

- 1.5 Members have three main areas of responsibility: determining the policy of the Council and giving it political leadership, representing the Authority externally, and acting as advocates on behalf of their constituents. It is not the role of Members to involve themselves in the day to day management of Authority services.

1.6 Members of the Executive, Chairs and Vice Chairs

- (i) Members of the Executive and Chairs and Vice Chairs of Committees have additional responsibilities. Because of those responsibilities, their relationships with employees may be different from and more complex than those of Members without those responsibilities and this is recognised in the expectations they are entitled to have.

1.7 Opposition Members

- (i) Members shall be given timely access to information that they require in their role as Members. As individual Members of the Council, all Members have the same rights and obligations in their relationship with employees and should be treated equally. This principle is particularly important in the context of scrutiny and overview. However, where a political group forms an administration, either alone or in partnership with another group or groups, it is recognised that the relationship between staff, particularly those at a senior level in the organisation, and the administration shall differ from that with opposition groups.

STAFF

1.8 The role of staff is to give advice and information to Members and to implement the policies determined by the Council.

1.9 Certain employees e.g. Head of Paid Service, Monitoring Officer, Chief Financial Officer (Section 151 Officer) and the Statutory Chief Officers have responsibilities in law over and above their obligations to the Authority and its Members which they must be allowed to discharge.

EXPECTATIONS

1.10 Members can expect from staff:

- (i) A commitment to the Authority as a whole, and not to any political group
- (ii) A working partnership
- (iii) An understanding of and support for respective roles, workloads and pressures
- (iv) Timely response to enquiries and complaints
- (v) Professional advice not influenced by political views or preference, which does not compromise the political neutrality of employees.
- (vi) Regular, up to date information on matters that can reasonably be considered appropriate and relevant to their needs, having regard to

any individual responsibilities that they have and positions that they hold

- (vii) Awareness of and sensitivity to the political environment
- (viii) Respect, dignity and courtesy
- (ix) Training and development in order to carry out their role effectively
- (x) Integrity, mutual support and appropriate confidentiality
- (xi) That staff shall not use their relationship with Members to advance their personal interests or to influence decisions improperly
- (xii) That staff shall at all times comply with the relevant Code of Conduct.

1.11 Staff can expect from Members:

- (i) A working partnership
- (ii) An understanding of and support for respective roles, workloads and pressures
- (iii) Political leadership and direction
- (iv) Respect, dignity and courtesy
- (v) Integrity, mutual support and appropriate confidentiality
- (vi) Not to be subject to bullying or harassment or to be intimidated or put under undue pressure or improper influence. This specifically includes any person who is involved in any complaint about any alleged breach of the Council's Member's Code of Conduct. Members should have regard to the seniority of employees in determining what reasonable requests are, having regard to the power relationship between Members and employees, and the potential vulnerability of employees, particularly at junior levels
(Note: Bullying may be characterised as: offensive, intimidating, malicious or insulting behaviour; or an abuse or misuse of power in a way that intends to undermine, humiliate, criticise unfairly or injure someone. Harassment may be characterised as unwanted conduct which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for an individual.)
- (vii) That Members shall not use their position or relationship with employees to advance their personal interests or those of others or to influence decisions improperly
- (viii) That Members shall at all times comply with the relevant Code of Conduct.

WHEN THINGS GO WRONG

1.12 Procedure for staff

- (i) From time to time the relationship between Members and staff may break down or become strained. Whilst it shall always be preferable to resolve matters informally, through conciliation by an appropriate senior manager or Member, staff shall have recourse to the Council's Monitoring Officer, as appropriate to the circumstances. The Monitoring Officer shall decide whether the matter should be referred to the Chief Executive. The Chief Executive, who, having advised the Leader of the Council and where appropriate, the appropriate Group Leader shall decide on the course of action to be taken.

1.13 Procedure for Members

- (i) In the event that a Member is dissatisfied with the conduct, behaviour or performance of an employee, the matter should be raised with the appropriate Executive Director. Where the matter concerns an Executive Director, it should be raised with the Chief Executive. Where the matter concerns the Chief Executive it shall be raised with the Director of Human Resources or with the Leader as appropriate.

AMENDMENTS/ VARIATION TO THIS PROTOCOL

- 1.14 Where amendments/variation to this Protocol are necessary due to legislative changes, the Council Solicitor may make such consequential changes to this Protocol as are necessary to take such changes into account.

For General Release

REPORT TO:	CABINET 10 June 2019
SUBJECT:	Delivering for Residents through Sustainable and Ethical Commissioning
LEAD OFFICER:	<p>Jacqueline Harris Baker – Executive Director of Resources</p> <p>Sarah Warman – Director of Commissioning & Procurement</p> <p>Rakhee Dave-Shah – Head of Commissioning & Procurement</p>
CABINET MEMBER:	Councillor Simon Hall – Cabinet Member for Finance and Resources
WARDS:	All

CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON

The Corporate Plan outlines the improved outcomes that we want to achieve for our residents, structured across nine priorities. It also articulates how the Council will operate in a different way, to deliver against these ambitions at a time of reduced funding from Central Government.

Commissioning is an important enabler to deliver these ambitions and is an important part of what we do as a Council and shapes so many of our interactions with our residents and our community. The recommendations in this report will help to ensure the Council continues to adopt a best practice approach to commissioning. The new Commissioning Framework, Social Value Policy and revised Tenders and Contract Regulations build upon the achievements and progress made in commissioning to date and set a single coherent framework and approach for the next four years.

The Council is the biggest buyer in the borough with approximately £500 million per annum spent through third parties. Spend of this magnitude enables us to be strategic and harness the supply chain opportunities that our commissioning activity creates, with a strong focus on market stewardship and ethical purchasing. The Council has the opportunity to bring significant benefits to Croydon and its residents by delivering a social return, wherever possible, on every pound it spends.

FINANCIAL IMPACT

Whilst the Commissioning Framework and the updated Tender & Contracts Regulations in themselves do not commit any resources, the Framework and the principles set out within it will shape our commissioning approach and investment decisions, ensuring our spend is focused on delivering the Council’s priorities. The supporting Social Value Policy will also generate social value through our commissioning. A framework is being developed which will help to quantify the financial value these added benefits will bring in the future.

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

1. RECOMMENDATIONS

The Cabinet is recommended to:

- 1.1 Approve and adopt the refreshed Commissioning Framework 2019-2023 (Appendix 1);
- 1.2 Approve and adopt the Council's Social Value Policy 2019-2023 (Appendix 2);
- 1.3 Recommend the adoption of the revised Tenders and Contracts Regulations, part 4 of the Constitution (Appendix 3) to Full Council; and
- 1.4 Delegate to the Director of Commissioning and Procurement, in consultation with the Cabinet Member for Finance and Resources, authority to make minor amendments to the documents presented to Full Council and any consequential amendments as necessary and to ensure publication of any amendments.

2. EXECUTIVE SUMMARY

- 2.1 The Council adopted a new Corporate Plan in October 2018, which was based on the Labour Administration's manifesto – Ambitious for Croydon For the Many not the Few. This plan sets out the Council's promises to residents, business and partners across nine priority outcomes over the next four years (2018-2022). 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 growing the local economy.
- 2.2 Commissioning is an important enabler to deliver these ambitions and is an important part of what we do as a Council and shapes so many of our interactions with our residents and our community. With an annual spend of approximately £500 million per annum spent through third parties, it is critical that the Council ensures:
 - Financial probity on external spend, including compliance with procurement regulations;
 - Value for money and that spend is delivering outcomes for residents;
 - Ethical and sustainable approach to commissioning, procurement and service delivery;
 - The Council's spend delivers social return and wider community benefit for our residents; and

- As the largest buyer in the Borough we lead the way and ensure fairness and equality are central to our commissioning processes and that these are embedded in our supply chain.
- 2.3 In 2016, the Council refreshed its Commissioning Framework, which has provided a clear approach and priorities for the last three years. So much has been achieved during this period, and through strong leadership, an ambitious vision, and commitment to our values, we have developed a strong reputation amongst our peers for leading best practice in commissioning nationally.
- 2.4 Our achievements include:
- Becoming a London Living Wage Council and expecting this of our contractors;
 - Being one of the first local authorities to embrace Social Value by leveraging our purchasing power to get our suppliers to give back to the Croydon community;
 - Being a reference for the Cabinet Office's Commissioning Academy;
 - Taking the lead on tackling Modern Slavery;
 - Developing and implementing the make or buy framework and successfully insourcing services and developing new and innovative models of delivery;
 - Investing over £4m per annum in our Voluntary and Community Sector organisations, through commissioning and in addition to funding to the Sector;
 - Establishing award winning partnerships such as the One Croydon Alliance and the South London Commissioning Programme to tackle cross-cutting issues; and
 - Our new robust approach to contract management is also paying real dividends, helping to ensure that our suppliers deliver their services to the required standards expected by our residents.
- 2.5 Our focus now is to build on what we have already done and to set out our vision and priorities for the coming four years and accelerate the progress and innovation in this area. We want to ensure that we commission services that support our ambitions for our residents, enabling individuals and communities to take a leading role in developing and delivering their own services. We are also committed to using our resources and those of our partners in a more joined up way, better connecting these to the needs of Croydon and ensuring we are achieving optimum value for money without compromising quality for local residents.
- 2.6 In order to support this approach, the associated commissioning policy, frameworks and regulations have been reviewed.
- The Commissioning Framework has been refreshed which set out the commissioning ambitions and priorities for the coming four years.
 - The Social Value Policy - for the first time the Council will be publishing its Social Value Policy. Croydon Council has been recognised as an exemplar in achieving social value through our contracts. This policy will enable us to take this even further by clearly defining the social value that is important to the Borough.

- The refreshed Tenders and Contract Regulations, which form part of the Councils' Constitution, will provide a stronger focus on quality in our tendering processes and how the social, environmental and economic wellbeing of our borough can be enhanced through delivery of each contract.

This report is asking Cabinet to approve and adopt these documents, which set out a coherent and ambitious framework and approach for the next four years.

3. DETAIL

Background and Context

- 3.1 The Council adopted a new Corporate Plan in October 2018, which sets out the Council's promises to residents, business and partners across nine priority themes over the next four years (2018-2022). Commissioning is an important enabler to deliver these ambitions, is an important part of what we do as a Council and shapes so many of our interactions with our residents and our community.
- 3.2 In 2012, the Council set itself the objective of becoming an 'expert commissioner of services' and published a strategy supporting that aim. This was followed by a refreshed Commissioning Framework in 2016. So much has been achieved since then, including developing a strong reputation amongst our peers for leading excellence and innovation in our commissioning. Our approach is driven by our values and commitment to fairness, equality and delivering for residents. We have many highlights to be proud of, which are included in 2.4 of the report.
- 3.3 Our focus now is to build on what we have already done and to set out our vision and priorities for the coming four years. In order to support this approach, the associated policy, frameworks and regulations have been reviewed and an overview of the three documents – Commissioning Framework, Social Value Policy and the Tenders and Contracts Regulations are included in the remainder of the report.
- 3.4 These documents form part of the Council's constitutional framework, which includes the Councils Financial Regulations and Scheme of Officer Delegation. Together they identify the financial and decision making responsibilities of the Council, Cabinet, members and key officers. The Tenders and Contracts Regulations specifically are the rules governing how the Council procures goods, services and works. This is supported by the Commissioning Framework and Social Value Policy, which are included in this report.



The Commissioning Framework

- 3.5 The Commissioning Framework 2019-2023 builds upon and consolidates the progress that has been made by the Council to date. The Framework provides an overview of how we work. It is made up of two distinct parts:
- A set of **principles** that will enable commissioners to make decisions in the interests of the residents, communities and businesses of Croydon; and
 - A clear explanation of the **priorities** and **approach** that support the commissioning cycle, making them clear for suppliers and partners, promoting consistency and transparency in our approach to commissioning. It will help to outline the expectations of commissioners, partners and suppliers at each stage of the commissioning cycle.
- 3.6 Also included within the Framework is a Supplier Code of Conduct which outlines the standards and behaviours expected from suppliers and grant recipients.
- 3.7 The Framework encompasses an overarching commitment to 'Ethical and Sustainable Commissioning'. Through embedding these considerations in all aspects of commissioning practice, we will use the Council's purchasing power to maximise social value, foster local employment, promote fair pay, encourage local business growth and support community priorities.
- 3.8 In addition to this, the Framework includes a commitment to the following six commissioning principles:
- **Evidence Based** – We will use data and insights at the locality level, together with service user input, to inform robust decisions that aid our commissioning and procurement practices;
 - **Preventative** – We will focus on a preventative approach, in partnership with our communities, businesses and residents, enabling empowerment and self-resilience;
 - **Locality Based** – We will take a locality based commissioning approach, which takes account of the existing strengths, skills and resources to ensure that investment decisions support community empowerment;

- **Collaborations and Partnerships** – We will collaborate or work jointly with other organisations to ensure improved outcomes and value for money for our residents;
- **Resident Focused** – We will put residents at the centre of our commissioning approach. We will involve customers and service users in the co-production of services; and
- **Delivering Outcomes** – We will commission for sustainable and effective outcomes that deliver beyond service and organisational structures.

3.9 These principles are fundamental to our work with partners, local businesses, our communities and residents. Our commitment is to develop strong relationships that help us to achieve shared business objectives and outcomes that provide better value, high quality services for all.

Social Value Policy

3.10 For the first time the Council will be publishing its Social Value Policy. Croydon Council has been recognised as an exemplar in achieving social value through our contracts. The Council has launched a range of initiatives and actions that have had a demonstrable effect in improving the generation of social value for the residents of the borough. This policy will enable us to take this even further by clearly defining the social value that is important to the Borough.

3.11 The Policy includes the introduction of a change in the Council's procurement rules. Social value will now contribute to a minimum of 10% of the quality evaluation assessment for all relevant procurements that use a ratio of quality and price in their evaluation.

3.12 Crucially, this policy statement is being accompanied by an updated Social Value Framework. The Framework is the Council's signal to providers about what social value contributions it is seeking when it commissions services. Commissioners will use the Framework as a tool to suggest proportionate and realistic Social Value commitments when procuring services, goods or works.

Tenders & Contract Regulations

3.13 The updated Tender and Contracts Regulations, which form part of the Council's Constitution, provide a stronger focus on quality and how the social, environmental and economic wellbeing of our borough can be enhanced through delivery of each contract.

3.14 These Regulations will:

- Enable a change in the buying practices for below £100k spend, providing greater access for local suppliers to quote for works. The Councils under £100k spend equates to approximately £100m annual spend;
- Remove ambiguity around variations & extensions. Applying tighter controls and ensuring oversight of significant variations to larger contracts; and
- Ensure robust contract management practice to ensure that our suppliers are delivering their services to the required standards expected by our residents.

3.15 An overview of the principal amendments are included below:

- Regulation 11 - Procedures and Approval Process has been amended to reflect the new approval process for Low Value Spend (below £100,000). It now regulates the Council's 'Buy Local' principles and the use of the Council's new Business Directory for selection of suppliers:
 - **Contract values of up to £10,000** – officers are required to obtain at least one written quote from a local supplier if possible.
 - **Contract values from £10,000 and up to £100,000** – officers are required to obtain a minimum of three written quotes, with at least two from local suppliers, using the Council's e-tendering portal and processed via the Council's new Central Buying Team.
- Regulation 22 - Standards and Evaluation Criteria has been amended to encourage suppliers to provide better qualitative tender proposals with improved social value offers for Council services. **The evaluation criteria ratio has been changed to 60% Quality and 40% Price.** Social value has also been stipulated as being 10% of the quality score breakdown.

3.16 To ensure the successful implementation of these refreshed commissioning documents, it is vital that there is strong awareness across the Council. Once approved, these will be communicated and shared across the organisation.

4. CONSULTATION

4.1 The updated Commissioning Framework has been developed in consultation with officers across the Council, current suppliers, local businesses and the Voluntary, Community and Social Enterprise sector. Engagement with stakeholders will continue over the lifetime of the Framework to monitor progress and to further shape its development.

4.2 The Tender and Contract Regulations have been produced in consultation with colleagues from across the Council including Legal, Governance, Finance, Audit, Risk and Insurance.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 There are no direct financial commitments as a result of the recommendations in this report.

5.2 **Future Savings/Efficiencies**

Whilst the Commissioning Framework itself does not commit any financial resources, the Framework and the principles set out within it will shape our commissioning approach and investment decisions. The approach set out in the Framework will focus spend decisions on delivering value for money, local priorities and outcomes.

5.3 There have been no risks identified.

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

6. LEGAL CONSIDERATIONS

- 6.1 The Director of Law and Governance comments that Members are requested to note that approval of changes to the Constitution are reserved to full Council and accordingly the proposed amendments to the Tender and Contract Regulations, are for onward recommendation to full Council for approval under the Constitutional processes.

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

7. HUMAN RESOURCES IMPACT

- 7.1 Where an employee or employees of the Council may be affected by a transfer arrangement, consideration must be given as to whether the change may invoke the Transfer of Undertakings (Protection of Employment) 2006 (amended 2014) Legislation; otherwise known as TUPE.
- 7.2 The appropriate TUPE protocols must be followed, such as the duty to provide information and consult as appropriate with the recognised trade unions and affected staff. Pension's issues must be considered and advice sought from the Pensions Team at an early stage particularly where employees are members of the Local Government Pension Scheme (LGPS) or Teachers Pensions scheme.
- 7.3 Where the Council is not the employer (either the current employer or the new employer) the application of TUPE, or otherwise, would be determined between the service providers. Nevertheless, where there is a service provision change for which the Council is the client, on that basis the role of the Council would usually extend no further than facilitating the process.
- 7.4 Advice and guidance on TUPE must be sought at an early stage from the relevant departmental Head of HR.

Approved by: Gillian Bevan, Head of HR Resources on behalf of the Director of Human Resources

8. EQUALITIES IMPACT

- 8.1 An Equality Analysis has been undertaken to ascertain the potential impact the proposed change will have on protected groups. The new Commissioning Framework, Social Value Policy and revised Tenders and Contract regulations builds upon the achievements and progress made in commissioning to date and sets a single coherent framework and approach for the next four years

- 8.2 The Framework and the principles set out within it, will shape our commissioning approach and investment decisions, ensuring our spend is focused on delivering the Council's priorities. This approach will be evidence-led, recognising that services need to differentiate to respond to the differing needs across the borough. Officers' responsibilities including ensuring compliance with council policies and the Equality Act 2010.
- 8.3 Principles that will enable commissioners to make decisions in the interests of the residents, communities and businesses of Croydon. The supplier code of conduct has the principles and values below in relation to equalities and diversity.

Values

Valuing Diversity

Embracing equality and inclusivity and making the most of the many perspectives that make Croydon distinctive.

Principles

Equality and Inclusion

- We expect our suppliers to comply with the Equality Act 2010 when discharging their services and to promote greater equality and inclusion across the Croydon.
 - Suppliers should record equalities information and be prepared to share this with the Council when requested.
 - Staff should receive equalities training and records should be kept.
- 8.4 As the largest buyer in the Borough we lead the way and ensure fairness and equality are central to our commissioning processes and that these are embedded in our supply chain.

Approved by: Yvonne Okiyo, Equalities Manager

9. ENVIRONMENTAL IMPACT

- 9.1 The Commissioning Framework, the Tender and Contract Regulations and the Social Value Policy have been designed to align with the Council's commitment to address environmental sustainability as an integral part of all activity.
- 9.2 As a result of the implementation of the Social Value Policy, it is expected that there will be a positive environmental impact.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 There are no implications for these documents.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 Adopting the Commissioning Framework, Social Value Policy and the Tender and Contract Regulations sets a clear vision and direction for sustainable and ethical commissioning and procurement. This will also enable the Council to

achieve its corporate aims as set out in the Council's Corporate Plan 2018-2022.

CONTACT OFFICER: Rakhee Dave-Shah, Head of Commissioning and Procurement (Corporate)

APPENDICES: Appendix 1 – Commissioning Framework 2019-2023
Appendix 2 – Social Value Policy 2019-2023
Appendix 3 – Tender and Contract Regulations

BACKGROUND PAPERS: None

Tenders and Contracts Regulations 2019

These Regulations form part 4.1 of the Constitution and were adopted by Full Council on 15 July 2019

draft

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Background

These Tenders and Contracts Regulations are designed to ensure that all Contracts covered by these Regulations will be cost effective and meet the priorities of our Corporate Plan, link below:

<https://www.croydon.gov.uk/sites/default/files/articles/downloads/Corporate%20Plan%202018-22.pdf>

The Council's Commissioning Framework principles which these regulations support are outlined below:

Ethical And Sustainable Commissioning					
We will embed ethical and sustainable procurement considerations in all aspects of commissioning practice. We will use the Council's purchasing power to maximise social value, fostering local employment, promoting fair pay, encouraging local business growth and supporting community priorities.					
Principles					
Evidence based	Preventative	Locality based	Collaborations and Partnerships	Resident Focused	Delivering Outcomes
We will use data and insights at the locality level together with service user input to inform robust decisions that aid our commissioning and procurement practices.	We will focus on a preventative approach, in partnership with our communities, businesses and residents, enabling empowerment and self-resilience.	We will take a locality based commissioning approach, which takes account of the existing strengths, skills and resources to ensure that investment decisions support community empowerment.	We will collaborate or work jointly with other organisations to ensure improved outcomes and value for money for our residents.	We will put our residents at the center of our commissioning approach. We will involve customers and service users in the co-production of services.	We will commission for sustainable and effective outcomes that deliver beyond service and organisational structures.

The principles of these regulations are:

- to achieve good value for money and deliver social value wherever possible;
- to deliver a competitive process; ensuring there is no discrimination, with fair and transparent procedures, and equal treatment of all potential suppliers;
- to encourage and ensure continuous improvement in the delivery of Council services through the application of value for money principles;
- to incorporate effective and best practice procedures;
- to publish clear and understandable rules;
- to minimise risks and to protect the Council's interests and reputation;
- to ensure controls and accountability, and always to act within the law;
- to maintain an auditable trail of all tender activity;
- to be responsive to any weaknesses identified by internal/external audit;
- to ensure that regulations reflect the current procurement environment;
- to effectively support the delivery of direct services;
- to have regulations with which everyone complies.

These Tenders and Contracts Regulations are designed to achieve these key commissioning and procurement principles.

These Regulations are also the best defence against allegations that a purchase has been made unfairly, incorrectly or fraudulently. All those involved in the commissioning and procurement process must comply with these Regulations. Failure to do so may lead to disciplinary action being taken.

1. The Legislation Governing these Rules

- 1.1 These Regulations are made under Section 135 of the Local Government Act 1972 and any subsequent qualifying or amending legislation. Under the Local Government Act 2000 the making and amending of these Regulations and the approval of any exceptions to them are part of the Council's non-executive functions.
- 1.2 These Regulations are part of the Council's Constitution and govern all relevant Contracts including those funded by way of grant.
- 1.3 The EU Rules and national legislation and related Public Contracts Regulations (PCR) 2015 & Concessions Contracts Regulations (CCR) 2016, which affects contracts under these Regulations, takes precedence.
- 1.4 These Regulations are subject to any general waivers agreed or provided for by these Regulations e.g. Regulation 19.
- 1.5 Anyone operating these Regulations must also follow the Council's Financial Regulations.
- 1.6 These Regulations support the Public Services (Social Value) Act 2012 and as amended, which allow for specific non-commercial considerations to be taken into account in contracting decisions.

2. Glossary of Terms is provided at Appendix A

3. Application of the Regulations

- 3.1 These Regulations apply if the Council intends to enter into a contract either as a purchaser or as a provider with another entity.
- 3.2 If a Contract involves generating income for either the Council or a provider, the Officer responsible must make an estimate of the notional value of the contract and use these Regulations if the value is estimated to be £100,000 or more.

- 3.3 These regulations apply to all Contracts except for the following types of Contracts:

- a) Contracts of employment which make an individual a direct employee of the Authority;
- b) Fines;
- c) Payment of taxes;
- d) Situations where the Council carries out work by arrangement with the owner of any property but in exercise of the Council's statutory default powers;
- e) Agreements directly associated with the acquisition, disposal, or transfer of assets or land (to which the Financial Regulations shall apply).
- f) Grants that the Council is applying for or issuing.

4. Officer Responsibilities

- 4.1 Officers involved in the commissioning and procurement process must comply with:

- These Regulations;
- All UK and European Union binding legal requirements;
- The Council's Financial Regulations;
- The Council's Staff Code of Conduct;
- The Council's Gifts & Hospitality Procedures;
- The Anti-Bribery policy;
- Declare any conflicts of interest;
- The Council's Scheme of Delegation;

Officers must ensure that any agents, consultants and contractual partners acting on their behalf also comply through relevant provision in the contract of engagement or other suitable means. Any arrangements, which might, in the long term, prevent the effective operation of fair competition, must be avoided.

- 4.2 Officers must:

- a. Have proper regard for all necessary legal, financial and professional advice;
- b. Ensure compliance with the Council's policy and procedures for example Equalities and Diversity, Safeguarding, ICT, Council's IT Security, Data Protection and Social Value;

Section 1 – General (continued)

- c. Declare any personal financial interest in a contract. Corruption is a criminal offence;
- d. Report any offers of bribes, inducements or gifts & hospitality;
- e. Conduct a relevant value for money review;
- f. Ensure that there is adequate budget provision for the procurement being undertaken;
- g. Check whether there is an existing contract that can be used before undergoing a competitive process;
- h. Not divide up any contract in order to avoid any rules set out in these Regulations;
- i. Receive approval for the RP2 How we Buy report (procurement/ commissioning strategy) before advertising the contracting opportunity or inviting any tenders for a relevant Contract;
- j. Allow sufficient time for the submission of bids;
- k. Keep all supplier bids confidential;
- l. Keep records of all dealings with suppliers;
- m. Obtain all required approvals at the correct point in the procurement process as advised by these Regulations and complete a written contract (signed and/or sealed, as required) before placing an order or raising a purchase order for any supplies, services or works;
- n. Where appropriate don't award a contract until the Standstill period is over;
- o. Enter all purchase order information onto the Council's financial system prior to any goods or services being provided. Raising purchase orders, and any permitted exceptions, must be conducted in accordance with the Council's P2P Guidance documentation;
- p. Identify an appropriate senior manager with the relevant delegation, who is the designated contract owner responsible for the relationship with the supplier. In addition, a contract manager with responsibility for day to day issues and ensuring the contract delivers as intended must also be appointed;
- q. The contract manager should ensure the safe keeping of contract documentation in line with Croydon's document retention policy and uploaded onto the Council's contract management system;

- r. Throughout, ensure that the procurement exercise delivers against the Council's Commissioning Framework and supports the delivery of the Corporate Plan Priorities.

4.3 When any employee either of the Council or of a service provider may be affected by any transfer arrangement, Officers must ensure that the Transfer of Undertaking (Protection of Employment 2006 Regulations (amended 2014)) TUPE is considered along with any issues related to employee's membership of the LGPS, and Teachers Pension Scheme. Advice and guidance on TUPE must be sought at an early stage from the relevant departmental HR Lead. The Pensions team must also be notified as early as possible so that the implications relating to pensions may be considered.

5. Director Responsibilities

5.1 Directors must:

- a. Ensure that these Regulations are followed and enforced within their areas of responsibility;
- b. Make the staff aware of the requirements of these regulations;
- c. Declare any personal financial interest in a contract. Corruption is a criminal offence;
- d. Report any offers of bribes, inducements or gifts & hospitality;
- e. For Contracts over £100,000 ensure the relevant Cabinet Member(s) and the CCB are aware of commissioning intentions and are advised in advance of the purpose of any Contract that falls within these Regulations, including the commissioning and/or tendering process to be followed to secure the Contract and of any anticipated issues for the process, with particular regard to any service implications arising;
- f. Consider any advice given by CCB;
- g. Monitor compliance and investigate any non-compliance with the regulations and report any findings to the Director of commissioning and Procurement as Chair of the contracts and Commissioning Board;
- h. Ensure that any third party participating in the procurement or supervising a Council Contract agrees, in writing, to comply with these Regulations as if they were Officers of the Council;

Section 1 – General (continued)

- i. Approve the award and spend of written quotations under £100,000 in consultation with the Central Buying Team, and in accordance with Regulation 11 to ensure value for money.
- j. Ensure their contract managers have kept contract documentation in line with Croydon's document retention policy and uploaded onto the Council's contract management system.

5.2 Advice and guidance on TUPE must be sought at an early stage from the relevant departmental HR Lead. The Pensions team must also be notified as early as possible so that the implications relating to pensions may be considered.

6. Declaration of Interest:

6.1 Any Officer must declare to their Director or Executive Director any personal interest in a matter they are dealing with, including one, which may impinge on their impartiality to apply these Regulations.

6.2 No Member, Officer or agent of the Council shall improperly use his or her position to obtain any personal or private benefit from any contract entered into by the Council.

6.3 It is a requirement that all officers and external advisors complete the Declaration of Confidentiality and Interest Form and comply with the Council's Code of Conduct prior to any involvement in drafting of Council's Tender Documents, Quotations or any involvement in evaluation of tenders and the management of the contract. This is to ensure that the Council's procedures including confidentiality are complied with in accordance with these Regulations.

6.4 In the event that a conflict of interest arises during the life of the contract, all Council officers must notify their Director or Executive Director, in writing, as soon as is reasonably practicable. This not only includes personal conflicts, but also extends to any suspected/known conflicts of interests in relation to any internal or external matters/personnel.

Section 2 – Make or Buy

7. Pre Procurement

- 7.1 Any new commissioning of services including existing services where the contract is due to end, must consider the Make or Buy decision, in line with the Council's' Commissioning Framework and guidance in the Procurement and Contract Management Handbook. The Director responsible must submit a report to CCB for agreement to the proposed outcome for values over £100,000.
- 7.2 Consideration must be given to what procurement method is most likely to achieve the commissioning and procurement objectives, including packaging (Lots) strategies, internal or external sourcing, shared services, partnering arrangements and collaborative procurement arrangements with other local authorities and government departments. Officers will also consider working with CCGs, statutory undertakers and Central Purchasing Bodies. They may also consider the establishment of separate trading entities.
- 7.3 The relevant Officer must refer to the Procurement & Contract Management Handbook for further details on process and requirements before instigating any procurement exercise.

Section 3 – How we Buy - Approach and Principles

8. How we Buy

8.1 The Director responsible must submit a How we Buy (procurement strategy) Report to the CCB, setting out commissioning intentions and sourcing strategy, (in the format required), for all proposed Contract awards for goods and services with an estimated total Contract value of £100,000 and above. Where it is intended to complete a mini competition or call off for works from an existing Council contract or an OJEU procured framework as advertised for works, then a report is not required up to an estimated total contract value of £500,000.

8.2 A Report must be presented to Cabinet (in the required format) for approval that has been recommended by CCB, where the eventual Contract value is estimated at £5m or above unless the underlying procurement strategy to which it relates has already been reported and agreed by Cabinet. In these cases, the Leader has delegated the authority to agree the procurement strategy to the relevant Cabinet Member.

8.3 The How we Buy report or Cabinet report should, as a minimum, set out the project plan, the proposed procurement route, compliance with the Council's policies on LLW, Social Value, data protection and equality analysis recommendations, any proposed departures from standard procurement practice or these regulations, the evaluation approach, risks, timetable, project structure and details of the Contract, e.g. term, value and any other relevant information.

8.4 No advertisement should be placed or invitation to tender made prior to approval of the How we Buy report in accordance with Regulation 11.

9. E-Procurement and the Use of E-Sourcing (Tendering)

9.1 E-Procurement is a critical method of ensuring transparency, fairness and accountability in procurement processes. As such, all quotation and tendering processes for Contracts run by the Council or on behalf of the Council must use an e-tendering portal under the supervision of the relevant C&P Head of Service. When the Council is running a quotation or tendering process it will use its own e-tendering portal. Any other tendering method or use of other e-tendering portals may be used only with prior authorisation via a Waiver request.

9.2 All electronic documentation will be securely accessed and retained on the Council's e-sourcing website. The Council will not accept hard copies of suppliers tender submissions.

9.3 The relevant Director must ensure that all information required to commence an e-procurement process effectively, and to provide a full audit trail for the process, is provided, including details of evaluation criteria, their weightings and the way in which evaluation scores will be calculated.

10. Contract Value, Aggregation and Existing Council Contracts

10.1 The Officer responsible must not divide any Contract ordinarily treated as a single Contract into two or more Contracts or in phased or staged delivery in such way as to avoid the application of any of these Regulations, the UK Regulations or the EU Rules.

10.2 The value of Contracts which are subject to the UK Regulations shall be calculated as provided for in those regulations. The value of any Contract is calculated net of VAT and over the total duration of the Contract, including any pilot, phases or stages of delivery.

10.3 The Officer responsible may not arrange to purchase separately any supplies, services or works that are available to be purchased through an existing contractual arrangement with the Council, where the items sought are either the same or sufficiently similar to those that are the subject of the existing contract to fulfil the Council's needs. Unless it can be clearly demonstrated to the satisfaction of the Chair of CCB for spend above £100,000 and to the satisfaction of the Strategic Procurement Manager for spend below £100,000, that using the existing Contract would not fulfil the Council's statutory duty to provide Best Value under Section 3 of the Local Government Act 1999.

Section 3 – How we Buy - Approach and Principles (continued)

11. Procedures and Approval Process for the Council’s Tendering and Request for Quotation Activities

11.1 These regulations apply to all purchases except for those where Regulation 19.3 applies.

11.2 Low Value Procurement (below £100,000)

11.2.1 For all contracts with an estimated value of below £100,000 the following thresholds apply:

Contract Value	Procedure	Approval
Up to £10,000	Preferably two written quotations both to be from local supplier using the Council’s Business Directory (if possible).	In accordance with the Council’s Scheme of Financial Delegation and Departmental Scheme of Delegation.
Over £10,000 up to £100,000	Min. three written quotations with two from local suppliers using the Council’s Business Directory (if possible) and processed by the Council’s Buying Team via the Council’s e-tendering portal.	

11.2.2 For values over £10,000 written quotations should be processed through the Central Buying Team using the Council’s e-tendering system. Quotations must be processed in accordance with the information on low value procurement provided in the Commissioning & Procurement Handbook.

11.2.3 Where the procurement route will not follow Regulation 11.2.1, a waiver is required as set out in Regulation 19. The Director of C&P may approve a list of general exemptions for circumstances where it is not feasible or advantageous to seek written quotations or Waivers.

11.3 Formal Tendering (£100,000 and above)

11.3.1 For all contracts with an estimated value of £100,000 and above, formal tendering procedures should be followed using the Council’s e-tendering portal in accordance with the requirements of Regulations 8 & 26 and the UK Regulations. No procurement can commence without prior approval of the RP2 How we Buy – procurement strategy and no contracts can commence without prior approval of the award of contracts. Approvals are in accordance with the table below and where approval is sought from a Cabinet Member then it is in consultation with the Cabinet Member for Finance & Resources or where the Cabinet Member is the Cabinet Member for Finance & Resources then it is in consultation with the Leader of the Council.

Approval Required	Chair of CCB Approval	Cabinet Member Approval	Cabinet Approval
RP2 How we Buy - Procurement Strategy	Up to £5,000,000	Cabinet Member(s) to be sighted on all reports	Over £5,000,000
RP3 Contract Award	£100,000 up to £500,000	Over £500,000 up to £5,000,000	Over £5,000,000

11.3.2 Unless as otherwise specified in these Regulations, the approval of strategies and awards relating to Framework Agreements and the establishment/initial appointment of providers to a DPS shall be subject to the requirements and procedures applicable to Contracts, by reference to the estimated value of contracts to be called off over the life of the Framework or DPS.

11.3.3 The periodic appointment of new providers to an approved DPS or (where relevant) Framework shall be reported to CCB with such frequency as shall be specified in the report seeking approval for the award of a Framework Agreement or establishment/initial appointment of providers to a DPS (‘Framework/DPS Award report’).

Section 3 – How we Buy - Approach and Principles (continued)

11.3.4 Unless as otherwise stated in these Regulations, the approval of strategies and awards in relation to Call-off Contracts under a Framework or DPS approved via a Framework/DPS Award Report shall be subject to the requirements and procedures applicable to Contracts, except as may be otherwise specified and approved in the relevant Framework/DPS Award Report.

12. Pre Tender Market Consultation

12.1 Before submitting a procurement strategy to CCB, the officer responsible for the procurement and in consultation with the relevant Category Manager, may issue a Prior Indicative Notice (PIN) or conduct market consultations with a view to informing the eventual procurement approach, scope of contract, specification etc. and/or to communicate to prospective applicants and tenderers the Council's procurement plans and requirements such as the nature, level and standard of the provision, contract packaging, timescales and other relevant matters.

12.2 For this purpose, the officer responsible may, for example, seek or accept advice from independent experts, other authorities or from market participants.

12.3 Such advice may be used in the planning and the proposed procurement procedure, provided that it does not have the effect of distorting competition (by giving those who participate in the pre-tender market consultation an unfair advantage over others in relation to future procurement opportunities) and does not result in a violation of the EU Rules and transparency and furthermore, is conducted in line with the UK Regulations.

13. London Living Wage (LLW)

13.1 The Council will include a requirement for all staff to be paid no less than the LLW, as defined by the Living Wage Foundation. For these purposes the scope will be defined as by the Living Wage Foundation. For 'staff' means all persons employed by the contractor to perform its obligations under the relevant Council contract together with the Provider's servants, agents, suppliers and sub-contractors used in the performance of its obligations under that Contract.

14. The Public Services (Social Value) Act 2012

14.1 This Act places a requirement on commissioners to consider the economic, environmental and social benefits of their approaches to commissioning and procurement before the process starts. The Act requires authorities to make the following considerations at the pre-procurement (commissioning) stage:

- a)** How, what is proposed to be procured, might improve the economic, social and environmental well-being of the 'relevant area';
- b)** How in conducting a procurement process, the Authority might act with a view to securing that improvement and whether to undertake a consultation on these matters.

14.2 Commissioners should use this Act, including any updates to it and the Council's Social Value Policy to consider outcomes and the types of services to commission before starting the procurement process. When considering how a procurement process may improve the social, economic or environmental well-being of a relevant area, the Council must only consider matters that are relevant to what is proposed to be procured. The Council must only consider those matters to the extent to which it is proportionate, in all the circumstances, to take those matters into account.

See: <http://www.legislation.gov.uk/ukpga/2012/3/enacted>

15. Nominated or Named Sub-contractors and Suppliers

15.1 In accordance with Croydon's commitment to developing the local supply base and proactively implementing the Social Value Act, sub-contracting can provide a useful tool for engaging small businesses, voluntary organisations and the community sector in the supply of goods, supplies and services.

15.2 Officers should consider whether the inclusion of sub-contracting clauses is appropriate for their commissioning activity.

15.3 Where a Director nominates or names a sub-contractor or supplier to a main contractor, they must ensure the compliance with LLW, Modern Day Slavery, Council's Equality and Diversity policy, data protection legislation and any other such policy or legislation relevant to the goods, services or works being contracted for is included in that suppliers agreement. They must seek approval from the Chair of CCB prior to engagement with the sub-contractor or supplier.

Section 3 – How we Buy - Approach and Principles (continued)

16. Collaboration

16.1 In order to secure value for money, the Council may enter into a procurement arrangement with a Central Purchasing Body (CPB) such as Crown Commercial Services (CCS) or another such body. These agreements should include (where possible) compliance with the Council's policy and procedures, and must be approved in accordance with Regulation 11. The terms and conditions of the CPB must be fully complied with, including any requirement to undertake competition between providers, roles and responsibilities and liabilities must be clearly set out in all Call-off and contract documentation when using these agreements.

16.2 In order to secure value for money, the Council may enter into collaborative procurement arrangements with another local authority, government department, Clinical Commissioning Groups (CCG) and health providers, statutory undertaker or other contracting authority. These arrangements must be approved in accordance with Regulation 11 and must ensure that roles and responsibility and liability has been clearly set out within the documentation.

17. Provision of Services and Works for Other Organisations

17.1 This Regulation applies whenever the Council carries out or provides any services or work or other action on behalf of another Local Authority/ consortium of Local Authorities, Government Department, Statutory Body or third sector organisation (third parties). The following conditions apply:

- a.** the Officer responsible must be satisfied that the Council's interests will not be prejudiced by any such action; and
- b.** there must be sufficient budget for the work in the Council's own estimates; and
- c.** the third party must sign an agreement with the Council that clearly states liabilities, roles and responsibilities, and include contingency arrangements should the third party no longer exist during the term of the provision; and
- d.** the third party must authorise any additional requirements, variations or departures and any additional funding required by the Council must be authorised in accordance with the Financial Regulations; and
- e.** the third party must first confirm that it accepts financial responsibility for the provision of services or work.

17.2 Approval must be sought from the CCB via a RP2 How we Buy report prior to any notable commitment of Council resources or budget

18. Tendering with or through other Public Bodies

18.1 Subject to the requirements of EU Rules, UK Regulations and any other applicable legislation, regulation, policy and/or guidance document, the Officer responsible can call off tenders with or through the following organisations, provided that they can obtain equivalent or more advantageous terms than by inviting competitive tenders:

- a.** Another Local Authority, consortium of local authorities, Commissioning Partnerships, a Mutual;
- b.** Government Department, Purchasing Organisation which has been approved by the Director responsible for procurement;
- c.** Statutory Body;
- d.** Utility Undertaking (public or previously public).

18.2 However, the Officer responsible must obtain the most favourable terms possible for the Council and must be able to demonstrate Best Value for Money under Section 3 of the Local Government Act 1999. An award report recommending any award must be submitted in accordance with Regulation 11.

19. Waivers and Emergencies

19.1 Where the value is under £100,000 any waivers must be signed by the relevant Director of the service area in consultation with either the Strategic Procurement or Sourcing Managers of the Central Buying Team.

19.2 Over and above this, the Director of Commissioning & Procurement (exercising delegated non-executive powers) can waive any requirements contained within these Tenders and Contracts Regulations for specific projects, following a recommendation from the CCB. Any such waivers granted with a value over £100,000 must be reported to Cabinet at its next meeting.

Section 3 – How we Buy - Approach and Principles (continued)

- 19.3** For Disasters and Emergencies where there is a clear need to provide a service or product immediately in the instance of a sudden unforeseen crisis or the immediate risk is to health, life, property or environment, compliance when these regulations may not be feasible. Any Director may place an order for supplies, services or works as the circumstances require after seeking approval from the chair of CCB, clearly stating the immediate procurements required. If that is not feasible for example due to outside of normal working hours then immediately after when reasonably feasible. A report of contracts awarded and any future procurements required will require approval by the Chair of CCB and if applicable Cabinet at the next available meeting after the event.
- 19.4** For emergency placements (Placement) relating to children or vulnerable adults, where it is not possible to arrange the Placement through an existing Council Contract, the relevant Director may authorise an order for the Placement. As soon as practical the Director shall review the Placement to satisfy themselves that it is and continues to be appropriate to the circumstances and provides value for money.
- 19.5** A monthly report of all Placements and other emergency orders made under this Regulation 19 in the relevant month shall be presented to CCB, Cabinet Member or Cabinet as appropriate (by reference to regulation 28 in accordance with the value of award and reporting protocols). Where the Director making the Placement or emergency order is not an Executive Director such report shall also be provided to the relevant Executive Director.
- 19.6** All waivers against any of these regulations, including the reasons for them and the period for which the waiver is valid must be recorded and approved. Where a waiver is to be sought, the procurement process may not begin before approval has been granted. This restriction cannot be avoided by seeking approval of a waiver with retrospective effect, unless it is confirmed that it was not reasonably practicable to obtain it prior to approval. All requirements of these Regulations relating to the approval to award still remain.
- 20. Preparation of a Specification**
- 20.1** The Officer responsible must prepare a clear and unambiguous specification. It must be in keeping with the Council's commissioning principles (including Social Value outcomes), they must be outcome-based and must include any necessary outputs, plans, sections, drawings and bills of quantities. This specification must be agreed by the relevant Category Manager or the Central Buying Team for values below £100,000.
- 20.2** Sometimes, because of the type of work, the Officer responsible may not consider it practical or possible to prepare a detailed specification of every item of work necessary for the contract to be carried out. Here, the Officer responsible may include, in general words, provision for such works in the specification. This is subject to the requirement that any such work is carried out under the direct supervision of and on the written authority of the Officer responsible.
- 20.3** If the specification is for a contract for works, the Officer responsible must include provision within the budget for contingencies.
- 21. Advertising and the Number of Tenders**
- 21.1** One of the principles of Croydon's commissioning framework is to let contracts via an open and transparent competitive process.
- 21.2** Officers shall ensure that all tender processes that are to be advertised are done so in a sufficiently accessible manner and where proposed Contracts, irrespective of their total Contract value, might be of interest to potential suppliers located in other member states of the EU, a sufficiently accessible advertisement is published. Generally, the greater the interest of the Contract to potential suppliers the wider the coverage of the advertisement should be. Advertisements for tenders must as a minimum be placed as follows:
- a. Where the value exceeds the current EU thresholds for goods, service and works Contracts, tender advertisement rules must be followed in accordance with the current EU Rules and UK Regulations;
 - b. For procurement activity of any value, Officers must use the Council's own e-tendering portal and website(s). They may use additional advertisements in national official journals, specialist trade papers or websites, if relevant and if affordable.

Section 3 – How we Buy - Approach and Principles (continued)

- 21.3** As a minimum, any advertisement must state the place where interested providers may obtain the procurement documents and the deadline for receipt of submissions. As appropriate and as an alternative to advertising; tenderers may be selected either via an accepted framework (Croydon's own, via an established CPO or authorised 3rd party) or via an approved list such as 'Constructionline'. Details should be provided in the RP2 How we Buy report.
- 22. Standards and Evaluation Criteria**
- 22.1** Where the value is £100,000 and above the Director for whom the procurement is being undertaken must ascertain the relevant EU, UK, European or international standards which apply to the subject matter of the contract. The Officer must include those standards which are necessary to properly describe the required quality and obligations under the contract. Advice from the relevant C&P Head of Service or Category Manager must be sought, as necessary.
- 22.2** The composition of and assessment of the SQ and ITT must be carried out in line with the EU Rules and UK Regulations which provides for transparency, non-discrimination, equal treatment, mutual recognition and proportionality amongst the freedom of movement of goods, freedom of establishment and freedom to provide services.
- 22.3** The Officer responsible for the procurement must define evaluation criteria that are appropriate to the purchase and designed to secure an outcome that meets the objectives of the Council. This must be included in the approved RP2 How we Buy Report. The evaluation criteria chosen must, where relevant, be compliant and in accordance with the UK Regulations. This must be either MEAT for goods, services and works, or Highest Price if payment is to be received for sale or disposal.
- 22.4** When awarding on the basis of MEAT, the split between cost and quality is to be 40% cost and 60% quality. Where the Officer responsible does not consider this split appropriate, the reasons for the use of an alternative percentage split must be substantiated and a Waiver sought to this regulation. This must be included in the RP2 How we Buy Report, which is in accordance with Regulation 8, for approval by the CCB. Where, under the MEAT approach, quality is adopted as a criterion, it must be further defined by reference to sub-criteria. There is no definitive list of quality criteria that should be applied to all procurements, but they must be linked to the subject matter of the contract and proportionate. Please reference the Procurement & Contract Management Handbook for further advice.
- 22.5** The 60% quality evaluation assessment must include an allocation for a minimum of 10% for the Social Value criteria, any deviation from this must be in accordance with Regulation 19.
- 22.6** The Director must ensure that, whatever method of tendering is chosen, financial appraisals of contractors are part of the selection/award process. Directors must also ensure abnormally low tender submissions have been fully evaluated to ensure it does provide value for money. Any concerns regarding the evaluation especially with consideration of the Modern Day Slavery Act, should be reported to the Chair of CCB.
- 22.7** Officers must indicate in the contract notice whether or not they authorise variants. Variants shall not be authorised without this indication.
- 22.8** Officer must state in the tender documents the minimum requirements to be met by the variants and any specific requirements that need to be met. Only variants meeting those minimum requirements shall be taken into consideration
- 23. Standard Contract Clauses**
- 23.1** All Contracts valued in excess of £100,000 must be in writing and signed by an Authorised Signatory on behalf the Council, or sealed with the Council's Seal in the presence of an Authorised Signatory.
- 23.2** The Officer responsible must include the following standard clauses in every written Contract. Any proposed changes to the standard clauses are subject to legal advice and approval by the Director of Commissioning & Procurement, if not included in a RP2 How we Buy Report.
- 23.3** All Contracts must include:
- a.** Default procedures. These may include charges for defaults.
 - b.** A clause enabling the Council to claim actual or liquidated damages or an appropriate combination, depending upon the nature of the contract. Where a liquidated damages clause is used, there must also be included a clause for an extension of the time for completion. Appropriate advice must be sought on the type of damages clause suitable for each proposed contract.

Section 3 – How we Buy - Approach and Principles (continued)

- c. A genuine pre-estimate of liquidated damages must be quoted in the contract to be valid. Liquidated damages clauses generally yield limited sums in damages and, therefore, the risks of adopting a liquidated damages clause should be assessed in each case.
- d. A clause requiring the Contractor to maintain and test a business continuity plan at least annually and to keep the Council informed of how that plan would be deployed to protect the Council's interests, in the event of any interruption in the delivery of goods, services or works.
- e. A clause setting out the arrangements by which the contract will be managed and monitored by the Council, including arrangements for regular liaison between the parties, in compliance with the Council's standard requirements for contract management and monitoring.
- f. An extension of the 'time for completion' clause to protect the Council and allow for liquidated damages to be claimed in the event that the Council is responsible to any extent for a delay.
- g. A clause permitting the termination of the Contract in whole or in part, and without penalty, where the Council elects to do so.
- h. A clause that entitles the Council to terminate a Contract without penalty where it has been subject to a substantial modification by the provider without prior consultation and agreement.
- i. A provision requiring the Council to pay undisputed invoices, within 30 days of receipt of a valid invoice (subject to any contractual or statutory obligation to pay earlier).
- j. Provision that any significant deviation from the tender proposal shall constitute a default in the same manner as a deviation from the Specification and may constitute grounds upon which to terminate the contract.
- k. Suitable clauses to enable the Council to cancel the contract and recover any loss due to the cancellation of the contract if the Contractor or any person employed by the Contractor or acting on the Contractor's behalf shall have committed any offence under the Bribery Act 2010 or shall have given any fee or reward the receipt of which is an offence under Section 117(2) of the Local Government Act 1972 or shall have given

any fee or reward to any member or officer of the Council which shall have been exacted or accepted by such officer by virtue of office or employment and is otherwise than such officer's proper remuneration.

- l. A clause that states the Council will require all staff engaged by the Contractor in the delivery of services or works under the Contract be paid the LLW.
- m. Where appropriate a clause that states the Contractor must comply with the Modern Day Slavery policy.
- n. Where appropriate a clause that states the Contractor will ensure they maintain their compliance with Council policies that are relevant to the services that the Council are procuring.
- o. Where personal data is being used within the delivery of the services, the appropriate data protection provision is made including that the Contractor must indemnify the Council against any relevant liabilities applicable to the Contractor's responsibilities.
- p. Where appropriate, relevant safeguarding provisions must be included.

23.4 Standard contract clauses for securing social value are set out in the Social Value Framework. The Officer responsible should refer to this framework to ensure the appropriate clauses are used. Every Contract awarded by the Council must have a commitment on social value.

23.5 The Officer responsible must consider the obligation to require tenderers to provide a Performance Bond and/or Parent Company Guarantee where a contractor is a subsidiary of a parent company, as a Contract requirement in the following circumstances:

- (i) the award is based on evaluation of the parent company;
- (ii) the financial status of the contractor (having regard, inter alia, to the proposed contract) warrants the same; and or
- (iii) the S151 Officer recommends;
- (iv) where it is proposed to make stage or other payments in advance of receiving the whole of the subject matter of the Contract.

Section 3 – How we Buy - Approach and Principles (continued)

- 23.6** The decision to require a Performance Bond and/or Parent Company Guarantee as a Contract requirement should be detailed in the RP2 How we Buy report.
- 23.7** If during the tendering exercise it becomes a requirement for a tenderer to provide a Performance Bond and/or Parent Company Guarantee as a Contract requirement - perhaps to support a financial standing issue, then this requirement, if different from that stated in the procurement should be reported in the eventual award report.
- 23.8** If required, advice should be sought from the relevant Finance Head of Service and included as part of the RP2 How we Buy report or Contract Award report for approval by the Chair of CCB.
- 23.9** In all cases where relevant, the Officer responsible, must discuss the need for the provision of a Pension Bond with the Head of Service responsible for Pensions and Treasury.
- 23.10** Every Contract must have a clause requiring the contractor to obtain adequate public liability and employer's liability insurance and any other insurance as may be required by the contract. The contractor must provide reasonable proof of this before work is commenced and throughout the life of the contract upon renewal of insurance.
- 23.11** The levels of cover are to be as stated in the Council's insurance guidance document. Any proposed reduction in required cover must be in consultation with the Council's Insurance, Risk and Corporate Programme Office.
- 23.12** All Contracts must include the following:
- a.** wording in which the contractor agrees to indemnify the Council for all claims proceedings, actions and other matters relating to the contract, except where the Council is found to be legally liable;
 - and**
 - b.** a clause in which the contractor agrees to certain service levels while dealing with claims, etc;
 - and**
 - c.** a clause requiring the full range of relevant insurances to be provided by the contractor, advice on this must be taken from the Risk and Insurance Officer;
 - and**
 - d.** the need for any self-employed person or consultant to have their own insurance, particularly where services are provided by employment agencies.
- 23.13** Every Contract must have a clause requiring all parties to comply with the provisions of the Data Protection Act 2018 ('DPA').
- 23.14** Every contract must ensure that the contractor acknowledges that the Contract and the information associated with it is subject to the Freedom of Information Act 2000 ('FoIA').
- 23.15** Every Contract must name the supervising person/s.
- 23.16** Every Contract must have a clause requiring the contractor to observe statutory requirements as to the manner in which work is to be carried out.
- 23.17** Every Contract must incorporate the specification and any drawings and bills of quantities as required/relevant.
- 23.18** Every Contract must contain a provision enabling the Council to deal with cases where the contractor, without good reason, either wholly or partly fails to complete delivery of the supplies, services or works, the subject of the Contract, to the contract standard or at all. The provision must enable the Council, if so desired, to:
- a.** engage an alternative provider, and in situations of urgency, without notice to the original contractor;
 - b.** arrange for the delivery of necessary supplies or materials from an alternative source;
 - c.** change quality or quantity of supplies, services or works required;
 - d.** recharge to the original contractor the costs of re-procurement and/or associated administrative and legal costs, and any costs incurred in excess of the original tendered price of the contractor to complete the delivery of the supply the subject of the contract, including the costs of any changes required to that supply, resulting from the contractor's default.
- 23.19** Where appropriate, a standard form of contract issued by the regulatory body, trade industry or profession may be used in conjunction with these Regulations.

Section 3 – How we Buy - Approach and Principles (continued)

24. Form of Contract for all Awards

- 24.1** Every Contract must be in writing and in a form approved by the Council Solicitor and Monitoring Officer.
- 24.2** The Council Solicitor and Monitoring Officer, the Heads of Legal Services or other person authorised by the Council Solicitor and Monitoring Officer ('Authorised Signatory') must sign every written contract valued at £100,000 and above in accordance with the Council's Constitution and is responsible for settling the detailed terms thereof. However, the relevant Director may sign and settle the terms of Contracts valued at £100,000 and above if specifically authorised in writing to do so by the Council Solicitor and Monitoring Officer.
- 24.3** Where a standard form of contract is issued by the regulatory body, trade industry or profession, the Officer responsible may use this in conjunction with these Regulations. The Officer responsible must ensure that the Contract is approved and executed by the Director responsible for Legal Services.

25. Invitations to Tender and Quotations/Tendering Instructions

- 25.1** The Officer responsible must issue Invitations to Tender and tendering instructions to every supplier:
- a.** invited to tender following a short-listing process;
 - or**
 - b.** who is listed on the relevant Framework, Framework lot or DPS and who is capable and willing to tender;
 - or**
 - c.** who requests the supply of tender documents under open tendering.
- 25.2** All Invitations to tender must specify the goods, service or works that are required, together with the terms and conditions of contract that will apply.
- 25.3** All suppliers invited to tender must be issued with the same information at the same time and subject to the same conditions. Any supplementary information must be given on the same basis.
- 25.4** All Invitations to tender shall include the following:
- a.** A specification that fully describes the Council's requirements;

- b.** A requirement for tenderers to declare that the tender content, price or any other figure or particulars concerning the tender have not been disclosed by the tenderer to any other party (except where such a disclosure is made in confidence for a necessary purpose);
- c.** A requirement for tenderers to complete fully and sign all tender documents including a form of tender and certificates relating to canvassing and non-collusion;
- d.** Notification that tenders are submitted to the Council on the basis that they are prepared at the tenderer's expense;
- e.** A description (detailed as appropriate) of the award procedure and evaluation methodology.

25.5 The Officer responsible must advise every supplier submitting a tender that:

- a.** no extension of time will be allowed for the receipt of any tender, unless at the discretion of the Council;
- b.** tenders received after the date and time specified for receipt may be rejected;
- c.** any departure from the Tendering Instructions may lead to the tender being rejected;
- d.** the Council does not bind themselves to accept the lowest or any tender or to accept any tender in full;
- e.** as soon as the Council has advised that (subject to contract) the tender has been accepted, then the agreement becomes legally binding;
- f.** the tender documents to be in electronic format;
- g.** the tenderers signed form of tender cannot be different in detail to that provided as part of the e-sourcing process.

25.6 Standard contract clauses must be stated (Regulation 22). Every supplier who submits a tender must be willing to enter into a contract containing these clauses.

25.7 The Officer responsible must also specify the period for which the tender will be kept open for acceptance. The normal minimum provision will be 90 days.

25.8 Tenders must be submitted electronically via the Council's e-tendering portal or by such other form of submission provided it was approved and a waiver to this regulation sought in the relevant RP2 How we Buy report.

Section 3 – How we Buy - Approach and Principles (continued)

- 25.9** Every tender must specify:
- i.** the amount of the tender and any discounts or deductions allowable and the terms for any such allowance; and
 - ii.** the time or times within which the contract is to be performed or completed.
- 25.10** The Officer responsible must check that every tender sum has been calculated by reference to the minimum specification required and stipulated in the tender. If they discover any departure from the specification, they can treat it as grounds for disregarding the tender.
- 25.11** When a tenderer proposes a variant bid, they must have demonstrated, by way of a compliant bid, that the Council's minimum standard has been met before a variant bid can be considered.
- 25.12** The Officer responsible must check that every tender sum is stated net of Value Added Tax or any other Tax or Duty.
- 26. Submission, Receipt and Opening of Tenders/Quotations**
- 26.1** Every tender must be received by a secure method using the Council's e-tendering portal or an approved e-sourcing system.
- 26.2** Suppliers or providers who have expressed interest in a tender must be given an adequate period in which to prepare and submit a proper tender, consistent with the complexity of the contract requirement. PCR 2015 or CCR 2016 includes specific tendering time periods.
- 26.3** Officers must notify all suppliers of the correct tender return instructions, including the date, time and place (details of the e-sourcing system).
- 26.4** In exceptional circumstances, the deadline for receipt of tenders may be extended, but only with the agreement of the relevant C&P Head of Service and the C&P Head of Service Corporate and only if such extension of time will not disadvantage a tenderer. No extension to the deadline can be given once the original deadline has passed and the seal has been broken on the e-tendering portal.
- 26.5** The relevant C&P Head of Service must arrange for all tenders for any one Contract to be opened at the same time. All tenders received via the Council's e-tendering portal should be opened by those listed below providing they are not involved in the tender exercise:
- Category Manager from outside of the service area leading the tender exercise;
 - the Strategic Procurement Manager of the Central Buying Team;
 - the Procurement Governance Manager.
- 26.6** In exceptional circumstances, the Director of C&P following advice from the C&P Head of Service Corporate and the C&P Head of Service for the service area may approve the delegation of the opening of tenders received via the Council's e-tendering portal to the Sourcing Manager of the Central Buying Team or a Senior Category Officer from outside the service area leading the tender exercise.
- 26.7** Any tender that does not comply with the Council's requirement as set out in the tender invitation e.g. arrives late, should normally be excluded from consideration, with the circumstances recorded on the Council e-tendering portal. Officers may, however, seek the agreement of the Chair of CCB to amend these requirements in appropriate circumstances. Any such relaxation shall be identified when seeking any necessary authorities required before the acceptance of a tender.
- 26.8** The C&P Head of Service Corporate must ensure, for audit and information purposes that for all tenders received via the Council's e-tendering portal:
- a) An electronic record is retained of the date and time of opening and the name of the Officer involved.; and
 - b) An electronic record of all tenders received is retained
- 27. Post SQ and Tender Clarifications**
- 27.1** The Director must maintain a detailed written record and clear audit trail of all post SQ and tender clarifications detailing all contact with the tenderer. All such communications must be recorded via the Council's e-tendering portal.

Section 3 – How we Buy - Approach and Principles (continued)

- 27.2** The Director must report to the CCB or the nominated Cabinet Member or Cabinet as appropriate (based on Contract value) any amendments to tender prices arising from post tender clarification and the reasons for them.
- 27.3** Directors may amend tender prices under post tender clarification, providing it does not disadvantage any other tenderer and in accordance with PCR 2015 and CCR 2016, in the following circumstances only:
- a.** if, between the submission of tenders and the Contract being awarded, a tenderer seeks to reduce the price without changing the original specification, then the Director must consult with the Chair for CCB to determine if there are reasons for accepting the new price and, if appropriate, offer the same opportunity to all the other tenderers. Opportunities to other tenderers to revise their bid prices would not normally be given to those previously eliminated for reasons other than cost or where a tenderer rectifies a mathematical error;
- or**
- b.** if there are errors in totals;
- or**
- c.** if the tender price is so low, the Director believes that the tenderer may have made an error and that acceptance might lead to difficulties of performance;
- or**
- d.** where the lowest tenderer agrees to reduce their price (without varying the specification) after negotiation because:
 - i)** the original tender was unacceptably high;
- or**
- ii)** the schedule covers a range of requirements and, although lowest overall, negotiations might allow further savings to the Council.
- e.** where, for a particular requirement:
 - i)** the lowest tender exceeds the Department's allocation;
- or**
- ii)** where it offers an alternative specification and negotiation would permit an assessment of the scope for savings.
- f.** If there is a Professional or local Code of Practice, that may restrict price negotiation and must be taken into consideration.
- 27.4** If the Director amends the original specification or the acceptable alternative differs from the original specification, then they must give similar opportunities to all other tenderers that submitted a tender.
- 27.5** The tenderer must subsequently confirm, in writing, any alterations to a tender before the Director may consider all the tenders received.
- 27.6** All post tender negotiation must be available for audit and recorded via the Council's e-tendering portal.

Section 4 – Contract Award

28. Contract Award

- 28.1** A Contract with a value of £100,000 and above, may not be awarded before the relevant Director has submitted a RP3 Contract Award report on the tenders received for the relevant contract and the appropriate acceptance in accordance with Regulation 28.4a-d.
- 28.2** The Officer responsible must provide a report on financial references in the report seeking acceptance of a tender.
- 28.3** Where the financial appraisal of a contractor gives an ‘extreme caution’ rating, the contractor must not be used unless the Director or Officer reports on and seeks approval from the Council’s Section 151 Officer:
- a.** any mitigating circumstances;
 - and/or**
 - b.** why they wish to appoint that contractor.
- 28.4** Prior to the submission to CCB or to the Chair of CCB, every report seeking acceptance of a tender for a Contract must be reviewed first by the Lead Category Manager prior to departmental review by; the lead Director, the Head of Corporate Law, the Head of Finance, Human Resources and the C&P Head of Service relevant to the report. The report must be prepared in accordance with the relevant Protocols (as set out in Part 5 of the Council’s Constitution) and specify information regarding the tendering circumstances and the terms of a Contract award sufficient to enable an informed decision to be made. It must also contain any appropriate comments and/or recommendations relating to budgetary provision, the competitive process undertaken, these Regulations, the Financial Regulations, EU Rules, relevant legislation and the Council’s policies.
- a.** for Contracts valued between £100,000 and £500,000, if there have been no departures from the approved procurement strategy and there is available budget then a report, that has been signed-off in accordance with the standard award report template seeking Contract award can be made directly to the Chair of CCB, under delegated powers, without first seeking recommendation from the CCB;
 - b.** for Contracts valued between £100,000 and £500,000 where there have been departures from the approved procurement route (with the exception of timetable), evaluation approach or additional risks were identified, then a report is required seeking recommendation from the CCB for Contract award by the Chair of CCB, under delegated powers;
 - c.** for Contracts valued over £500,000 a report is required to the CCB seeking recommendation for Contract award by the Cabinet Member for values up to £5,000,000 and Cabinet for values over £5,000,000.
 - d.** for proposed Contract extension periods included as part of the original Contract award, a report to the CCB seeking recommendation for Contract extension by the Chair of CCB, under delegated powers.
- 28.5** The Cabinet, nominated Cabinet Member, and the CCB are the bodies responsible for reviewing Contract matters for the Council.
- 28.6** Subject to the Contract values, recommendations on executive matters will be considered 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.
- 28.7** A list of Contracts to be recommended under Regulation 28.4c will be reported to the Cabinet meeting immediately preceding the anticipated date for consideration and decision to award.
- 28.8** In all instances in these Regulations where a nominated Cabinet Member or Cabinet is charged with making an executive decision, Part 5.A of the Council’s Constitution – Protocol for Decision Making must be observed.
- 28.9** In the absence of the named officers, deputies may act on their behalf in accordance with the departmental scheme of delegations.

Section 4 – Contract Award (continued)

29. Contract Pre-conditions and Preliminaries

29.1 A Director must not authorise or permit a contractor to enter on any land or buildings belonging to the Council or to proceed with the Contract or start work on site until a written order to proceed with the Contract has been issued and the following actions are completed:

- a. the contractor has provided proof of insurance;
- b. the contractor has completed and returned to the Council the contract documents unless the Director can satisfy the Council Solicitor and Council Monitoring Officer and the Chair of CCB that the Council's position is otherwise adequately secured;
- c. where appropriate the performance bond is duly completed;
- d. all procedures have been completed to the satisfaction of the Council Solicitor and Monitoring Officer.

29.2 Once the actions in Regulation 29.1 are completed then a purchase order must be raised on the Council's financial system, prior to any goods or services being provided. Raising purchase orders, and any permitted exceptions, must be conducted in accordance with the Council's P2P Guidance documentation.

30. Extras and Variations

30.1 Any extra, variation (including extension of time) or a contract change control notice to a Contract must be specifically authorised in writing by the Director or a designated Officer, who must retain a copy of this authorisation as a document relating to the Contract. If the extra, variation or change control notice is likely to result in an increase in the Contract sum, then the Officer must obtain authority for the additional expenditure in accordance with the Financial Regulations. The overall costs must be contained within agreed budgets.

30.2 Where the contract supervisors are not Council Officers, the Contract with the supervisors must provide that no tangible change be made to the specification without the prior written consent of the Council.

30.3 A report seeking authority for the change to the Contract must be made to the CCB, nominated Cabinet Member or Cabinet as appropriate, where the extra terms or variation will result in the new total value of the contract:

- i. Exceeding £100,000 (CCB) or £500,000 (Nominated Cabinet Member) or £5,000,000 (Cabinet);
- ii. Exceeding the relevant public procurement threshold (for goods, services or works), as published from time to time by the European Commission.

or in any case, where the value of the extra/variation (aggregated with previous extras/variations if any) results in the original Contract award value being increased by more than 25% or £1,000,000 (whichever is the lower).

30.4 A Key Decision Notice is required and timescales adhered to when the value of the extra/variation either totals or increases the new contract value to £1,000,000 or more and was not subject to a previous Key Decision Notice.

30.5 Each Department must have control procedures and audit trails in place to deal with extras, variations and Change Control Notices.

Section 5 – Contract Mobilisation

31. Tender Records

- 31.1** The C&P Head of Service must ensure that the following information in relation to a Contract is kept:
- a.** Pre-tender research, benchmarking and consultation information;
 - b.** The approved RP2 How we Buy report including any waiver given;
 - c.** The selection and award criteria (as appropriate);
 - d.** Pre-qualification documents sent to and received from applicants (if applicable);
 - e.** Tender and written quotation documents sent to and received from tenderers;
 - f.** Communications with all applicants and tenderers throughout the procurement exercise;
 - g.** Any post-tender clarification information, to include minutes of meetings;
 - h.** The contract documents.
- 31.2** Where the Council has used its own e-sourcing system, all electronic records pertaining to the tender and the tendering process must be retained on the system, including an electronic copy of the signed contract.

32. Contract Register

- 32.1** Category Managers must ensure that all contracts let are entered onto the Council's Contract Register in accordance with the Local Government Transparency Code. This action can be completed via the Council's e-tendering portal. Where another e-tendering portal has been used the details must be submitted to www.gov.uk/contracts-finder. Copies of all signed/sealed contracts must be uploaded into the Contract Management system on the Council's e-tendering portal.
- 32.2** When contracts have been varied, extended, novated, assigned, terminated, sub-contractors authorised or changed in any way, Category Managers and Contract Managers must update the Council's Contracts Register with the new details and if required www.gov.uk/contracts-finder, and copies of all signed/sealed documentations must be uploaded into the Council's Contract Management system on the Council's e-tendering portal to accompany the original electronic copy Contract.

- 32.3** Category Managers and Contract Managers must ensure the timely completion and submission of any Contractor compiled documentation into the Council's Contract Management system on the Council's e-tendering portal (e.g. annual Insurance Certificates) that are required by the Contract.

33. Contract Storage

- 33.1** The Director responsible for the service area must ensure that all signed/ sealed Contracts established in accordance with these Regulations are scanned and the scanned copy or a true electronic copy (with signature/ sealed pages scanned accompanying it) is stored on the Council's Contract Management system and that the original copy of the contract has been received by the Deeds team in Croydon Legal Services.

Section 6 – Contract Management

34. Managing Contracts

- 34.1** All Directors are to name a Contracts Manager or a person responsible for the management of the contract for all new contracts which are covered by these Regulations. All contracts must have a named Council contract owner (normally the Director of the service area) and Contract Manager for the entirety of the contract term in accordance with the Council's agreed contract management model.
- 34.2** Contract managers must follow the procedures and reporting requirements set out in the Council's Procurement & Contract Management Handbook.
- 34.3** Contract Managers will be responsible for the day to day management and reporting of their contracts. This shall include monitoring and reporting using the Council's Contract Management Tool Kit. For contracts with a value of over £1,000,000 per annum, monitoring of performance will include the timely return of the Balanced Scorecard to www.Contracthub.com and full completion of Scorecards and Action Plans.
- 34.4** Contract Performance will be measured against the following minimum criteria but may be subject to change:
- i)** Performance;
 - ii)** Compliance with specification and contract terms;
 - iii)** Finance and costs;
 - iv)** Risk management,
 - v)** Social Value;
 - vi)** Resident satisfaction;
 - vii)** GDPR;
 - viii)** Health and Safety;
 - ix)** Modern Slavery Prevention; and
 - x)** Equalities and Fairness.
- 34.5** For all contracts, it is the responsibility of the Contract Manager to raise any incidents of poor performance immediately with the Contractor and seek rectification through the development of an Action Plan. This Action Plan must be updated to record progress until performance improves to a

satisfactory level. At which time the Action Plan may be closed. In instances of particularly poor performance, or persistent poor performance, the Contract Manager should consider the appropriate course of action to take under the contract, taking advice as appropriate.

35. Risk Assessment & Contingency Planning

- 35.1** Provision for resources for the management of the contract, for its entirety, must be identified in the business case and RP2 How we Buy report. CCB should be kept up to date as required via the Council's CCB process.
- 35.2** For all contracts with a value of £100,000 and greater, the contract manager must:
- a.** Maintain a risk register during the contract period
 - b.** Undertake appropriate risk assessments and for identified risks
 - c.** Ensure contingency measures and business continuity plans are in place and are regularly reviewed as part of contract management.

36. Contract Monitoring, Evaluation & Review

- 36.1** All contracts valued at £100,000 and greater are to be subject to regular formal reviews with the contractor. An initial review must be done at the first 3 months of a contract start date and on-going reviews will then be conducted on a regular schedule. The initial review can be done sooner due to the length of contract and should be agreed with CCB.
- 36.2** A formal review process must be applied to all contracts deemed to be High Risk, High Value, or High Profile. This process must be applied at key stages of major procurements and must comply with the Council's Procurement & Contract Management Handbook.
- 36.3** During the life of the contract, the Contract Manager must monitor a contract in accordance with the Council's Procurement & Contract Management Handbook.
- 36.4** During the life of Framework Agreements and DPS, the Contract Manager will update CCB on performance and awards of contracts as agreed by CCB in the report in accordance with Regulation 28.

Glossary Of Terms – Appendix A

	Description/Meaning
Amount of an estimate	The sum of money estimated, net of Value Added Tax but inclusive of any other tax or duty. However, the amount of any such tax or duty payable must be stated.
Award Report	A procurement award report in the relevant format (dependant on the Contract value) which is provided to the CCB prior to the award of any Contract, extension for the purposes of providing the necessary approval (subject to the Contract value).
Category Manager	The Council officer responsible for a particular category of spend and who leads on commissioning and procurement activity or DPS.
Call-off Contracts	Contracts selected and awarded from an existing Framework Agreement or DPS.
Chair of CCB	The Director of Commissioning & Procurement.
CCB	Contracts & Commissioning Board - the board of Council officers designated to manage and act as the decision maker or recommending body within the scope of these Regulations, for Council-wide commissioning and contracting activities (excluding land disposals and property transaction matters).
CCS	Crown Commercial Services.
CCR 2016	The Concession Contracts Regulations 2016 and any supersede or replacement legislation.
'CDM'	Construction (Design and Management) Regulations 2015.
C&P	Commissioning & Procurement Division within Resources Department responsible for the Council's Tenders and Contracts Regulations.
Central Buying Team	The Council's central Buying Team within Commissioning & Procurement Division responsible for all goods & services procurement below £100,000.
Central Purchasing Body	A Contracting Authority which provides centralised purchasing activities and which may also provide ancillary purchasing activities— (a) acquires supplies or services intended for one or more contracting authorities; (b) awards public contracts intended for one or more contracting authorities; or (c) concludes framework agreements for work, supplies, or services intended for one or more contracting authorities; <i>(for the avoidance of doubt, this is the same definition as provided in the PCR 2015).</i>

	Description/Meaning
Concession Contract	Concessions are defined in the public sector procurement Directive 2004/17/EC ("the Directive") as contracts where the consideration for the supplies, works or services to be carried out consists either solely in the right to exploit the supply, work or service, or in this right to exploit together with payment.
Constructionline	Website that has pre-qualified suppliers who provide goods, services and works for Construction related projects.
Contract	A contract for the provision (either to or by the Council) of goods, services or works however they may be funded, but excluding those types of contracts or matters referred to at Regulation 3.3.
Contracting Authorities	The State, regional or local authorities, bodies governed by public law or associations formed by one or more such authorities or one or more such bodies governed by public law, and includes central government authorities, but does not include Her Majesty in her private capacity.
Contracts Finder	A web-based portal provided for the purposes of PCR 2015 Part 4 by or on behalf of the Cabinet Office.
Contract Management System	The process of automating Contract Lifecycle Management (previously "Contract Management"), it incorporates the key elements of the buying process, such as commissioning knowledge, specification, requests for quotation/tenders/e-auctions, evaluation/negotiation, contract formulation and management and is contained on the Council's Tender Portal, Contract Register and Contract Management system.
Contract Manager	The Council officer or external person appointed to manage and/or monitor the tender/contract process on behalf of the Council.

Glossary Of Terms – Appendix A

	Description/Meaning
Contract Value or Value of a Contract	<p>A value:</p> <p>(a) calculated on the basis of the full term of the Contract. i.e. if it is a three year contract with a possibility of a two year extension then the calculation of the contract value must be based on a five year term;</p> <p>and</p> <p>(b) not value added tax but inclusive of any other tax or duty. Where a Contract is mixed, i.e. has elements of works, supplies and/or services, to establish the type of contract and relevant threshold for the purposes of the PCR 2015, the correct categorisation of the Contract is made by reference to the main subject (the part that has the greatest value) of the Contract.</p> <p>In relation to a Framework Agreement and a DPS, this would be the maximum estimated value, net of Value Added Tax, of all the contracts envisaged for the total term of the Framework Agreement or DPS.</p> <p>Note: to set up and access a Framework this will need to be stipulated in the appropriate CCB report to prevent a further and separate report being required; one to set up the Framework and one to access it.</p>
Council's approved estimates	The Council's budget approved annually by full Council and includes estimates of both capital and revenue expenditure
Council's Declaration of Confidentiality and Interest Form	This form is available on the Council's intranet: https://intranet.croydon.gov.uk/working-croydon/finance/commissioning-and-procurement/forms
Council's Constitution	The articles of the constitution for the London Borough of Croydon, which set out the rules and framework which govern the operation of the council; the responsibility for functions; procedure rules, codes and protocols for specific parts of decision-making processes.
Council's Financial Regulations	The financial regulations as contained in Part 4.H of the Council's Constitution.
DPA	Data Protection Act 2018.
Director	<p>(a) A Director, a Head of Service or any other Officer currently identified as being a Director, with relevant authority under a departments scheme of authorisations;</p> <p>(b) Executive Director;</p> <p>(c) A nominated Officer with delegated authority to incur expenditure.</p>

	Description/Meaning
Dynamic Purchasing System ("DPS")	<p>A completely electronic purchasing system procedure available for contracts for works, services and goods commonly available on the market.</p> <p><i>For the avoidance of doubt, please refer to Regulation 32 to the PCR 2015 for a more detailed definition.</i></p>
e-sourcing (tendering)	An internet based process wherein the complete tendering process, from advertising to submitting and receiving tender-related information, is done online.
EU Rules	Where the EU Rules are referenced, this means it is also to include EU Public Procurement Directives 2015 and EU 2014/24/EU (which and the principles of the Treaty on the Functioning of the European Union as apply to the Contracts as implemented into UK law by regulations.
Evaluation criteria	<p>Refers to the measures used in either the SQ or ITT to undertake an assessment of potential providers.</p> <p>i. Criteria used in the SQ are referred to as 'selection criteria'.</p> <p>ii. Criteria used in the ITT are referred to as 'award criteria'.</p>
Expression of Interest ("Eoi")	A statement by a prospective provider of their intention to compete for a tendering opportunity for the provision of goods, services and/or works.
Executive Director	<p>The Chief Executive;</p> <p>or</p> <p>A head of one of the following departments or any successor to them:</p> <p>Executive Director of Resources ;</p> <p>Executive Director of Place;</p> <p>Executive Director of Children, Families & Education;</p> <p>Executive Director of Health, Wellbeing & Adults;</p> <p>Executive Director of Gateway, Strategy & Engagement;</p> <p>who under their scheme of authorisations can exercise the powers referred to in these Regulations.</p>
Executive function	Matters reserved to the Leader under the Council's Strong Leader Model and as set out in the Leaders Scheme of Delegation.
External Advisors & Consultants	Individuals who are contracted to fulfil a role, not already covered by the Council's establishment, which may be of a specialist nature.
Framework Agreement	<p>An agreement between one or more contracting authorities and one or more economic operators, the purpose of which is to establish the terms governing contracts to be awarded during a given period, in particular with regard to price and, where appropriate, the quantity envisaged. The phrase 'Framework/s' shall also be construed accordingly.</p> <p><i>For the avoidance of doubt, this is the definition provided in Regulation 33(2) PCR 2015.</i></p>

Glossary Of Terms – Appendix A

	Description/Meaning
GPAC	The General Purposes and Audit Committee constituted under the Council's Constitution and includes any other Council decision making body or individual Member or officer who may from time to time have responsibility for consideration of these Regulations. Note: GPAC is a Non-Executive function.
Grant	An arrangement where money is given for a stated purpose with or without conditions attached and which is for the benefit of all or a section of the community, but is not a procurement of services.
How we Buy Report (RP2)	This is the procurement strategy report often referred to as RP2. Template can be found on the Procurement Governance SharePoint page.
In Writing	Refers to paper and electronic records.
IIOB	The Investing in our Borough report, produced by Commissioning & Procurement for Cabinet listing all RP2 How we Buy and RP3 Contract Award reports that require approving by Cabinet Member or Cabinet etc.
ITT (Invitation to Tender)	The step of a competitive tendering process in which suppliers or contractors are invited to submit sealed bids for the supply of specific and clearly defined supplies, services or works during a specified timeframe.
KPI	Key Performance Indicator - a type of performance measurement used to evaluate the success of a particular activity carried out by a provider.
LGPS	Local Government Pension Scheme.
The Leader or nominated Cabinet Member	The Leader of Croydon Council or any nominated Cabinet Member to whom they have delegated authority to exercise their powers referred to in these Regulations.
Light Touch Regime ("LTR")	The procedure that must be followed in relation to social and other specific services (including healthcare, cultural, educational and legal services) under Regs 74-76 PCR 2015.
London Living Wage ("LLW")	The basic hourly rate before tax and other deductions determined and published by the Greater London Authority from time to time.
Low Value Expenditure	Expenditure which is below £100,000 in value.
LTR Services	Services subject to the Light-Touch Regime. There is an OJEU advertising requirement and other specific obligations, but a higher financial threshold has introduced for the Light Touch Regime to apply.
Make or Buy Report (RP1)	The report is a strategic choice between in-housing the services required and/or buying it externally (outsourcing). It is a discussion document that has to be brought to CCB for agreement.

	Description/Meaning
Most Economically Advantageous Tender ("MEAT")	The tendering approach used to provide a balance between quality and cost Or 100% assessment of quality to a fixed budget or 100% price where a minimum quality threshold is met.
Nominated Cabinet Member or Member	Cabinet Member within whose portfolio, as identified by the Leaders Scheme of Delegations, the service which is the subject matter of the contract falls.
Non-Executive function	Matters reserved to Full Council/Full Committee or matters that are delegated in accordance with the Scheme of Delegation.
Officer	An Officer authorised by the appropriate Director or Executive Director to lead in the requirements for a procurement and comply with these regulations.
OJEU	The Official Journal of the European Union.
Output (or Outcome) Based Specification ("OBS")	A specification that focuses on the desired outputs of a service in business terms, rather than a detailed technical specification of how the service is to be provided.
Parent Company Guarantee	Parent Company Guarantees are provided by either the contractor's immediate parent or other holding company and operate as a guarantee to ensure a Contract is properly performed and completed. In the event of a contractor default, the parent is obliged to remedy the breach.
PCR 2015	The Public Contracts Regulations 2015 and any supersede or replacement legislation.
Performance Bond	Performance Bonds are typically provided by banks or insurance companies. They provide a guarantee of payment up to a stated amount of money should a loss be suffered as a result of the contractor's breach of a contractual obligation.
Person	Includes the following: (a) A group of persons; (b) A firm; (c) A partnership (d) An unincorporated association; (e) A company; (f) Another local authority or a group of local authorities (g) A Government Department (as represented by the Secretary of State); (h) A statutory body; (i) A public utility that has been privatised.

Glossary Of Terms – Appendix A

	Description/Meaning																
PIN	Prior Indicative Notice for publishing in the OJEU, to notify the market of a possible opportunity. See PCR 2015 Reg. 48 for further information.																
Post Tender Clarification	Tender or bid clarifications that may become necessary during the evaluation of tenders.																
Post Tender Negotiation	Contact between the buyer and tenderers, separate from Tender Clarification, to refine and improve the bid(s) in order to ensure that prices, delivery or associated terms of the contract are competitive. Note: this process is only available as indicated in these Regulations.																
Another ‘Public Body’	Any contracting Authority within the meaning of the EU Public Procurement Directives and the Public Contracts Regulations 2015.																
Regulations	All the Regulations as listed below.																
S151 Officer	The Director of Finance, Investment, Risk and S151 Officer																
Scheme of Authorisations	The departmental ‘scheme of management’ setting out who is authorised to make what decisions within that department.																
Small and Medium Enterprises SME	The main factors determining whether a company is an SME are: <ol style="list-style-type: none"> 1. number of employees; and 2. either turnover or balance sheet total. <table border="1" data-bbox="376 810 1090 981"> <thead> <tr> <th>Company category</th> <th>Employees</th> <th>Turnover</th> <th>Balance sheet total</th> </tr> </thead> <tbody> <tr> <td>Medium-sized</td> <td>< 250</td> <td>≤ € 50 m</td> <td>≤ € 43 m</td> </tr> <tr> <td>Small</td> <td>< 50</td> <td>≤ € 10 m</td> <td>≤ € 10 m</td> </tr> <tr> <td>Micro</td> <td>< 10</td> <td>≤ € 2 m</td> <td>≤ € 2 m</td> </tr> </tbody> </table> <p>These ceilings apply to the figures for individual firms only. A firm which is part of larger grouping may need to include employee / turnover / balance sheet data from that grouping too.</p>	Company category	Employees	Turnover	Balance sheet total	Medium-sized	< 250	≤ € 50 m	≤ € 43 m	Small	< 50	≤ € 10 m	≤ € 10 m	Micro	< 10	≤ € 2 m	≤ € 2 m
Company category	Employees	Turnover	Balance sheet total														
Medium-sized	< 250	≤ € 50 m	≤ € 43 m														
Small	< 50	≤ € 10 m	≤ € 10 m														
Micro	< 10	≤ € 2 m	≤ € 2 m														
Social Value	The process whereby the Council meets its needs for supplies, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits to society and the economy, whilst minimising damage to the environment. See the Council’s Social Value Policy.																
Social Value Act	The Public Services (Social Value) Act 2012.																
Social Value Toolkit	The document titled ‘Inspiring and Creating Social Value in Croydon’ which provides advice on the process and best practice principles when trying to lever in great social value in respect of commissioning.																

	Description/Meaning
Standstill Period	A period of time when an authority cannot enter into a contract with a supplier until it has concluded, in accordance with Regulation 87 of PCR 2015.
Strategy Report	A procurement strategy report in the relevant format (dependant on the Contract value) which is then provided to the CCB at the beginning of each procurement exercise. As a minimum, this report should set out the project plan, proposed procurement route, any proposed departures from standard procurement practice, the evaluation approach, risks, timetable, project structure and details of the Contract.
SQ	Supplier Selection Questionnaire a process used to identify potential suppliers that are most capable of performing a contract.
Tendering and submitting a tender	Includes any quotation or action taken by any person seeking to enter into a contract with the Council, which is subject to these Regulations.
Third Sector	The range of non-statutory service providers set up as not for profit organisations. These encompass the traditional voluntary and community sector, co-operatives, social enterprises and registered social landlords. For the purposes of this document the term ‘third sector’ is used to denote this group of organisations.
TUPE	Transfer of Undertakings (Protection of Employment) Regulations 2006.
UK Regulations	The PCR and/or CCR and any national legislation that affects Contracts under these Regulations.
Value Added Tax (“VAT”)	Value added tax as chargeable under the Value Added Tax Act 1994.

Glossary Of Terms – Appendix A

	Description/Meaning
Value for Money (“VfM”)	<p>The term used to assess whether or not the Council has obtained the maximum benefit from the goods, supplies and services it acquires and/ or provides, within the resources available to it.</p> <p>It not only measures the cost of goods, supplies and services, but also takes account of the mix of quality, cost, use of resources, fitness for purpose, timeliness and convenience to judge whether or not, when taken together, they constitute good value. Achieving VfM may be described in terms of the ‘three Es’ - economy, efficiency and effectiveness.</p>
Variant bid	<p>A bid which is different from that specifically requested by the contracting authority in the tender documents. Examples of variant bids are those proposing different pricing structures, or new and innovative ways of delivering a service.</p>
Weightings	<p>The weightings allotted to the criteria chosen to evaluate the SQ / ITT to reflect what is most important in any particular procurement. Weightings may be exact percentages or a specified range, where this is appropriate in view of the subject matter.</p>
Working Day	<p>Any other day other than a Saturday, Sunday and any bank or UK public holidays.</p>

Procurement Process Flowchart – Appendix B

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