

Scrutiny & Overview Committee Agenda



To: Councillors Sean Fitzsimons (Chair), Robert Ward (Vice-Chair), Leila Ben-Hassel (Deputy-Chair), 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, 14 January 2020** at **6.30 pm** in the **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**. A pre-meet for Members only will be held at 6.00pm in Room F4.

Jacqueline Harris Baker
Council Solicitor & Monitoring Officer
London Borough of Croydon
Bernard Weatherill House
8 Mint Walk, Croydon CR0 1EA

Simon Trevaskis
0208 7266000
simon.trevaskis@croydon.gov.uk
www.croydon.gov.uk/meetings
Monday, 6 January 2020

Members of the public are welcome to attend this meeting.

If you require any assistance, please contact the person detailed above, on the right-hand 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 - 12)

To approve the minutes of the meeting held on 29 October 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. Strategy Forward Plan (Pages 13 - 16)

The Committee is asked to note the development of the Strategy Forward Plan.

6. Question Time: Leader of the Council (Pages 17 - 88)

Question Time with the Leader of the Council, Councillor Tony Newman.

7. Scrutiny Work Programme 2019-20 (Pages 89 - 94)

To consider the Committee's Work Programme for the remainder of the municipal year.

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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Scrutiny & Overview Committee

Meeting held on Tuesday, 29 October 2019 at 6.30 pm in Council Chamber, Town Hall,
Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillor Sean Fitzsimons (Chair), Robert Ward (Vice-Chair), Leila Ben-Hassel, Jeet Bains, Jerry Fitzpatrick and Joy Prince
Also Present: Councillors Stuart King, Paul Scott and Manju Shahul-Hameed

PART A

35/19 Minutes of the Previous Meeting

The minutes of the meetings held on 2, 10 and 17 September were agreed as an accurate record.

36/19 Disclosure of Interests

There were no disclosures of interest made at the meeting.

37/19 Urgent Business (if any)

There were no items of urgent business.

38/19 Delivery of the Growth Zone

The Committee considered a report on the development of the Growth Zone project since its inception along with a presentation giving a high level overview of the Growth Zone project. The following Cabinet Members were in attendance at the meeting to deliver the presentation and answer questioned arising:-

- Councillor Stuart King – Acting Cabinet Member for Environment, Transport & Regeneration (job share).
- Councillor Paul Scott - Cabinet Member for Environment, Transport & Regeneration (job share).
- Councillor Manju Shahul-Hameed – Cabinet Member for Economy & Jobs

During the presentation the following points were noted:-

- The Growth Zone was a £5.2b regeneration initiative for the centre of Croydon. The overall project contained a range of different project within that would lead to the comprehensive regeneration of the area.

This included the provision of 2,800,000 ft² of new Grade A office space, 21 town centre development opportunities including Westfield, 28 new public squares and spaces, a new world class train station, approximately 14,000 new homes and 23,000 new jobs.

- Growth Zone project was due to run until 2034 with a focus on the first five year of major development activity. It was highlighted that much of the development activity was being delivered by developers and as such outside of the control of the Council.
- The Council had borrowed £3.9m to ensure that the public realm aspects within the Growth Zone were joined up. This would be repaid through the growth of business rates and council tax in the town centre as a result of the redevelopment.
- The project originally began in 2013, with the Growth Zone bid accepted by the government in 2015.
- The key themes for the project had been grouped into six themes, which were Transport, Public Realm, Culture, Parking, Social Infrastructure and Smart City.
- A range of smaller projects had been delivered so far and a lot of the current focus was on planning to bring forward significant redevelopment schemes.
- The regeneration strategy had retained a flexible approach to take into account changing circumstances such as uncertainty over when the Westfield development and transport schemes would come forward.
- The Growth Zone included 26 transport projects. Highlights of which included construction and logistics projects winning awards. A priority continued to be keeping road users safe despite the increase in HGV vehicles from the redevelopment.
- Under the social infrastructure theme the Croydon Works job service had helped to support over 1000 people into employment and the Croydon Creative Campus continued to be a priority.
- The primary objective of within the Smart City theme was to ensure that the Council continued to make best use of technology through a range of schemes such as monitoring air pollution.
- Public realm projects included rethinking the old town area, the Clocktower redevelopment, rethinking College Green which would be renaming as Fairfield, with a team appointed to lead the transformation.

Following the presentation the Committee was given the opportunity to ask questions on the content of the report and the information provided during the presentation. The first question concerned the original projects for the project against the current position. It was confirmed that when the Growth zone was

originally set up there had been detailed financial modelling which included the retention of business rates above a base line agreed with the government, which would be protected for sixteen years.

It was also advised that additional income was expected further down the line once the major projects had commenced and at this stage no additional money had been drawn down as initial works had been funded by a £7,000,000 government grant. Cabinet had agreed £166,000,000 of funding that could be drawn down to fund a range of projects, with it expected that the Council would start to draw down on its borrowing in the fourth or fifth year of the Growth Zone project.

It was confirmed that model had accounted for income of £3,000,000 from the business rate uplift, with the majority of the £505,000,000 funding being raised through match funding with partners such as transport providers.

It was questioned whether a significant portion of the funding was dependent on the delivery of the Westfield project. In response it was confirmed that Westfield was a key project because of its size, which equated to 60% of the total Growth Zone project. Representatives from the Council were due to meet with the developers of the Westfield site in the near future, at which it was hoped that clarity would be provided on the timeline for the project. It was likely that original proposed scheme would be amended by the developers in light of the rapidly changing retail environment in the UK.

It was confirmed that planning consent had been granted for the redevelopment of East Croydon railway station with it understood that the developer was looking to start work on this project in the near future. It was cautioned that Brexit had created financial uncertainty which had meant that developments were taking longer to come to fruition, but as mentioned previously, flexibility had been built into the project to allow for changing timescales in any particular element of the Growth Zone.

It was highlighted that a number of shops had left the town centre due to the uncertainty over the Westfield development. To counteract against this the Croydon BID team were working to ensure that the area remained vibrant and the Council continued to provide support to local businesses. Croydon BID had been collecting data on footfall within the town centre which indicated that it had increased.

One proposal for inclusion within the Westfield development was the provision of student accommodation which would be needed once Southbank University located a campus within the town centre in September 2020. Having reviewed the skills gap in the local area, initial courses offered by the University would focus on nursing, hospitality and technology.

There was concern expressed about the low level of employment growth in Croydon over the past twenty years when other boroughs in London had seen significant growth. As such it was questioned how the Growth Zone would help to attract larger employers to the borough. It was advised that research carried out by the Coast to Capital Local Enterprise Partnership (LEP)

indicated that Croydon had a national reach for employers and had the most amount of start-ups within the area covered by the LEP which reached from Brighton on the south coast to Croydon. In the past five years there had been a 45% growth within the technology sector in the borough which had resulted in the creation of 8,000 new jobs.

It was highlighted that there had been a significant reduction in amount of office accommodation in Croydon and as such it questioned whether this would have an impact upon the likelihood of attracting medium to large businesses to relocate to the borough. It was confirmed that the inward investment team was focussed on attracting new businesses to the borough with targeted activity taking place to promote the message that Croydon was open for business. A strategic approach was being taken to ensure that the right companies were being approached and provided with support as required. Other aspects of the Growth Zone, such as improving the public realm, and improving transport links would also help to encourage businesses to relocate to Croydon.

In response to a question about the key risks to the delivery of the Growth Zone it was advised that factors outside the control of the Council such as the economic uncertainty arising from Brexit and many of the developments opportunities within the Growth Zone being in the hands of private developers were key risks to the project. Risks were reviewed at a corporate level on a monthly basis including any mitigation that could be taken. Given the scale of the project the Committee agreed that there should be a specific risk register for the Growth Zone project itself rather than the risks being considered as part of a wider Corporate Risk Register.

Given that the need for flexibility in the project had been highlighted, it was questioned how the change process would be managed. It was confirmed that governance processes were in place that monitored and approved changes to the programme as they happened.

As it was noted that the Growth Zone project would allow the Council to retain business rates raised about a baseline, it was questioned whether the baseline had been met yet. It was confirmed that a small surplus had been achieved above the baseline.

It was also confirmed that compulsory purchase orders had been served on the properties contained within the Westfield development, but not all of them had been handed across to the developer at this stage.

In light of the lease for Box Park being extended for five years, it was questioned how this would impact upon the proposed development on the land it currently occupied. It was highlighted that at present there was other land still to be developed in the vicinity before the Box Park site, so the extended lease was unlikely to impact upon these proposals.

In response to a question about who was providing leadership for the project, it was advised that the leadership of the project was multifaceted and it was not a straightforward approach with a single leader. Local MPs, the Chief

Executive, Cabinet Members and local Councillors all had a role to play in progressing the project.

Given the scale of the project, it was questioned how the competing demands could be managed. It was confirmed that it was challenging to manage such a highly dynamic project with multiple schemes reliant on each other. Work to mitigate against the impact from a project of this scale was difficult, but it was essential to have plans that were flexible enough to respond to issues as they arose in real time.

It was acknowledged that Transport for London (TFL) operated in an environment of continuing financial constraint which made it essential that all their projects were reviewed to ensure that they could be delivered within the available finance. The Council was working with TFL to increase tram capacity through the proposed Dingwall Road Loop extension. The Fiveways project was also progressing with TFL in pre-application discussions with the Council.

It was confirmed that the Cycling Strategy within the Growth Zone reflected that the centre of Croydon provided the greatest opportunity to increase participation through the delivery of the Bedford Park scheme, work at Fairfield Halls and the Green Ways scheme linking local parks. There was a separate Cycling Strategy which had a wider focus across the borough with investment of £20m allocated.

In response to a question about a possible extension of Rail Zone 4 to cover central Croydon, it was acknowledged that there was a case to be made to TFL and the Department for Transport. There was an economic case that could be made which needed to be developed beyond simply making it cheaper for people in Croydon to travel to work. Another potential benefit of expanding Zone 4 would be to de-incentivise people from driving to the Zone 4 trains stations in the north of the borough.

It was confirmed that the Parking Review was currently being finalised and once complete it would be shared with the members of the Committee.

Given that there had been a number of public events organised in the town centre, it was questioned how success for these was measured. In response it was confirmed that as mentioned previously Croydon BID had been measuring footfall during these events. The Council had also prepared an evaluation report on the summer activities which would be used to plan future cultural events. There was also plans to start surveying social reaction to the town centre as the redevelopment projects started to be progressed.

It was questioned whether the possibility of pop ups had been explored to make use of the vacant units. It was advised that a number of spaces had been given to charities to use for free while empty. Box Park was also an example of land being put to good temporary use while waiting for redevelopment.

It was noted that there had been public concern about the removal of greenery outside the Fairfield Halls with an update on the plans for the land requested. It was confirmed that the removal of greenery was not permanent and plans were being developed for the area which would include a mixture of greenery, open space and art.

As it was highlighted that vibrant library usage was important to the social infrastructure of the town centre, it was questioned whether there were any planned improvements for the Central Library. It was advised that improvement to the Central Library was crucial, particularly improving library provision for students. Improvements for the library would be included in the brief that was being prepared for the Clock Tower development and included an expanded and combined entry space more in line with a public square.

Given the potential growth in student population from Southbank University coming to the borough in September 2020 it was questioned whether there had been any needs assessment of the social infrastructure requirements that might be needed. It was advised that from a social infrastructure perspective it was essential that it was right as both a town centre and also for the local community, with spaces such as community centres being made available.

In response to a question about whether there had been a Play Strategy developed for the Growth Zone project, it was advised that within the Delivery Plan Minster Green, Queens Garden and Park Hill had been identified as play spaces with specific briefings for these sites. It was also expected that there would be an investment in indoor play facilities as part of the Clock Tower development.

Given that the Council had recently declared a Climate Emergency it was questioned whether a sustainability theme could be added to the project. It was advised that sustainability had already been incorporated within the project to a certain extent as it operated across the existing work streams. Consideration would be given to how sustainability could be made more explicit within the project.

At the conclusion of this item the Chair thanked the Cabinet Members and officers for their attendance at the meeting and their engagement with the questions of the Committee.

Information Requests

Arising from the discussion of this item, the Committee would like to request the following information be provided:-

1. A breakdown of how the Government grant of £7m had been spent to date.
2. An overview of the anticipated programme over the next couple of years.
3. Confirmation of the baseline for the business rate base profile.

4. The results of the Parking Review (once available).

Conclusions

Following discussion of this item the Committee reached the following conclusions:-

1. The Committee recognised that the Growth Zone was difficult to review in one session given the wide range of projects being delivered.
2. It was agreed that the Growth Zone as a whole would be revisited in two to three years, but in the meantime oversight would be maintained through the Question Time sessions with Cabinet Members and reviews on specific strands.
3. The Committee agreed that Cabinet Members and Officers should be commended for proceeding with any aspects of the Growth Zone project that they can do at the present time.
4. It was agreed that the Streets, Environment & Homes Sub-Committee would be asked to look at the play work stream and the masterplan for the public realm in greater detail.
5. It was noted that there was an item scheduled for 23 April 2020 meeting of the Scrutiny & Overview Committee with Councillor Shahul-Hameed to look at economic development in the borough.
6. Given the scale and importance of the Growth Zone project the Scrutiny & Overview Committee agreed that the potential risks to the delivery of the project should be monitored through a project specific risk register.

Recommendation

The Committee **RESOLVED** to recommend to the Cabinet Members responsible for the Growth Zone project that a risk register be developed and maintained specifically for the risks associated with the Growth Zone project.

39/19 Scrutiny Work Programme 2019-20

The Committee considered a report setting out its work programme along with that of its three Sub-Committees for 2019-20.

The Chair highlighted that it was increasingly likely a General Election would be called for early December. As such it may necessitate moving the date of the next Scrutiny & Overview Committee meeting scheduled for 9 December. At present the items on the agenda for that meeting included a Question Time session with the Cabinet Member for Culture, Leisure and Sport, Councillor Oliver Lewis and Fairfield Halls. It was advised that a tour of Fairfield Halls would be arranged for Members prior to the meeting.

The Chair of the Streets, Environment and Housing Sub-Committee, Councillor Leila Ben-Hassel, confirmed that the Sub-Committee would be looking at the Licensing and Housing Strategies at their next meeting along with a review of the Local Plan.

It was confirmed that 23 April 2020 meeting of the Health & Social Care Sub-Committee would be dedicated to looking at the life course of mental health care in the borough. Arrangements for this were still to be finalised, but it was likely that members of the Children & Young People Sub-Committee would be invited to attend the meeting to provide their insight.

The Chair of the Children & Young People Sub-Committee, Councillor Robert Ward, confirmed that items on the new safeguarding arrangements and data sharing would not now be on the agenda for their next meeting on 5 November 2019 and would instead come to a later meeting.

Finally it was highlighted that members of the Children & Young People Sub-Committee had recently visited the Refugee Council, which had been really helpful in giving Members an insight into the unique circumstances in Croydon. It was suggested that it would be useful if the members of the Scrutiny & Overview Committee could also be invited to future visits.

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

40/19 **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 & Overview Committee 14 January 2020
SUBJECT:	STRATEGY FORWARD PLAN
LEAD OFFICER:	Gavin Handford, Director of Policy & Partnership
CABINET MEMBER:	Councillor Tony Newman, Leader of the Council
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Gavin Handford, Director of Policy & Partnership

CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:

The ambition of the strategy framework is to strengthen the basis by which all strategies, policies and plans are created for the Council, and therefore it will support all priorities outlined within the [Corporate Plan for Croydon 2018-2022](#).

ORIGIN OF ITEM:	The Committee is provided with an update on the development of a Strategy Forward Plan to inform their own Work Programme.
BRIEF FOR THE COMMITTEE:	The Committee is asked to note the development of the Strategy Forward Plan.

1. EXECUTIVE SUMMARY

- 1.1 The policy team has undertaken an audit of the council's strategies, policies and plans, which has enabled the collation of these strategic documents into a register, with adoption and review dates. As a result, a 3 year work programme has been developed for strategy, policy and plan development with buy-in across the organisation.
- 1.2 It is intended that this forward plan will assist with Scrutiny & Overview Committee forward planning allowing room for Scrutiny to add value at the earliest possible stage of strategy development. In addition it is also expected that this will feed into the forward planning process for Cabinet meetings.

2. COUNCIL STRATEGY

- 2.1. The Council adopted 'Our Corporate Plan for Croydon 2018-2022' in October 2018. This strategic document sets out the ambitions, key priorities and objectives for the organisation. This strategy highlights our vision and acts as our business plan for delivery until 2022. It speaks to a number of priorities that sit across all of our key areas of work, and is supported by a thorough delivery planning process.

- 2.2. Our longer-term vision will be set out in our Community Strategy moving forward. The Community Strategy will outline a clear strategic vision for the borough over the next ten years, and will provide detailed objectives to be delivered. Crucially, this will be a partnership document that will seek alignment to ensure a joined up approach to delivery across the borough.
- 2.3. Although our Community Strategy and Corporate Plan will outline the majority of our ambitions, the Council does require other strategies, policies and plans to guide delivery of services. In addition, these strategic documents are often created to support the delivery of a specific programme of work, and this may be decided or influenced by changes to operational practices, or a challenge or gap that is identified.
- 2.4. There are a number of additional reasons for the development of supporting strategies, policies and plans. Some documents are required by legislation (new or changes to existing), and others are defined by best practice. Some are needed to provide more detail about how we will work to deliver something. All of these will guide business improvements across all service areas, in addition to as the detail outlines in our business as usual plans.
- 2.5. The work that is underway to embed new ways of working will play a crucial role in the development of strategic documents moving forward. Our new ways of working allow us to operate with partner organisations more effectively, as well as working more closely with local communities and residents. Moving forward, any strategy, policy and plans that are created and implemented will be done so with these new ways of working in mind, in addition to a review of our existing strategy and policy.

3. STRATEGY REVIEW

- 3.1. As an organisation, there are a number of factors that influence our decisions to create, change and update strategy, policy and plans, including local, regional and national policies that all local authorities must respond to. We are mindful that our strategy must be flexible to adapt to the changing needs of our residents and communities, whilst remaining on top of new legislative changes, and most importantly, remaining ambitious in setting the direction for delivery across the borough.
- 3.2. It is important that, when developing strategic documents, consideration is given to our learning from previous approaches. Local government has seen significant change over recent years, particularly in terms of funding, statutory requirements and prioritisation from central government. This means that it is more important than ever to undertake regular reviews of the Council's strategies, policies and plans to maintain effective service delivery, with an ambitious mind-set that allows room for growth.
- 3.3. In order to develop a clear plan for regularly reviewing strategies, policies and plans the policy team has undertaken an audit of existing documents. This identified 81 strategies, 28 plans and 36 policies. These were reviewed with a particular focus on strategies and plans, and identified for keeping, reviewing or archiving. As a result, there is a significant reduction in the number of strategies, and the remaining strategies, plans and policies will provide a stronger 'golden thread', improve links between strategies, remove duplication and ensure a clearer focus on priorities.

4. STRATEGY AND POLICY FORWARD PLAN

- 4.1. Following the audit, the policy team developed a forward plan that responds to the need to regularly review existing strategies, plans and policies to be retained, as well as allowing room for new/ emerging strategies, and those that have already been identified for the future based on current and emerging need. This provides clearer oversight for our Cabinet and Executive Leadership Team, and allows for collaboration and join up to be central to our approach to strategy development.
- 4.2. Some key strategies will be led by the policy team, with service input, but the majority will be led by the relevant services, with policy input. The level of policy resource required will be agreed on a case by case basis and subject to change. This approach will improve the connection and coordination of our strategies and policies.
- 4.3. Within the forward plan, contingency capacity has been included to respond to any emerging issues or reviews that are not in the plan.
- 4.4. The current 3 year plan is attached as Appendix 1. This has been developed in agreement with the Cabinet, Executive Leadership Team and Directors. This forward plan will improve our approach to strategy and policy development and review, ensuring that these documents stay focused on corporate priorities, statutory requirements and best practice.
- 4.5. In developing the forward plan, the following definitions have also been developed to support future strategy and policy development:

Strategy is a high level overview of objectives opted from a number of plans, in order to achieve the organisational goals and objectives. Strategy is a high level plan of action with key measures of success and timeframe.

Policy is a set of common rules and regulations, which forms as a base to take day to day decisions. Policy is a principle of action.

Plan is the action base for delivery – it is the definition of how we will achieve our objectives, goals and ambitions at an operational level. It commits the organisation to action, with clear timescales and resourcing.

- 4.6. It is anticipated that the strategy and policy plan will assist with the forward plan for Scrutiny & Overview Committee.
- 4.7. The forward plan is indicative. It is recognised that there will be occasions when a strategy or policy needs to be brought forward for earlier review, or where it is necessary to delay the development of review to a later date. In addition it is also expected that this will feed into the forward planning process for Cabinet meetings.

Appendices

Appendix 1: Strategy & Policy Forward Plan

CONTACT OFFICER: Gavin Handford – Director of Policy & Partnerships

BACKGROUND DOCUMENTS: None

Appendix 1: Strategy & Policy Forward Plan

2020:

Children, Young People & Families Plan
Domestic Abuse and Sexual Violence Strategy (merged with Community Safety Strategy)
Croydon Growth Zone Delivery Plan
Skills and Employment Action Plan
Air Quality Action Plan
Croydon's Sports and Physical Activity Strategy
Communications Plan or Strategy
Early Years Plan
South London Waste Plan (Sutton lead)
Communities Strategy
Equalities Strategy
Autism Strategy
Housing Strategy
Homelessness Strategy

2021:

Health and Wellbeing Strategy
Corporate Plan 2022-2026
Croydon Carers Strategy (to become a plan)
SEND Strategy
Local Flood Risk Management Strategy

2022:

Local Implementation Plan (LIP)
Croydon Cycling Strategy (to become a plan)
Library Plan (review)
Housing Asset Management Plan
Digital Strategy
Internal Audit Strategy
Culture Plan
VCS Strategy

For general release

REPORT TO:	Scrutiny and Overview Committee 14 January 2020
SUBJECT:	LEADER'S REPORT TO SCRUTINY
LEAD OFFICER:	Jo Negrini, Chief Executive
CABINET MEMBER:	Councillor Tony Newman, Leader of the Council
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Councillor Tony Newman, Leader of the Council

CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:

The Leader's report will touch on all areas of the Corporate Plan.

ORIGIN OF ITEM:	The opportunity to question the Leader of the Council on progress made against priorities identified in the Corporate Plan was included in the Committee Work Programme for 2019-20.
BRIEF FOR THE COMMITTEE:	The Committee is asked to consider the information provided by the Leader of the Council and consider if it wishes to make any recommendations.

1. EXECUTIVE SUMMARY

- 1.1 I am proud as Council Leader to introduce my second scrutiny report following our Administrations successful re-election in May 2018.
- 1.2 This has been a difficult year in local Government as well as the country at large with the ongoing cuts to funding and Brexit uncertainty but I'm proud of the work we have done this year as a Council and I look forward to delivering more for our residents in Croydon for the next year.
- 1.3 This report highlights how we are delivering already on many of the Manifesto commitments that are reflected in the Council's Corporate Plan;
 - Ensuring everyone has the opportunity to benefit from the economic investment coming to our town. Nobody and no community should be left behind;
 - Culture will continue to be at the heart of regeneration in Croydon;
 - Our ongoing growth must be sustainable;

- Work with partners and residents to ensure Croydon's infrastructure is fit for purpose in the twenty-first century.

- 1.4 The Corporate Plan was adopted by the Council on 8 October 2018 and sets out how the manifesto commitments will be delivered for our residents and businesses. The Corporate Plan is driving service delivery and projects across the whole Council, and our work with partners.
- 1.5 The Corporate Plan gives emphasis to delivering services that help residents and businesses thrive in Croydon. This includes reducing inequalities, supporting health, happiness, independence and maintaining a safe, clean place with sustainable growth that benefits our residents.

2. POLITICAL CONTEXT & BREXIT

- 2.1 Despite the outcome of the General Election and the Brexit uncertainty that is likely to continue at least until any deal is signed and agreed, we are determined to continue to work hard to ensure Croydon remains open to all.
- 2.2 As a Council, we are doing all we can to ensure that local people and their communities all have the opportunity to benefit from the growth in our borough by working with partners to ensure our local economy continues to grow in a truly sustainable way.
- 2.3 As a Labour Administration, we will continue to work in close partnership with the Mayor of London, Sadiq Khan and his Deputy Mayors at City Hall to ensure we maximise the partnership opportunities that already exist and ensure Croydon plays a key role in developing and supporting London's long term future.
- 2.4 In the interest of continuing sustainable growth in the borough, we as partners with the Coast to Capital LEP will work with all to support the local economy beyond London and support the wider Gatwick Diamond economic strategy and exploit the opportunities that arise from doing so.

Local Government Finance

- 2.5 We are committed as an Administration to continue to work hard to protect local people from the worse effects of austerity however, after ten years of real term cuts to our budgets by national government, and with growing demands on vital frontline services such as Adults and Children's Services these challenges are now greater than ever.
- 2.6 This is further exacerbated because of Croydon's unique position of funding £10m per annum to support our UASC young people. While this is something we are proud to do, it is a moral obligation for national Government to fund the work done to support these children – something that they have continuously refused to do.
- 2.7 Despite these pressures, I am confident we will deliver a balanced budget that will protect key services and begin to rebuild our council balances that have been clearly impacted supporting these key services that continue to be underfunded. We will, therefore, almost certainly be asking council taxpayers to pay a little more again this year through their council tax bills so these important services can continue to be delivered.

2.8 A more detailed report on the budget will be going to scrutiny shortly.

3. SUSTAINABLE CROYDON

- 3.1 Earlier this year, the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) published a report that indicated that around 1 million animal and plant species are now threatened with extinction, many within decades, due to the rise in global warming. This report came after the IPCC published their report stating that there is a very limited time left to reduce carbon emissions and stop many species, including coral, from going extinct.
- 3.2 Due to these reports, global concern rose and climate change came to forefront for communities across the world. Groups like Extinction Rebellion came together to raise awareness on the issue and encourage governments, world leaders and everyday residents to take action.
- 3.3 At the end of last year, the Mayor of London declared a climate emergency to avert an ecological breakdown that he says poses an existential threat to future generations and the UK government has committed to cut carbon emissions to net zero by 2050. At the time of writing this report, over 250 District, County, Unitary & Metropolitan Councils have declared climate emergencies across the UK.
- 3.4 Citizen's Assembly UK will be taking place from January to March 2019 to tackle climate change. This is an initiative set up by cross-party MPs that will look at what members of the public can do to reduce CO2.
- 3.5 Croydon is also taking steps to tackle the climate emergency but is also aiming to make the borough a more sustainable place.
- 3.6 At the start of the Sustainable Croydon Summit, which was opened by Shirley Rodrigues – Deputy Mayor for Environment and Energy for London – Councillor Tony Newman, Leader of the Council, declared a climate emergency. This was recognition from the Council that the damage to the world's climate had reached a state of crisis requiring urgent, significant action.
- 3.7 In recognition of the need for ambitious and effective change, the Leader made the commitment to make Croydon Council carbon neutral by 2030 to ensure we take personal responsibility and react appropriately to this severe global issue. Further, the Leader also announced Croydon's ambition to become the leading sustainable green place in London to ensure we are doing all we can at a local level.
- 3.8 Already, action has been taken to make Croydon a greener, more sustainable place:
- The Green Croydon Fund of £250k was announced at the summit - this annual fund provides financial support for projects, activities and initiatives that promote environmental protection, green living and a sustainable lifestyle in Croydon and link into the priorities identified in the Council's Corporate Plan. The fund launched on the 1st October 2019.

- An increase in the recycling rate borough-wide by 9%;
- A published five-year Air Quality Action Plan 2017 – 22;
- More than 1,500 new bin installations all across the borough to revamp the system for waste collection;
- The School Street Scheme which prohibits most vehicular transport at the start and end of the school day to improve air quality around schools in the scheme and protect children from the harms of air pollution;
- The award-winning “Don’t Mess with Croydon” campaign
- A commitment to planting at least 3,500 trees between 2018 – 2023;

3.9 However, more must and will be done to ensure that the Council fulfils its commitment to becoming carbon neutral by 2030 and for Croydon to become a sustainable city. This will also tie into the Mayor of London’s commitment for London to become carbon neutral by 2050.

CITIZEN’S ASSEMBLY

3.10 This report details the launch of a Citizen’s Assembly later this month, of which the first theme discussed will be targeting Climate Change.

3.11 A citizens' assembly is a group of people who are brought together to discuss an issue or issues and reach a conclusion about what they think should happen. Using this method would ensure that the actions the Council takes in regards to climate change would be heavily influenced by the voice of residents.

3.12 Multiple Councils have undertaken Citizen’s Assemblies after declaring climate emergencies to great success including Camden Council.

3.13 The Council is working with The Campaign Company to deliver this Citizen’s Assembly to ensure that the recommendations that result from the assembly will be independent and based solely on resident input.

3.14 In order for an assembly to come to a borough-wide consensus of opinion, members of the community have been recruited and entered into a pool where 70 residents will then be selected by the various aspects of Croydon across wards, and across groups that share protected characteristics to ensure they are representative of our borough’s diverse communities.

3.15 Assembly members will be provided with £50 worth of vouchers from a selected retailer for each session they attend to encourage those selected to participate in all three of the meetings that are currently being planned. Members will need to attend all three sessions to receive the vouchers.

3.16 Participants that have been recruited to take part in the Citizen’s Assembly process will be provided with pre-meeting briefings before each meeting to ensure that they are clear about what to expect before each session. This should also allow each member to take an active approach over the course of the assembly.

3.17 The content of the meetings will be co-designed by the independent consultant with the Council to ensure that the assembly members are:

- Informed of any relevant background information regarding climate change and lowering carbon emissions in Croydon and London for context;
- Given the opportunity to scope the issue of climate change in Croydon in the first session;
- Able to take evidence and explore options around what can be done in Croydon to lower our carbon emissions across the borough as well as as a Council;
- Able to form a conclusion based on the scoping they have done and the evidence they have seen to produce a set of recommendations to be taken to Cabinet for the review of Council Members.

3.18 The meetings will be scheduled to take place over a 2.5hr slot during either evenings around the borough depending on the availability of assembly members to ensure most are able to attend.

3.19 A final report will be produced after the last session which will include details of the whole process as well as summary outputs and a set of recommendations from the assembly members.

SUSTAINABLE CROYDON COMMISSION

3.20 The Council is working with the New Economics Foundation to create the independent Sustainable Croydon Commission to be brought to Cabinet in the New Year.

3.21 This commission is to identify long term goals in order to dramatically reduce the Council's carbon emissions as well as recommend realistic actions in order for Croydon as a borough to become a sustainable city.

3.22 As has been said from the beginning with the Sustainable Croydon Summit, the Council intends to work closely with residents, including young people, and businesses to become more sustainable. To this end, the New Economics Foundation is currently consulting with stakeholders around the borough to form the proposal for a commission independent from the Council.

3.23 The current thinking is that the recommendations from the Citizen's Assembly will be used by the commission as a starting point for the commissioners to then form an action plan to make Croydon more sustainable. Strategy groups sitting under the commission which will likely be a mix of relevant officers, experts, businesses and residents could then begin to enact this plan.

3.24 However this is subject to change as the Sustainable Croydon Commission is still in development and the commissioners not yet appointed. Also to note, the commission is independent from the Council, so once appointed the commissioners will be expected to take part in setting the brief for the commission.

4. ECONOMIC DEVELOPMENT

Economic Summit

4.1 Croydon Economic Summit took place in September 2019 with a 'state of the nation'-style speech from Sebastian Burnside, the Royal Bank of Scotland's chief economist, which focused on Croydon's position in national and international markets.

- 4.2 More than 300 business representatives attended the event, which took place at the newly-refurbished Fairfield Halls.
- 4.3 Mr Burnside also took part in an interactive panel looking at Croydon's opportunities from a national and international perspective. The event also included a panel debate that explored sustainability and how businesses play an important role in shaping vibrant communities not only for work, but for people to live in and enjoy.
- 4.4 Those who attended also took part in a question and answer session debating the challenges facing employers when recruiting staff. The session included discussion on how mentoring, work experience, apprenticeships and succession planning can help businesses recruit and retain the best employees.
- 4.5 There was also an opportunity for those who attended to sign up to Value Croydon, a platform that supports local businesses, allowing them to access tender and sub-contracting opportunities with the council and its partners.

Economic strategy

- 4.6 The Economic Strategy seeks to build on the current economic success of Croydon, to focus on a new innovative and collaborative approach in order to capitalise on potential future opportunities and to address current and future challenges facing the borough. The aim of the Strategy is to enable good, sustainable, inclusive growth that places Croydon's residents and businesses at the heart of opportunity. Creating a strong, resilient and dynamic economy that drives and welcomes innovation: a vibrant borough of culture.
- 4.7 The strategy is based on four key priorities:
- To create places where businesses, investors and residents want to be
 - To create the business environment for growth
 - To invest in ideas that can deliver change for Croydon
 - To invest in our people
- 4.8 Once the Strategy is delivered Croydon will:

Be a borough of sustainable growth

- A borough that invest in ideas and infrastructure to attract investors and businesses, providing new homes and jobs.
- A place which reduces its negative impact on the environment and achieves balanced economic growth across our metropolitan and town centres.
- Have high streets with a good mix cultural, learning, leisure, commercial, residential and retail spaces and which meet the needs of local communities.

Be a dynamic business environment

- A place where businesses are supported in a dynamic business environment, connected by high speed broadband and reliable, affordable and sustainable modes of transport.

- A place where businesses and residents benefit from a thriving evening and night time economy, and a diverse cultural scene.
- Have a range of affordable workspaces options will support our growth sectors.

Have a fairer economy

- Have an open and fair economy that works for all residents and businesses and creates jobs that pay well.
- Have rich in productive and profitable Small and Medium Sized Enterprises as well as larger employers.
- Be a place where employers invest in our people, where excellent training and support enable access to jobs that ensure financial independence.

Nurture ideas in an enterprising culture

- Be one of the most innovative boroughs in London, where ideas, creative and autonomous thinking is nurtured through collaboration with communities, businesses and higher education institutions.
- Creative, digital, innovation and new green technology will become our growth sectors creating more well paid jobs. We will maintain and improve the health & care and construction sectors, and reduce dependence on low paid roles in service, retail and hospitality sectors.

4.9 Please Appendix 1 for the full strategy.

100 in 100 Apprenticeship Goal

- 4.10 The council's Croydon Apprenticeship Academy has smashed its goal to create and fill 100 apprenticeships in 100 working days, benefiting residents and businesses across the borough.
- 4.11 Through Croydon Apprenticeship Academy – a one-stop shop for apprenticeships in Croydon – the council has worked with a huge range of employers and training providers to create a fantastic range of opportunities for residents and businesses. Both have benefited from a variety of industry roles with local, national and international employers based in Croydon
- 4.12 The 100 in 100 campaign was born out of a launch event in March 2019, when local training providers and employers came together and made a collective pledge to drive the apprenticeship agenda across the borough.
- 4.13 Since the initiative started, residents educated from GCSE to degree level have started apprenticeships in a range of fields, including data analysis, project management, plumbing, business administration, accountancy, construction management, hairdressing and teaching.
- 4.14 Apprenticeships are open to all ages and offer a practical approach to starting or changing career. They provide the opportunity to gain valuable work experience and training whilst being paid.

- 4.15 Increased productivity, reduced recruitment and training costs, instilling culture and the opportunity to develop a skilled and motivated workforce are just some of the benefits for employers taking on an apprentice.

5. DIGITAL

Croydon Digital Strategy

- 5.1 The Croydon Digital Strategy was published in July 2019, its objective is to recognise and respond to the way the internet has changed our lives, and harnessing that change to provide better outcomes for the people of Croydon.
- 5.2 Our vision is to become a truly digital council and borough. We will harness the potential of digital design, data and technology to work efficiently, transform the relationship between residents and the council, and make Croydon a leading destination for growth, opportunity and quality of life.
- 5.3 The strategy focuses on three key themes:
- **Digital council** - We will optimise how the council uses digital design, data and technology to work efficiently, collaborate, make informed decisions, adapt and innovate.
 - **Digital services** - We will transform the relationship between residents and the council by providing online services so good that most people choose to use them and can do so unaided.
 - **Digital borough** - We will maximise opportunities for digital design, data and technology to enhance growth, quality of life, sustainability and individual opportunity in Croydon.
- 5.4 Supported by **collaboration and data** - We will use digital tools to collaborate with organisations across all sectors, make Croydon's data open and share digital assets for the public good.

Connectivity

- 5.5 Full fibre broadband has now been deployed to over 23,000 homes and businesses across Thornton Heath as well as to all council housing assets across the borough. The Openreach delivery across Thornton Heath is nearly complete and delivery to selected surrounding areas and not-spots will follow.
- 5.6 The rollout of full fibre broadband to social housing across the borough by Community Fibre commenced in Q4 2019.
- 5.7 The GLA Connected London team has allocated £1m funding into connecting full fibre broadband to public assets within the Growth Zone area and CCTV sites in Croydon.

Smart City & IoT solutions

- 5.8 Croydon's Smart City programme is progressing with air quality monitoring on construction sites across the town centre, Temperature, Mould and Damp sensors and sensors at District Heat Networks within Social Housing Blocks are in place and will be expanded to other sites in 2020, the projects allow the collection of data to support service efficiencies and reduce operating costs.

- 5.9 Croydon is working with the South London Partnership InnOvaTe project to develop further IoT solutions to be implemented across the five boroughs over the next three years through £4m funding from London Councils.
- 5.10 **Electric Vehicle Charging Points** - 150 points have been programmed through a number of channels including Brick by Brick, Go Ultra Low City and Source London as well as a trial programme with Virgin Media. These are all underway and will be delivered within 6-12 months.

Digital Skills & Inclusion

- 5.11 A number of digital skills and inclusion have been initiated across the borough. Older residents are being supported with internet skills through a series of workshops across all Croydon Libraries delivered by local tech company, RedDoor IT. In 2019 we delivered targeted skills training for young people across the borough through the Freeformers Facebook Digital Skills Programme for 18-30 year olds. 600 students from Croydon College and Coulsdon College took part in the training, and sessions for 18+ Croydon residents who are seeking to upskill was held in August and again in December at BWH. Over 40 attendees took part. One-to-one digital training will be delivered throughout 2020 to resident of four housing blocks in New Addington commencing in January. The training will support residents with better digital skills, reduced social isolation, improved engagement and accessibility to online services and improved quality of life.
- 5.12 Croydon is delivering a Digital Careers Roadshow for secondary schools across the borough. The roadshow will bring assemblies and workshops to children aged 11-18 (Year 7-13) with the objective of showcasing careers in technology and digital fields. The roadshow take place in Jan-April 2020 and aims to raise awareness and aspirations of digital careers, as well as demonstrate to young people how future jobs and careers are changing, the different tech and digital skills needed for these careers as well as where and how to access tech skills.
- 5.13 Croydon is partnering with a number of key digital organisations to deliver this series of exciting and engaging Digital Skills Careers workshops. Partners include: Amazon Web Services, Home Office Digital, Mott MacDonald, Institution of Civil Engineers, Institution of Engineering & Technology, Sopra Steria, and the GLA Digital Tech Talent Programme.
- 5.14 The roadshow will be followed by an Education Conference focusing on Future Skills in June 2020, as well as a Digital Skills Day and a Tech Competition in autumn 2020.

Croydon Tech Sector

- 5.15 Supporting the Croydon tech community and evolving the Croydon Tech City movement has been a key focus of the past 6 months, specifically building the brand and story about the borough's digital scene. The [Croydon.Digital](#) website has shared blog posts from the community as well as listings of jobs, businesses and events, and a new skills landing page has been launched. There has also been a series of events with a focus on the community of tech workers and organisations in Croydon, delivering fun socials to targeted talks on topics the community most cares about – like selling to government and future skills, the events programme will be further developed in 2020 with monthly events focusing on a variety of digital and tech themes.

- 5.16 A key priority of the digital strategy is overhaul the main croydon.gov.uk website making it easier for residents to get the help they need earlier, more conveniently, online. Alongside, we're making sure we look after the digitally excluded. The new website is being built on open source platform using code developed by Brighton and Hove City Council. With support from MHCLG grant funding our 2 councils and several others are making sure what we each build and learn about user needs can be shared between us and with lots of other councils too.

Digital Operations highlights

5.17 CDS has:

- Halved email contact and improved the user experience of contacting the council online
- Cut queue times and lessened emotional distress in Access Croydon by installing self-serve check-in kiosks
- Improved the SEND local offer site and the portal used by school SEND co-ordinators
- Built new digital services for planning, waste, complaints, FOI and SAR requests
- Redesigned a new marketplace service for adults to access support (launching soon)
- Brought extra revenue into the council by automating commercial licence payment reminders
- Refreshed all the technology in 2 of Croydon's libraries (11 still to go!)
- Modernised the council's corporate template for presentations
- Built staff engagement microsites for major internal events
- Introduced Design Sprints into the council to speed up product and policy design
- Developed new levels of digital understanding in the council's leadership team
- Built a website for the #BigConversationCroydon

6. CHILDREN'S SERVICES

- 6.1 Following the adverse Ofsted judgement in September 2017 significant progress has been made in children's social care and early help over the past year. The permanent leadership of the Executive Director for Children, Families and Education, and the Director, Early Help and Children's Social Care who have both been in post for a year has brought drive and direction to the work across the department and the wider Council to improve services for children and families. Ofsted have carried out three monitoring visits to the department and reported increased improvements at an accelerated pace that has been sustained over the year, with high staff morale and children and young people receiving a better quality of service.

- 6.2 Significant additional resources have been committed to support the drive to improve children's services. £22.2m was allocated to base budgets in 2018/19 and 2019/20, in addition to transformation funding of £20m over the same period.
- 6.3 Challenges remain as the service moves towards the full inspection required to lift the inadequate judgement. Recruiting high quality permanent staff continues to be a top priority in a competitive regional market for social workers. Following targeted recruitment campaigns boosted by the positive reputation the service is beginning to gain there is an almost full complement of permanent senior and middle managers. With consistency and quality of practice areas where there is room for further improvement these skilled leaders and managers will play an essential part.
- 6.4 The full inspection is expected over the next six months, if not sooner. Preparation is underway to ensure our staff and our safeguarding partners are well-prepared and ready to demonstrate to inspectors the difference being made to children and families lives in Croydon.

7. DIVERSITY IN OUR BOROUGH

The Workforce Strategy

- 7.1 How Croydon treats its workforce, how it grows and how we all feel about our time here is central to the council's future.
- 7.2 Our workforce strategy is the council's promise to staff. A contract between employer and employee. It was developed in 2019 and runs until 2022, aligning with our Corporate Plan.
- 7.3 The five priorities:
- How we attract and keep great people
 - Improving well-being and giving everyone a chance to have their say
 - Improving equality, diversity and inclusion
 - Developing and growing great managers and leaders
 - Developing a high performance, creative and innovative culture
- 7.4 Project timeline:
- All staff were invited to engagement session across the Council through June to July.
 - August / September - data analysis, content drafting, stakeholder review process (read an article about the drafting process)
 - November - strategy approved at Cabinet.
 - December - strategy published online (read the launch article)
- 7.5 We want to be a high performing organisation that's collaborative, inclusive and innovative, an employer that lets talent flourish and builds workforce capability to meet our ambitions and reflect Croydon's communities. A place where everyone can speak

up, speak out and have a voice in the future direction of the organisation - where fairness and justice feel real, and where bullying, harassment and discrimination are not tolerated. This strategy will help us achieve this vision.

7.6 Please see Appendix 2 for the full strategy.

Equality Framework for Local Government (EFLG)

7.7 The EFLG Accreditation is a tool that helps organisations, in discussion with local partners including local people, review and improve their performance for people with characteristics protected by the Equality Act 2010

7.8 We undertook the EFLG Accreditation because the process will help us identify what we do well and where we can make improvements to and deliver better equality outcomes for staff, residents and service users.

7.9 Gaining an LGA equality accreditation can help the Council demonstrate to its service users and the wider community that equality really is at the heart of everything we do and the services we deliver.

7.10 The framework also encourages a focus on local issues and problems, and prompts learning from, and the spreading of, good practice

7.11 The EFLG accreditation is undertaken through a peer challenge process, coordinated by the LGA. The Council prepared for a peer challenge at the Achieving level of the EFLG. This level focuses on implementing systems, policies and procedures

7.12 The Council assessed its performance against the EFLG by undertaking a self-assessment. The self-assessment template set out how the organisation is performing against each of the criteria in the framework.

7.13 In addition to the self-assessment, the following information was submitted in support of EFLG:

- A narrative report clearly setting out how the organisation has met the requirements of the EFLG at the “achieving” level under the 5 main headings of the framework;
- 23 brief case studies demonstrating significant equality outcomes within Council services. Case studies also included work with partners and within the community;
- Supporting documentary evidence.

7.14 The onsite challenge took place from 5th – 7th November 2019. The peer team undertook 26 interviews, group meetings and visits with councillors (including opposition and back bench councillors), officers (senior and front line), stakeholders and partners

7.15 The peer team also undertook 5 community visits. This included Community Connect Foodstop, voluntary and community groups and Thornton Heath library.

7.16 The London Borough of Croydon has satisfied the criteria for the Achieving level of the EFLG.

- 7.17 The Council will be developing responses to each of the recommendations made by the EFLG peer team. It is proposed that this be reported to the Cabinet in March and be used to inform new equality objectives for consultation.
- 7.18 Many of the areas for consideration, identified by the peer team, were already known by the Council. In many cases work is underway / planned, and confirmation from the peer team of these areas of focus is very helpful.
- 7.19 Governance that will oversee delivery against the EFLG recommendations will include bi-monthly updates to the organisation's Culture Board that will provide support for delivery, and feedback on any issues or blockages, bi-monthly updates to the Members Equality and Diversity Group, regular progress reports to the organisation's Executive Leadership Team (ELT) and regular updates to the organisation's Corporate Leadership Team (CLT) focusing on the actions that are needed.
- 7.20 Consultation will be undertaken between April and August 2020 to inform a new Equalities and Inclusion Strategy. It is proposed that this will be reported to Cabinet in September 2020

8. CULTURE

Legacy Youth Zone

- 8.1 With great success, the Legacy Youth Zone opened in September this year with thousands of members already signed up and hundreds attending the opening to see what was on offer for our young people.
- 8.2 Croydon's new £6.5m Legacy Youth Zone in Whitehorse Road offers young people aged between eight and 19, or 25 for those with additional needs, the chance to enjoy more than 20 different activities including indoor climbing, a fully equipped gym, a music room with recording studio, a training kitchen, to name a few.
- 8.3 Croydon is home to more young people than any other London borough – 93,000 under 18s – and the council has worked alongside national charity OnSide Youth Zones to create a safe and inspiring place for them to enjoy.
- 8.4 The initial £6.5million building costs have been joint funded by Croydon Council contributing £3.25million with the remainder sourced by OnSide from a number of founder patrons including the Queen's Trust, the Stone Family Foundation and The Seroussi Foundation via UBS Optimus Foundation.
- 8.5 The Youth Zone's annual running costs are supported by many founder patrons – with Croydon Council contributing £300,000 and a group of businesses and philanthropists who have pledged more than £1m per year.
- 8.6 Over two thousand young people have already registered to become members of the Youth Zone.

The Opening of the Fairfield Halls

- 8.7 The reopening of the Fairfield Halls was celebrated in September with a star-studded ceremony following a multi-million pound council-led restoration of the iconic Croydon venue.

- 8.8 Special guests included Dame Judi Dench, who reopened the Ashcroft Playhouse in honour of her friend and Croydon-born actress the late Dame Peggy Ashcroft, and Mayor of London Sadiq Khan, who formally opened the building.
- 8.9 Dame Judi highlighted Croydon's rich artistic heritage while giving a nod of approval to the renaming of the Ashcroft Playhouse, formerly the Ashcroft Theatre, and unveiled the People's Picture, a giant commemorative mosaic by artist Helen Marshall, before taking to the stage for a live Q and A. Questions came from local drama GCSE and A-Level students. She was joined by local spoken word poet Darren Randon from Well Versed Ink, who performed a special commission.
- 8.10 During a tour of the new and restored spaces, the Mayor described the revamped venue as 'amazing', praising its accessibility with a year-round programme of free entertainment, and new cultural offer which reflects the borough's rich diversity.

Opening of the New Addington Leisure Centre

- 8.11 At the beginning of this month, the stunning new £25m leisure and community centre opened in New Addington.
- 8.12 The modern leisure centre, with extended sports and leisure facilities, includes a 25-metre, six-lane main swimming pool and a learning pool, an extensive fitness suite, sport halls and multi-purpose activity studios plus non-site café.
- 8.13 The new development also offers flexible spaces that can be enjoyed by the local community, including two halls with capacity for around 300 people, with a kitchen, bar, and storage rooms.
- 8.14 The project has created more than 75 jobs for Croydon residents. It has also been home Wilmott Dixon's first Building Lives Academy, which aims to upskill young people in Croydon and provide them with a foot in the door to the construction industry.
- 8.15 The leisure centre development is a key part of the council's extensive regeneration plans for New Addington. Planning permission has been granted for a brand new community centre in Fieldway, combining the existing Fieldway Family Centre and the Timebridge Community Centre. A new free school for children with special educational needs is also planned to open on the Timebridge site in 2021.
- 8.16 In addition eight much-needed family homes will be built, fronting onto Chertsey Crescent.
- 8.17 Residents have been consulted on further proposals, including a new wellbeing centre, improved open space in front of the new leisure centre, new homes and shops. Their feedback will inform future plans for the area.

Refurbishment of Norbury Library

- 8.18 Norbury Library is to temporarily close for refurbishment work as part of an ongoing investment in Croydon's 13 libraries. The library upgrade will include a refreshed book stock, new spaces for community use and a new, faster IT network, as well as bringing the upstairs community room back into use.
- 8.19 For the first time Open + technology, set to be installed during the works, will allow residents with a library card out of hours access to the library. New lighting and

frameless glass doors will also be installed during the refurbishment to bring more light into the building, and the children's library will move into a new vibrant and colourful space.

8.20 The library closed in August 2019 for the works to begin. While it is closed, residents will be able to use a pop-up library at the nearby Harlow Hall on Oak Hill Road, SW16 4PY. The pop-up library will be open from 9am to midday on Mondays, Tuesdays and Thursdays, though residents will also be able to use other libraries in Croydon during their usual opening times.

8.21 The refreshed Norbury Library is due to reopen in spring 2020.

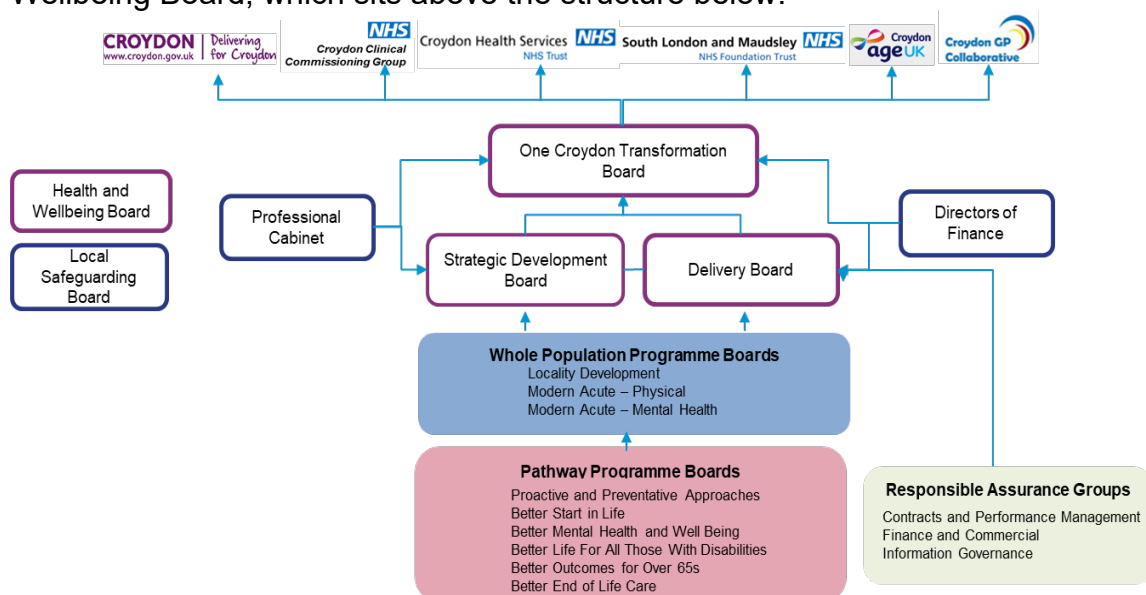
9. HEALTH AND SOCIAL CARE INTEGRATION

9.1 **Service Integration for the over 65s:** The last 12 months has seen progress in embedding the integrated provision arising from the system business case agreed in 2017. The LIFE service and the Integrated Community Network (ICN) service models have been live for two years. There is high demand on these services and there are new customer journeys in place for discharge from hospital, providing reablement and rehabilitation services for people and rapid clinical response services. There is a sustained reduction in emergency admissions to Croydon University Hospital of older people, there is now reduced length of stay for those who were staying the longest in our acute services. There is a cost to social care to prevent admissions and also to maintain independence at home and spend on social care for older people is rising.

9.2 **Outcomes:** The original outcomes framework has been populated and an updated whole population framework has been developed and baselined. The One Croydon Alliance is establishing more effective use of this framework and regular monitoring. Further engagement with the wider population including under 65s is required.

Governance

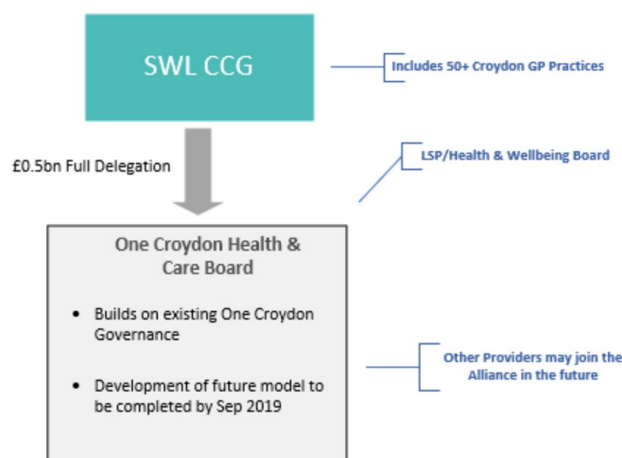
9.3 **Locally - One Croydon:** The current governance of One Croydon is a Chief Officer meeting named Croydon Transformation Board (CTB), with unanimous voting rights for each partner. It is independently chaired which is to be reviewed prior to January 2020. The proposal is to translate the CTB into the new Health and Care Board in April 2020, which will have a key strategic relationship with the Croydon Health and Wellbeing Board, which sits above the structure below.



9.4 **Croydon Health Services and Clinical Commissioning Group governance:** The two organisations plan to have:

- CHS Trust Board
- SWL CCG Governing Body
- CHS/CCG Committee In Common

9.5 **South West London Governance:** There is a monthly SWL Programme Board with an independent chair. The SWL CCG Governing Body will delegate to the Croydon Health and Care Board. There is a SWL Governance Design Group of which for Croydon, Guy Van Dichele and Mike Bell (Chair of CHS) are members. The role of Health and wellbeing Boards is being considered there.



NHS Structural Changes:

9.6 **CCG/CHS Alignment:** Croydon Clinical Commissioning Group and Croydon Health Services have been through a process to align their organisations over the last six months. They have established one senior management team, with Matthew Kershaw appointed and commenced on 1 October as the local Croydon health place based leader. He is also the Chief Executive of CHS. This is the first of this kind nationally. This brings the commissioner and the provider much closer together, although through existing legislation a merger is not legal and must retain separate boards but will manage together through a committee in common. The other key joint appointments are Elaine Clancy – Chief Nurse, Josh Potter – Director of Strategy and Transformation and Mike Sexton – Managing Director and Director of Finance.

9.7 **5.1.3 CCG Mergers:** The NHS long term plan requires CCG's to merge across the sub-regional footprints. Local agreement was required and the recent vote to progress this by all six South West London (SWL) areas has now concluded and therefore Croydon CCG will merge with the other five SWL CCG's from April 2020. In the interim Sarah Blow, the existing Accountable Officer for the other five CCG's has taken up the role for Croydon upon the departure of the previous Croydon CCG Accountable Officer in October. Sarah Blow will then be the permanent Accountable Officer for the Merged CCG from April 2020.

9.8 **South West London Delegation:** There is planned to be full delegation to place. Croydon is planned to establish a health and care board which will receive delegation

of the budget and responsibilities from SWL CCG. It is planned the One Croydon partners will be voting partners on the Health and Care Board.

- 9.9 Integrated Care System (ICS): The NHS Long term Plan established ICS's on sub-regional footprints. South West London (SWL) will be our ICS and would have about 40 organisations in it as partners. SWL have applied in the first round to NHS England to receive 'ICS Status'. As a system we have completed a maturity assessment with five domains; 1 - System Leadership, Partnerships and Change Capability; Domain 2 - System Architecture and Strong Financial Management and Planning; Domain 3 - Integrated Care Models; Domain 4 - Track Record of Delivery; Domain 5 - Coherent and defined population. For each domain there are four levels of assessment—emerging, developing, maturing, and thriving. SWL submitted an assessment of between developing and maturing to NHS England. The Accountable Officer for the SWL CCG will also be the Chief Officer of the ICS when it comes into form. It should be noted ICSs will not be an entity in the short term. The following diagram shows the system at its different geographical 'levels'.

10. VIOLENCE REDUCTION NETWORK

- 10.1 In June the council adopted our public health approach to reducing violence in the borough. In developing the approach our evidence demonstrated that different types of violence, and people's vulnerabilities to it are interlinked. So our approach looks holistically at a range of different types of violence including serious youth violence, criminal coercion and exploitation, domestic violence, slavery and others. The approach committed to develop a violence reduction network that involves all our partners.
- 10.2 To implement the approach we have recruited our first director for violence reduction who joined the council in August. The community safety team has been restructured to embed the approach, and new staff have been recruited. Development of the team of council staff to embed the violence reduction network is ongoing.
- 10.3 To support our violence reduction work the council has been both successful in securing external funds and committing our own funds. Investments from council resources include transformation funds over 2019/20 and 2020/21 to help establish the public health approach. We are also investing in community safety infrastructure through our decision to upgrade and overhaul our CCTV system.
- 10.4 Croydon Council has also secured or is benefiting from significant external investment: the London VRU, £400,000 spread over this year and next targeted at young people and drug related violence; The Young Londoners Fund is investing £1.2m over the next three years to develop a partnership with a wide range of community organisations to support young people impacted by trauma; The GLA has extended their youth work in A&E programme to include Croydon University Hospital, this service will start in the first half of 2020; Croydon is currently in discussion with the GLA about extending the funding for the Drive programme for domestic violence perpetrators and this is likely to be confirmed and extended for a further year.
- 10.5 Work is ongoing to establish our violence reduction network approach with a workshop just before Christmas on Serious Youth Violence, one planned for early 2020 on domestic abuse and sexual violence and deeper consideration of how we grow our evidence base and understanding of the causes of violence in the borough and how best to tackle it. Key outcomes of this work will be embedding violence reduction

approaches in other services, organisations and communities beyond the council's team.

- 10.6 Meanwhile, business as usual work continues to tackle violence and its drivers through our partnership work. We continue to deal with significant cases of domestic violence, reducing but high levels of serious youth violence and drug related crime, violence and exploitation is an ongoing focus for a range of our work.
- 10.7 During 2020 we will develop a new strategic assessment of crime and violence in the borough and this will underpin a new community safety strategy that will focus on reducing violence and be developed with our partners. Our new strategy will replace the existing one toward the end of 2020.

11. THE BIG CONVERSATION

- 11.1 The council is calling on the people of Croydon to join The Big Conversation and get talking about how they want the borough to be by 2030.
- 11.2 The Big Conversation is a ground-breaking resident engagement exercise which gives local residents, businesses and visitors the chance to help shape Croydon's future. We want to hear the views, concerns and priorities of local people and community groups to help guide council policies and investment over the next decade. In these tough financial times, we're also asking some tough questions of ourselves; what is the council doing right? What else can we do? How could you help?
- 11.3 Over the next few months, we will be exploring six Big Conversation topics – culture at the heart of regeneration; safe and secure communities; caring for each other; decent homes for all; jobs and economy; and creating a sustainable Croydon.
- 11.4 Resources to join the conversation are on The Big Conversation website – www.bigconversation.croydon.gov.uk – including information about the topics, the challenges Croydon faces and what the council has done so far to tackle them. A Big Conversation survey can also be picked up and dropped off at any local Croydon library.

12. COMMUNITY FUND

- 12.1 Over the next three years, more than 50 projects across Croydon are set to receive around £7million. These projects will be offering everything from mental health support to encouraging children to make healthy choices; and housing for rough sleepers to helping domestic abuse survivors.
- 12.2 The funding has been awarded from the Community Fund which was set up to help voluntary or community groups deliver key outcomes boosting the health, quality of life or prospects of residents.
- 12.3 In their submissions, the groups had to set out how the funding would benefit the communities they serve and align with one of six themes:
- Helping people live long, healthy, happy and independent lives
 - Helping children and young people thrive and reach their full potential
 - Helping people access homes and prevent homelessness

- Helping everyone feel safer in their street, neighbourhood and home
- Helping everyone to have the opportunity to work and build their career
- Preventing, reducing or delaying care and support needs for older people

12.4 Applications were decided by a panel consisting of local young people, carers, council tenants, and council staff and there were two separate bidding processes: a simple grant application for less than £15,000 and a bidding process for commissioned services over £15,000.

12.5 All bids were scored against criteria including whether the projects were local, achievable and well-run, addressed a specific need and showed a need for their service. The council selected schemes across the borough so as many people as possible could benefit from the new funding.

12.6 One project that successfully secured grant application funding is Parents in Partnership, an organisation providing specialist support and training for parents of children and young people with additional needs and disabilities, based on George Street.

13. CONCLUSION

13.1 With Brexit hanging over us all, 2019 has been a challenging year but overall a positive one for Croydon. We've been working hard to ensure that we're continuing to deliver against our Manifesto and Corporate Plan.

13.2 It has also been the year we've declared a climate and ecological emergency and made some great strides towards tackling this issue together with our residents and businesses. I'm excited to see our borough make further efforts towards tackling this global issue in 2020.

13.3 This report summarises some of the major work streams for delivery against these priorities.

Appendices

Appendix 1 – Croydon Economic Strategy

Appendix 2 – Workforce Strategy

CONTACT OFFICER: *Yasmin Ahmed, Senior Strategy Officer*

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CROYDON'S
ECONOMIC STRATEGY
OPPORTUNITY FOR ALL
2019 - 2024



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Foreword: Councillor Manju Shahul Hameed – Lead Cabinet Member for Economy & Jobs



I am delighted to present Croydon's Economic Strategy 2019-2024. In this strategy we provide a clear plan how we will work with business, residents, developers, schools, colleges and universities, and third sector providers to ensure that their welfare and improved prosperity are at the heart of the borough's transformation into a modern European city.

Croydon is in the middle of the biggest period of transformation since the 1960s. The population is growing at a faster rate than at any time since the post war period. A £5.25 billion programme of investment is underway, including the £41 million refurbishment of Fairfield Halls; a high street development programme in South Norwood; a brand new retail centre to be built by the Croydon Partnership; a new leisure centre in New Addington; the expansion and increased capacity of Brighton Mainline; four new or improved civic squares and thousands of new homes across the borough.

The council is determined that development during this period of transformation will be shaped by the resident and local business community and that the prosperity will be shared. We also recognise that development should be sustainable. That is why environmental considerations and the longevity of new developments will remain central to our thinking throughout the planning and delivery programme.

Partnership with Croydon's residents and public and private businesses is at the heart of this strategy. Together we can create a fairer, more inclusive Croydon with a vibrant, resilient and sustainable local economy.

Although this is a period of great opportunity for Croydon, we are not complacent. This is also a time of global economic uncertainty and structural change in the retail, technology and labour markets. This strategy outlines how we intend to make Croydon more resilient to these changes by stimulating the growth of a broader range of industries such as the creative, scientific and digital/tech sectors.

This plan also sets out how the council seeks to increase Croydon residents' ability to respond to changes in the jobs market. By working with schools, colleges, adult education, training providers and the new University, the council intends to support residents to improve their skills in readiness for the inevitable changes ahead.

This is an exciting time for Croydon; a time of great opportunity. Together we can make sure the borough's development benefits everyone.

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



Key statistics

POPULATION

384,837
residents

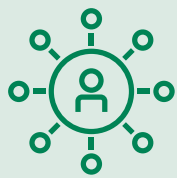


(2nd highest in London) growing by 14% to approx 445,000 by 2031. 51.7% BAME and over 100 languages spoken. Highest population of under 18s in London.

DYNAMIC BUSINESS COMMUNITY



14,675
Businesses in Croydon



93%
of businesses in Croydon are micro businesses

99.7%

small and medium-sized enterprises (SMEs)



33%

increase in the number of businesses in Croydon from 2013 to 2018



A METROPOLITAN HOUSING CENTRE

Some of London's most affordable housing:

£361.461

(average house price in Croydon)
[RANK IN LONDON]



10,760

new home starts
(BY WHEN)



EDUCATION



86%

of Croydon's schools rated either outstanding or good.



EMPLOYMENT SPACE

The third largest office market outside central London

5.8 million ft² office space



2.8 million ft²

New Grade A Office Space under development



£34 p/ft²

Prime Grade A Office Space



REGENERATION PLANS (2019-2024)

£5.25bn

regeneration programme

23,594

new jobs



5,097

jobs in the construction phase



£320m

school investment programme



GROWTH IN KEY SECTORS

ENGINEERING CONSTRUCTION



FINANCIAL SERVICES & INSURANCE



GOVERNMENT PUBLIC SECTOR



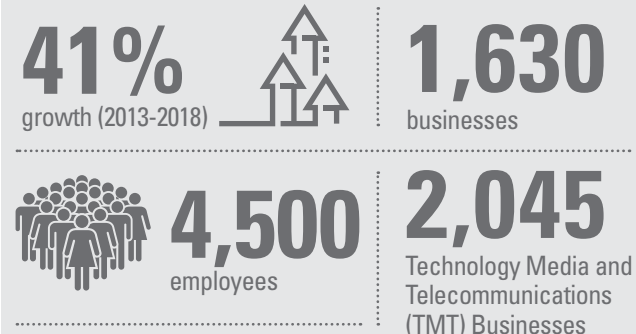
RETAIL



LOGISTICS



CROYDON.DIGITAL



TECHNOLOGY, MEDIA & TELECOMMUNICATION



► Purpose of Strategy

Croydon is undergoing rapid change. Over the next five years, the borough will experience population growth, a growing influx of new communities and physical transformation on an unprecedented scale, all of which are likely to have an enormous impact on the environment.

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Croydon is undergoing rapid change. Over the next five years, the borough will experience population growth, a growing influx of new communities and physical transformation on an unprecedented scale, all of which are likely to have an enormous impact on the environment.

Over the next five years, how we do business, produce, consume, work and live will require a fundamental system change if we are to ensure that growth is resource efficient and sustainable in years to come.

Our Economic Strategy 2019-2024 builds on our current successes. It guides and informs the initiatives needed to deliver sustainable and inclusive growth. Through collaboration and innovative approaches, we aim to create a strong, resilient and dynamic economy that places residents and businesses at the heart of opportunity.

The strategy is based on **four key priorities**:

1. To create places where businesses, investors and resident want to live, trade and invest

2. To create the business environment for growth

3. To invest in ideas that can deliver real change for Croydon

4. To invest in our people

The Strategy will also reflect the the Council's **Climate Emergency Declaration** under which we commit to becoming carbon neutral by 2030.

They also reflect national and regional priorities and support **Croydon Council's 2018-22 Corporate Plan**:

- **Businesses move here and invest; our existing businesses grow**
the aim of this strategy is to support sustainable economic growth that increases economic prosperity across Croydon. It aims to increase the number and profitability of businesses, and the number of secure and well-paid jobs in the borough.
- **Everybody has the opportunity to work and build their career**
the strategy will deliver and support an extensive skills and employability offer for residents to help them access those new secure and well-paid jobs.

Our priorities are the result of extensive consultation and engagement with businesses, residents and partner organisations across Croydon. This began in March 2017 with the work of the Small Business Commission and concluded in June 2019 following the Economic Strategy and Croydon Year of Business engagement. We have engaged with over 4,000 business delegates from 1,845 businesses at 175 events.

We will know if the strategy is working by creating and monitoring an annual delivery plan which will be owned and manged by Future Place Board a sub-group of the Local Strategic Partnership.



► Wider Economic Context

Croydon's economy does not exist in a vacuum – it is affected by global, national and regional changes and fluctuations.

- Impact of Brexit on the economy - uncertainty is slowing business investment and increasing operating costs.
- Businesses face chronic skills shortages – 90% of employers struggle to recruit workers. Lack of clarity about future immigration rules is contributing to a fall in immigration for work (ONS).
- Lack of access to finance continues to hamper growth of small and medium-sized enterprises (SMEs).
- Online retailing and rises in business rates continues to cause high streets to decline.
- The world of work is changing, fast paces automisation and increasing reliance on artificial intelligence mean that 65% of school age children will go into jobs that do not currently exist.

UK labour market

- Employment rate is at a record high. Employment has grown significantly for women and older workers, while youth unemployment rates have fallen back to levels seen before the financial crisis.
- In-work poverty - Low growth and weak productivity have seen the most prolonged period of pay stagnation. Household income has declined by 0.5% in the period from 2016-17 to 2018-19.
- One in four workers are low paid, and one in four of these have been on low pay for a decade or more.
- Rise of the gig economy - At least 3.8 million people are in insecure work, such as agency work, zero-hour contracts and low-paid self-employment.
- Automation will lead to changing job roles or increase the risk of job-losses in some sectors of the economy.
- People with disabilities and people from minority ethnic communities continue to experience labour market barriers and are twice as likely to be unemployed. Gender, disability and ethnicity pay and progression gaps remain.

UK Industrial Strategy

published in 2017 outlines five objectives which aim to address current challenges in the UK economy

- To become the world's most innovative economy
- To create good jobs and greater earning power
- Upgrade the UK's infrastructure
- Ensure that the UK is the best place in the world to start and grow a business
- Deliver prosperous communities across the UK

Four opportunities have been identified for growth. These are:

- **Artificial intelligence and the data economy** – Already transforming business models across many sectors.
- **New forms of mobility** – Advances in technology and engineering are leading to new forms of mobility such as electric road vehicles and high capacity rail.
- **Clean Growth** – The move to cleaner economic growth through low carbon technologies and the efficient use of resources.
- **Ageing society** – The ageing population will create new demand for technologies, products and services, including new care technologies, new housing models and innovative savings products for retirement.



► Focus on Sustainable Economic Growth

The UK government has committed to reducing net UK carbon emissions by 35% in 2020 and 100% by 2050. These targets are set out in the Climate Change Act 2008. Croydon is committed to economically, socially and environmentally sustainable economic growth with environmental sustainability being drive by the work of the Climate Change Commission.

2019 was a landmark year for Croydon as we declared a Climate Emergency Declaration under which we commit to becoming carbon neutral by 2030.

All residents and businesses will be empowered and encouraged to play their part in making Croydon the most sustainable borough in London through the proposed climate change emergency commission, putting into place action plans to ensure that we achieve our target.

The Croydon Context

In Croydon 50% of emissions come from housing, 25% from transport, and 24% are industrial and commercial emissions. More could be done to support businesses to adopt a lower carbon footprint; **greater use of digital technologies, energy efficient workspaces and live/work schemes could further reduce emissions.**

Only 36% of homes are well insulated in Croydon, leading to higher energy bills. 11% of households in the area are in fuel poverty (2011 Census), including our most disadvantaged neighbourhoods. The council's capital investment programme of £26.7m per annum is already:

Piloting the 'Energiesprong' whole house retrofit solution in 32 dwellings. This will achieve near zero net carbon emissions for some of our most vulnerable residents.

- Installing ground source heat pumps in 15 sites across the borough
- Delivering a rolling programme of boiler, window and door replacements, communal heating upgrades and top-up insulation on all council properties.
- Continually seeking to optimise investment from government schemes such as the Renewable Heat Incentive (RHI).

In Croydon only 49% of people commute by public transport, 1% cycle, and 8% walk. We know that residents living near the town centre walk to work more than those who live further away. **Enabling residents to access local employment opportunities and ensuring that businesses are supported to create local job opportunities** will help to reduce the carbon footprint of residents travelling to work.

Croydon has 41 electric vehicle charging points (EV chargers). Research suggests that there should be at least 141 EV chargers in the borough. The council is currently investing in 300 EV charging points across the town centre as part of the Growth Zone programme.

Currently Croydon has 6MW of renewable power. If the borough matched the best of similar local authority areas it would have 57MW. **Supporting the low carbon economy, or**



new green economy to start up and grow in Croydon will be instrumental in the switch to renewable power.

Croydon reuses, recycles and composts 38% of its household waste. This compares to the best figure of 49% in similar local authorities. To increase this figure, we need to **embed the circular economy** (the circular economy is an economic system which aims to eliminate waste and the continual use of resources) **in sectors such as creative industries, built environment, food and manufacturing.** We will achieve this through **collaboration across supply chains and between businesses, research and community organisations; and through ensuring business support and finance are accessible by circular economy businesses.**

► Local Context

We consulted widely with businesses and stakeholders in Croydon and their concerns reflect national concerns facing the UK economy.

STRENGTHS

- Strong employment growth over the past five years
- Third largest office market outside central London
- Public transport connectivity to central London and the South East
- Town Centre Regeneration
- Good Employer Charter
- Croydon Works job brokerage and Apprenticeship Academy



WEAKNESSES

- High proportion of low paid jobs (25% paid below London Living Wage)
- High level of in-work poverty (16,600 families claiming tax credits)
- Third highest unemployment rate in London (7.2%)
- Perceptions of crime and lack of safety
- Lack of affordable housing



OPPORTUNITIES

- Young agile workforce
- Link between businesses and further education
- Growing culture sector
- Night time econom
- International trade
- Potential for collaboration and Innovation
- Gatwick Airport and Aerospace cluster
- Environmentally sustainable growth



THREATS

- Brexit impact on future investment and sectors where EU nationals fill high volume vacancies (construction, retail and hospitality, and health & social care)
- Market forces accelerating change
- Rising business rates
- Falling high street footfall
- Lack of flexible and affordable workspace and industrial space
- Lack of access to fast digital connectivity



A rapidly changing economy requires a dynamic response which addresses the strengths, weaknesses, opportunities and threats identified by our businesses, residents and stakeholders.



► Our Vision

A BOROUGH OF SUSTAINABLE GROWTH

Croydon is a borough that invest in ideas and infrastructure to attract investors and businesses, providing new homes and jobs. A place which reduces its negative impact on the environment and achieves balanced economic growth across our metropolitan and town centres.

Our high streets will have a good mix cultural, learning, leisure, commercial, residential and retail spaces which meet the needs of local communities.

Our high streets have broad range of uses that meet the needs of local communities and where there is a good mix cultural, learning, leisure, commercial, residential and retail spaces.

A FAIRER ECONOMY

Croydon has an open and fair economy that works for all residents and businesses and creates jobs that pay well.

It is rich in productive and profitable Small and Medium Sized Enterprises as well as larger employers.

Employers invest in our people, where excellent training and support enable access to jobs that ensure financial independence.

A DYNAMIC BUSINESS ENVIRONMENT

Businesses are supported in a dynamic business environment, connected by high speed broadband and reliable, affordable and sustainable modes of transport.

Businesses and residents benefit from a thriving evening and night time economy, and a diverse cultural scene.

A range of affordable workspaces options will support our growth sectors.

A BOROUGH WHICH NURTURES IDEAS IN AN ENTERPRISING CULTURE

One of the most innovative boroughs in London, where ideas, creative and autonomous thinking is nurtured through collaboration with communities, businesses and higher education institutions.

Croydon growth sectors will include creative, digital, innovation and new green technology sectors. We will maintain and improve the health & care sector, and reduce dependence on low paid roles in service, retail and hospitality sectors.

► Building on our current successes

A borough of sustainable growth

Our £5.2bn regeneration programme is gaining momentum with:

- 1,346 net additional new homes built (2018/19)
- 15 mixed use developments on site
- 13 pipeline developments
- Planning approved for a further 15 sites

Transport and infrastructure

- Planning for the Brighton Mainline is underway. Croydon Council is supporting Network Rail prepare the business case for investment.
- A23 Fiveways Junction – Croydon Council working with TfL to ensure the Fiveways scheme starts on site in 2021.

Culture

- £41m redevelopment of an iconic arts venue has opened.





► A dynamic business environment

A new **digital services team** is now established with key responsibilities for:

- Developing a Smart City vision and programme of infrastructure improvements to enhance the borough through digital innovation and technology.
- Supporting and growing Croydon's Tech sector.
- Developing digital skills education across the borough.



Revitalising high streets: South Norwood Good Food Growth

A programme to regenerate South Norwood's high streets which suffer from high vacancy rates and decline through four workstreams. Making up a comprehensive programme to intensify the local economy and civic infrastructure, supporting creative and social enterprises, and establishing a strong identity for the area.



London Growth Hub

From November 2019, one of five London Growth Hubs will be located in Croydon, offering face to face advice and resources. Based at the Sussex Innovation Centre, the centre will support businesses with a range of business support needs, including Brexit preparations.



Croydon Enterprise Loan Fund



£3.5m lent to Croydon SMEs
331 loans issued

Creative Enterprise Zone

The Zone enables creative industries to grow by providing workspace, skills and business support.

A key element of the programme is Croydon Music City which aims to help emerging talent succeed in the entertainment industry and supports the music industry to fulfil its potential.



► A Fairer Economy

The Good Employer Charter

- The Good Employer Charter encourages employers to pay the London Living Wage.
- Working with employers, Croydon Works our free professional recruitment service has secured employment for over 1000 in the last few years. It offers employment support and training to residents looking for work or a better job and then matches them to real time vacancies with employers.
- Croydon Apprenticeship Academy a partnership between the council, Croydon College and other training providers works with businesses and residents to promote apprenticeships as combined training and employment pathway that means that residents earn while they learn. The academy has been leading the 100 apprentices in 100 days campaign which on day 50 has 52 apprentices in jobs.



Better Working Futures

- Better Working Futures focuses on supporting people with disabilities and health conditions into jobs and helps them to remain in work. The tailored integrated package of health interventions coupled with programme of training and employment support.



► Ideas in an enterprising culture

Croydon Creative Campus

We're on our way to becoming a global centre of higher education.

In March 2018 we launched our Creative Campus Concept at MIPIM, the international real estate event. A year later, a ground breaking new partnership between Croydon Council and London Southbank University was announced to support the university's expansion into Croydon.

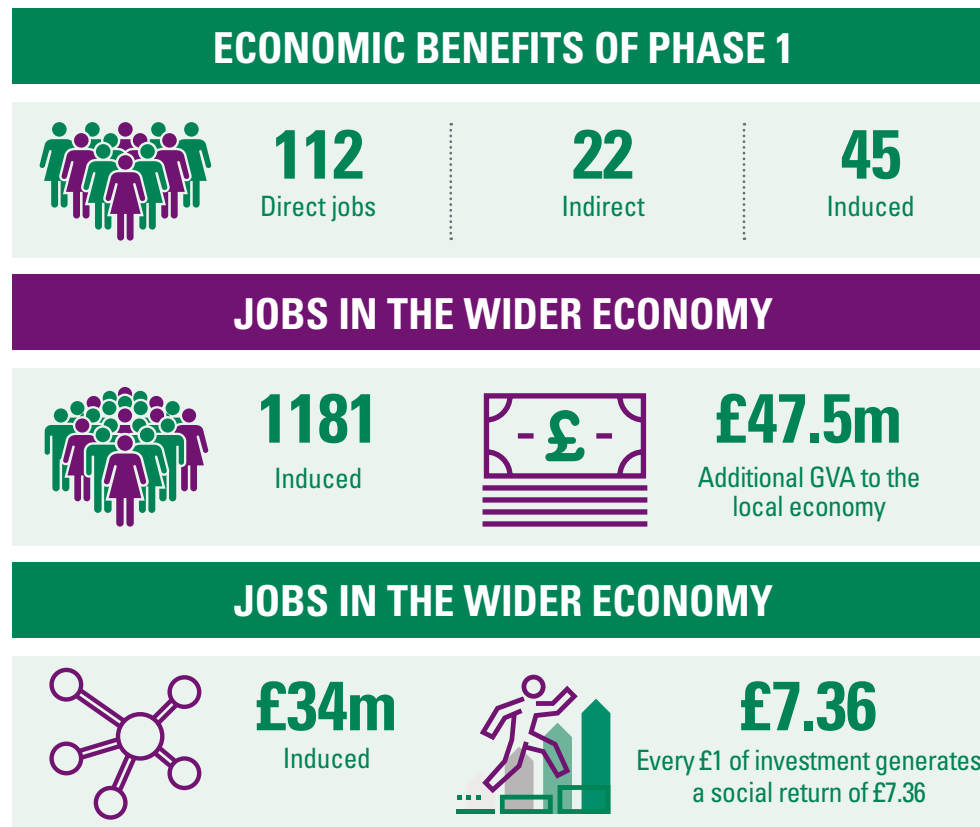
The development of a state of the art campus is expected to commence in early 2020 and will be delivered in 2 phases.



Phase 1 will create teaching and incubation space. The anticipated economic benefits of a university campus in Croydon in terms of direct jobs and skills are substantial – the curriculum will support our growth sectors focusing on creative and digital, health & care and innovation and technology.

A higher education presence is also expected to facilitate collaboration between higher education institutions, businesses and communities, leading to a growth in innovation and knowledge exchange. This will benefit our residents in years to come.

Economic Benefits of Phase 1



The following priorities will build on these successes to create a legacy for growth in Croydon.

► OUR PRIORITIES

1. To create places where businesses, investors and residents want to live, trade and invest

Vision

A borough of sustainable growth.

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What we will do

- Create public spaces that transform the look and feel of the borough around major employment sites to bring investment and growth. This includes Queen’s Square, College Green and North End.
- Invest in infrastructure to unlock growth, working with partners to do so; this includes delivering major road, rail and digital infrastructure measures, such as improvements to the A23, Fiveways Junction and Brighton Mainline, and investment in tram extensions.
- Support a vibrant and diverse leisure and cultural offer, by developing and supporting the delivery of an evening and night time economy action plan and embedding culture at the heart of regeneration through initiatives such as music city, creative enterprise zone and supporting businesses through our work in licensing, planning and economic development.
- Create outstanding digital connectivity within the borough.
- Ensure there is a strong “meanwhile” offer during the redevelopment cycle in the metropolitan centre and at other key sites in our town centres – we will work with landlords and businesses to fill interim space that supports the footfall of the area.
- Work with stakeholders and partners to facilitate the development of good quality flexible workspace through initiatives such as business rate relief, planning and inward investment. Deliver balanced growth not only in the town centre but also our district centre, by creating Community Economic Development plans with our communities in specific recognisable economic areas.

What will success look like?

- New public places, homes and leisure opportunities
- Clean Streets that are safe and well lit
- Good Schools and Colleges
- A varied, high quality and exciting evening and night time scene
- Infrastructure that unlocks growth by improving connectivity and permeability
- Fast digital infrastructure
- Good quality affordable and flexible workspace
- Well used high streets with a good mix of retail, residential, community, leisure and residential uses

2. To create a business environment for growth

Vision

A dynamic business environment.

What we will do

- Implement a responsive development management and building control offer that drives commercial and industrial development in key locations.
- Lobby central government for a review of business taxation that will deliver a fairer tax system that support SMEs.
- Participate in the development of Local Industrial Strategies ensuring that Croydon benefits.
- Engage with international trade delegations, including those from India and China, to attract investment and open up markets for Croydon businesses.
- Maintain our strong relationship with the Coast to Capital (C2C) region and Gatwick to ensure that Croydon benefits from the growth along the A23 corridor as well the activity that will be generate by the Gatwick Master Plan.
- Support the creation of new business spaces to accelerate local business growth by working with developers, landlords and service providers through planning, inward investment and economic development.
- Encourage local business and community groups to lead on and inform local developments such as new street markets and Business Improvement Districts (BIDs).
- Help Croydon businesses to respond to the opportunities and challenges of Brexit by delivering a comprehensive package of information and support, and echo the Mayor of London's message that #LondonisOpen.
- Develop specific training into work and recruitment packages for those industries likely to be hardest hit by structural economic changes e.g. those caused by Brexit, such as the health and social care, construction, and retail and hospitality sectors.
- Deliver a simplified and improved business support offer for SMEs that delivers advice and guidance at all stages of the business journey, helping businesses start, develop and grow.
- Broker new opportunities for SMEs to trade for local business by opening up procurement and supply chain opportunities with the council and partners.
- Take action to create commercial space and protect it from planning applications that seek change in use that doesn't support good growth in the metropolitan and town centres.

What will success look like?

- More businesses and jobs in the borough
- Good commercial and industrial development throughout the borough that supports the needs of the economy.
- Strong partnerships with stakeholders which support innovation and growth in the borough.
- Good measurable business engagement
- A resilient business community that accesses opportunities and challenges following Brexit.

3 To invest in ideas that can deliver change for Croydon

Vision

A Borough which nurtures ideas in an enterprising culture.

What we will do

- Make commercial investments that deliver a financial return and that also deliver wider economic benefit building on our success in investing in homes, and commercial investments.
- Work with universities, colleges, developers, investors and businesses to develop our knowledge economy focusing on creative, digital, innovation and new green technology sectors
- Using our buying, regulatory, investment and influencing powers to support creation of high value jobs in our growth sectors
- Explore and support alternative commercial models including social enterprises and co-operative models that have a solid business base but that also materially benefit residents and their communities.
- Bring a mixed Higher Education offer to the borough by continuing to work with existing partners such as Croydon College, new partners such as London South Bank University and look towards international markets to bring in
- Champion higher level apprenticeships particularly in digital, manufacturing and health & care – delivering a university education on an apprenticeship basis linking universities into businesses via on the job learning
- Develop Croydon Enterprise Loan Fund and explore other finding models to invest in business ideas
- Support creative, digital, innovation and new green technology clusters to support business to business, and business to education knowledge transfer

What will success look like?

- An idea culture that develops new and innovative ways of bringing private sector and public together to embed new technologies in enterprise settings
- More businesses and jobs in the knowledge economy
- More investment in creative, digital, innovation and new green economy technology sectors

4. To invest in our people

Vision

A fairer economy.

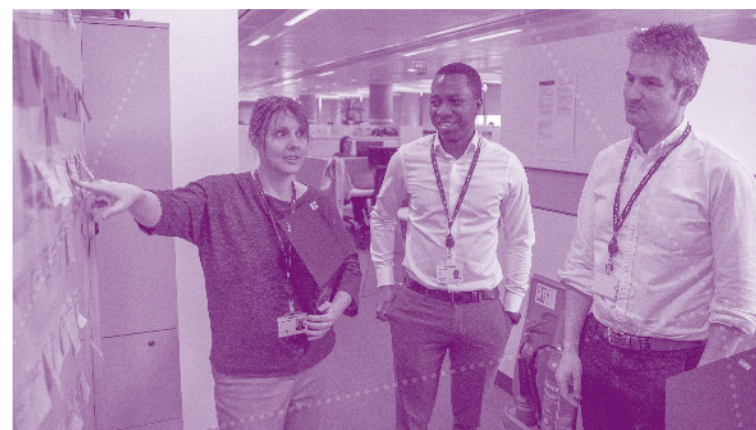
What we will do
• Invest in education and skills providers ensuring a world class education offer for our residents
• Raise the aspiration of young people by working with our schools and colleges including supporting the provision of independent Information, Advice and Guidance (IAG), and focusing on employment opportunities in our growth sectors e.g. in knowledge and STEM (Science, Technology, Engineering & Manufacturing) industries.
• Ensure the borough’s training offer meets the needs of employers and our economy. We will work with partners to create employment and skills pathways to work from school and college to business in key sectors including construction, health & care, creative, new green economy and digital and will support creation and take-up of apprenticeships.
• Ensure residents have access to preferential pathways to jobs in the borough for example by continuing to invest in and improve Croydon Works job brokerage.
• Promote the Good Employer Charter to increase the number of employers in Croydon that not only pay the London Living Wage but also recruit and buy locally and have established policy and practice which promotes inclusivity and environmental sustainability.

What will success look like?
• Residents are able to secure and retain well paid jobs that promote financial independence.
• An inclusive economy that provides great London living wage job opportunities for Croydon residents.
• A strong “Good Employer Network” that supports and promotes inclusivity and environmental sustainability.
• Skills pathways that enable lifelong learning for residents and support the needs of Croydon businesses in key growth sectors.

———— CROYDON'S ————
ECONOMIC STRATEGY
OPPORTUNITY FOR ALL
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— OUR —
WORKFORCE
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— 2019 - 2022 —





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Foreword: Leader of the Council and Chief Executive

We are proud to be Croydon. As a council we want to deliver the best services to our residents – and we simply can't do that without the right people. That's why this strategy is so important. It's a promise to staff, outlining what we will do to make sure that the people who give their time to Croydon Council feel valued, listened to and supported.

We want Croydon to be a destination of choice, to live, work and visit. The standard of services that we provide in and amongst our communities is only made possible by the people that develop and deliver them.

If our workforce is committed to and confident in Croydon that will reflect in everything they do – and ultimately what we can achieve together. Our ambitions as a council simply cannot be realised without a dedicated and motivated workforce.

So, we need to work together, be open and honest, fair and inclusive – that's the commitment that this strategy is built on.

Right now, all local authorities are dealing with financial challenges. Demand for services is going up while funding goes down. This means that we also need to be open to new ways of working, work more collaboratively together, alongside our partners and communities to deliver better outcomes for less.

So, to make a difference in Croydon, we're creating a culture that celebrates and welcomes diversity. A place that recognises us all as individuals.

Our council leadership team is one of the most diverse in London, something we are very proud of, and we want to make sure that runs through every part of the organisation. Every voice matters, and it's only by sharing our experiences and ideas that we will grow and innovate together.

How we work is changing – from the technology we use to expectations around balancing life outside of the office. This strategy looks at the next three years in detail, but really it contains things that will take us much further than that – a promise to attract talent, develop careers and be the best workplace we can be.

As we look forward it's also important to appreciate where we are now.

Thank you for the work that you do every day. Your commitment and the incredible things that you achieve in our communities never fails to amaze us.



A stylized, handwritten signature of Tony Newman in black ink.

Cllr Tony Newman
Leader of the Council



A stylized, handwritten signature of Jo Negrini in black ink.

Jo Negrini
Chief Executive

► Introduction

In the last three years, the council has created the conditions to support and retain its workforce talent, developing an inclusive culture. However, there is more that can be done. We need to do more to demonstrate inclusivity and improve staff engagement. Building a more engaged workforce means staff will be more receptive to change and drive higher performance, which in turn drives better outcomes for local residents.

We know that across the public sector there will continue to be financial challenges, increased localisation and integration, greater demands for our services and increasing public expectation particularly in terms of how we listen and how we deliver services in the context of advances in the use of technology at work. This means our workforce needs to be more dynamic, with the right support and development in place to respond and deliver to our residents.

Digital technologies will play a critical role in preparing our workforce for the future, so our digital strategy and workforce strategy must be closely aligned. Interactions and ways of working with both partners and residents are being transformed. With this comes a need to develop the skills of our workforce to meet the needs and raised expectations of our residents - as well as the changing requirements of the council. Building effective strategic alliances and collaboration internally and externally, will also be pivotal in us becoming a responsive, high performance organisation.

The workforce itself is also changing. There are different expectations and aspirations regarding work, career and life, while retirement has also changed and evolved for many. This is why a workforce strategy to 2022 is being developed to set out the council's commitment to its workforce. The strategy will support the commitments in the corporate plan and 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.

As we continue into the digital era, it is expected that the workplace will continue to become less defined, creating more opportunities for flexible working, impacting on the ways that we engage with our workforce. This means through changing the way in which people live and work, the workforce will become more collaborative, "exploring the art of the possible" through innovation and creativity, working together in multi-disciplinary teams collaborating and co-designing better services for our residents.

Our corporate plan for Croydon 2018-2022 outlines our challenges and how we intend to tackle them. We know we will need to work differently and more effectively in the face of rising demand and falling funding. Some of our key people challenges include:

- 13.8% of our reported vacancies are covered by agency staff, with it being as high as 22% in children's services.
- Under representation of BAME and disabled staff at senior levels, correlating with a hourly pay gap of circa 8.8% and .06% respectively.
- A disproportionate representation of BAME staff and those with a disability in our formal case work.
- 41% of staff say "I have issues in the organisation relating to fairness and inclusion".
- We lose 7.84 days of staff time each year due to absence (per employee).

► About this strategy

► This strategy was developed in consultation with staff, trade unions, senior leaders and members. It reflects all of the voices that spoke during that time. To achieve the outcomes we want, we need a collaborative effort – the support and input of the stakeholders outlined above as well as partners and residents.

It takes into consideration the constantly changing context in which we will be working. It sets out our workforce commitments and priorities for the next three years, with a strong, intentional emphasis on the first two years. This initial two year period is needed to develop the preconditions for a culture of inclusion, to let us continue on our successful journey and address future challenges and opportunities, some known and others as yet unknown.

By 2022, we will have made significant progress to future proof our workforce. Key challenges will have been addressed and new opportunities will be leveraged to take us closer to becoming a high performing organisation. We need to start now to reflect how we want to work within our localities and build stronger partnerships with our communities, helping them to do more for themselves.

Our workforce will be empowered to be flexible, more integrated and resident-focused - challenged to continuously look at early intervention wherever possible. High performance today will not be considered high performance in the future, so our performance indicators will continue to change to reflect what's needed.

Leading organisations plan, organise and develop their workforce effectively to help them achieve their strategic priorities. This strategy details our need to attract and retain a core workforce with the right skills and attitudes to deliver our corporate objectives.

We'll need to review our priorities annually as things evolve both internally and externally. If we deliver the priorities in this strategy we will have achieved the following outcomes by 2022:-

- We will have a high performing workforce that's representative of our communities at all levels and demonstrates our organisational values and behaviours
- We will have a recognisable brand with a culture and management practices that are described as fair, equitable and inclusive
- Early intervention, locality based working and a more integrated workforce will be normalised as our way of working
- We will have mechanisms in place to regularly identify/assess and address skills shortages to ensure organisational resilience, a collaborative culture and responsiveness to service delivery
- Our staff will have clear transparent pathways with clear learning and development offers
- We will consistently attract, recruit, on-board, develop, reward and retain talented people, who want to work for us
- We will have embedded workforce policies and practices that are robust, reflect best practice and are consistently applied
- We will consistently make evidence-based decisions informed by accurate workforce data and projections
- Our workforce will confidently manage diversity and inclusion, identifying and dealing with behaviour that does not reflect our culture and values
- We will have a strong framework of health, wellbeing and staff benefits to support and value our workforce



► Our Vision

► We want to be a high performing organisation that's collaborative, inclusive and innovative, an employer that lets talent flourish and builds workforce capability to meet our ambitions and reflect Croydon's communities.

A place where everyone can speak up, speak out and have a voice in the future direction of the organisation - where fairness and justice feel real, and where bullying, harassment and discrimination are not tolerated.

To get there, we will focus on five key priority areas.



1. Attract, recruit, develop and retain talent	2. Improve engagement and well-being	3. Improve workforce equality, diversity and inclusion	4. Develop and grow outstanding leaders and managers	5. Develop a high performance, innovative, creative and achievement culture
We will attract and recruit talented staff and leaders through reputable employer branding. Providing relevant, high quality, accessible skills development, with impactful people management interventions, recognising and rewarding high performance. Making sure that we have the right people with the right skills for the right roles at the right time.	We will build clear support and engagement structures that are easy to access – designed to support the well-being and work/life balance of our staff. We will make sure that staff voices are heard at all times - inspiring a culture of trust, inclusivity and transparency.	We will pursue a workforce diversity profile that reflects the local community at all levels, developing staff who respect work, listen to each other and our residents, with leaders and managers who manage staff fairly based on the merits of individual cases, establishing an inclusive working environment where people can be themselves and give their best at all times.	We will develop and grow adaptable, collaborative and inclusive leaders and managers at all levels of the organisation. Individuals with digital leadership skills who are able to effectively guide the organisation through change, providing an authentic and genuine focus, direction and support for our staff.	We will establish and implement effective people, performance, appraisal and talent management systems to make sure the council anticipates, plans for and tackles critical current and future workforce challenges, with a workforce that's high performing, collaborative and delivers value for money.



"I want to help make Croydon a better place to work"

► Principles and approach to delivery

► This strategy is underpinned by our values:

One Team, Proud to Serve, Honest and Open, Taking Responsibility and Valuing Diversity.

They sum up how we must to work together to realise our ambitions.

The following commitment statements lay out our promises to staff and in turn the behaviours that will help us succeed.

Our promises to staff

We promise to:

- create rewarding careers and opportunities to enhance a positive working experience
- create an environment where you can be yourself without fear
- identify and deal with behaviour that does not reflect our culture or values
- create an organisation that you are proud to work for
- ensure you are well trained and motivated
- create conditions that help you to be resilient and work in a flexible way
- encourage your contributions and views on the future direction of the council
- develop managers who provide the right balance of support and challenge
- ensure fairness, transparency and honest dialogue
- together, build an inclusive and representative workforce

Enabling behaviours from staff

We are most likely to succeed if staff choose to:

- do their job to the best of their ability
- treat other staff with respect in line with our values and behaviours
- proactively deal with workplace conflict, using all available support
- be an ambassador for the organisation
- take personal responsibility for continuous learning and development
- work in ways that support well-being and resilience
- give the council regular feedback – good and bad
- be confident in having honest conversations and asking questions to seek understanding
- collaborate with others

► Priority 1: Attract, recruit and retain talent

► We will attract and recruit talented staff and leaders through reputable employer branding. Providing relevant, high quality, accessible skills development, with impactful people management interventions, recognising and rewarding high performance – making sure that we have the right people with the right skills for the right roles at the right time.

Croydon, alongside its partners, needs to consider the skills needed in the future. This is increasingly important in the context of potential skills shortages as the economic and environmental context changes. In a constantly changing environment, there are areas where we know that there will continue to be a high demand on services e.g. social care and housing. As a result we need to focus on promoting and rewarding essential roles such as youth workers and social carers.

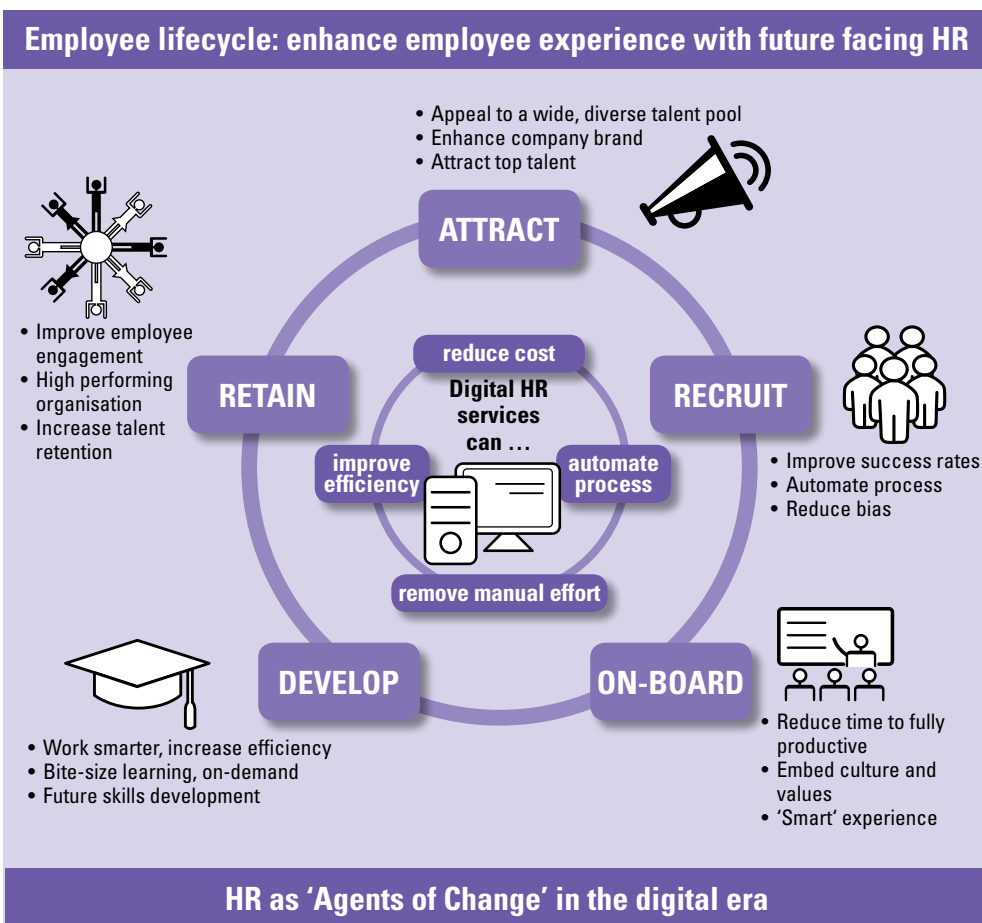
As we further our integration of health and social care and collaborate more closely with partners across the board, our workforce will change, grow and take on new challenges and opportunities. Our resident focus will be at the heart of this change and the need for a collaborative and multi-skilled workforce is essential.

Continuing skills shortages, changing demographics of the labour market and employee demands for a work-life balance has created increased competition for talent. To succeed in this environment we need to review our strategies, policies and practices, along with how we develop, deploy and retain talent. We must understand the capabilities needed in the council and determine the actual and/or potential talents required of our retained workforce. We need to look at whether there is a gap between this and the talent we are able to attract and recruit.

Effective workforce and succession planning, a streamlined organisational structure and offering 'an employer of choice package' will help to make sure that we get value for money in our employment costs by attracting and retaining the right people with the right skills, for the right roles, at the right time. However, ongoing pressure to achieve efficiencies, reduce costs, early intervention, integration and localities and partnership working will mean that throughout the next three years there may be fewer vacancies advertised, resulting in the need to manage our workforce talent, grow our own leaders and invest heavily in retaining a core highly skilled and high performing workforce. We need to have effective and supportive talent management strategies in place to support people.

We want our staff to be the very best that they can be and have opportunities to thrive in our new working environment within our communities. We want to employ the best people who have their own ambitions alongside ours - with supporting communities at the forefront of their working agenda. In return we will reward their professionalism and talent by providing high quality training, personal development, clear career pathways and a fair total benefits package.

Localities working will mean that classroom based training may be inaccessible and therefore real time learning and development offered anytime, anywhere, on any device will be a key requirement for our future capability to develop our workforce. So, we will keep moving towards developing leading edge interactive, digitally enabled learning offers, to support increased levels of mobile working. As we work with our partners we will share learning and best practice and more innovative ways of learning and skill sharing.



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► Priority 1: Attract, recruit and retain talent (continued)

What we will do

- Implement new recruitment policy and practice that reflects corporate commitment to race and gender participation on interview panels
- Make sure staff have the skills and tools to respond to new ways of working i.e. building strategic collaborative alliances and partnerships internally and externally
- Develop career pathways and inclusive opportunities for talent to grow
- Pilot talent management and succession planning
- Recruit and retain a workforce that is representative of Croydon's population and who reflect our values
- Make the most of digital opportunities to increase the reach of learning and development opportunities
- Develop a network of in-house staff who can deliver training on key areas of subject-matter expertise
- Identify potential across our diverse workforce, making sure all staff are given the opportunity to fulfil their potential
- Increase the use of work experience, secondments, apprenticeships, shadowing, coaching, mentoring and graduate schemes
- Encourage everyone to take personal responsibility for their personal performance and development
- Create a fair system of recognition and reward, that's embedded in our policies and processes
- Ensure that structures and processes are in place to celebrate the success of our staff.

What we will do first

Develop an employer of choice brand for attracting, recruiting and retaining new and existing talent	June 2020
Recruit and retain a workforce that is representative of Croydon's population and who reflect our values	March 2020
Embed consistent recruitment standards and practices to support the attraction and selection of the best available talent into the organisation	February 2020
Review the end-to-end induction and on-boarding process including the launch of a new corporate induction - a programme that reflects our corporate brand and reinforces our commitment to corporate citizenship	March 2020
Launch a staff benefits awareness campaign to make sure staff know about the various benefits they are entitled to and the total value of their pay and reward package	December 2019
Provide our workforce with skills to identify/assess the skills required to shape services that tailored to individual areas of the borough	May 2020
Complete a council wide skills audit to identify the current and future knowledge and skills needs of our workforce, ensuring our learning and development strategy mirrors workforce requirements	October 2020
Ensure all staff are aware of and have completed mandatory, statutory and core skills training	April 2020
Enhance our digital learning and development offers, making sure appropriate training can be accessed anytime, anywhere and on any device.	June 2020

"I'm new, a fresh pair of eyes that wants to help us improve"



► Priority 2: Improve engagement and well-being

► We will build clear support and engagement structures that are easy to access – designed to support the well-being and work/life balance of our staff. We will make sure that staff voices are heard at all times - inspiring a culture of trust, inclusivity and transparency.

The voices of our staff help us make real and positive changes. If we listen, encourage engagement and act in your best interest, we believe that you will want to stay and develop your career here with us.

We will continue to gather and coordinate staff views, ideas for improvements and build on the success that's come out of your involvement in staff networks, participation in volunteering, and role as culture ambassadors, continuing to make Croydon a greater place to work.

We will provide an environment that involves you, is shaped by you, and the future of our services, and how we deliver them, has your voice at the centre of the decision-making process. We recognise the importance of our employees influencing decisions on internal working policies and practices to ensure the welfare of all our workforce. We will ensure that you have the opportunity to collaborate and engage across a number of key areas in the organisation.

Consistent, active engagement as a corporate citizen can sometimes be really challenging in balancing our personal and professional lives. We understand the importance of a good work-life balance. That's why we will continue to create opportunities that focus on health and wellbeing,

while supporting initiatives that let staff flourish and be themselves.

From day one, we'll look at ways to build and support resilience and capacity to thrive in a climate of ongoing change. That means providing the tools, techniques, policies and processes to support staff through difficult periods, as well as helping them manage changes in life and work in a timely way.

We will encourage personal responsibility to access the support available and continue to advocate our staff networks and the fantastic work that they do, and the strong voice that they have across the organisation.

We will also invite and value the voice of our partners in organisational development.

Our flexible working approach already provides great benefits for managing home and work life, with particular benefits for those with childcare, caring, or other responsibilities. We want to do more to make sure that this mind-set is consistent across the organisation, whilst enabling managers to be creative and innovative in order to meet changing business needs.

What we will do

- Make sure our employment policy framework is up to date and reflects best practice
- Conduct a full HR policy review and provide toolkits to increase user friendliness and ability to interpret them fairly
- Continue to build positive relationships with our trade unions
- Introduce a process where all non-complex employee disputes are resolved within 12 weeks
- Bring together a team of trusted mediators to help handle disputes that are not complex in nature and substance.
- Promote a greater focus on life skills and well-being in the workplace
- Create a positive workplace that supports flexible and agile working, supported – and enabled - by our Digital Strategy
- Encourage a vibrant social calendar, where staff can connect, collaborate and have fun
- Conduct regular staff surveys / temperature check to make sure staff voice is heard
- Develop and implement a health and wellbeing plan and programme

What we will do first

Immediately review policies and guidance on flexible working and compassionate leave to reflect our culture	Dec 2019
Commission an external provider to conduct staff survey to alleviate 'trace-back' concerns	April 2020
Provide support to departments to make sure action planning from staff surveys is carried out	June 2020
Reintroduce the use of mediation, including training internal resource	March 2020
Create mechanisms/tools to support the effectiveness of change agent roles such as the staff networks and culture ambassadors	May 2020
Introduce, develop and implement divisional workforce plans to support BAU /delivery plans	June 2020

"I want to help Croydon be a better employer"



► Priority 3: Improve workforce equality, diversity and inclusion

► We will pursue a workforce diversity profile that reflects the local community at all levels, developing staff who respect work, listen to each other and our residents. We will have leaders and managers who manage staff fairly based on the merits of individual cases, establishing an inclusive working environment where people can be themselves and give their best at all times.

By 2030, Croydon's population will be close to 442,000 - the size of a large city. Beyond the growth and size of the population, we are expecting to see changes in our diversity and project that 57.8% of the population will be from BAME ethnicity group, making us one of the most diverse boroughs in London. To reflect this, we will continue to improve the diversity of our senior leadership team and workforce profile, making sure that equality is embedded right across the organisation

We understand the value of a truly motivated and diverse workforce. We want our workforce to reflect Croydon's communities – at all levels – so we can support and deliver the best outcomes for residents.

We want to make sure that no one feels left out or left behind. So, we're creating an inclusive working environment, a place where people can be themselves, thrive and succeed at work. But that's about more than representation alone, it's also about inclusion, so everyone understands and feels part of what we are doing.

This means valuing and encouraging staff contributions, regardless of difference, engaging

and involving all staff in shaping the way we work, our culture and values. By having honest and open conversations and giving all our staff a voice that is heard we will inspire a culture of trust, inclusivity and transparency. Staff involvement in decision-making and change is crucial and we will promote various channels to encourage engagement, challenge and gather feedback.

Consistency and fairness in the application of policy is also important. In addition to having good employment policies that reflect our culture, we will make sure that guidelines on areas left to managers' discretion are clearly defined to reduce inconsistencies.

A culture that supports and involves staff requires a strong strategic story, clear leadership and management engagement to encourage and act on staff feedback.

We know there are challenges ahead, but through open and honest conversations we can manage them and work to build a sense of pride and identity – developing the Croydon brand.

What we will do

- Establish key performance metrics that will let us measure progress against diversity and inclusion targets
- Achieve 'Excellence' in the EFLG framework by 2022
- Make sure that employment practices are regularly reviewed through equality audits to make sure they are fair and consistent
- Introduce an induction and on-boarding process that fully reflects our values and commitment to an inclusive workplace
- Involve staff through regular staff surveys and encourage regular 'temperature checks' in key areas
- Create opportunities to take part in decision-making and consultation (including culture ambassadors and staff networks)
- Support the staff networks in being a strong and fair voice that reflects our diverse workforce
- Improve the recruitment process to positively support further change in the levels of black and ethnic representation at senior and middle manager levels

What we will do first

Deliver positive action leadership programmes as standalone and/or electives for BAME, women and disabled staff	March 2020
Re-establish the mission and purpose of the Culture Board giving its remit, programmes and membership a clear, fixed focus on diversity and inclusion as part of its wider responsibility for the workforce strategy	Dec 2019
Introduce a set of minimum recruitment standards	Jan 2020
Create an engagement calendar for staff to improve corporate participation and increase networking opportunities	April 2020
Commission an external BAME panel members list to serve on interview panels for senior posts	Jan 2020
Create/cascade guidance that ensures panel chairs select diverse interview panels	Dec 2019

"I got involved because we need to be open and honest"



► Priority 4: Develop and grow outstanding leaders and managers

► We will develop and grow adaptable, inclusive leaders and managers at all levels of the organisation. Individuals with digital leadership skills who are able to effectively guide the organisation through change, providing authentic and genuine focus, direction and support for staff.

According to the Local Government Association (LGA) Workforce Focus report, 'local government needs leadership that is visionary, ambitious and effective; building for the future through the development of leadership skills at all levels'.

In addition, the LGA analysis of leadership found that:

- the rise of digital economies and technological advances pose a new set of challenges and opportunities for 21st century leaders and managers
- as part of their approach to developing skills and capacity across the whole workforce, employers need to ensure that staff at all levels can develop and demonstrate the necessary qualities of leadership

We face unprecedented levels of challenge in needing to reduce resources while maintaining staff morale and improving the resident experience – as a result strong performance management is vital. To help achieve a performance culture, we need highly trained, collaborative and effective leaders and managers who are able to take much more of a role in deciding how we recognise and reward employees - coaching and developing them to deliver our services to the highest standard.

With an increased focus on strong partnership and collaborative working, our leaders will need to be strong, politically astute and adaptable leaders at the same time having the ability to be innovative, with the competency to manage 'beyond their

remit'. Even our most experienced managers may need support to learn new ways of working, which may include managing staff virtually, embedding early intervention as a mental model and/or using strengths based approaches to working with residents.

Innovative and high performing organisations display leadership behaviours at all levels of the organisation. Croydon must foster leadership behaviours at every level in response to the resourcing challenges we face. This will help us develop our next generation of talented senior managers.

Leading from the top, honesty, authentic leadership and followership, strong and consistent support and challenge (in equal measure), having public service values at our heart, role modelling our values...all are essential if we want to achieve our ambitions.

We know that as a public service we will continue to evolve and need to adapt and adopt change as a positive choice. We appreciate the need to provide all our leaders and managers with the tools and support to effectively lead and manage change.

Because of the changing demographics where by 2030 more than half of the population will be from BAME backgrounds and the council being one of the largest employers in Croydon, it can be expected that the workforce representation of these groups will increase and therefore managing difference effectively will need to a core skill of every leader and manager.

What we will do

- Build a 'coaching for performance' leadership and management approach
- Develop managers' skills and confidence in managing difference and their accountability for staff engagement and inclusion
- Identify and equip our managers with the core skills needed for effective people management
- Provide tools and processes to support effective, collaborative working between members and officers
- Embed good governance, accountability and make sure we get the basics right
- Encourage dispersed leadership
- Create a framework for effectively leading and managing change
- Embed personal accountability and responsibility across the organisation

What we will do first

Design and pilot a 'core skills for managers' development programme	March 2020
Develop managers' skills and confidence in managing difference and their accountability for staff engagement and inclusion	April 2020
Create and deliver an 'apprenticeship in work' offer for staff that want to move into management roles	April 2020
Deliver two Inspiring Leadership development programmes for managers that want to become senior leaders as part of growing our talent	April 2020
Roll out a 360 degree assessment tool for leaders	Dec 2019
Support staff operating in integrated services where they manage staff across organisations and review our HR policies and procedures as appropriate	Feb 2020



► Priority 5: Develop a high performance, innovative, creative and achievement culture

► We will establish and implement effective people, performance, appraisal and talent management systems to make sure the council anticipates, plans for and tackles critical current and future workforce challenges, with a workforce that's high performing, collaborative and delivers value for money.

The best organisations are always looking for opportunities to improve, and so are the best employees. Developing our workforce is critical to the performance of our organisation – it's the difference between an organisation that just gets the basics right and an organisation that gets the basics right whilst continuously evolving, adapting and challenging itself to be innovative and collaborative.

Achieving high performance at all levels of the organisation is fundamental to our future success. It begins with establishing clear performance measures aligned to behaviours and our values. From this, we will embed fair and consistent recruitment practices that reflect our community and focus on bringing the best available talent into the organisation.

These performance measures also underpin a standardised appraisal and performance management framework. When applied across the organisation this will allow us to identify high performers and high achievers. Our talent management and succession planning strategies will help us retain high achievers, helping us grow talent and improve our productivity and overall performance.

By reviewing our existing performance management systems we will also make sure poor performance is properly addressed. We will provide our leaders and managers with the tools they need to respond to poor performance effectively, and the ability to understand, identify and assess individual need and make timely and reasonable adjustments when required.

We will also adopt a set of simplified principles that make sure organisational structure and spans of control are fit for purpose.

Evidence-based decision-making is a core part of our operating model, working with service and resident data to design the services we arrange, fund and commission. We want to mirror this across our workforce data and place all of our analysis in one place, which will help us provide quality insight and prioritise actions.

Our experiences and reflections on performance will be used to bring about positive changes in our leadership, induction processes, people management, communication, systems and structures.

What we will do

- Establish clear leadership behaviours and expected management competencies
- Develop a new performance management framework that sets out clear performance measures, aligned to behaviours and values, reflecting current and future skills requirements
- Maintain a training and development offer that meets our statutory and legal requirements and adapts to evolving needs. Provide the organisation with relevant, accurate people-related data, to help effective evidence-based decision-making
- Establish key performance metrics for the delivery of the workforce strategy
- Work together to embed behaviours that reflect our values and let us show how proud we are to work for Croydon
- Focus on retaining high performers through periods of change, implementing succession plans in critical roles and exit interventions

What we will do first

Bring in simplified processes for managing organisational change and restructures as part of HR policy reviews	Feb 2020
Develop fair and consistent recruitment practices that reflect our community and focus on bringing in - and keeping - the best available talent	Jan 2020
Review and establish a new appraisal process that's fit for purpose - where evidence of promoting inclusion is a key feature of managers' performance appraisal	Mar 2020
Create a people data observatory to bring together workforce management and financial information, including diversity and inclusion data, to support effective evidence-based decision-making	April 2020
Improve user experience with our Learning Management System (LMS) and develop capability to extract appropriate management information	May 2020
Develop / pilot a talent management and succession planning programme	July 2020

"I've worked here for 9 years and want to be part of the discussion"



► Measuring and evaluating our progress

Key performance indicators

Achieving our ambition will mean that Croydon Council is defined as an employer of choice for public service careers – a place that every member of our workforce is proud to be a part of.

Our key performance indicators will help us measure our progress against where we want to be. We will take responsibility for delivering against actions and measuring progress division by division, team by team.

We will use a balanced score card approach to track, analyse and report the following measures against our progress towards our 2022 workforce aspirations.

All indicators will be required by department/division and across the council. They may be benchmarked against London Councils and nationally (if possible). These indicators will form one quadrant of the performance strategy balanced scorecard – ‘People’. They will appear in a performance report published quarterly for the Culture Board and Corporate Leadership Team.

Workforce plans and recurring activities

Each department/division will develop a workforce plan as part of the departmental/divisional business as usual (BAU) planning process.

HR, the data observatory, business intelligence and performance improvement will be sources of workforce management information that can be used to identify workforce hotspots and inform decisions on actions required to achieve the aims outlined in this strategy.

The departmental/divisional workforce plan will include a clear implementation plan of activities to deliver the approved priorities for the year to coincide with the council wide programme of people management activities, as highlighted in the workforce strategy and published by the Culture Board.

RECRUITMENT AND ORGANISATIONAL PERFORMANCE

Effectiveness in managing the employee lifecycle (attraction, recruitment, on-boarding, development, reward and retention). Retaining the staff we want and providing an exit strategy for staff that don't buy into our future direction.

By 2022

- Monitor recruitment process from application to successful candidate(s) aiming to reduce disproportionate impact for protected characteristics and eliminate bias within the process
- agency usage is reduced to an organisational average below 10% (with local targets)
- 90% of new joiners rate their induction experience as good or excellent
- Our organisational turnover is less than 10%
- Increase our promotion rates of existing staff as a result of our talent development programme
- We will improve the gender, ethnicity and disability pay gaps

PRODUCTIVE AND SKILLED WORKFORCE AND LEADERSHIP

Making sure our workforce has the relevant skills for now and the future. Leaders and managers feel they are equipped in leading change and future workforce development.

By 2022

- 90% of staff rate their appraisal experience as good or excellent
- All learning and development activity, including professional development, is transparent across the organisation, with 100% activity being captured
- Learning and development opportunities, including career pathways, are transparent across the organisation and everyone is able to access them as appropriate
- 90% of leaders and managers say they have the tools and skills to effectively lead a changing workforce

EQUALITY, DIVERSITY AND INCLUSION

How do we achieve a representative workforce at all levels that reflects our community and make sure we are an inclusive workforce – a place where all staff feel they can be themselves without fear of discrimination.

By 2022

- 70% of formal employee relation cases are resolved within 12 weeks
- We will have a workforce profile that is 70% reflective of our community, with targets at divisional level:
 - This includes declared ethnicity, gender, disability and sexual orientation.
- Our workforce diversity disclosure rate is at 85%
- We have representative participation on leadership programmes from all protected characteristics

ENGAGEMENT AND WELL-BEING

Measuring levels and quality of engagement and well-being. This includes whether staff feel they can influence the future direction of the council and access the relevant support needed to achieve the right work/life balance.

By 2022

- We have successfully introduced tools and processes to ensure the early resolution of disputes, resulting in a reduction in our long term casework
- We will achieve 75% or over participation rate in staff surveys
- Absence rates are consistently below the reported CIPD average for local government
- The organisational staff survey and temperature checks demonstrate improved levels of engagement and satisfaction in the following key areas:
 - I am proud to work for the council
 - I would recommend the council as a good employer

► Strategy review

The strategy will be reviewed and updated annually, taking into account the council's ongoing early intervention and localities agenda. This is a chance to see if there have been any changes to the driving factors behind the strategy, which would result in the need to revisit the planned people management activities.

The updated strategy and a record of the year's achievements and progress will be published and reported to the Culture Board and ELT quarterly.

To achieve this we will:

1. Develop prioritised activities and action plans each year that improve staff experience and performance
2. Prioritise activities that are informed by staff feedback
3. Monitor the outcomes of this strategy via our Culture Board



► Creating the strategy

We wanted the strategy to be real for our staff and for them to help shape it In addition to speaking with our staff networks and trade unions:

1. We held 49 workshops
2. 501 people participated face to face
3. We received 323 online entries
4. Totalling 824 voices
5. And we received more than 5000 comments

Here are a few things that you told us while we were putting the strategy together:

"I want to help make Croydon a better place to work"

"I'm new, a fresh pair of eyes that wants to help us improve"

"I manage people so need to understand the strategy and make a positive contribution"

"I've worked here for 9 years and want to be part of the discussion"

"I want to help Croydon be a better employer"

"I got involved because we need to be open and honest"



► Notes

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— OUR —
WORKFORCE
STRATEGY
2019 - 2022

For general release

REPORT TO:	SCRUTINY & OVERVIEW COMMITTEE 14 January 2020
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:

Simon Trevaskis

Senior Democratic Services &
Governance Officer - Scrutiny
0208726 6000

simon.trevaskis@croydon.gov.uk

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. Review of the Growth Zone
14 January 2020	1. Question Time: Leader of the Council 2. Update on Developing a Strategy Framework for Croydon
10 February 2020	1. Question Time: Cabinet Member for Culture, Sport & Leisure 2. Fairfield Halls 3. 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. 3. Review of Place Plans 4. Pre-Decision: Equalities Plan

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

- | | |
|-------------------------------|-------------------------|
| 1. Public Engagement Strategy | 3. Review of Insourcing |
| 2. Future of High Streets | |

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. Task & Finish Group Interim Report Report 3. Effective Data Sharing by Safeguarding Partners 4. CALAT
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 4. Education Standards 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. Children Looked After Pledge and Care Leavers Local Offer 4. Workforce and Financial Sustainability – Long Term 5. Safeguarding Themes: Neglect, Vulnerable Adults & Children with Disabilities
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. Annual Report of the Director of Public Health 3. Winter Preparedness 4. Immunisation Review <p>To include workforce immunisation and wider community immunisation.</p>
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 2. Question Time: Chair of the Health & Wellbeing Board
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. Whole Life Mental Health Care

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

- | | |
|---|----------------------------|
| 1. End of Life Care | 4. Review of Commissioning |
| 2. Substance Misuse Services | 5. Social Isolation |
| 3. Update on the Community Dental Service | 6. 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
17 December 2019	1. Sustainable Croydon, to include Climate Change and Air Quality 2. Housing and Homeless Strategy 3. Pre-Decision: Policy for Rental subsidy, rate relief and rents for community buildings
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 4. Responsive Repairs Contract
17 March 2020	1. Public Realm Improvement & Parks and Place Strategy??? 2. Review of Local Plan (Community led neighbourhood plan) 3. Public Realm Masterplan 4. Question Time: Cabinet Members for Environment, Transport & Regeneration- Cllr Paul Scott & Stuart King 5. Update on Selective Licensing Scheme
28 April 2020	1. Housing (Topic TBC) 2. Climate Change Emergency 3. Housing strategy – post consultation

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

- | | |
|---|---|
| 1. Review of Housing Maintenance Contract | 4. Fire Safety |
| 2. Affordable Homes Programme | 5. Smart City (Covered under digital Strategy?) |
| 3. Accommodation and Assets Strategy | 6. Play Strategy |