

Scrutiny & Overview Committee Agenda



To: Councillor Sean Fitzsimons (Chair), Councillor Robert Ward (Vice-Chair),
Leila Ben-Hassel, Jeet Bains, Jerry Fitzpatrick and Joy Prince

Reserve Members: Richard Chatterjee, Mary Croos, Felicity Flynn,
Stephen Mann, Stuart Millson and Callton Young

A meeting of the **Scrutiny & Overview Committee** which you are hereby summoned to attend, will be held on **Tuesday, 10 September 2019** at **6.30 pm** in **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**

Jacqueline Harris Baker
Council Solicitor & Monitoring Officer
London Borough of Croydon
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www.croydon.gov.uk/meetings
Monday, 2 September 2019

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

N.B This meeting will be paperless. The agenda can be accessed online at www.croydon.gov.uk/meetings

AGENDA – PART A

1. Apologies for Absence

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

2. Minutes of the Previous Meeting (Pages 5 - 18)

To approve the minutes of the meeting held on 10 July 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. Report from the Chief Executive (Pages 19 - 48)

The Committee is invited to:

- i) Note the financial and national context within which we are operating
- ii) Note the progress in system redesign, with services focused on prevention, collaboration and locality based working
- iii) Note the improvements made with Croydon Children's Services
- iv) Note the work undertaken to engage staff in the development of a new Workforce Strategy
- v) Note plans to undertake an external equalities assessment

through the LGA

6. Question Time: Cabinet Member for Finance and Resources

Question time with the Cabinet Member for Finance and Resources, Councillor Simon Hall.

7. Scrutiny Work Programme 2019-20 (Pages 49 - 56)

The Committee are presented with the latest version of the Scrutiny Work Programme for 2019-20 for their information.

8. Exclusion of the Press and Public

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

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

PART B

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Public Document Pack Agenda Item 2

Scrutiny & Overview Committee

Meeting held on Tuesday, 16 July 2019 at 6.30 pm in Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillors Sean Fitzsimons (Chair), Robert Ward (Vice-Chair), Leila Ben-Hassel (Deputy Chair), Jerry Fitzpatrick and Joy Prince

Also Present: Councillor Oliver Lewis, Helen Pollard and Paul Scott

Apologies: Councillor Jeet Bains

PART A

9/19 **Minutes of the Previous Meetings**

The minutes of the meeting held on 20 May and 11 June 2019 were agreed as an accurate record.

10/19 **Disclosure of Interests**

There were no disclosures of interest made at the meeting.

11/19 **Urgent Business (if any)**

There were no items of urgent business.

12/19 **Delivery of the Libraries Plan 2019-2028**

The Cabinet Member for Culture, Leisure and Sport, Councillor Oliver Lewis, was in attendance at the meeting to provide an update for the Committee on the delivery of the Libraries Plan, which had been approved by the Council on 15 July 2019.

During the introduction to this item by Councillor Lewis, the following points were noted:-

- It was 18 months since Carillion, the company who previously managed the Libraries Service went into administration. As a result it was decided to bring the management of the service back in house.
- The Libraries Plan had been developed over the preceding 12 months with a view to improving the delivery of the service going forward.
- It was confirmed that all the libraries in the borough would remain open and be fully staffed. Where it was possible to do so options for

extending opening hours would be explored to ensure the service remain convenient for local people.

- There would be increased investment in the book fund to update the current stock and it was planned to increase access to online services such as e-books. It was also planned to re-join the London Libraries Consortium which would give residents access to a stock of approximately 6,000,000 books.
- Provision had been made within the Plan to improve the IT services current available in libraries across the borough. With an investment of £5,000,000 allocated for improving both IT and the general fabric of libraries. The aim was to ensure that all Croydon's libraries were welcoming and attractive with improved facilities for both residents and staff.
- Thought continued to be given on how best to deliver a modern library service, one which was more than just a book borrowing service. This would include working with the Gateway Service on their localities work and also providing flexible spaces that could be used for a variety of events.
- It was confirmed that European funding with the British Library had recently been awarded to provide support and resources for start-up businesses at local libraries.

Following the introduction the Committee was given the opportunity to ask questions on the report. The first related to the report prepared by consultant's which set out possible options for the Library Service, which had been published after the Plan had been originally considered by the Committee in February 2019. As the content of the report had led to public concern about the future of certain libraries in the borough, it was questioned whether it could have been included with the previous report to the Committee, which would have provided the opportunity to dispel some of the misinformation. In response it was highlighted that the consultant's report was a background document which set out possible options. The actual preferred options were set out in the covering report, but with the benefit of hindsight it was acknowledged that this could have been made clearer.

With plans being made to upgrade library facilities, it was suggested that the possibility of offering any unwanted equipment to local charities for reuse should be explored. It was highlighted that this had happened at the Selsdon Library and it was something that would be fine-tuned for future developments.

The investment in the Book Fund was welcomed, but it was questioned whether any analysis would be used to ensure that the correct books were being ordered. It was confirmed that usage was monitored and it was expected that there would be an increase in book borrowing with the introduction of new stock.

It was questioned whether it would be possible to track the cost of the Service going forward to enable an assessment to be made on whether it was best to offer to service in-house or for it to be out sourced again. In response it was highlighted that there had been a 10% overspend in the Service when it was brought back in house last year. A number of changes had been made to ensure that the Service was now operating within its means. The ongoing budget was tracked and at present it was on target for the current year, while also being able to deliver service improvement through the rationalisation of the budget process. Since the Service had been brought back in-house, staff were now being paid the London Living Wage.

In regard to the possible reconfiguration of libraries, it was confirmed that there were no plans to co-locate other services within libraries apart from the Gateway Service that would only use space while in the library and not permanently reduce floor space. It was confirmed that the floor space for the Library Service would not be reduced.

In response to a request for confirmation, it was advised that there would continue to be thirteen libraries in the borough, run by the Council at hours of service no less than their current level. Furthermore the libraries would be fully staffed for their current hours with the use of technology being explored to offer extended hours.

It was confirmed that pop-up libraries would be used to promote the use of the library service. A pop-up library had recently been used during the Pride and Mela festivals to sign up new users, provide information about the services available within libraries and allow people to take out books. It was also possible that pop-up libraries would be used while libraries were being upgraded.

In response to a concern that offering the opportunity for council staff to hot desk within libraries might reduce the availability for other users it was advised that it was unlikely that the facilities would be over used, but if this was the case, then it would be managed by the library staff.

It was questioned whether there any plans to relocate any of the libraries within the borough. In response it was advised that at present there was no redevelopment planned for any of the libraries. Should there be any plans developed in the future, then it would include a significant amount of community involvement.

In response to a question about investment in the Book Fund, it was advised that the fund was being increased by £25,000. The process used for buying books was also changing to ensure that the Council's money went further. Both of these measures would lead to a net increase in the number of books available to the public.

As it had previously been mentioned that options for extending library opening hours using technology were being explored, reassurance was sought that this would not lead to a reduction in professional library staff. It was confirmed that the library service was being retained at its current level with no reduction

in staff. Any volunteers would be used to provide additional services, such as digital champions who were based within libraries to help people access online facilities.

In response to a question about how the Council will ensure that the needs of people with disabilities are met by the library service, it was highlighted that a lift was being installed in Norbury Library to bring the upper floors back into community use. Options were also being explored to ensure that any updates made to library facilities included a dementia friendly design and were generally made as accessible as possible.

It was questioned how the Council would engage with residents to ensure that they were part of continuous improvement of the service. It was confirmed that many comments on the services were informally fed back via library staff. However further opportunities to engage with the public would be explored going forward.

It was advised that it was hoped that the Libraries Plan would be impact led and as such it was questioned whether performance indicators to measure the success of the plan had been developed. It was confirmed that an evaluation framework was being developed but the overall aim would be to improve library services and increase both footfall and reach from the level of 17% of all residents at present.

It was highlighted that study space was an issue for many young people and as such it was questioned what could be done by the Council through the library service to help. In response it was acknowledged that libraries were an important function for young people. Steps were being taken to improve the offer through volunteers running homework clubs and improved IT and wi-fi. Sunday opening at the Central Library was a reasonable aim going forward, but it would need to be met from within existing staffing levels which may affect the viability of doing so. As noted previously, some libraries within the borough may be able to support technology that would allow for extended opening hours.

It was questioned whether data would be used to map the usage of libraries across the borough. In response it was confirmed that some data was already available and used for this purpose. If specific gaps were identified then initiatives such as pop-up libraries could be used to address.

At the conclusion of this item the Chair thanked the Cabinet Member for attending the meeting and his engagements with the questions of the Committee. It was also highlighted that libraries were an important part of the social infrastructure in the borough which had many benefits for the wider public.

Conclusions

Following discussion of the report, the Committee reached the following conclusions:-

1. That the engagement of the Cabinet Member with the questions of the Committee should be commended and looked forward to an update on the implementation of the Plan as part of the Question Time session with the Cabinet Members later in the year.
2. Given the approval of the Libraries Plan by the Council on 15 July, there was concern that an evaluation framework to enable the success of the Libraries Plan to be judged, had not yet been developed.
3. Although the openness and transparency displayed in publishing the report prepared by Consultants on possible options for the library service was welcomed, it was felt that it would have been preferable if it had been accompanied by a report setting out the Council's position on the option included to prevent undue public concern.

Recommendations

The Committee **RESOLVED** to recommend to the Cabinet Member for Culture, Leisure and Sport that the creation of an evaluation framework for the Libraries Plan should be a priority and it is request that it be shared with the Committee once finalised.

The Committee **RESOLVED** to recommend to all Cabinet Members that any future report prepared by consultants setting out options for Council services should be accompanied by a covering report setting out the Council's position on the options.

13/19

Community Infrastructure Levy - Policy & Strategy

The Committee received a report setting out information on the current approach used to administer the Community Infrastructure Levy (CIL) along with data on the funds raised and its allocation. The Committee was asked for its views which would be fed into a review of the current policy and strategy. The Cabinet Member for Environment, Transport and Regeneration (Job Share), Councillor Paul Scott, was in attendance for this item.

During the introduction to the report the following points were noted.

- CIL had been collected by the Council since April 2013, with the levy used to mitigate against the impact of development.
- When CIL was first introduced its charge equated to £120 per square metre (psm). As the levy was linked to indexation, the charge had increased and was currently £170psm. From 2013 until the end of 2018/19 over £27,000,000 had been collected from CIL contributions.
- CIL was split into two sections, namely a Borough CIL which accounted for 85% of the contributions and the Local Meaningful Proportion which equated for the remaining 15% and was at present allocated through Community Ward Budgets.

- A requirement for the Borough CIL was for each local authority to set out a schedule through which spending would be allocated for identified infrastructure projects. No money was allocated from 2013 to 2016 while the outcome from the Growth Zone application was awaited. The schedule was administered through the Council's Infrastructure Finance Group, with the current policy being to allocate CIL funds through the Capital Plan.

Following the introduction of the report the Committee was given the opportunity to ask questions. The first related to the Local Meaningful Proportion and whether there was an excess generated above what was used for the Community Ward Budgets, which was confirmed that there was an excess currently being created. It was noted that this excess could be allocated to the Community Ward Budgets, but the Committee agreed that consideration should be given to developing a scheme that local communities could bid for funding for projects in their local area.

Furthermore, it was agreed that it would be good if any such scheme could be targeted towards those communities experiencing the higher levels of development. It was acknowledged that it would be important for the scheme to take into account the varying ability of communities across the borough to ensure that it was equitable.

In response to a question about data on where CIL income had been generated, it was advised that this information was published annually on a Ward basis. However CIL was collected on a borough wide basis and was not restricted to it being spent in the Ward from where it was raised, which was in line with government regulations for CIL.

It was questioned whether there were safeguards in place to ensure that infrastructure was delivered where it was most needed. In response it was highlighted that the allocation of the Borough CIL was linked through the Local Plan and the Infrastructure Delivery Plan which influenced where CIL was assigned in the capital programme.

Regarding the Local Meaningful Proportion it was confirmed that this was also collected on a borough wide basis rather than being allocated specifically to the Ward in which the development took place. It was highlighted that it could be difficult for residents to understand how CIL was administered and as such it was agreed that thought needed be given to how this could be improved.

It was noted that if local communities prepared a Local Neighbourhood Plan for their area they would be able to retain 25% of CIL contributions for the Local Meaningful Proportion. However if the area in question was not parished then the funds would still be administered by the Council. It was agreed that the possibility of generating additional funding for local areas could potentially be used as an incentive for communities to develop their own Local Neighbourhood Plans.

It was questioned whether there were examples of developers not paying their contributions. In response it was confirmed that the level of non-payment was

very low due to the attentiveness of officers. Should there be an instance of non-payment then there was two options for enforcement recourse which were either issuing a stop notice on the development or through civil litigation. It was noted that there have only been two instances when the Council came close to litigation.

It was confirmed that the Council was able to change its charging schedule, but any change had to be based upon viability. At present there was no proposal to review the CIL charging schedule.

In response to a question about political input into the allocation of CIL funding it was advised that it was currently being reviewed to ensure that there was political oversight. There was also a need for clarity on a local level about where funding was coming from so local communities would be able to see the benefit of new development.

It was confirmed that at present the majority of the Borough CIL had been allocated to education infrastructure projects as education was a priority at the time of allocation. Plans were currently being developed for each area identifying current and future need, which would assist with creating a long term strategy that included a greater level of local information.

At the conclusion of the discussion the Chair thanked the Cabinet Member and the officers for their attendance at the meeting and their engagement with the Committee.

Conclusions

Following discussion of the report, the Committee reached the following conclusions:-

1. That there should be greater opportunity for those local communities where development was taking place to have access to funding from the Local Meaningful Proportion of CIL and any scheme created to address this should be fairly governed to take into account the diversity of the borough.
2. That CIL funding presented an opportunity to increase the level of devolution to local communities in the borough through Local Neighbourhood Plans.
3. There was concern that it might not be apparent to the public that the Community Ward Budgets were being funded from new development in the borough.
4. There was a concern that it was not clear for the public how funds raised through CIL on a local level were spent.

Recommendations

The Committee **RESOLVED** to recommend to the Cabinet Member for Environment, Transport and Regeneration that:

1. A fair and equitable scheme should be developed to allow those communities experiencing a high level of development to apply for funding from the Local Meaningful Proportion of CIL for projects in their local area.
2. Opportunities to increase the level of devolution in the borough, using CIL funding as an incentive, should be explored.
3. That any references to Community Ward Budgets on the Council's website should make clear that the funds for the scheme had been generated through CIL.
4. That consideration should be given to finding a simple way of presenting information relating to CIL, which would allow the public to understand how funds raised in their local area had been allocated.

14/19 **Corporate & Statutory Annual Complaints Report 2018-2019**

The Committee received a report which set out data on both the Corporate and Statutory complaints received by the Council in 2018 – 2019. During the introduction to the report the following points were noted:-

- The Council operate three separate complaint processes. One for corporate complaints and two others for Children and Adult Services respectively. In all three instances residents have the right to escalate their complaint to the ombudsman.
- Included within the report was complaints data covering the last five years, although due to changes within teams over this period it was difficult to draw a consistent comparison.
- The report also included benchmarking data with other authorities, but this information had not been available for statutory complaints (those relating to Children or Adult Services).
- There had been a rise in the number of corporate complaints received, which could be linked to the new bin role out in autumn 2018. There had also been rise in the number of social care complaints, but a decrease in the number upheld.
- The response times for Children Service complaints had decreased following complaint handling training for managers. The current system did not take account of the often complex nature of complaints received within the service, which meant that response times could be negatively impacted.

The Committee was given the opportunity to asked questions on the content of the report. The first question related to the submission of complaints and whether they had to be submitted online. It was confirmed that complaints were received in a variety of formats including both verbally and in writing. As

such it was requested that the options open to the public in submitting complaints be made clearer on the Council's website.

In response to a question about how complaints data was analysed, it was advised that the Complaints team regularly met with other teams to run through any trends in the complaints received for their respective area and to help with developing corresponding actions to address these trends.

Environmental complaints were currently higher than expected, but there were some teams that traditionally had a higher level of complaints such as environment, repairs, council tax and benefits. In general the number of complaints received tended to increase which was similar to other authorities.

It was confirmed that the Complaints team would share complaints data with CDS to help inform areas where there may be issues.

It was noted that the Children Service was starting to see a positive change, with the team taking a greater ownership of complaints. As such it was questioned whether this was similarly the case elsewhere in the Council. It was advised that complaints handling had improved, but there was still further work to do around visible action plans showing improvements, in relation to complaint themes.

It was suggested that the level of complaints received may not be representative of the actual number of people wanting to complain. In response it was advised that it was the Council's responsibility to ensure that the mechanism for complaining was easy. For instance work was currently being progressed on making it easier for children to complain. There was also a need to look at the reasons for complaints and ensure that these were being addressed.

At the conclusion of the item the Chair thanked the officers for their attendance at the meeting and noted that it would be interesting to find out if the issues raised by the Committee had been addressed when the Annual Complaints report was next reviewed in 12 months.

Conclusions

Following discussion of the report, the Committee reached the following conclusions:-

1. It was recognised that the team were starting to get a grip on the complaints process.
2. It was agreed that it would be valuable for the Health and Social Care Sub-Committee to look at the Adults complaints process in further detail during the forthcoming year.
3. That it would be useful for the Committee to be made aware of any increase in the number of complaints relating to a specific area during the year.

4. That information relating to complaints with specific Portfolios should be included as part of the written report presented by the Cabinet Member to the Committee for their Question Time item.

Recommendations

The Committee **RESOLVED** to recommend to the Cabinet Member for Finance and Resources that a mechanism should be put in place to provide the Scrutiny Members with a regular updates on the Council's Complaints Performance.

The Committee **RESOLVED** to recommend to all Cabinet Members that information relating to complaints within their Portfolio should be included within each Cabinet Member's Question Time report.

15/19 **Freedom of Information (FOI) & Subject Access Requests (SARs)**

The Committee received a report setting out the process for making both a Freedom of Information (FOI) and Subject Access Requests (SAR), along with information on trends and an improvement plan for the process. During the introduction to the report the following points were noted:-

- An improvement process was in place for the Council's handling of both FOIs and SARs. The improvement journey was currently being progressed with process mapping due to be completed.
- A new case management system would go live in August which would help to streamline data and improve accessibility.
- Reports were also being made to the Information Commissioner's Office (ICO) on the improvement process. The ICO target for compliance with both FOIs and SARs was 90%. Since December 2018 the Council had received 100% compliance.

It was recognised that there had been a lot of work within the team over the past few months to improve both the FOI and SARs processes. It was agreed that it would be important to informally review the progress made in six months to find out if the changes were having the desired impact. If there had not been the expected improvement, then another report would be requested for the Committee. If progress was being made then the next report would be the annual report in 12 months.

It was agreed that a key performance indicator of whether the service was improving would be the response time to requests, with it hoped that 90% of FOI and SAR requests could be dealt with within their specified timescales. Other indicators suggested included whether the request was answered and the number of requests for review.

It was questioned whether the team was being supported across the Council to allow it to compile the information required to respond to FOI and SAR requests. In response it was advised that there was a structure in place

identifying those responsible for responding in each team. When the new case management system went live it would give a further opportunity to embed these processes within the organisational culture of the Council through the delivery of targeted service training.

It was hoped that the new case management system would provide a wider range of data which would allow the team to identify those teams responsible for creating blockages in providing responses.

At the conclusion of this item the Chair thanked the officer for her attendance at the meeting and noted that the Committee had been encouraged by the improvement plan and looked forward to seeing the progress made in the coming months.

Conclusions

Following discussion of the report, the Committee reached the following conclusions:-

1. It was recognised that there had been historically poor performance relating to Freedom of Information Requests, but it was welcomed that this was being addressed through the improvement plan.
2. It was agreed that FOIs and SARs performance would be formally reviewed in twelve months, but an informal update was requested in six months to allow the Committee to monitor whether the improvement plan was having an effect.
3. It was requested that the next report in twelve months includes information on the role out of training for FOIs and SARs.

16/19 Scrutiny Work Programme 2019-20

The Committee received a report for its approval setting out its work programme for those for the three Scrutiny Sub-Committees namely:-

- Children and Young People
- Health and Social Care
- Streets, Environment and Homes

It was noted that the work programme set out was a draft and it was expected that changes could be made during the year to allow Scrutiny to respond to any urgent items of business.

At first glance the schedule of business for the Children and Young People Sub-Committee meeting in November looked extensive, but reassurance was given that many of the items should be fairly straightforward to deal with.

It was suggested that choice based lettings may be something to be reviewed by the Streets, Environment and Homes Sub-Committee. It was agreed that this would be added to the work programme.

It was **resolved** that the Scrutiny Work Programme 2019-20 be agreed.

17/19 **Update from the London Scrutiny Network**

An update was given on the latest meeting of the London Scrutiny Network which was held on 5 July 2019. The main item at the meeting was on the new Scrutiny Guidance and how differing London boroughs would be responding.

The next meeting of the Network would be on 1 November and would focus on how best to scrutinise the subject of youth violence.

18/19 **Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities**

The Committee received a report which had previously been included on the agenda of the previous meeting on 11 June 2019, which had been deferred to allow for further consideration.

It was agreed that communication of the role and work of Scrutiny was an area highlighted in the guidance that needed to be addressed. It was confirmed that the Democratic Services team were in the process of drafting a Scrutiny Communications Protocol that would hopefully address some of the concerns raised.

It was also highlighted that there often seemed to be an issue with the timeliness of information provided to Scrutiny and general concerns about access to information of Scrutiny Members. It was noted that the Governance Review was currently looking at these issues and as such whether they were addressed through the review would need to be monitored.

As the guidance highlighted the need to raise the awareness of the role of Scrutiny the Committee agreed that it would be important to formally ask the Cabinet how it will help to ensure that the good practice set out in the guidance would be enacted.

Conclusions

Following discussion of the report, the Committee reached the following conclusions:-

1. It was agreed that the guidance was clear on the importance of support being provided for Scrutiny communication and publicity, with it welcomed that the Democratic Services team were creating a Scrutiny Communications Protocol to manage this going forward.
2. That access to information was a concern for Scrutiny Members and the response to this issue through the Governance Review would be monitored.

3. That it would be important to have a formal response from the Cabinet to clarify how it will help to enact the Scrutiny guidance.

Recommendations

The Committee **RESOLVED** to recommend to the Cabinet that a formal response be requested from the Cabinet on how they will help to ensure that the good practice set out in the Scrutiny guidance will be enacted.

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

This motion was not required.

The meeting ended at 9.30 pm

Signed:

Date:

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For general release

REPORT TO:	SCRUTINY AND OVERVIEW COMMITTEE 10 SEPTEMBER 2019
SUBJECT:	REPORT OF THE CHIEF EXECUTIVE
LEAD OFFICER:	JO NEGRINI, CHIEF EXECUTIVE
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	JO NEGRINI, CHIEF EXECUTIVE
ORIGIN OF ITEM:	A REQUEST FOR AN UPDATE FROM THE CHAIR OF SCRUTINY
BRIEF FOR THE COMMITTEE:	<p><i>The Committee is invited to:</i></p> <ul style="list-style-type: none"> <i>i) Note the financial and national context within which we are operating</i> <i>ii) Note the progress in system redesign, with services focused on prevention, collaboration and locality based working</i> <i>iii) Note the improvements made with Croydon Children’s Services</i> <i>iv) Note the work undertaken to engage staff in the development of a new Workforce Strategy</i> <i>v) Note plans to undertake an external equalities assessment through the LGA</i>

1. EXECUTIVE SUMMARY

- 1.1 The Council has set out an ambitious programme to deliver for Croydon in the Corporate Plan, which was adopted by Council in October 2018. The Corporate Plan outlines the key Council priorities to 2022. The plan is ambitious, building on the successes of the preceding four years, however it is realistic, and costed with an accompanying financial strategy.
- 1.2 Where many councils have reduced services and closed facilities, Croydon has invested in our place and communities. New and improved leisure and cultural facilities have been provided, with the refurbished Fairfield Halls the ‘crown jewel’ in a new cultural centre at Croydon. Investment has been made in key services, including digital, adult and children’s social care, and community safety.
- 1.3 Delivery of these priorities comes at a time of significant challenges facing local government. Austerity and funding reductions are a key element of this, but not the only challenge. Increased demand and higher expectations of public services, changes in government, Brexit uncertainty all bring challenges for the Council.

- 1.4** Continuing as normal, however, is not an option. We are also investing in new ways of delivering services – changing the way that our services respond to needs, recognising local differences and preventing issues escalating. The preventative approach is being delivered with our partners and through greater collaboration within the community.
- 1.5** This approach was pioneered in the Gateway service, with new approaches developed to support residents in need. It is now being embedded across all services. In particular, our children’s service improvements have included a strong focus on prevention, collaboration and locality working.
- 1.6** This requires new ways of thinking and working across our organisation. We have therefore undertaken significant engagement with staff to inform a new workforce strategy. This strategy will set out how we recruit, retain and support our workforce and ensure we have the skills and capabilities we need to deliver services in new ways.
- 1.7** This report therefore provides a summary from the Chief Executive/ Head of Paid Service on the recent work in these critical areas, with updates on:
- Financial context
 - Brexit context
 - Prevention, collaboration and locality working
 - Children’s service improvements
 - Workforce Strategy

2. INTRODUCTION

- 2.1.** I am proud to be the Chief Executive and Head of Paid Service for Croydon Council. We have the pleasure of serving one of the most diverse communities in the country. This diversity is what makes Croydon an exciting place to live and work.
- 2.2.** Croydon is key to London’s future growth as it is a key gateway between the capital and the south east region. Our population, which is approaching 400,000, makes us the second largest borough in London. We will continue to grow, with the population expected to reach nearly 445,000 by 2031.
- 2.3.** This growth brings opportunities and challenges. We need to grow our place to support our people, delivering affordable housing, infrastructure, employment and leisure options.
- 2.4.** The transformation of our borough is clear for all to see, with development taking place across the borough. Croydon is benefitting from multi-billion pound investment. Ensuring the growth brings benefits to the borough’s residents, communities and businesses is key to ensuring Croydon’s success. Not least as the Council has experienced an unprecedented reduction in central government grant funding.

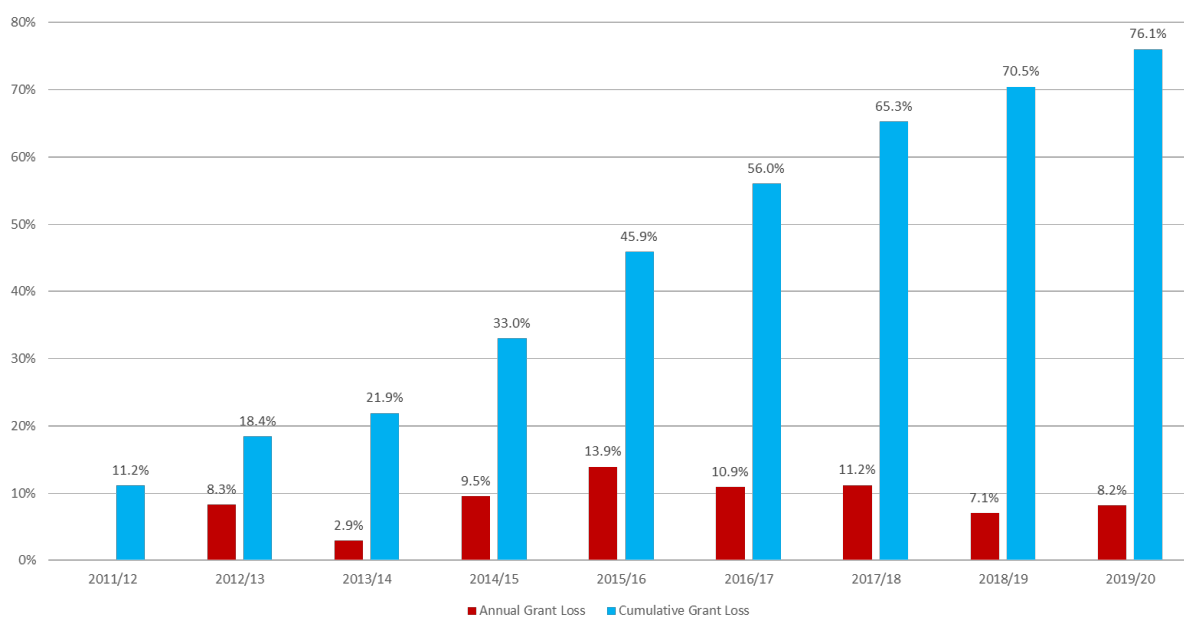
2.5. We also need to deliver good services to a growing population, which is made harder by the financial pressures across local government. Funding and grant reductions on a similar scale continue to be expected from national government in the future, but the Council continues to face rising demand for its services. Our response will require a strong focus on our locality and preventative working, tackling high costs areas and increasing collaboration across services, to reduce costs whilst improving outcomes.

2.6. The next few years will be challenging. Austerity is hitting Croydon hard, and our job is to ensure that this does not impact our more vulnerable residents or the quality of life in our borough.

3. FINANCIAL CONTEXT: BUDGET 2020/21 AND BEYOND

3.1. The Committee will know from previous reports that local government has faced significant reductions in funding over the last decade. Croydon has managed substantial cuts in funding from central government, and further cuts are anticipated over the next three years.

3.2. The chart below shows the scale of reduction in government funding, which as at the end of 2019/20 represents a 76% reduction in government grant, since 2011/12.



3.3. The Council has protected our front line services as a result of strong financial management and diversifying our investment to generate new income streams. Significant savings programmes have also been delivered, but not at the cost of support for our residents or investment in local services and facilities.

3.4. However, the Government’s austerity is creating significant financial pressure in the years ahead.

- 3.5.** Increasing demand for services is also creating financial challenges for Croydon. This was demonstrated in the 2018/19 outturn, where demand exceeded budgets in both Children's and Adults services.
- 3.6.** This is compounded by uncertainty regarding future funding allocations. 2019/20 is the final year of the local government funding settlement. The Spending Review is due to be announced in September, although it is not known what level of detail will be provided at this stage. Financial planning for 2020/21 is therefore taking place based on informed assumptions, but this uncertainty creates significant risk.
- 3.7.** In addition, Croydon faces unique exceptional costs in a number of areas.
- 3.8.** Firstly, the Home Office immigration service, based in Croydon, means that we support a larger number of asylum seekers than other areas, with particular pressure from Unaccompanied Asylum Seeking Children (UASC).
- 3.9.** We proudly support these vulnerable people and help them feel at home in Croydon. However, the Government funding to support this service falls significantly short. A recent UASC funding review saw additional funding for almost every local authority. However, no additional funding was provided for Croydon.
- 3.10.** The Council faces a shortfall of £70 per night, per UASC. This has created a deficit of £17m in the last 2 years alone.
- 3.11.** Secondly, the Council is facing exceptional increases in demand for special needs support within the Dedicated Schools Grant (DSG). This is driving a deficit within this budget that is unsustainable. Croydon Council is not alone in facing deficit pressures within the DSG, and an action plan to resolve the deficit has been developed. We are also working with other councils through the LGA to lobby for increased funding from Government in recognition of the increased demand for services.
- 3.12.** A refresh of the Council's Medium term Financial Strategy has been initiated in order to manage these financial pressures and exceptional costs. Three key objectives have been agreed for setting the 2020/21 budget:
- Stronger budget control during 2019/20 and beyond – saving money now will ease the budget challenge later and this must start by ensuring we remain within agreed budgets.
 - Redesign our organisation and services to ensure financial sustainability going forward, and in doing so, solve the budget gaps in 2020/21, 2021/22 and 2022/23 with a combination of accelerating our prevention and locality working with partners and income generation.
 - Increase reserve balances to support future ambitions and exceptional costs.
- 3.13.** The review is being led by myself and Lisa Taylor (S151 Officer), with support from the entire Corporate Leadership Team. We are clear that the budget is everyone's responsibility.

- 3.14.** A series of 'sprint' sessions have been arranged with the Corporate Leadership Team to take place in September, where key savings and income generating opportunities and ambitions will be worked through to develop deliverable options.
- 3.15.** These options will be presented at the Cabinet Away Day on 30th September. High priority areas being explored are children's, older adults, sustainability for all age disability, housing and homelessness, the effectiveness of the corporate centre, how we shift behaviours in the environment, and how we create a resilient community.
- 3.16.** The budget gap will be closed through a combination of generating more income from a wide range of sources (including commercial activities, investment and fees) and reduction in spending as a result of service redesign.

4. BREXIT CONTEXT

- 4.1.** As set out in the context, and like all local authorities across England, Croydon is facing significant uncertainty in relation to Brexit. Not least due to the unprecedented state of affairs, in addition to the lack of information from central government.
- 4.2.** There is now gathering momentum about the likelihood of a General Election in the coming months.
- 4.3.** There is a lack of clarity over the nature of our departure on the 31st October 2019, and therefore all options remain a possibility to the UK. To prepare effectively, the Council is therefore working on the assumption of a 'no deal' scenario, recognising that this would present the most change and uncertainty.
- 4.4.** The Council is committed to supporting residents, businesses and our workforce to navigating through the uncertainty that exiting the European Union brings.
- 4.5.** Following the recent change in leadership in central government and announcements for local government by the Secretary of State for Housing, Communities and Local Government, no further clarity is currently available. However councils have been asked to nominate a Brexit lead for all communications moving forward.
- 4.6.** In order to prepare effectively therefore, the Council has been working continuously since the Article 50 was triggered in March 2017, and has therefore introduced several measures across key services to ensure the Council, and more importantly our residents, are as prepared as possible.
- 4.7.** Preparations to date have included:
- Production of the December 2018 Cabinet Report on "Brexit Preparations for Croydon" which provided an overview on the implications of Brexit on Croydon, informed the Council's approach to managing Brexit and provided a formal Council response;

- Creation of a comprehensive Brexit Action Plan responding to numerous concerns, across several key service areas;
- Regular communications with central government departments including MHCLG and the Home Office to share feedback and guidance;
- External communications for residents, businesses and organisations including webpages that offer assistance, critical information and signposting to further support;
- Arrangement of regular Brexit Board meetings attended by senior staff from across the Council;
- Regular updates to the Executive Leadership Team and Councillors;
- The appointment of the Executive Director of Resources as the Council's Brexit lead to manage preparations,
- Communications for staff offering guidance on how to prepare for Brexit;
- Inclusion of Brexit as a corporate risk entry on the risk register since 2017;
- Regular communication with key partners about their issues, actions and preparations including the police, Croydon University Hospital, voluntary and community groups via the Local Strategic Partnership, local businesses and residents.

4.8. A further report will be taken to Cabinet in September 2019 which will detail progress against actions taken by the Council and our partners.

4.9. Central Government have so far allocated a total of approximately £40million to local councils across the country support their Brexit plans. Councils received £20m 2018/19, and £20m 2019/20 to be spent on planning for Brexit, and strengthening resources.

4.10. In August 2019 Ministry of Housing, Communities and Local Government announced they were increasing the allocation for the financial year 2020/21 from a total of £10m to £20m which equates to receipt of £104,000 for Croydon. Croydon's funding allocation will be used to boost our Brexit preparations and provide support across the borough.

5. PREVENTION, COLLABORATION AND LOCALITY WORKING

5.1. At a time of funding reductions, and increasing demand and expectations for public services, the Council remains committed to supporting our residents. However the previous approach with 'one size fits all' services is not sustainable. Local government services are often complicated, fragmented, overly centralised and frequently fail to meet local needs.

5.2. The current arrangement of public services is increasingly unable to meet the pressures and demands. These pressures drive services to focus on acute needs – treating problems, rather than tackling the causes.

5.3. Whilst financial pressures mean some councils are reducing services to the 'core' statutory requirements, we are more ambitious for our residents. Croydon is ideally placed to design a whole system model for the long term - changing the way we deliver services, and focusing on meeting different local needs, which is driven by strong evidence and a focus on prevention. This new model for service delivery is set out in the Corporate Plan.

- 5.4. This approach recognises that with a population as diverse as Croydon's, services need to adjust and respond to the different needs across the borough. The aim is that the Council delivers place-based, integrated services that help residents to find the information and support they need within their local community and which are tailored to local need.
- 5.5. This approach is evolving and adapting as we build and strengthen networks with partners and communities. Through these community based networks we are aligning existing activity taking place in localities. This locality focus also allows the Council to identify any gaps in provision in geographical areas, working with services and community groups to consider how local organisations can best align and adapt approaches to improve outcomes for residents.
- 5.6. Hazel Simmonds, Executive Director for Gateway, Strategy & Engagement is leading staff across the organisation to embed this approach. This includes driving corporate changes to data sharing, performance framework and staff development to support the new localities approach.
- 5.7. The Council identified three initial areas of focus to pilot the localities approach. The selection of the pilot areas was based on a number of factors including geographical spread, inequality and the existing or planned activity taking place in these areas. The three areas that form the initial focus are North Croydon (specifically Bensham Manor, West Thornton and Thornton Heath wards), New Addington and South Croydon.
- 5.8. The locality approach started by looking at the physical assets within an area, the current services/ activity being delivered there and the data and the intelligence held about the residents requirements within the area.
- 5.9. Analysing these datasets allows us to build a rich profile on localities, from which the Council can determine the initial areas of focus and the services that will be required in those areas. The focus of the pilots is therefore different in each area, based on the intelligence.
- 5.10. The Council has employed a Locality Manager for each of the pilot areas. The primary purpose of the role is to bring together the Council, partners and voluntary and community sector organisations to ensure that there is greater collaboration and alignment between these services. They identify opportunities and design new ways of delivering services in the locality. They will also play a key role in monitoring and measuring the impact that this work has on outcomes for local residents.

North Croydon

- 5.11. The first pilot to be considered, and therefore most developed, was North Croydon. Analysis identified the need to strengthen and align those preventative services for children and families that we know require additional support. Early Help services will play a key role in this, but other services also have a crucial part to play in supporting these families, on issues such as health and well-being, employment and skills, housing, and welfare and income maximisation. We are also considering the requirements of the wider

population in that area, and therefore identify opportunities to prevent any issues from becoming problems.

- 5.12.** The Community Connect offer, delivered by the Council's Gateway Services Team in partnership with a number of voluntary and community sector partners, provides wrap-around services from the Parchmore Community Church. This targets residents who are most significantly impacted by welfare reform changes.
- 5.13.** The range of services offered includes:
- A Food Stop, where a targeted group of residents can access fresh food and groceries worth £15-20 at a cost of £3.50 per week.
 - Support with challenges associated with the welfare reforms, which can include around health and well-being, employment and skills and income maximisation.
- 5.14.** Significant work has been undertaken to build and develop the networks in North Croydon. Over 60 frontline staff (Council and partner organisations) working in the area have attended awareness events, providing a chance to hear about the new model, discuss opportunities for greater collaboration and build networks. This is supported by a weekly email with key information.
- 5.15.** An Operational Managers' group has been created in North Croydon which meets monthly to discuss key areas of work, explore opportunities to collaborate around certain issues and promote events that are occurring across the area. The Locality Manager also attends the Thornton Heath Multi-Agency Neighbourhood Meeting, where local priorities, activities and events are discussed. The approach ensures all of the organisations are clear on the offer that is available to residents, and thereby enhances the effectiveness of signposting residents to services.
- 5.16.** A number of drop in sessions and events have been held in North Croydon supporting residents with a number of varying issues. This includes monthly drop in sessions at Thornton Heath Library delivered Croydon Works, Landlord Licensing and Housing and Tenancy.
- 5.17.** A number of one-off events have also been held across North Croydon, including health and well-being and community engagement sessions. This included a housing information and advice event in one of the Council's high rise residential blocks in North Croydon. This ensured that those residents were aware of and accessing the wide range of support available to them, including opportunities through social prescribing so that they are supported to live independently and happily. Future events include support for older people with disabilities, community clean ups and community gardens.
- 5.18.** We are seeking to maximise the use of local community assets, so that more services, information and advice can be accessed closer to home. In Thornton Heath Library, this will include providing access to Council officers at specified times, who can offer support and advice on multiple issues such as welfare, income maximisation, skills and employment, health and wellbeing, housing and benefits. Investment was made in the library to support this, including the

installation of 'pods' to allow one-to-one discussion and the refurbishment of the Community Space.

New Addington

- 5.19.** We have completed the draft strategic approach in New Addington. This has identified the need to focus on prevention for vulnerable families and children, and that residents receive advice and information on services.
- 5.20.** The launch event for the New Addington locality approach will be held on the 24 September 2019 at Goldcrest Youth Centre.
- 5.21.** The Gateway service has already established a strong partnership with the voluntary and community sector in New Addington, which will support a focus on early help, employment and skills, health and wellbeing.
- 5.22.** With a focus on health and wellbeing outcomes for some residents, it will be important to work closely with the Integrated Community Network and community based organisations in that area, to understand the current and planned activity in relation to health and well-being and how the locality work can best support that.
- 5.23.** A housing led drop in event was held in May 2019 at New Addington Library. Twelve residents attended the event and four went on to see more than one service, and the feedback was very positive. A further event was held in late August.
- 5.24.** In partnership with Croydon BME Forum, we have identified a need to develop a mentoring programme for fathers/ men which will include a focus on their wider needs around employment and training. We have also identified a need for a tailor-made parenting programme to support the work being done by partners regarding positive parenting. The programme will be designed with Early Help and will be delivered over three months. Again, the programme will also look at the wider needs of the family.
- 5.25.** We know, from the data, that domestic abuse is under reported in New Addington. As part of raising awareness, the Family Justice Centre will deliver a workshop for staff and volunteers focusing on coercion and control. This will be followed up with a workshop for residents.

South Croydon

- 5.26.** Eight wards make up the 'South' for the purposes of locality working, from Selsdon down to Old Coulsdon. Data has been analysed to a granular Lower Super Output Areas (LSOA) level for those wards, to understand where different types and levels of deprivation exist within a part of the borough that is assumed to be more affluent.
- 5.27.** The evidence has highlighted pockets of economic and social deprivation where residents have high needs across multiple areas; but also that there are localities in which specific, more singular needs are high, and these needs leave residents at greater risk of isolation and exclusion.

- 5.28. The proposed starting point is Old Coulsdon LSOA. The planned model of delivery is to extend some activities and events to other locations in the South based on the individual area characteristics the evidence has shown us.
- 5.29. We are already working with key council services to identify activity which can be extended to Old Coulsdon LSOA/ South and are identifying suitable venues for this activity. For example, we are working with Croydon Works who would like to run a regular drop in session at the Tollers Lane Community Centre in Old Coulsdon.
- 5.30. We are building relationships with key voluntary and community sector partners who are already active, or seeking to extend activity into, the South.
- 5.31. Following engagement with local councillors, the model will be formally launched in autumn, by which time it is intended that a number of the above activities will have commenced.

6. CHILDREN'S SERVICE IMPROVEMENT

- 6.1. A key priority for the entire organisation has been improving the services we provide to our Children and Young People. Significant investment has been made into the service, and an improvement plan is being delivered with a strong clear focus on our Corporate Plan outcome: "Our children and young people thrive and reach their full potential".
- 6.2. We successfully recruited a permanent Executive Director, Children, Families and Education, (Rob Henderson), and Director of Early Help and Children's Social Care (Nick Pendry). Both have now been in post for just over 6 months.
- 6.3. They are providing excellent leadership to the service as we deliver our improvement plan ahead of an anticipated Ofsted re-inspection in late 2019/ early 2020. This is demonstrated by the feedback from the most recent Ofsted monitoring visit in July:

In a relatively short period of time, the new Executive Director and the Director of Early Help and Children's Social Care have improved morale, raised the visibility and impact of leaders and managers, started to embed a practice model and created the conditions that are enabling steadily improving practice and outcomes for children.

- 6.4. There have been significant achievements within Children's Services and Ofsted has confirmed we are making sustained progress under strong leadership, with pace accelerated and consistently better practices for children.
- 6.5. Our investment and improvement plan has delivered significant results for our children and young people. Over the past six months performance in key areas has been steadily improving. In May 2019:

- 98% of children looked after had an up-to-date care plan
- Children looked after visits within timescales were above target at 96%
- There was a 22% increase in the number of young people aged 16-18 with an up-to-date Pathway Plan
- 78% of children in our care had an up to date PEPs, (15% in January 2019)
- Visits within 4 weeks to children on a Child Protection plan were only 1% below target of 95%
- 98% of ICPCs took place within 15 days of the Strategy Discussion – the highest level since April 2017
- The number of re-referrals in the month fell below 400 for the first time since September 2018

6.6. Some indicators have been a challenge to shift including children in need work, case supervision and missing children. Plans have been agreed for each of these areas and some progress has been demonstrated to date.

Early Intervention and prevention

6.7. We have invested an additional £6.6m transformation funding for our Destination 2021 plan which outlines how we will transform services over the next two years, reducing the numbers of children on child protection plans, in care proceeding and becoming looked after, through investing in early intervention, lower caseloads and high quality practice. Heads of Service are creating their own service improvement and development plans which include actions to transform their services in line with our overall proposals and principles. A further £1.3m has been invested in early help this year.

6.8. As a result, there has been a significant increase in the proportion of contacts that move from SPOC to early help (from 5% in January to 23% (144) by June 2019).

6.9. We are integrating the youth engagement team in the early help service and developing specialist provision in relation to domestic violence and adult substance misuse and mental health.

6.10. Croydon has a higher proportion of children in the care system compared to similar councils elsewhere. In part this is evidence of the high needs and demands that our service is facing. However, we also recognise that we may not have the right balance and need to work with families more to provide support. This approach has seen care proceedings reduced from 123 in February 2019 to 81 in June 2019.

6.11. We have rationalised and promoted our parenting courses across the borough, working with the localities managers to target this support most effectively and work with community networks to offer wider support.

6.12. We have also established entry into care and high cost placement panels to ensure we are doing all we can to keep children and young people living safely within their family and community.

Delivering through Localities

- 6.13.** Dedicated workshops were held with around 180 staff to engage and consult on our locality plans. This has helped develop the locality model for all children, families and education services that is being implemented between June and December 2019.
- 6.14.** Six locality areas have been identified in line with the Council's new ways of working. Services will be delivered at a locality level, across multiple localities, or at a borough level – whatever approach is most appropriate. This adaptability is critical to delivering the best outcomes for our children and families.
- 6.15.** There are a number of locality based improvement actions being undertaken:
- Locality based meetings with head teachers are scheduled to start from September 2019.
 - We have secured a new drop down community space in the heart of New Addington, a high priority area.
 - We are piloting a think family programme in 2 localities from September involving children, adult and housing services, targeting the top 100 most complex families.
 - We are launching partnership and community networking events in all six localities from November 2019.
- 6.16.** We are developing Community Led Support, building on the strengths within families and communities to deliver better outcomes. The focus is on ensuring people receive support quickly, before crises occur. The support they receive is different, based on good strengths based conversations rather than assessment and eligibility processes.
- 6.17.** The approach is individual as well, identifying what matters most to the individual and family, and focusing on that. The approach supports people to build on their own skills, assets and abilities, those of their friends and family, connecting people with people and with local communities. It is a place based approach that recognises every community is different and there is not a “one size fits all” response.
- 6.18.** Our Integration of Health and Social Care journey in Croydon continues. We are building on the successes of our One Croydon Alliance established in April 2017, which has delivered improved outcomes for our over 65s and has now committed to extending the scope of the partnership and integration for people of all ages.
- 6.19.** The One Croydon partnership between Croydon Council, the local NHS and Age UK Croydon, is launching a plan now to transform the health and wellbeing of local people. The Croydon Health and Care Plan outlines a new vision for how health and social care will be delivered to support Croydon residents to stay well for longer and, for those with the greatest need, to make services more easily accessible in the heart of their communities. In particular the plan emphasises three clear priorities:

- **Focus on prevention and proactive care:** supporting people to stay well and manage their own health and maintain their wellbeing by making sure they can get help early
- **Unlock the power of communities:** connecting people to their neighbours and communities, who can provide unique support to stay fit and healthy for longer
- **Develop services in the heart of the community:** giving people easy access to joined up services that are tailored to the needs of their local community.

6.20. The One Croydon Localities Development programme will develop and provide Integrated Community Networks Plus to bring together a complete social care, clinical and health professional community, integrating GPs, mental health and community nurses, social care, pharmacy and the voluntary sector to proactively manage and support people with health and care needs at a local level.

Building Trusting Relationships

6.21. An outstanding and sustainable Children's service cannot be achieved alone. If we want to build effective teams around the child and family, we need to work with key partners, the community and families themselves. Our improvement journey recognised that we needed to do more to build trusting relationships, based on strong support and challenge.

6.22. Building relationships requires time and capacity. We have therefore focused on reducing average caseload levels, and ensuring that these are maintained.

6.23. Further investment has been made to improve the level of high quality interventions, with 2 dedicated teams now working with children in need. Investment has also been made in 13 assistant team managers to improve team resilience, add management capacity to develop high quality relationships with practitioners, and ensure supervision is more reflective.

6.24. A Single Point of Contact system has been introduced and is starting to send children and families on the right trajectory. This reduces the need for multiple handovers, which in turn improves the quality of service and relationship with the family – the key focus being to have the right professional, and get it right first time.

6.25. Our adolescent services are now undertaking the whole journey for young people at high risk including when they become children looked after, minimising disruption and maximising their opportunities to build strong, trusted relationships.

A Skilled Workforce

6.26. If we are to build strong, trusting relationships with families and partners, we need a skilled and motivated workforce. We are reducing our use of agency staff, particularly in management positions (with 8 out of 9 Heads of Service now permanent). There is a clear focus on permanent recruitment and developing staff internally.

- 6.27. Recruitment within Children’s Service remains challenging. This is a national problem, but is compounded here in Croydon by our Ofsted rating. However, we are seeing progress, recognising the investment and improvements we are making. We have also invested in a Systemic Practice Service Lead and 7 clinical therapists, plus 2 trainees to build our own recruitment pipeline.
- 6.28. We have relaunched our Social Care Academy and have 2 Frontline pods starting in September, a full ASYE programme with additional assessors to ensure we support and develop these staff in Croydon, and a Step Up to Social Work programme.
- 6.29. Our Learning and Development offer has been refreshed for 2019/20 and continues to be a high quality one, enthusiastically appreciated by staff. We have provided additional training budgets to enable all staff to undertake systemic practice training over 1 year to an accredited level, starting with leaders and managers.
- 6.30. A stronger performance management approach has been implemented across our children’s services. There have been senior management changes within the service and support is being provided to all managers to ensure any performance issues are dealt with fairly and effectively.
- 6.31. Ofsted have confirmed that staff report feeling valued and well-supported and caseloads have reduced to a manageable level. Staff have confidence in the senior leaders and speak very highly of them, describing them as visible, available and acting on feedback.

7. WORKFORCE AND ENGAGEMENT

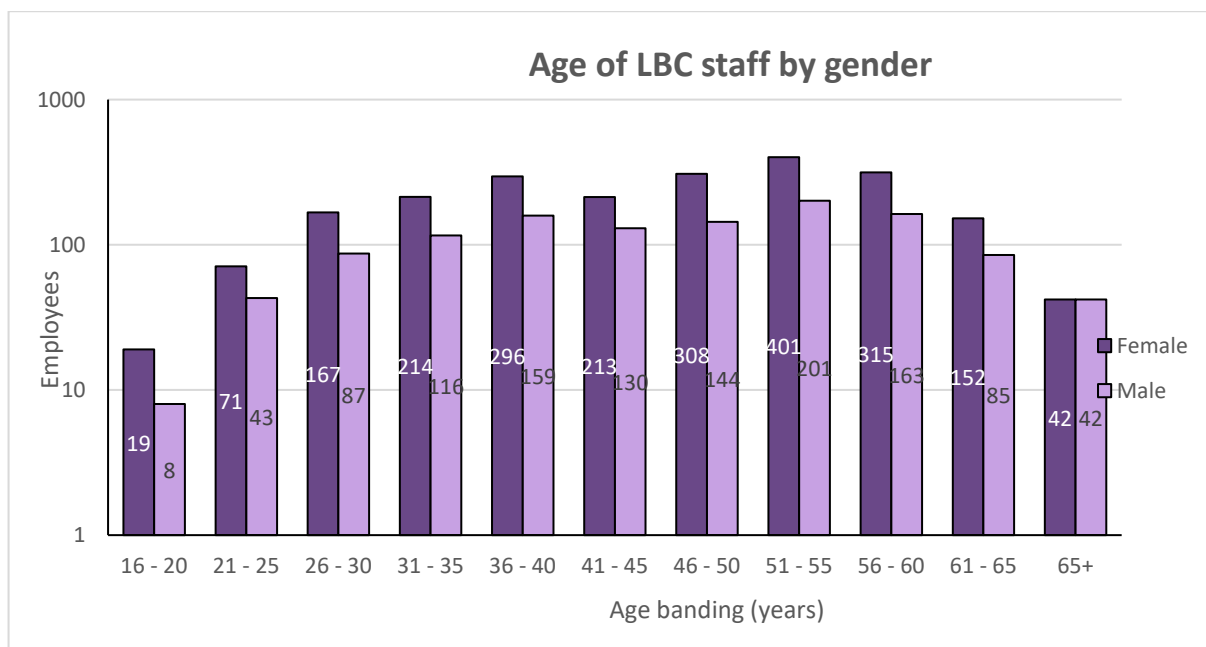
Workforce profile

- 7.1. The summary of the declared workforce profile for the last four years in comparison with the 2011 resident census data is attached at Appendix A. This shows a clear representation of our community within our workforce. However we are clear that Croydon’s population will have changed since the last census and therefore know that we have more to do to increase representation of Croydon’s community within the Council.
- 7.2. Appendix B provides further analysis of our workforce data as at 31st July 2019. This provides breakdown of workforce profile by the organisation’s top tiers of management. Analysis indicates disproportionate representation at management levels.
- 7.3. In contrast, the Council’s Executive Leadership Team has been highlighted in an independent review, as being one of the most diverse in the country. Statistics through declared data of the representation of this team is shown below.

Workforce analysis

Gender - female	66.6%
Ethnicity - BAME	40%
Sexual orientation - gay or lesbian	50%

7.4. Sixty-five percent of our workforce is female, which is a typical profile for local government. The age profile is reasonably reflective across age ranges with a skew to an older workforce with 41% of our workforce being over 50. This is consistent with London and places us close to the average for London authorities.



7.5. 43% of our workforce has positively disclosed as BAME which is a small increase of 0.5% since 2018. It should be noted that non-disclosure rates, whilst improving, are still at 30% so more work is needed to improve this data.

7.6. 9% of our workforce has positively disclosed as disabled which is slight increase from last year, so remains relatively consistent. Non-disclosure rates whilst having improved are still high at 33%, which do impact on the figures.

7.7. 5% of the workforce have declared a sexual orientation which is a small increase from last year. Non-disclosure rates remain high at 33%, and as sexual orientation has not been part of the census data collection, it cannot be tracked against the Croydon population.

7.8. The importance of self-disclosure of protected characteristics continues to be highlighted as an area for improvement to ensure our data analysis is as accurate as possible. Two internal communication campaigns have been run, both of which were endorsed by the trade unions and the staff network forums but it is recognised that a regular drive is required.

Headcount and turnover

7.9. Total headcount as at 31st July 2019 is 3,387 which is an increase of 8% from 2018.

7.10. Turnover has increased by 1% to 4% on the last 4 four quarters but this is still relatively low for local government. Further detail can be seen in the table below.

Period	Category			
	Staff	Starters	Leavers	Turnover
31-Oct	3265	121	97	3.0%
31-Jan	3171	132	94	3.0%
30-Apr	3296	169	159	4.8%
31-Jul	3382	188	135	4.0%
Average	3278.5	152.5	121.25	3.7%

Pay gap analysis

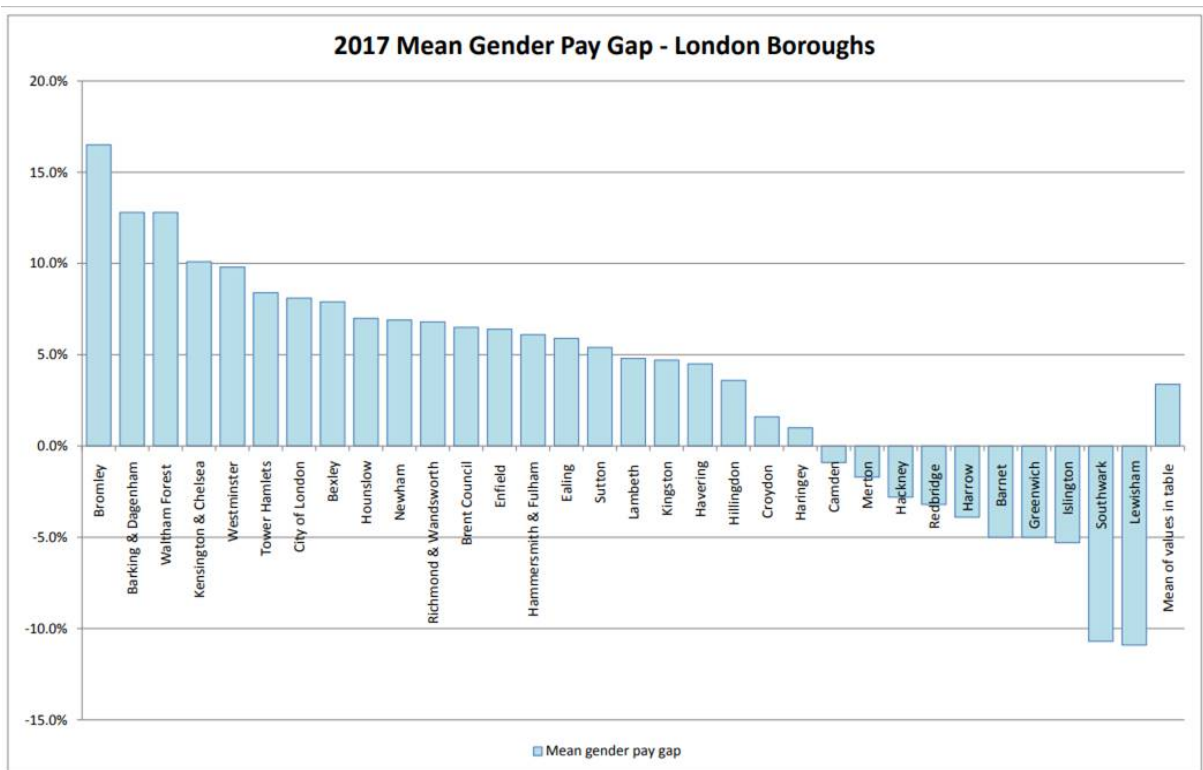
- 7.11.** Since 2017 the Council has been required to report on our gender pay gap and in addition the Council has calculated the ethnicity and disability pay gap.
- 7.12.** Equal pay calculations compare the average pay of staff undertaking equal work or doing the same job or on the same grade.
- Male and female employees
 - BAME and white employees
 - Disabled and non-disabled employees
- 7.13.** Croydon is ahead of the majority of organisations, who only complete the statutory pay analysis. As a result, it is not possible to compare the ethnicity or disability pay analysis, either regionally or nationally.
- 7.14.** As well as our pay strategy, pay gaps are impacted by the grade profile of different groups including ethnicity and disability. This can be positively influenced by equal treatment in:
- Recruitment
 - Progression through grades
 - Performance management
 - Learning and development
 - Maternity return rates
 - Equal use of flexible working and parental leave
 - Inclusive leadership and culture
- 7.15.** We are committed to profiling our workforce on an annual basis to assess the representation of all protected characteristics and acting on this information to assess progression in the areas highlighted above.
- 7.16.** We are only able to report on declared rates which mean that gender is accurate as we have a 100% disclosure. However the non-disclosure rates for ethnicity and disability will impact our analysis.
- 7.17.** The results show pay that our gender pay gap remains good and amongst one of the lowest in local government. For BAME, noting that we do not have full disclosure, data suggests that there is a higher proportion of BAME employees in lower pay quartiles. For disabled employees the data shows that on average non-disabled employees are occupying a slightly higher proportion of the upper pay though the representation of disabled employees in the top pay quartiles has decreased from 2017-18 which has contributed to the rise in pay gaps.

Comparisons across groups for Croydon Council pay gap data 2018

Hourly pay gap (data as at : 31 March 2018)	Gender	Ethnicity	Disability
Mean ordinary hourly pay gap	1.6%	9.7%	2.7%

Gender pay gap – London Comparison

Average pay gap 2018	Croydon	London	Inner London	Outer London
Mean ordinary hourly pay gap	1.6%	3.4%	1.4%	4.7%



Negative GPG values indicate women's average hourly pay-rate was greater than men's.

How we are improving our diversity

- 7.18.** Croydon Council is committed to improving our diversity. To support this aim we have continued to provide a leadership offer targeted towards aspiring BAME managers called 'Realising Your Potential'. This programme was launched in 2016.
- 7.19.** The aim of the programme was to increase the number of BAME managers in the council with the objective of being more representative of our workforce and community. There was greater demand than initial supply and further programmes have been provided from 2016 onwards.
- 7.20.** To date five cohorts have been delivered for 78 BAME participants. Of these, 75 BAME aspiring managers have completed this programme. This is a 96.15% completion rate. Of the 75 participants, 25 have secured a promotion, secondment or interim role. This is a 33.67% success rate. Some people have had multiple secondments. One person gained a secondment and then

a secured a permanent role. Two participants have gained some supervisory duties in their current role.

- 7.21.** As of March 2019 14% of employees at Head of Service level and above are declared BAME. During 2018-19 BAME women were appointed to two Directorial roles.
- 7.22.** As of March 2019, 12% of employees at Head of Service level and above are declared disabled. Croydon Council achieved Disability Confident (Employer) status in 2017. In 2017 and 2018, candidates with learning disabilities were supported with work experience and traineeships opportunities within the council. This will continue in 2019.
- 7.23.** We have supported employees to develop staff diversity network groups that support all protected characteristics including gender, disability and ethnicity.
- 7.24.** We offer two several equality learning modules specifically aimed towards line managers and general staff. All staff have undertaken this learning. Additionally, unconscious bias training has also been undertaken by all our employees and is continuing to be undertaken by new employees within their induction period.
- 7.25.** We have clarified in job advertisements that flexible and agile working options can be discussed at interview and agreed from the start of employment for all new employees.
- 7.26.** We now have a number of family friendly policies and other initiatives to support employees including:
- The ability to buy additional leave
 - The ability to take unpaid and sabbatical leave (up to 12 months subject to eligibility).
 - Shared parental leave options
 - Paid additional leave options for employees when dealing with premature birth; parental bereavement leave (for bereaved parents of children under 18); and options for caring responsibilities.
 - Guidance on supporting women in the workplace during the menopause
 - The commitment of our council to enabling flexible and agile working for all staff wherever possible from the start of employment (subject to business needs)
- 7.27.** Our [commitment to equality outlines our aim to create](#) a workplace where all employees can be themselves.
- 7.28.** Over the coming years we aim to:
- Actively encourage higher levels of disclosure from employees. We have already seen increases in disability, religion and sexual orientation disclosure rates from June 2018 – February 2019. However we are continuing to focus on increasing all rates of disclosure including ethnicity.
 - Ensure all our HR policies are inclusive
 - Continue to improve our performance management system

- Monitor progression up the grade structure by employees' protected characteristic
- Encourage men as well as women to use our range of flexible working options,

Agency staff

- 7.29. As at 30th June 2019 the percentage of reported agency cover against established funded posts in the council was 13.8%. There will be some additional agency spend on supernumerary/ project and or grant funded posts. The table below shows the agency cover by department.

Department	Percentage of Agency covering funded roles
Children's Families & Education	21.05%
Gateway, Strategy & Engagement	11.86%
Health, Wellbeing & Adults	12.05%
Place	18.67%
Resources	5.83%

- 7.30. At present it is not possible to report on unfilled vacancies, so the vacancy rate will be higher. In April 2019 a new integrated Finance and Human Resources management system was implemented. The next stage of development is to design integrated workforce and financial reporting and this will show budgeted staffing and vacancies which will be a significant enhancement.

Sickness absence

- 7.31. As at 30th June 2019 the reported sickness absence rates were as detailed below:-

Department	Permanent Staff (FTE)	Number of sick days: 1 April – 30 June 19	Sick days per FTE: 1 April – 30 June 19 (one quarter)
Children's Families & Education	566	968	1.74
Gateway Strategy & Engagement	486	398	0.85
Health, Wellbeing & Adults	458	200	0.44
Place	852	699	0.84
Resources	877	633	0.72
Average across Council			0.60

- 7.32. More detailed reporting is under development with the introduction of the new Human Resources Management system.

7.33. According to the 2018 CIPD survey, the average public sector employees had 8.4 days of absence over the last year. The Local government workforce survey 2017-18 (published June 2019) suggested that an average of 8.8 sickness days per FTE employee. By comparison for Croydon our outturn for the year ending 31st March 2019 showed our average absence days as 7.35.

Grievances and disciplinary

7.34 The number of cases logged between April and June is 17, broken down between 10 grievances and 7 disciplinaries. This rate is comparable with last year which showed 44 complaints and 25 disciplinaries in 2018/19 as a full year summary.

7.35 The current reporting system does not support case time tracking but we plan to work with digital services to enhance case recording to include this facility. The intention is to put in place a KPI measure of 12 weeks to complete a formal case, as recommended by the independent review that has formed a baseline for the development of the workforce strategy as referenced later.

Leadership Development

7.36 Since 2015, Croydon Council has introduced 4 different leadership development programmes, 1 generic, 2 levels of BAME and 1 Women's, designed to support the changing needs' of leadership and the cultural priorities of the organisation.

7.37 These are:-

- Leading The Croydon Way for people managers up to Heads of service
- Leadership effectiveness and Career development for BAME Staff
- Women's Leadership Development Programme
- Realising your potential and career development for aspiring BAME Managers

7.38 During 2018/19, an additional 110 participants graduated, taking a rolling total since 2015 to 334 graduates, representing 10.7% of Croydon Council's workforce, according to the Workforce Profile 2017-18 report.

7.39 In total for 2018-19 the leadership programmes we ran comprised of:

- 2 cohorts- Leading the Croydon way (25)
- 2 cohorts- Realising your potential and career development for aspiring BAME managers (26)
- 4 cohorts-Women's Leadership Development Programme (59)

7.40 Of the 2018-19 graduates:

- 54 are of BAME ethnicity (48% of total graduates). This is a positive BAME representation of +6% when compared to Croydon Council's workforce profile. Of the 54 graduates of BAME ethnicity, 26 attended BAME-only programmes.
- 8 have a recorded disability (7% of total graduates); this is a slight under-

representation of -0.4% when compared to Croydon Council's workforce profile.

- 96 are female (87% of total graduates). This is a positive female representation of +10% when compared to Croydon Council's workforce profile. Of the 96 female graduates, 59 attended women-only programmes.
- 14 are male (13% of total graduates). This is – 20% representation when compared to Croydon Council's workforce profile.
- During 2018, an organisation-wide consultation took place to align Croydon's Leadership Behaviour Framework to reflect current and future capabilities. A new Inspiring leadership programme for managers has subsequently been designed and will be launched in late September 2019.

Workforce Strategy

- 7.41** This section of the report provides an overview of the work undertaken to develop a comprehensive Workforce Strategy (2019-2024).
- 7.42** Croydon is ambitious for its public services and its communities and so will need to be able to draw on the talents of the workforce to deliver this. In order to deliver the commitments set out, we must ensure that we have an aligned workforce strategy that is developed to recruit, retain and invest in a skilled and well-trained workforce.
- 7.43** In the last three years, the council has created the conditions to support and retain its workforce talent, demonstrating an inclusive culture. However, there is more that can be done. Analysis (as set out below) highlight that we need to do more to demonstrate inclusivity and improve staff engagement. Building a more engaged workforce means our staff will be more receptive to change and drive higher performance which in turn drives better outcomes for local residents.
- 7.44** Digital technologies are driving up both quality and customer expectations, and therefore our digital strategy and workforce strategy must be closely aligned, to build capacity and deliver digital systems, whilst ensuring the right people are in place to deliver different customer services. Interactions and ways of working with both partners, and residents are therefore being transformed. There is therefore a need to develop the skills of our workforce to meet the needs and raised expectations of our residents, in addition to the changing requirements of the council.
- 7.45** The workforce itself is also changing. There are different expectations and aspirations regarding work, career and life, while retirement has changed and evolved for many.
- 7.46** This is why a workforce strategy to 2023 is being developed to set out the council's commitment to its workforce. The strategy will support the commitments in the corporate plan and will provide a clear promise to our current and future workforce to make the experience of working for us a collaborative, inclusive, productive and happy one.

7.47 The strategy is being created around a framework for our commitment to:-

- How we support our staff and their health and wellbeing
- How we pay & reward staff and offer career pathways
- How we engage and involve our staff and act upon their feedback
- How we develop the skills and capabilities of our staff
- How we reflect our values and organisational culture through our workforce

Intelligence led

7.48 Underpinning these themes is our commitment to an inclusive and representative workforce and our ambition to embrace new ways of working and the digital environment.

7.49 To ensure the strategy is developed from an informed basis, a baseline review was commissioned. The review was conducted in two phases of quantitative analysis and overview of our workforce data, followed by qualitative exploration to test and provide insight into workforce experience.

7.50 This work involved an independent advisor who is highly regarded in both central and local government, who looked at our data, headline themes from last year's staff survey and then met with a cross-section of staff.

7.51 Over the last six months, the Council has seen a positive change in the profile of its leadership, this is a visible demonstration of our changing culture, as more inclusive. However, more needs to be done to achieve positive representation across all levels in the organisation and ensure our workforce reflects our diverse population.

7.52 Key areas of impact highlighted by this review will be to:

- Improve the recruitment process to positively support further change in levels of black and ethnic representation at senior and middle manager levels.
- Focus on building managers accountability to increase levels of staff engagement and inclusivity, whilst developing their skills and confidence in implementing the council's core values.

Engagement

7.53 The baseline work gave a valuable insight to the core principle of inclusion and the recommendations from the review will be reflected in the council's strategy and action plan. It was important to build upon this insight and to create an open dialogue with our staff to find out what they wanted Croydon Council to be.

7.54 A five week period of staff engagement activity was organised to capture staff views. In order to ensure a broad reach, face to face engagement sessions were offered. Sessions were held in multiple venues across the borough to ensure that the whole workforce, whether based at Bernard Weatherill House or other satellite office, were offered an opportunity to engage in the

development of the strategy. In addition, an anonymised online survey was offered to encourage wider participation.

7.55 Upon analysis, several key themes emerged from our conversations with the workforce primarily focussed around the following topics:

- Flexible, agile working
- Pay, performance and benefits
- Recruitment, development and involvement
- Collaboration and partnership working
- Leadership and management
- Working environment
- Health and wellbeing

7.56 In total, over 800 staff participated in the activities. Over 5,000 comments were captured and the analysis that has followed is being used to help shape the strategy and will directly feed the resulting actions plans that will deliver it.

7.57 Our recognised trade unions have been involved in the engagement activity through invitation and attendance at both the baseline workshops, including a specific session for the trade unions and in the wider staff engagement workshops.

7.58 They are kept updated on the progress and outcomes through the formal consultation framework meetings, which include the Corporate Staff Partnership Panel (CSPP), which is where elected members, trade union representatives and officers meet; and at the regular Corporate Staff Consultation Forum (CSP) which is a meeting between officers and union representatives. Both forums are an opportunity for debate and discussion.

Next steps: developing and implementing the strategy

7.59 The workforce strategy is being developed through strong staff engagement to create a clear mutuality of expectation between us an employer and the workforce. Following on from the initial period of engagement we will be testing the final strategy with key workforce groups over the next couple of months but will continue to progress key activities that develop the conditions and environment to support our vision to become a high performing organisation.

7.60 In the immediate term (2019-20) we will focus on the following activities in that endeavour.

7.61 We are setting expectations by:

- Ensuring Diversity and inclusion objectives form part of the new performance management processes
- Establishing a behavioural framework linked to our values
- Identifying and equipping our managers with core skills for effective people management

7.62 These expectations will be brought to life through policies and processes and we will :-

- Revise our performance framework and appraisal processes to reflect the diverse needs of organisation, and supports assessment and development through both objectives and behaviour
- Revise our induction/on boarding process that ensures that the first 100 days of engaging with the council, from application to acceptance, reflects our brand and commitment to an inclusive workplace
- Introduce a set of recruitment standards and practice to attract, select and enhance our aim to have a representative workforce across our organisation
- Conduct a holistic HR policy review for currency and effectiveness in light of our equalities, fairness and transparency agenda. Our organisational design principles and change management processes will be transparent, fair and we will continue to invest in our current and future leaders through:-
 - The continuation of our aspiring and Inspiring leadership programmes
 - Supporting positive action leadership programmes (e.g. BAME, Women's)
 - Ensuring consistency of behavioural expectations and feedback through our 360 assessment/development tool

8 EQUALITY FRAMEWORK FOR LOCAL GOVERNMENT (EFLG)

8.1 The Council is committed to ensuring that equality, diversity and inclusion are at the heart of our delivery for residents. Our ambition is to ensure that there is equality of opportunity for all, in addition to ensuring that our workforce is representative of the communities we serve.

8.2 The Equality Framework for Local Government is a process, accredited by the Local Government Association (LGA), through which local authorities are able to better understand the importance of equality, and evidence that its policies, processes and leadership are developing better equality and inclusion outcomes.

8.3 In addition, the process is used as an assessment tool that helps local authorities to identify what it does well and where it can make improvements to and deliver better equality outcomes for staff, residents and service users.

8.4 The Council will be undertaking the Equality Framework for Local Government assessment in November 2019 to enable us to learn more about our about our organisation in relation to equality policies and process, our partners and our local communities. By drawing together equalities best practice from across the organisation and seeking and listening to our staff and partners, we will be able to make a difference, learn from one another and understand how we can improve practices and relationships.

8.5 Our draft documentation for the EFLG assessment has been assessed by an external independent expert. This has confirmed that the Council is well place to secure 'Achieving' status through the assessment.

- 8.6** The journey through the process is a critical learning tool for the Council which, once completed, will allow the Council to achieve an independent view of equality and diversity practice within the organisation. Gaining an LGA equality accreditation will help the Council demonstrate to staff, partners, service users and the wider community that equality, inclusion and diversity is at the heart of everything we do, the services we deliver and quality standards are in place on matters of equality and inclusion.
- 8.7** The framework also encourages a focus on local issues and prompts learning from, and the spreading of, good practice in regards to matters of equality and inclusion.
- 8.8** It will support the Council's Corporate Equalities Work Programme that aims to embed equality good practice in the services that we provide to customers, in our workforce practices and in our partnership/ procurement arrangements.

Appendices

- Appendix A: Workforce Profile 2019
- Appendix B: Equality Summary 2019

CONTACT OFFICER: Gavin Handford, Director of Policy & Partnership

GENDER	Residents* (2011)	Workforce (2015/16)	Workforce (2016/17)	Workforce (Jul '18)	Workforce (Jul '19)
Female	51.50%	66.57%	65.61%	66.19%	65.11%
Male	48.50%	33.43%	34.39%	33.81%	34.89%
Total	100.00%	100.00%	100.00%	100.00%	100%

DECLARED ETHNICITY	Residents* (2011)	Workforce (2015/16)	Workforce (2016/17)	Workforce (Jul '18)	Workforce (Jul '19)
BAME	44.92%	39.47%	41.08%	42.63%	43.32%
White	55.09%	60.12%	58.28%	56.56%	55.50%
Prefer not to say	0.00%	0.41%	0.64%	0.81%	1.18%
Total	100%	100%	100%	100%	100%

DECLARED DISABILITY	Residents* (2011)	Workforce (2015/16)	Workforce (2016/17)	Workforce (Jul '18)	Workforce (Jul '19)
Declared Disability	8.00%	8.78%	8.41%	8.17%	9.0%
No Disability	92.00%	89.67%	90.12%	90.35%	89.19%
Prefer Not To say		1.55%	1.47%	1.48%	1.81%
	100.00%	100.00%	100.00%	100.00%	100%

*Residents of working age as at Census 2011

Equality Summary by tier July 2019

Gender Declared Status Headcount	ELT	Directors	Heads of Service	All Others	Total Workforce
Female	4	9	43	2150	2206
Male	2	6	35	1138	1181
Not Declared	0	0	0	0	0

Disability Declared Status	ELT	Directors	Heads of Service	All Others	Total Workforce
Yes	0	2	16	188	206
No	4	9	57	1960	2030
Prefer not to say	0	0	1	40	41
Not Declared	2	4	4	1100	1110

Ethnicity Declared Status Headcount	ELT	Directors	Heads of Service	All Others	Total Workforce
BAME	2	1	14	1008	1025
White	3	12	50	1253	1318
Prefer not to say	0	0	1	27	28
Not Declared	1	2	13	1000	1016

Sexual Orientation	ELT	Directors	Heads of Service	All Others	Total Workforce
Bi-sexual	0	0	1	14	15
Gay man	1	0	0	29	30
Heterosexual/Straight	2	11	49	1724	1786
Lesbian/Gay woman	1	0	1	16	18
Other	0	0	1	48	49
Prefer not to say	0	0	10	342	352
Not Declared	2	4	16	1115	1137

Religion Declared Status Headcount	ELT	Directors	Heads of Service	All Others	Total Workforce
Buddhist	0	0	0	18	18
Christian	0	6	33	1106	1145
Hindu	0	0	1	51	52
Jewish	0	0	0	5	5
Muslim	1	0	1	75	77
No religion	2	5	19	525	551
Other	0	0	0	89	89
Sikh	0	0	0	8	8

Prefer not to say	1	0	7	261	269
Not Declared	2	4	17	1150	1173

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Agenda Item 7

For general release

REPORT TO:	SCRUTINY & OVERVIEW COMMITTEE 10 SEPTEMBER 2019
SUBJECT:	WORK PROGRAMME 2019-20
LEAD OFFICER:	Simon Trevaskis Senior Democratic Services & Governance Officer – Scrutiny

ORIGIN OF ITEM:	The Council's Constitution requires the Scrutiny and Overview Committee to agree the scrutiny work programme for the municipal year.
PURPOSE:	To provide the Committee with an overview of its work programme for the remainder of 2019-20.

1. SCRUTINY WORK PROGRAMME 2019-20

- 1.1 The Scrutiny and Overview Committee agreed the Scrutiny Work Programme for 2019-20 at its meeting held on 16 July 2019.
- 1.2 The Work Programme agreed set out the schedule for both the Scrutiny & Overview Committee and its three Sub-Committees –
 - Children & Young People Sub-Committee
 - Health & Social Care Sub-Committee
 - Streets, Environment & Homes Sub-Committee
- 1.3 Although the Work Programme has been agreed by the Scrutiny & Overview Committee, it is recognised that in order for scrutiny to be at its most effective, a certain amount of flexibility is required to allow items to be considered in a timely manner. As such it is within the remit of the respective Chairs to amend their Committee/Sub-Committee work programme as required throughout the year.
- 1.4 The most recent version of the work programme is set out in Appendix A for the information of the Committee.

CONTACT OFFICER:

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APPENDIX A:

Scrutiny and Overview Work
Programme 2019/20

BACKGROUND DOCUMENTS:

None

Scrutiny Work Programme 2019-20

Scrutiny & Overview Committee

Meeting Date	Item
11 June 2019	1. Question Time: Leader of the Council 2. New Scrutiny Guidance
16 July 2019	1. Annual Complaints Report 2018-19 2. Update on the Implementation of the Library Strategy 3. Neighbourhood Community Infrastructure Levy 4. FOI and SARs 5. Scrutiny Work Programme 2018-19 6. New Scrutiny Guidance – Follow-up
10 September 2019	1. Question Time: Cabinet Member for Finance & Resources 2. Pre-Decision: Budget Preparation for 2020/21 3. Annual Report of the Head of Paid Service/Chief Executive - Workforce Strategy
29 October 2019	1. Update on Developing a Strategy Framework for Croydon 2. Review of the Growth Zone
10 December 2019	1. Question Time: Cabinet Member for Culture, Sport & Leisure 2. Fairfield Halls
14 January 2020	1. Question Time: Leader of the Council 2. Budget 2020/21
25 February 2020	1. Question Time: Cabinet Member for Safer Croydon & Communities 2. Safer Croydon Partnership Review 3. Review of the implementation of the Public Health Approach to Violence Reduction
7 April 2020	1. Question Time: Cabinet Member for Economy & Jobs 2. Strategy for Job Creation & the promotion of the Economy in the Borough.

Others items to be considered for scheduling in the work programme:

- | | |
|-------------------------------|--|
| 1. Public Engagement Strategy | 4. Review of the Locality Work Programme |
| 2. Future of High Streets | 5. Sustainable Croydon |
| 3. Review of Insourcing | |

Children & Young People Sub-Committee

Meeting Date	Item
18 June 2019	<ol style="list-style-type: none"> 1. Children's Improvement Plan Update <ul style="list-style-type: none"> - To include missing children & CIN 2. Locality Model for Service Delivery 3. Dedicated School Grant Recovery Plan
17 September 2019	<ol style="list-style-type: none"> 1. Children's Improvement Plan Update <ul style="list-style-type: none"> - To include SPOC and assessment 2. Children's Complaints – Annual Report 3. Safeguarding Board Annual Report
5 November 2019	<ol style="list-style-type: none"> 1. Children's Improvement Plan Update <ul style="list-style-type: none"> - To include post CIB monitoring requirements 2. School Exclusions Task & Finish Group Final Report 3. Safeguarding Themes: Neglect, Vulnerable Adults, children with disabilities 4. Effective Data Sharing by Safeguarding Partners 5. Transitions Policy 6. Adoptions and Fostering 7. Corporate Parenting – New Governance, Section 20, Housing Support 22 +
21 January 2020	<ol style="list-style-type: none"> 1. Children's Improvement Plan Update <ul style="list-style-type: none"> - To include Post OFSTED Improvement Plan 2. Question Time: Cabinet Member for Children, Young People & Learning 3. Education Budget & Education Standards report 4. School Place Planning report
3 March 2020	<ol style="list-style-type: none"> 1. Children's Improvement Plan Update <ul style="list-style-type: none"> - To include Post OFSTED theme 2. Recovery Plan for High Needs Block 3. Workforce and Financial Sustainability – Long Term
14 April 2020	<ol style="list-style-type: none"> 1. Children's Improvement Plan Update <ul style="list-style-type: none"> - To include Post OFSTED theme

Health and Social Care Sub-Committee

Meeting Date	Item
25 June 2019	<ol style="list-style-type: none"> 1. South London & Maudsley NHS Foundation Trust (SLaM): Quality Accounts & Update 2. Croydon Health Services NHS Trust (CHS): Quality Accounts & Update
24 September 2019	<ol style="list-style-type: none"> 1. Review of the Adult Social Care Budget 2. Croydon Safeguarding Adult Board – Annual Report 3. Croydon CCG & Croydon Health Service Integration, to include:- <ul style="list-style-type: none"> - Shadow Arrangement for Integration between the CCG & CHS - Health and Care Plan
12 November 2019	<ol style="list-style-type: none"> 1. Review of Workforce Planning across Health & Social Care 2. Winter Preparedness 3. Immunisation Review To include workforce immunisation and wider community immunisation.
28 January 2020	<ol style="list-style-type: none"> 1. Croydon CCG & Croydon Health Service Integration, to include:- <ul style="list-style-type: none"> - Timetable and Approach to integration with Social Care - Integration of the CCG & CHS Work Force - ICN Neighbourhood Plans
10 March 2020	<ol style="list-style-type: none"> 1. Question Time: Cabinet Member for Families, Health & Social Care 2. Croydon CCG & Croydon Health Service Integration: Scrutiny of Plans for Further Integration 3. Review of Winter Preparedness
21 April 2020	<ol style="list-style-type: none"> 1. Annual Report of the Director of Public Health

Others items to be considered for scheduling in the work programme:

- | | |
|--|---|
| 1. End of Life Care | 5. Review of Commissioning |
| 2. Substance Misuse Services
(possible joint session with
CYP Sub-Committee) | 6. Social Isolation |
| 3. Update on the Community
Dental Service | 7. Health & Well Being Board
Annual Report |
| 4. Winter Preparedness | 8. Sexual Health Services |

Streets, Environment and Homes Sub-Committee

Meeting Date	Item
2 July 2019	1. Update from Rail Service Providers
1 October 2019	1. Question Time: Cabinet Member for Clean Green Croydon 2. South London Waste Partnership Annual Review 3. Update on the Grounds Maintenance Service To include the outcomes of Service Review
19 November 2019	1. Question Time: Cabinet Members for Environment, Transport & Regeneration 2. Sustainable Croydon, to include Climate Change and Air Quality 3. Responsive Repairs Contract
4 February 2020	1. Question Time: Cabinet Member for Homes & Gateway Services 2. Annual Review of Brick by Brick 3. Budget options for the Housing Revenue Account
17 March 2020	
28 April 2020	

Others items to be considered for scheduling in the work programme:

1. Review of Housing Maintenance Contract
2. Affordable Homes Programme
3. Accommodation & Assets Strategy
4. Fire Safety
5. Public Realm Strategy / Smart City
6. Community-led Neighbourhood plans
7. Work of the Sustainability Working Group (to be established upon adoption of council motion on Climate Change Emergency)
8. Play Strategy
9. Growth Zone (cross-cutting cabinet members portfolios)

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