

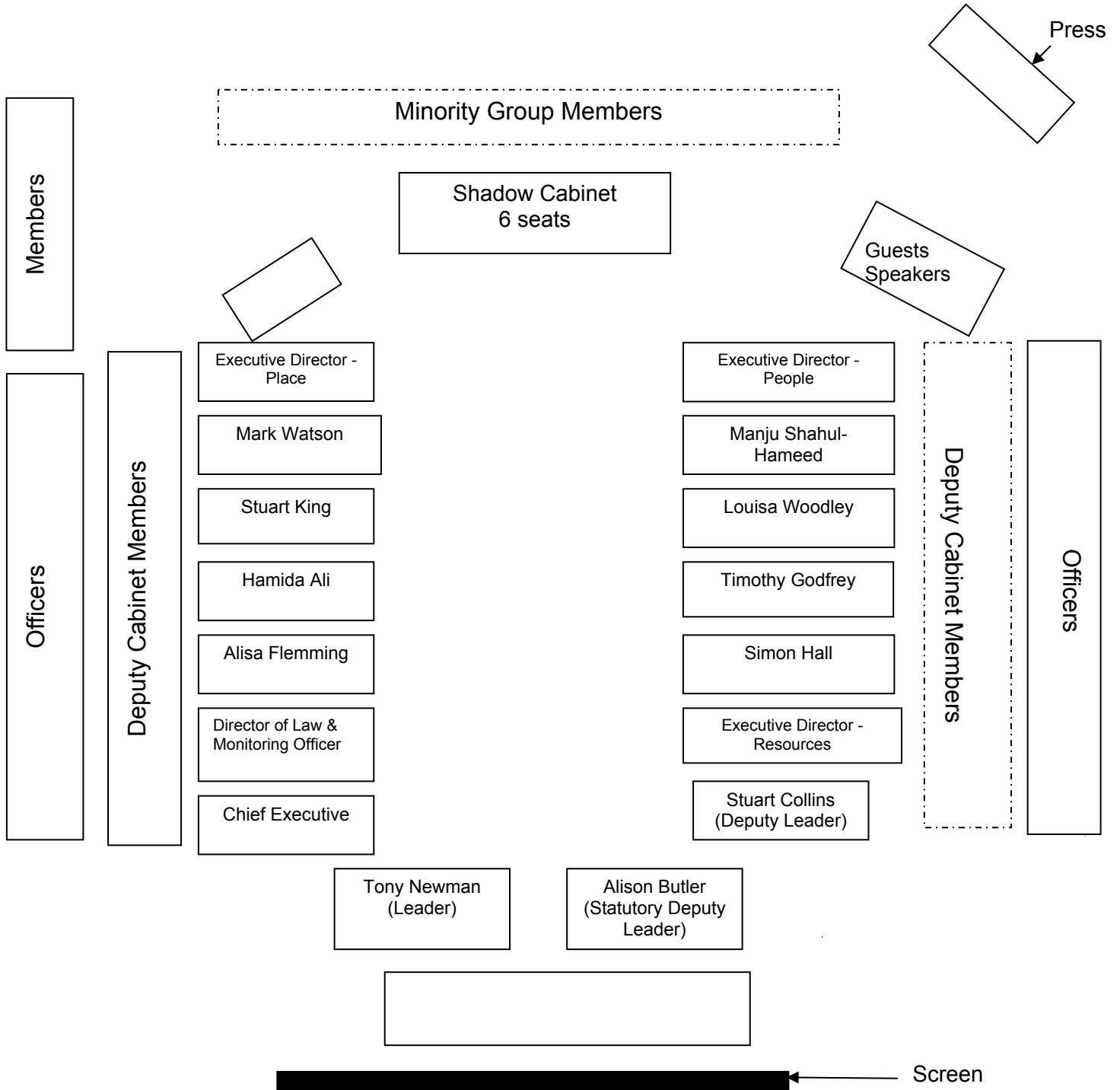


**CABINET
AGENDA**
for the meeting
on
20 November 2017
at
6.30 pm

CABINET SEATING PLAN – 2017

PUBLIC SEATING – PUBLIC GALLERY (70 max)

MEMBERS SEATING – UNDER THE PUBLIC GALLERY (20 MAX)



To: Croydon Cabinet Members:

Councillor Tony Newman, Leader of the Council
Councillor Alison Butler, Deputy Leader (Statutory) and Cabinet Member for Homes, Regeneration and Planning
Councillor Stuart Collins, Deputy Leader and Cabinet Member for Clean Green Croydon
Councillor Alisa Flemming, Cabinet Member for Children, Young People & Learning
Councillor Hamida Ali, Cabinet Member for Communities, Safety & Justice
Councillor Timothy Godfrey, Cabinet Member for Culture, Leisure & Sport
Councillor Simon Hall, Cabinet Member for Finance & Treasury
Councillor Stuart King, Cabinet Member for Transport & Environment
Councillor Mark Watson, Cabinet Member for Economy & Jobs
Councillor Louisa Woodley, Cabinet Member for Families, Health & Social Care

Invited participants: All other Members of the Council

A meeting of the **CABINET** which you are hereby summoned to attend, will be held on **Monday, 20 November 2017 at 6.30 pm** in **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**

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

Jim Simpson
020 8726 6000
jim.simpson@croydon.gov.uk
www.croydon.gov.uk/meetings
10 November 2017

Members of the public are welcome to attend this meeting. If you require any assistance, please contact officer as detailed above.

The meeting webcast can be viewed here: <http://www.croydon.public-i.tv/core/portal/home>

The agenda papers are available on the Council website
www.croydon.gov.uk/meetings

AGENDA – PART A

1. Apologies for Absence

2. Minutes of the previous meeting (Pages 9 - 14)

To approve the minutes of the meeting held on 18 October 2017 as an accurate record.

3. Disclosure of Interests

In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative at the start of the meeting. The Chair will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

4. Urgent Business (If any)

To receive notice of any business not on the agenda which in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

**Cabinet Member: Cabinet Member for Children, Young People & Learning
(Councillor Alisa Flemming)**

5. Children's Improvement Plan (Pages 15 - 92)

Officers: Barbara Peacock, Sarah Warman

Key Decision: no

**Cabinet Member: Cabinet Member for Culture, Leisure & Sport (Councillor
Timothy Godfrey)**

6. Croydon 2019: London Borough of Culture Competition (Pages 93 - 100)

Officer: Shifa Mustafa, Paula Murray

Key Decision: no

**Cabinet Member: Cabinet Member for Homes, Regeneration & Planning
(Councillor Alison Butler)**

7. **Fire Safety in Croydon - update and progress** (Pages 101 - 118)
Officer: Shifa Mustafa, Stephen Tate
Key Decision: no

Cabinet Member: Cabinet Member for Transport & Environment (Councillor Stuart King)

8. **New Air Quality Action Plan 2017-2022** (Pages 119 - 182)
Officer: Shifa Mustafa, Andy Opie
Key Decision: yes

**Cabinet Member: Cabinet Member for Communities, Safety & Justice
(Councillor Hamida Ali)**

9. **Community Empowerment and Devolution** (Pages 183 - 256)
Officer: Shifa Mustafa, Stephen Tate
Key decision: no

**Cabinet Member: Cabinet Member for Communities, Safety & Justice
(Councillor Hamida Ali)**

10. **Croydon Town Centre Public Space Protection Order (PSPO)**
(Pages 257 - 274)
Officer: Shifa Mustafa, Andy Opie
Key decision: no

**Lead Member: Councillor Sean Fitzsimons, Chair of Scrutiny & Overview
Committee**

11. **Stage 1: Recommendations arising from Scrutiny** (Pages 275 - 278)
Officers: Richard Simpson, Stephen Rowan
Key decision: no
12. **Stage 2: Response to Recommendations Arising from: Children
and Young People Sub-Committee 20 June 2017, Health And Social
Care Sub-Committee 18 July 2017 and the Streets, Environment
and Homes Sub-Committee 13 June 2017 and 31 January 2017**
(Pages 279 - 290)
All Cabinet Members
Officers: Jo Negrini, Richard Simpson, Stephen Rowan
Key decision: no

13. Investing in our Borough

Cabinet Member: Cabinet Member for Finance & Treasury (Councillor Simon Hall)

- a) **Investing in our Borough (Pages 291 - 298)**

Officers: Sarah Ireland, Rakhee Dave-Shah

Key Decision: no

Cabinet Members: Cabinet Member for Culture, Leisure & Sport (Councillor Timothy Godfrey) Cabinet Member for Finance & Treasury (Councillor Simon Hall)

- b) **Sport, Physical Activity and Leisure Services Operator - appointment of preferred bidder (Pages 299 - 314)**

Officers: Shifa Mustafa, Steve Iles

Key Decision: yes

Cabinet Member: Cabinet Member for Finance & Treasury (Councillor Simon Hall)

- c) **ICT sourcing strategy (Pages 315 - 330)**

Officers: Graham Cadle, Matthew Wallbridge

Key Decision: no

Cabinet Member: Cabinet Member for Economy & Jobs (Councillor Mark Watson)

- d) **South London Work and Health Programme contract award (Pages 331 - 342)**

Officers: Shifa Mustafa, Emma Lindsell

Key Decision: yes

14. Exclusion of the Press and Public

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

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

PART B AGENDA

Cabinet Members: Cabinet Member for Culture, Leisure & Sport (Councillor Timothy Godfrey) Cabinet Member for Finance & Treasury (Councillor Simon Hall)

- 15. Sport, Physical Activity and Leisure Services Operator - Appointment of Preferred Bidder (Pages 343 - 352)**

(exempt under paragraph 3)

Officers: Shifa Mustafa, Steve Iles
Key Decision: yes

Cabinet Member: Cabinet Member for Economy & Jobs (Councillor Mark Watson)

16. South London Work and Health Programme contract award (Pages 353 - 358)

(exempt under paragraph 3)

Officers: Shifa Mustafa, Emma Lindsell

Key Decision: yes

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Cabinet

Meeting of held on Wednesday, 18 October 2017 at 6.30 pm in Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillor Tony Newman (Chair);

Councillors Alison Butler (Vice-Chair), Stuart Collins, Alisa Flemming, Hamida Ali, Timothy Godfrey, Simon Hall, Stuart King, Mark Watson and Louisa Woodley

Also Present: Councillors Manju Shahul-Hameed, Maria Gatland, Lynne Hale, Yvette Hopley, Jason Perry, Robert Canning, Sherwan Chowdhury, Patsy Cummings, Humayun Kabir, Bernadette Khan, Shafi Khan, Oliver Lewis, Maggie Mansell, Andrew Rendle, Pat Ryan, Paul Scott, Wayne Trakas-Lawlor, John Wentworth, Callton Young and Margaret Bird

Apologies: Councillor Alisa Flemming for lateness.
Councillor Tim Pollard for absence.

PART A

69/17 **Minutes of the previous meeting**

The part A minutes of the Cabinet meeting held on 18 September 2017 were received. The Leader of the Council signed the minutes as an accurate record.

70/17 **Disclosure of Interests**

There were none.

71/17 **Urgent Business (If any)**

There were no items of urgent business.

72/17 **Youth Engagement Strategy and Championing Children in Croydon**

A group of 5 young people who took part in the Youth Congress, Youth Forum and Youth Cabinet spoke during this item.

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

RESOLVED to

1. Agree to the proposals set out in the report; and
2. Note that there are additional financial resources required in order to fully implement the recommendations made.

73/17

Annual Report of the Director of Public Health 2017

Rachel Flowers, the Director of Public Health, provided a presentation which can viewed on the meeting webcast.

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

RESOLVED

to note the information and recommendations outlined in the draft of the Annual Director of Public Health Report due to be published by December 2017 (Appendix 1 to the report) and to arrange for publication thereof under the provisions of the National Health Service Act 2006, as amended.

74/17

Delivering New School Places

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

RESOLVED

School Place Planning

1.1 to agree Croydon's School Place Supply Strategy (tables 1, 2 & 3) for the next 3 academic years – 2017/18 to 2019/20 - and the funding (where applicable) to deliver these additional places. The funding is set out in Appendix 1 of the report.

1.2 to note that following Croydon's successful bid to the Department for Education to deliver a new free special school, and that we will be inviting expressions of interest until midday on 24 November 2017

School Maintenance

1.3 to approve the proposed two year Schools' Maintenance Plan for 2017/18 and 2018/19, attached in Appendix 2 of the report.

1.4 to agree that this Plan will be reviewed annually.

School Admissions

1.5 to agree that consultation on the published admission arrangements for community schools, including the proposed temporary reduction in published admission numbers for the 2019/20 academic year take place between 30 October and 11 December 2017.

75/17

New Addington Business Improvement District (BID) Renewal

Helen Mason, Business Adviser for New Addington BID, and Ken Burgess, Chair of Central Parade Partnership and New Addington BID, attended the meeting and spoke during this agenda item.

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

RESOLVED to

1. Agree that, during the period September 2017 - February 2018, and on receipt of a BID proposal for the renewal of the New Addington BID, the Cabinet Member for Economy and Jobs in consultation with the Executive Director for Place be given delegated authority to:

1.1 Consider on behalf of the Council as billing authority, whether the proposal conflicts with any formally adopted policy of the Council, and, if it does, give notice of this in accordance with the BID regulations;

1.2 Determine whether the Council should support the New Addington BID proposal and if so, to vote yes on its behalf in the BID ballot. If a 'no' vote is proposed, this will be referred to Cabinet for further consideration;

1.3 Formally manage the ballot process in accordance with the BID regulations;

1.4 That subject to a 'yes' vote at ballot by the relevant business community for the New Addington BID in question, the Council as relevant local billing authority will manage the billing and collection of the additional levy, and it's transfer to the BID company. In the event of a 'no' vote, that the costs of the ballot be recovered from the BID Company as per the BID regulations;

1.5 Enter into key operating agreements with the New Addington BID company regarding the operation of the BID and delivery of Council requirements and baselines.

76/17

Investing in our Borough

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

RESOLVED to note

1. The contracts over £500,000 in value anticipated to be awarded by the

nominated Cabinet Member, in consultation with the Cabinet Member for Finance and Treasury or, where the nominated Cabinet Member is the Cabinet Member for Finance and Treasury, in consultation with the Leader.

2. The list of delegated award decisions made by the Director of Commissioning and Improvement, between 17/08/2017 – 13/09/2017.
3. Contract awards recommended to the Cabinet for approval which are the subject of a separate agenda item and referenced in section 4.3 of the report.
4. The list of decisions taken since the last meeting of Cabinet by the nominated Cabinet member in consultation with the Cabinet Member for Finance and Treasury, under the Leaders specific delegated authority for those contract awards

77/17

Provision of Legal Services - Appointment of Preferred Bidder

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

RESOLVED to

1. Agree the appointment of the party named in the Part B report (agenda item 11) as the Preferred Bidder for the delivery of legal services to the Council for a period of five years from 1st January 2018 with options to extend for up to an additional two years and with an estimated maximum value of £17,500,000 over a seven year period;
2. Agree that subject to 'fine tuning' discussions of the Preferred Bidder's tender being resolved to the satisfaction of the Council, and provided there shall be no material alteration to either the scope of the tender or matters set out in this report, authority to conclude the final contract be delegated to the Director of Law in consultation with the Cabinet Member for Finance and Treasury.

78/17

Exclusion of the Press and Public

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

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

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

Provision of Legal Services - Appointment of Preferred Bidder

(Exempt under Paragraph 3)

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

RESOLVED to

1. Agree the appointment of Browne Jacobson LLP as the Preferred Bidder for the delivery of legal services to the Council for a period of five years from 1st January 2018 with options to extend for up to an additional two years and with an estimated maximum value of £17,500,000 over a seven year period;
2. Agree that subject to 'fine tuning' discussions of the Preferred Bidder's tender being resolved to the satisfaction of the Council, and provided there shall be no material alteration to either the scope of the tender or matters set out in this report, authority to conclude the final contract be delegated to the Director of Law in consultation with the Cabinet Member for Finance and Treasury.

The meeting ended at 8.06 pm

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For General Release

REPORT TO:	Cabinet 20 November 2017
SUBJECT:	Children’s Improvement Plan
LEAD OFFICER:	Barbara Peacock, Executive Director, People Department
CABINET MEMBER:	Councillor Alisa Flemming, Cabinet Member for Children, Families and Learning
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT	
Croydon Corporate Plan 2013-18	
The recommendations address the following Corporate Plan 2015-18 priorities:	
<ul style="list-style-type: none"> • To help families be healthy and resilient and able to maximise their life chances and independence • To create a place where people feel safe and are safe 	
AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS:	
The Independence and Liveability Strategies 2015-18 set out how the Council will achieve the commitments made in the administration’s ‘Ambitious for Croydon’ election manifesto in respect of independence and liveability.	
FINANCIAL IMPACT	
£2m has been allocated from earmarked reserves to support the targeted improvement work over the remainder of this year. The impact on future years budget of the improvement work will be considered as the 2018/19 budget which will be presented to Cabinet in February 2018.	
FORWARD PLAN KEY DECISION REFERENCE NO.	
This is not a key executive decision.	
1. RECOMMENDATIONS	
The Cabinet is asked to:	
<ol style="list-style-type: none"> 1.1 Approve the Children’s Improvement Plan (November 2017) and Delegate to the Executive Director of People in consultation with the Chief Executive and Lead Member for Children, Young People and Learning authorisation to make final amendments to the plan ahead of this being submitted to Ofsted by the 11th December. 1.2 Note the action that has been taken through the transitional action plan in response to the findings of the Ofsted inspection. 	

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|--|
| <p>1.3 Receive further reports and updates on the Improvement Plan on the council's response to the findings of the inspection and the action being taken to improve Children's Services in Croydon.</p> |
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2. EXECUTIVE SUMMARY

- 2.1 On 4th September 2017, Ofsted published its report providing an overall judgement that Children's Services in Croydon are inadequate. The Local Safeguarding Children Board (LSCB) was also judged inadequate, as inspectors found that the LSCB had not fully established effective arrangements to discharge its statutory functions. The Council fully accepts the findings of the report.
- 2.2 On 4th September 2017, the Minister for Children and Families at Department for Education (DfE) issued Croydon Council with a Direction which requires the council to co-operate with a commissioner. The Secretary of State has appointed Eleanor Brazil as commissioner for Children's Services in Croydon for an initial three-month period, who will make recommendations to the Minister on the best course of action for the service going forward. The Commissioners Report will be submitted to the Minister on 4 December. It will not be a public document at this point and the decision when to publish the Commissioners Report and the Ministers response sits with the Minister. There is no standard agreed timeframe for publication.
- 2.3 At its meeting on 18 September 2017, Cabinet was provided with an update on the inspection outcome. This report seeks to provide an update on the action we have taken since the inspection to strengthen services, update on all key performance and practice issues and to seek Cabinet approval for the improvement plan to be submitted to Ofsted and the DfE.

3. INTRODUCTION

- 3.1 In accordance with the Single Inspection Framework, every local authority must produce an improvement plan of how it intends to respond to the inspection recommendations, regardless of the final inspection judgement. The local authority must send this plan within 70 working days of receiving the final report. For the council, this plan must be submitted to Ofsted and the Department for Education by the 11th December 2017.
- 3.2 Ofsted will review the plan and confirm to the Director of Children's Services whether it reflects the inspection findings and recommendations.
- 3.3 Following the approval of the improvement plan, Ofsted will test our progress against the plan during a programme of quarterly monitoring. The Commissioner will also write a report to the Secretary of State on our capacity to deliver, including areas of progress and concern which should be addressed.

4. UPDATE ON THE TRANSITIONAL ACTION PLAN

4.1 As a result of the feedback received during the inspection, a corporate improvement programme led by the Chief Executive, was established to develop and deliver a transitional action plan, which has sought to target and take forward priority improvements the first three months after the inspection.

4.2 A summary of the action taken since the inspection is set out below:

Support for the improvement programme

4.3 A Shadow Improvement Board, Chaired by the Leader of the Council took place in August 2017 to ensure there was strong start to the improvement journey in Croydon and we did not wait until our newly appointed Independent Chair who was commissioned to convene the first meeting in September.

4.4 An Improvement Board has been established, chaired by an Independent Chair Edwina Grant, which met for the first time in September and will now take place monthly.

4.5 Membership of the Improvement Board includes the Chief Executive and all Council Executive Directors, the Lead Member for Children and Young People and Lead Member for Finance & Treasury, partnership representatives (police, health, and schools), the new interim chair of the Croydon Children's Safeguarding Board (CSCB), Department for Education Caseworker, the Commissioner appointed by the Minister, and a front-line staff representative. The membership of the improvement Board will change over time and will be led by our Independent Chair.

4.6 An improvement programme team has been set up under the management of the Programme Director – Commissioning and Improvement. This team works to the Board, maintaining the schedule of meetings and liaising with the Chair regarding agenda items. Members of the project team are responsible for drafting and updating the plan and supporting the staff engagement mechanisms. A longer term Programme Director is being recruited.

Leadership and governance

4.7 The span of control of the Executive Director of People who holds the statutory Director of Children's Services role has been reviewed and interim arrangements have been put in place to reduce this and enable more time to be focused on children's improvement, from 2nd October for 6 months whilst a longer term review takes place.

4.8 A new interim Director of Early Help and Children's Social Care has been appointed and started full time on 2nd October. Philip Segurola brings capacity and strong experience having led Kent from Requires Improvement to a Good Ofsted judgement.

4.9 A new interim Chair of the CSCB has been appointed and started in September. Di Smith brings considerable experience as a previous DCS but also as a Chair of an Improvement Board in another authority. A

development session with the LSCB led by the new Chair has already taken place and clear step forward in starting to set a stronger and clearer direction.

- 4.10 A decision has taken place, with partners, to separate the Chairing of the Adult Safeguarding Board and the Children's Safeguarding Board for the next 2 – 3 years. This is to ensure full attention is given to children's improvements, whilst ensuring adult safeguarding has the full attention that is needed. Adi Cooper, London Care and Health Improvement Adviser, is acting as the temporary Chair of the adults board whilst we recruit a new Chair. The advert for the new Adult Safeguarding Board Chair is now live.
- 4.11 A meeting has taken place between the Director of Law, Executive Director People, and members of the judiciary to support improvement planning around court work. A number of activities are taking place to progress this work, including a schedule of meetings between the service and the judiciary, development of the court proceedings action plan and data set. Croydon has agreed to be part of the LIFT project with South London and Maudsley NHS, NSPCC and the Judiciary to start 16th October. Internally a new Head of children's and education law has been appointed and has taken up this permanent role.
- 4.12 The LGA is supporting our work with Elected Members. LGA training and support is open to Members and will include a focus on scrutiny.
- 4.13 Research on Corporate Parenting Panels is progressing and will be completed and agreed by the Lead Member for Children's Services ready for the next Corporate Parenting Panel in November. New strengthened duties under the Children and Social Work Act 2017 are coming in and Corporate Parenting Panel will need to be strengthened to meet new duties and drive improvement.
- 4.14 The new Children in Care Council launched during October half term, including a new membership cohorts of children (8-12 and 13-18).

Workforce actions

- 4.15 An additional team of six social workers and a Unit Manager has been created within Care Planning to manage the workload and take immediate action to reduce caseloads in this part of the service. This is a temporary team for 6 months whilst a longer review takes place in relation to the number of social workers and managers needed to have a workload that allows good social work to take place.
- 4.16 A second 'surge team' has been agreed and will be in place in November to address additional demand in the system.
- 4.17 A new ASYE forum has been established and the first meeting took place in September. 24 ASYE's have successfully completed their year since Ofsted and a celebration event has been scheduled for 1 December 2017.

- 4.18 A retention payment of £1500 has been made to children's social workers, Unit Managers, PAs, Child Protection Chairs and IROs as an interim measure ahead of a review of employment package for social workers to include proposals for pay and benefits. A rolling recruitment campaign is in place, along with a programme of work to convert agency staff to permanent positions.
- 4.19 Two new interim Consultant Practitioner posts have been established who will have a focus on audit. Staff are now in post and increasing the focus on auditing to ensure children's lived experiences are much clearer and greater visibility on quality of practice.
- 4.20 A Service Leader training programme, commissioned through National College, has commenced and a Unit Manager Development programme started at end of September, with many aspects of the programme being mandatory for staff.
- 4.21 Achieving for Children has been commissioned to provide support for the development of a robust quality assurance framework and contribute to our work on a new model of social work practice. Achieving for Children sit on our Improvement Board.

Social work practice actions

- 4.22 The role of the Principal Social Worker was established in July 2017. This role is key to developing social work practice.
- 4.23 The Principal Social Worker has set up a task and finish group of staff to support the work on the social work practice model. This group reported at the end of October and Achieving for Children will add challenge to our thinking to ensure we have fully worked through our proposals and fully considered our implementation plans for the new model. The preferred emerging model is Strengthening Families, underpinned by a suite of tools, including Graded Care Profile 2, to assess risk associated with neglect. This work on neglect has been supported by CSCB and who also agreed to adopt the neglect tool across the multiagency.
- 4.24 A 'Deep Dive' review on missing and Return Home Interviews has taken place and was reported to the Improvement Board on 3rd October and Children and Young People's Scrutiny committee on the 17th October. Elected members have agreed additional resource to support this work.
- 4.25 A new pre-birth assessment and PLO workflow process is being developed to ensure more timely decision making around permanence and care for new born children. This was the 'Deep Dive' review at the Improvement Board in November.
- 4.26 The PLO training module has been reviewed and updated to incorporate the feedback from Ofsted. A rolling programme of training is in place.
- 4.27 A legal planning meeting framework and an aide memoire to support PLO work has been developed and is in the process of being rolled out.

- 4.28 A permanency planning process has been drafted and is under consultation.
- 4.29 A new recording format for supervision has been developed and incorporated into the Children's Recording System (CRS), which launched in October.
- 4.30 An increased focus on auditing is now being established and the additional new auditing capacity has already meant we can and have done more audits.
- 4.31 Two new permanent Heads of Service were appointed during Ofsted. Iain Lowe - Head of Service for Early Help and MASH and Hannah Doubty - Head of Service for Targetted Services both join on 30 October. A new interim Head of Service for Quality Assurance - Tom Stevenson has been appointed and will start with on 1 November. This much strengthened senior team in Children's Social Care will provide capacity to take the service forward.

Systems and support actions

- 4.32 The roll out of smartphones to all social workers completed in October.
- 4.33 A number of changes to CRS have been identified and initial quick wins have been implemented. A number of longer-term options are now being scoped.
- 4.34 A review of Business Support is underway and some immediate actions have been taken to improve support to social work teams. The intention is to free social work time to spend with children and families.
- 4.35 A pilot is underway to test integrated tablet technology and initial feedback has been received to shape further development and consideration in November 2017.

Communications actions

- 4.36 There has been focus on increasing staff engagement and there have been many staff engagement sessions. A number of new, on-going staff engagement forums have been launched and first meetings have taken place including:
 - Staff Reference Group
 - ASYE Forum
 - Social Work Forum
 - Practice Development Group

This will help build and sustain a more open system where front line staff feel heard and will enable the DCS to have direct line of sight to the front line. Freeing up the capacity of the DCS has been important to achieve this and will need to be addressed in any long term future arrangements.

- 4.37 A varied programme of engagement activities has been taking place to involve staff in designing, prioritising and implementing quick wins and longer

terms solutions that will be included in the children's improvement plan. These have included;

- Briefing meetings during the week following the publication of the inspection report
- Holding a five week programme during September and October of two 30 minute 'sprint' sessions per week with staff, focusing on different topic areas
- Setting up a 'Wall of wisdom' in different office locations for staff to add to outside of formal settings.
- Suggestion boxes on social work floors
- Setting up a dedicated email inbox

4.38 Staff have given positive feedback on the sprint sessions with over 500 staff (social workers, managers and business support officers) taking part in the sessions so far. The key messages that social work staff have told us are that they want reduced caseloads, more regular supervision, investment in technology, better training and effective business support.

4.39 Feedback from the sessions is being shared with all staff on a weekly basis through an email from the Executive Director People and more formal feedback was provided during the week commencing 9 October. A number of 'quick wins' suggested by staff have already been implemented. These include smart phones, regular meetings with managers and improved business support to teams.

5. WHAT HAS HAPPENED SINCE OFSTED

5.1 It is usual that an authority who receives an inadequate judgement then sees a surge in demand following publication of the Ofsted report. This is made up of increased referrals and addressing issues in cases as a more forensic approach is brought to considering actions that may be needed. Croydon is no different to other authorities and has seen increases in demand.

5.2 The information below illustrates the increase in work within the core social work services:

Demand areas	June 2017	October 17
Numbers of Children on Child Protection Plan	369	459
Numbers of indigenous Croydon LAC	407	453
Numbers of UASC LAC	349	324

5.3 There has been much focus on social work caseloads. At the time of the Ofsted inspection the average case load was 19. This however, masked the inconsistencies across the service.

5.4 The w/c 30th October the breakdown was as follows:

- Average caseload in Assessment 30.5
- Average caseload in Care Planning 17.7

- Average caseload in Permanency 13.8
- Average caseload in Leaving Care 20
- Average caseload in Children with Disabilities 20

5.5 We would expect caseloads to be different across the service, however we accept that 30.5 in assessment is too high and we are seeking to secure additional staff to reduce these numbers.

5.6 Action has been taken to respond to the pressure on caseloads. Two additional teams have been put into Care Planning. The social work team from Best Start will be moving to the Assessment Service the week commencing 22 November. This means that each team in Assessment will be on a rota one week in six rather than one week in five.

6. DEVELOPING THE IMPROVEMENT PLAN

6.1 We are required to develop and publish a Children's Improvement Plan, which sets out the key priorities and areas of focus for the next 2-years.

6.2 For us in Croydon we are clear our Children's Improvement Plan will be the single plan across the council and partners to drive improvement. The improvement programme has significant scale and complexity with work spanning across the service, corporately across the Council and with partners. The plan needs to be fit for the future, and respond not only to Ofsted's specific recommendations, but also to the future needs of our children and young people and future direction of government policy.

6.3 We need to be receptive to the feedback from the inspectors that we did not prioritise effectively on practice issues, which created delays in our improvement journey. This means that we will need to focus on making improvement in the right areas which builds the necessary momentum to change the lives of children and young people. In addition, we will need to develop a clear set of priorities so that we focus our resources in the right places.

6.4 Inspectors also said that we need to put more focus on improving the lived experiences of children and young people, whilst ensuring there are appropriate systems and processes in place. This means we will need to think carefully about how we put the needs and aspirations of Croydon's children and young people at the heart of our improvement programme.

6.5 The ownership of the plan among front-line staff and partners will be key to the delivery of the improvement programme. We will need to balance the complexity and pace of change with the need to engage with staff and partners so that they feel part of our improvement journey. Ongoing

communication to the wider children’s workforce will be an essential part of the programme, as has been their input into shaping the plan.

Draft Improvement Plan

- 6.6 It is important to recognise that this is a 2-3 year improvement journey. This will take a sustained effort if meaningful change is to be achieved. We are still reviewing the timelines in the plan to ensure we are setting deliverable targets.
- 6.7 As part of the improvement planning process, we have engaged with staff, elected members, partners and children and young people to ensure that the plan is aligned to the views and aspirations of all stakeholders, and this engagement will be an ongoing feature of the improvement programme.
- 6.8 Following a detailed review of the inspection report and engagement with staff and stakeholders we have developed a set of draft improvement areas based on the following themes and priorities:

WORKSTREAM	PRIORITY
Practice	1. Ensure consistent, high quality social work
	2. Improve the quality of practice for children who need early help and protection
	3. Improve outcomes for looked after children, including planning for permanence
	4. Improvement outcomes for care leavers
	5. Protect vulnerable adolescents including those at risk of CSE, children who go missing and those at risk of serious youth violence
People and Performance	6. Strengthen leadership and governance
	7. Develop a stable and skilled workforce
	8. Strengthen management oversight and ensure robust quality assurance and performance management
	9. Strengthen strategic commissioning
Partnerships	10. Improve Croydon Safeguarding Children Board (CSCB)
Platforms	11. Establish ICT systems and support that enables high quality social work

- 6.9 In order to keep the Improvement Plan on track and fulfil our vision and ambition for children in Croydon we have developed a performance dashboard, which will provide the improvement programme and our Elected Members with a set of metrics by which we can assess progress and judge the overall level of performance at regular intervals over the next two years.

Feedback from Overview & Scrutiny

- 6.10 The draft Improvement Plan and priority performance indicators which sit alongside the plan were discussed at the Council's Overview and Scrutiny Committee on the 31st October. Amendments were made to specific actions in the plan and the main comments received were in relation to the performance indicators. The Committee felt they were too process focused, and further data on workforce, including how staff are feeling were key. Both the Chief Executive and Executive Director of People, agreed to schedule additional sessions on workforce, recognising that having a stable, skilled and confident workforce with manageable caseloads and clear career pathways was a critical part of the improvement journey.

7. MONITORING THE IMPROVEMENT PLAN

- 7.1 Following the submission of the improvement plan in December, Ofsted will undertake a programme of quarterly monitoring visits and a re-inspection once the period of monitoring has ended. The quarterly monitoring visits will commence in December and the findings will be reported to the council.
- 7.2 The Department for Education will also provide an additional level of scrutiny to support and challenge the council to improve. The DfE has appointed Eleanor Brazil as the children's commissioner to Croydon for an initial three-months to give advice to ministers about the council's progress on improvements. The children's commissioner will write a report to the minister on her findings, which will be published on the DfE website. It is anticipated this report will be completed early December, 2017. The DfE will review the local authority's progress towards improvement every six months.

8. NEXT STEPS

- 8.1 Subject to Cabinet approval, the improvement plan will be submitted to Ofsted and the Department for Education who will give it final approval.
- 8.2 The Council is exploring the development of a partnership arrangement with a local authority graded as 'good' for children's services, who can work with us to support and add capacity to our improvement journey.

9. CONSULTATION

- 9.1 Consultation and engagement with children and young people is central to social work practice and service improvement. Croydon has a range of mechanisms to engage and consult with children, young and their families. This includes the delivery of its Youth Engagement Strategy which sets out a number of new initiatives to ensure that children and young people have a voice, including our first Youth Congress held in July 2017 and the Children in Care Council, which will be relaunched in October 2017.
- 9.2 Listening and responding to the experiences, wishes and feelings of children and young people has been identified as one of the priorities of the improvement plan and will be central to the improvement programme. The plan will include actions to strengthen how the views and experiences of

children, young people and their families influence service design. This feedback will also help monitor the impact of improvement activity.

- 9.3 There will also be ongoing engagement, consultation and Council wide communication with staff and partners about the inspection result and in the development of the Improvement Plan. This has already started and a Council staff reference group is being established which will feed into the improvement board to ensure the connection and ownership of the improvement programme.
- 9.4 The Improvement Plan will be a single improvement plan and include improvements that need to be made to the Croydon Safeguarding Children’s Board. The delivery of improvements will need to be delivered by the whole Council and with partner agencies to ensure action is undertaken in a joined up and effective way. Partners are included in the Improvement Board to support this.

10. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 10.1 Transformation funding of £2m has been allocated this financial year to children’s improvement work following the recent Ofsted inspection. This funding will be used to support the areas of work identified in the Ofsted Report as needing investment and are detailed in the table below. This investment also includes additional staff resources as follows:-
- 12 social workers and 2 unit managers
 - 2 quality assurance workers
 - 2 return home interviewers
 - 2 lawyers
 - 12 business support officers

Improvement Plan Priority	£'000 Committed
Develop a stable and skilled workforce	446
Improved outcomes for children	127
High quality social work	484
Strengthened management oversight and performance management	202
Programme Resource	429
Enhanced ICT systems and support	379
Protection of vulnerable adolescents	202
Improving the Safeguarding Board	17
	2,286

- 10.2 Funding for the service in future years will be reviewed and managed as part of the budget setting process that is currently taking place and being reported to Cabinet in February 2018.

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

11. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

The Solicitor to the Council comments that there are no direct legal implications arising from the recommendations in this report.

Approved by J Harris Baker, Director of Law and Monitoring Officer.

12. HUMAN RESOURCES IMPACT

The improvement we are working for across childrens services will not be possible without the council having a stable workforce that is well supported and with manageable caseloads . The actions identified in the improvement plan are relevant and will be key to achieving this.

Approved by Sue Moorman Director of Human Resources

13. EQUALITIES IMPACT

13.1 Equalities and diversity considerations are a key element of social work practice. It is imperative that help and protection services for children and young are sensitive and responsive to age, disability, ethnicity, faith or belief, gender, gender, identity, language, race and sexual orientation.

13.2 Croydon has a diverse population of children and young people. Children and young people from minority ethnic groups account for 57%, compared with 30% in the country as a whole. The proportion of children and young people with English as an additional language across primary schools is 44% (the national average is 18%).

13.3 Social workers recording and planning in relation to inequalities is inconsistent and therefore the action plan addresses the additional work which needs to be done to ensure that children's diversity and identity needs are met.

14. ENVIRONMENTAL IMPACT

There are no direct implications contained in this report.

15. CRIME AND DISORDER REDUCTION IMPACT

There are no direct implications contained in this report.

16. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

16.1 Authorisation to complete and submit the Improvement Action Plan is recommended as the local authority is required to submit a 'written statement of action' to the Secretary of State and HMCI (to be submitted by the 11th December 2017).

17. OPTIONS CONSIDERED AND REJECTED

N/A

CONTACT OFFICER: Sarah Warman, Head of Commissioning & Improvement

Background papers: none

Appendices

- Appendix 1. Children's Improvement Plan
- Appendix 2. Children's Improvement Performance Tracker (sample)
- Appendix 3. Improvement key performance indicators

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Draft Children's Improvement Plan

November 2017

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Introduction

The Ofsted inspection of Croydon's services for children in need of help and protection, children looked after and care leavers took place between 20th June and 13th July 2017. The report was published on 4th September 2017. The inspection judged services to be inadequate; with poor quality social work practice and weak managerial oversight leaving too many children at risk of harm.

This Improvement Plan for Children's Services and the Croydon Safeguarding Children Board has been developed in response to the Ofsted report findings, including the 21 specific recommendations, and in recognition of our ambition to improve our services for vulnerable children. It has also been informed by learning from Serious Case Reviews and engagement with staff, which will continue throughout the plan's implementation.

Our ambition is to deliver good services for our children and young people, however we recognise that 'getting to good' will be a three year journey and will require wider activity from the council and partners outside of this plan. This plan outlines the actions that we will take in the first year to address the weaknesses that were identified during the Ofsted inspection and ensure that children in Croydon are supported and protected. This plan will be updated annually and sets out our milestones, 'what good looks like' and the things that we would expect to hear from children, staff and partners if we are improving.

This plan will also be reviewed after 6 months to ensure we continue to focus on the right priorities at the right pace, and respond to changing needs in order to deliver good services for our children. The plan set outs high and medium level activity, which will be underpinned by a series of detailed project and action plans.

Prior to the inspection, the council had developed an improvement plan and worked with partners to develop a multi-agency action plan, in response to the findings of the Joint Targeted Area Inspection (JTAI), which were addressing the right areas, but without sufficient pace or focus on children's experiences. A Transitional Action Plan was also put in place immediately after the inspection to resolve the most urgent issues. These plans have now been closed down and ongoing actions brought forward into this single improvement plan.

Successful implementation of this plan will depend on a significant cultural change within Children's Services, the wider council and our partners, with a focus on;

- Creating an open system where challenge is welcomed and views are respected
- Inspiring staff to feel passionate about the work that they do and the difference they make
- Understanding the lived experiences of children and young people
- Listening to staff, children and families
- Robust performance management

Our plan

The plan has been structured into four work streams; **Practice**, **People and Performance**, **Partnerships** and **Platforms** (colour coded for ease of reference) and 11 priorities which have been aligned to Ofsted's recommendations and the findings set out in the report. These are outlined in the table below, and the visual on the next page. A focus on the lived experiences, wishes and feelings of children and young people is central to our efforts and cuts across all priorities in the plan.

WORK STREAM	PRIORITY	OFSTED RECOMMENDATIONS	PAGES
Practice	1. Ensure consistent, high quality social work	Recommendations 5 and 12	7-10
	2. Improve the quality of practice for children who need early help and protection	Recommendations 6, 7, 9 and 11	11-14
	3. Improve outcomes for looked after children, including planning for permanence	Recommendations 13, 14 and 16	15-19
	4. Improve outcomes for care leavers	Recommendations 17, 18, 19	20-22
	5. Protect vulnerable adolescents, including those who go missing and those at risk of CSE, serious youth violence or criminal exploitation	Recommendations 3 and 4	23-26
People and Performance	6. Strengthen leadership and governance	Recommendation 20	27-30
	7. Develop a stable and skilled workforce	Recommendation 2	31-34
	8. Strengthen management oversight and ensure robust quality assurance and performance management	Recommendations 1, 8, 10 and 21	35-39
	9. Strengthen strategic commissioning	Recommendation 15	40-42
Partnerships	10. Improve Croydon Safeguarding Children Board (CSCB) and strengthen partnership working	Recommendations 13-17	43-48
Platforms	11. Establish organisational support and fit for purpose systems that enable high quality social work	Recommendation 2	49-50

Our vision

Our vision has been developed in consultation with our staff and reflects our priorities for 2017-2020. In order to be effective, there must be clear actions which will help us to achieve the vision, and the plan sets out what these are.

The Vision:

'All Children and young people in Croydon will be safe, healthy and happy, and will aspire to be the best they can be. The future is theirs.'

What we will do to achieve this:

- Ensure this vision is for all children, not just those involved with Children's Services
- Work with our partners to make sure that children, young people and families receive the right help at the right time when they experience difficulties
- Support families to care for their children where safe to do so
- Identify and manage risks to children and young people – and maximise family and community strengths to reduce impact of risk
- Work with children, young people and families, listen to their views, and be clear with them about what we want to achieve
- Give our looked after children and young people the best opportunities to reach independence and support them into successful adulthood



Our conditions for social work to flourish

Croydon's conditions for social work to flourish, set out below, were developed with senior council officers, and children's social care staff following the Ofsted inspection. These will be a public commitment to our staff and children moving forward and ensure that our plan enables us to put in place the necessary conditions for good social work to flourish in Croydon and to keep children at the heart of everything we do.



Governance

The Croydon Children's Improvement Board will provide effective oversight of the Children's Improvement Plan and programme in order to ensure delivery of all recommendations outlined in the Ofsted inspection report. This will be chaired by Edwina Grant OBE, and will bring together officers, the Lead Member for Children's Services and other Elected Members from the council, partners, external support, the LGA, the DfE and the commissioner who will meet on a monthly basis to provide oversight and challenge. In addition, the Board will have representation from front-line staff who will provide feedback on whether the improvement programme is having the desired impact on the ground.

The Board will also receive monthly monitoring reports on the implementation of the improvement plan and its impact on front-line delivery, including the experiences of children and young people, which will be used to track progress and hold sponsors to account for the delivery of the improvement priorities.

There will be oversight from Elected Members at Cabinet, with progress against the plan reported to Scrutiny and Overview Committee. In addition, Children's Scrutiny Committee will consider and challenge impact in specific areas at each meeting. The revised Corporate Parenting Panel will focus on improving outcomes for our looked after children and care leavers, as set out in this plan.

Progress RAG ratings

The improvement plan is accompanied by a performance dashboard which will be used to monitor the impact of the plan on frontline practice and outcomes for children and young people, using the measures outlined in Appendix 1 (pages 52-57). Progress on delivering actions will be monitored using the following RAG ratings. The hardest challenge, and our continual focus, will be on ensuring that actions are having a positive impact on the lived experiences of children and young people, and demonstrating this.

Complete 
On track 
At risk 
Overdue 

Senior Responsible Officers

Each of the 11 priorities will have a Senior Responsible Officer (SRO), who will be held to account on progress and successful delivery by both the Council and the Board. These are outlined in the table below. Each action within the plan will have a Lead Officer who will be held to account on progress and successful delivery by the relevant SRO. These are outlined at the back of the plan on page 51.

WORKSTREAM	PRIORITY	SENIOR RESPONSIBLE OFFICER (SRO)
Practice	1. Ensure consistent, high quality social work	Philip Segurola, Interim Director, Early Help and Children's Social Care (PS)
	2. Improve the quality of practice for children who need early help and protection	Philip Segurola, Interim Director, Early Help and Children's Social Care (PS)
	3. Improve outcomes for looked after children, including planning for permanence	Philip Segurola, Interim Director, Early Help and Children's Social Care (PS)
	4. Improve outcomes for care leavers	Philip Segurola, Interim Director, Early Help and Children's Social Care (PS)
	5. Protect vulnerable adolescents, including those who go missing and those at risk of CSE, serious youth violence or criminal exploitation	Philip Segurola, Interim Director, Early Help and Children's Social Care (PS)
People and Performance	6. Strengthen leadership and governance	Barbara Peacock, Executive Director (People-Director of Children's Services) (BP)
	7. Develop a stable and skilled workforce	Barbara Peacock, Executive Director (People-Director of Children's Services) (BP)
	8. Strengthen management oversight and ensure robust quality assurance and performance management	Barbara Peacock, Executive Director (People-Director of Children's Services) (BP)
	9. Strengthen strategic commissioning	Richard Simpson, Executive Director of Resources and s151 Officer (RS)
Partnerships	10. Improve Croydon Safeguarding Children Board (CSCB)	Barbara Peacock, Executive Director (People-Director of Children's Services) (BP)
Platforms	11. Establish organisational support and fit for purpose systems that enable high quality social work	Richard Simpson, Executive Director of Resources and s.151 Officer (RS)

Practice

1. Ensure consistent, high quality social work

Senior Responsible Officer (SRO): Philip Segurola (PS)

1. Ensure consistent, high quality social work - Ofsted recommendations and identified issues

Recommendation 5 – ‘Ensure that all plans for children contain achievable, realistic goals and that timescales and contingency planning are specific, and include sufficient support for children who return home. Ensure that the individual needs of brothers and sisters are identified and met.’

Recommendation 12. ‘Improve the quality of assessments to take account of individual children’s needs, including historical information, and ensure that all information is rigorously analysed and updated when circumstances for children change.’

- Clear social work practice model, standards and tools
- Quality of assessments
- Quality of plans
- Support for children who return home

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No.	Issue [Ofsted Ref]	Actions	Lead	Partner involvement	By when	Progress RAG
Social work practice model, standards and tools						
1.1	Model, standards and tools [Para 32, 40 & 110]	Develop and agree an overarching social work practice model in collaboration with staff.	PS	CSCB	Dec 17	
1.2	Model, standards and tools [Para 32, 40 & 110]	Revise social work practice standards, aligned to the new practice model, to ensure all social workers and managers are clear about what is expected of them. To include: <ul style="list-style-type: none"> • Timescales • Recording practices 	PS	CSCB	Apr 18	
1.3	Model, standards and tools	Develop a clear set of social work practice tools, templates and exemplars aligned to the social work practice model and revised standards. To include:	PS	CSCB	Apr 18	

	[Para 32 & 40, 110]	<ul style="list-style-type: none"> • Assessment tools (e.g. graded care profile) • Planning tools • Chronologies • Best practice exemplars (anonymised) • Direct work tools • Child Permanence Reports • Supervision tools 				
1.4	Model, standards and tools [Para 32, 51 & 65]	<p>Review and update policies and procedures, and make changes to CRS to conform to the new practice model and standards and launch with staff.</p> <p>Establish a single location for materials around the model, standards and associated tools to be accessed.</p>	PS	CSCB	Apr 18	
1.5	Model, standards and tools [Para 32 & 40]	Deliver a comprehensive training programme and communication events to launch and roll out the new social work practice model, standards and tools to all staff (see action 7.8).	JE	CSCB	Apr 18	
1.6	Model, standards and tools [Para 32 & 40]	Work with HR colleagues to integrate the practice model, standards and tools in induction, recruitment and appraisal procedures.	PS	N/A	Apr 18	
Assessments						
1.7	Assessments [Rec 12, Para 22, 31, 66]	<p>Work with L&D to ensure that core skills training programme (see action 7.7) covers assessment skills, including specialist risk assessments.</p> <p>Monitor impact of training through staff feedback, case audits and performance indicators.</p>	PS	CSCB	Feb 18	
1.8	Assessments [Rec 12, Para 59]	<p>Produce guidance on all elements of pre-birth assessment and intervention to promote early permanency.</p> <p>Review and update procedures on pre-birth assessment and intervention to promote early permanency.</p>	PS	Health Legal Courts Cafcass	Dec 17 Dec 17	

Planning						
1.9	Plans [Rec 5 Para 33, 66]	Work with L&D to ensure that initial core skills training programme (see action 7.7) covers planning skills, including reviewing plans. Monitor impact of training through staff feedback, case audits and performance indicators.	PS	N/A	Feb 18	
1.10	Plans [Rec 5] Para 33, 66]	Review permanency pathways and terms of reference of permanency panel to ensure all permanency plans are progressed without delay and; <ul style="list-style-type: none"> Permanency planning meetings (PPMs) are held within timescales All under 5's have a PPM within 10 days of becoming looked after A permanency plan for all children is in place by the second PPM Implement a system for monitoring the time it takes from a permanence option being identified for a child, and that placement being formally recognised as a permanent placement (e.g. long term fostering at the fostering panel) so that children understand who their permanent family will be at the earliest possible time.	PS	N/A	Jan 18	
Support for children who return home						
1.11	Support for children who return home [Para 33]	Update and re-issue guidance on ending Section 20, to include a formal review of the plan to ensure sufficient support is in place for the child and family.	PS	N/A	Nov 17	
What good looks like:						
<ul style="list-style-type: none"> Assessments are timely, proportionate to risk, informed by research and historical context, and address the needs and experiences of each child Assessments result in a direct offer of help to address any identified needs Assessments and plans are dynamic and change in the light of emerging issues and risks Children in need have a plan setting out the help that is offered Children who need protection are subject to a child protection plan that identifies the work that will be offered to help the family and the necessary changes to be achieved within appropriate timescales for the child or young person Plans address all the identified needs from assessments. They are clear and easily understood. Families understand what is expected of them, and others, and by when and what will happen if they fail to make the expected progress Decisive action is taken when necessary to avoid drift and delay and to ensure that children are appropriately supported and protected Children's care plans address the individual needs and experiences of each child, including the need for timely permanence 						
What we hope children will say:						
<ul style="list-style-type: none"> My social worker listens to my worries and acts on them 						

- My social worker tells me what is going on and why
- My social worker is honest and sensitive with me
- I am involved in discussions about my future

What we hope staff will say:

- I know what is expected of me
- I understand what Croydon's social work practice model is and have received good training so I can use it in my work
- I have the tools and training to conduct a thorough assessment
- I have the tools and training to implement an effective plan
- I know why good assessment and planning is important for children

What we hope partners will say:

- I understand Croydon's practice model
- I have contributed to assessments of need and felt my thoughts were reflected
- Plans are clear, and I understand my role in implementing them

DRAFT

Practice

2. Improve the quality of practice for children who need early help and protection

Senior Responsible Officer (SRO): Philip Segurola (PS)

2. Improve the quality of practice for children who need early help and protection - Ofsted recommendations and identified issues

Recommendation 6. *'Ensure that thresholds are rigorously applied at all levels, including care thresholds and the timely and proportionate use of the pre-proceedings phase of the PLO, so that children who cannot live with their parents find permanent alternative homes as quickly as possible.'*

Recommendation 7. *'Ensure that strategy discussions include information gathered from all partners, and result in clear planning and recording of actions and the rationale for decisions.'*

Recommendation 9. *'Ensure that there is routine and comprehensive oversight of all decisions and actions relating to children who are subject to pre-proceedings or court proceedings, to eliminate all avoidable delay in deciding permanent arrangements for children.'*

Recommendation 11. *'Strengthen the provision of early help support for children and families and ensure that partner agencies have a shared understanding of the early help strategy and associated thresholds.'*

- Understanding and application of thresholds across agencies
- Strategy discussions
- Use of the pre-proceeding phase of the PLO and improved court work
- Planning for permanency, including oversight
- Early help services
- Children with disabilities

No.	Issue [Ofsted Ref]	Actions	Lead	Partner involvement	By when	Progress RAG
Early help and the front door						
2.1	Early help services [Para 27]	Review the Early Help screening and assessment process and the MASH interface and make necessary changes to ensure that;	IL	CSCB, Executive, CCG	Review Jan 18	

		<ul style="list-style-type: none"> • Triage decisions are made promptly and children do not wait for social care assessments when needed • Referral processes are streamlined so that there is one front door with multi-agency input and responses • The quality of referrals improves so that all available information is collected early <p>Agree mechanisms for auditing cases on threshold boundaries, as part of the quality assurance framework, to ensure consistency of practice.</p> <p>Carry out a review of the single front door in July 2018.</p>		(see health action plan)	Implement Apr 18	
2.2	Early help services [Rec 11, Para 26]	<p>Engage widely with all partners including schools, health services and community sector as part of the refresh of the Early Help Strategy to develop a cohesive all-age Early Help offer. To include;</p> <ul style="list-style-type: none"> • Defining Early Help • Scoping what is available • Designing a clear pathway for all professionals <p>Publish the Early Help Strategy, distribute and promote the strategy and Pathway Guidance across a wide range of partners.</p>	IL	CSCB Education CCG Police Voluntary sector (see health action plan)	Feb 18 May 18	
2.3	Thresholds [Rec 6]	Support the CSCB to promote a shared understanding of thresholds across all agencies, including clarity around Early Help and MASH. (See action 10.14)	BP/DS	CSCB Executive Education Health Police (see health action plan)	Jun 18	
Children in need of help and protection						
2.4	Strategy discussions [Rec 7]	<p>Agree protocols for attendance at strategy meetings with police, health and education partners to and seek agreement through CSCB.</p> <p>Monitor attendance and report to the CSCB as part of regular data set.</p>	MK	CSCB CCG Police Education	Dec 17 Apr 18	

2.5	Thresholds [Rec 6] PLO and court work [Rec 6, Para 47, 48, 49]	Test application of internal thresholds, including the use of Section 47 and the Public Law Outline (PLO) through audit and supervision as part of revised quality assurance framework.	PS	Courts Cafcass	Ongoing from Jan 18	
2.6	PLO and court work [Rec 6, Para 47, 48, 49]	Develop targeted training and mentoring of staff to improve the quality and timeliness of court assessments and reports, and presentation of evidence in court so that children are not subject to unnecessary delays.	MK	Courts Cafcass	July 18	
Children with disabilities <i>[Please note that all practice improvement actions apply to all children, including those with disabilities]</i>						
2.7	Children with disabilities [Para 34]	Ensure that professionals working with children with disabilities (CWD) access the core skills training programme so that they have the skills and knowledge to identify and address safeguarding concerns (see action 7.7)	CB	N/A	Jan 18	
2.8	Children with disabilities [Para 34]	Develop clear criteria for access to service for children with disabilities, as part of the design of a single front door (see action 2.1). Consult with parents and partners and publish.	CB	Parents Health Education Voluntary sector	Apr 18	
2.9	Children with disabilities [Para 34]	Ensure that all services for vulnerable children, including the CWD service, operate as one system and that CWD teams feel part of the wider children's services through; <ul style="list-style-type: none"> • Joint management meetings • Representation on Staff Reference Group and Practice Development group 	BP	N/A	Dec 18	
2.10	Children with disabilities [Para 34]	Strengthen oversight of the quality of social work for children with disabilities through representation at CSMT and performance meetings.	CB	N/A	Dec 17	
2.11	Children with disabilities [Para 34]	Develop and deliver a programme of cultural change in the CWD service to promote purposeful co-production to ensure that the service works with parents and carers to improve outcomes for children with disabilities, and promote greater independence.	CB	Parents Health Education Voluntary sector	Jun 18	

What good looks like:

- The interface between early help and statutory work is clearly differentiated and families and practitioners know what is available to support them
- Children, young people and families are offered help promptly when needs and/or concerns are first identified
- Thresholds are well understood and rigorously applied by professional and partners in work with all children
- Decisions about children's lives are based on clear, effective, comprehensive and risk-based assessments, involving where appropriate, and other professionals working with the family
- Disabled children and their families receive effective, proportionate and timely interventions which improve their lives

What we hope children will say:

- My social worker is helping my family
- I am kept informed about what is going on, and why
- Decisions aren't made without my opinion

What we hope staff will say:

- I understand what Early Help is and how it supports my work
- I understand what the PLO is and why it is important for children
- I am more confident in preparing documents for court and presenting evidence
- I am confident in my ability to communicate with children with disabilities

What we hope partners will say:

- I understand what Early Help means and my role in delivering the Early Help Strategy
- I understand thresholds and know when to make a referral
- I am confident that strategy meetings result in decisions being informed by all relevant partners

Practice

3. Improve outcomes for looked after children, including planning for permanence

Senior Responsible Officer (SRO): Philip Segurola (PS)

3. Improve outcomes for looked after children, including planning for permanence - Ofsted recommendations and identified issues

Recommendation 13. 'Ensure that the fostering service appropriately supports foster carers, and that the work of this service meets all relevant regulations.'

Recommendation 14. 'Improve permanence planning across the wider service to ensure that the planning and timeliness of adoption improve for all children. Ensure that there is focused family-finding activity for children with adoption plans, to minimise delays.'

Recommendation 16. 'Ensure that appropriate assessments identify children living in private fostering arrangements.'

- Improve the quality and consistency of practice for looked after children
- Support for foster carers
- Compliance with fostering regulations
- Planning for permanence, including adoption plans
- Private fostering arrangements

No.	Issue [Ofsted Ref]	Actions	Lead	Partner involvement	By when	Progress RAG
Looked after children						
3.1	Planning for permanence [Rec 14]	Issue guidance about taking cases to fostering panel and monitor the timeliness of agreements for long term fostering, so that children understand who their permanent family will be at the earliest possible time.	WT	Fostering panel chair	Jan 18	
3.2	Quality and consistency [Para 65]	Manage and oversee notification processes for initial health assessments within 3 working days of children becoming looked after.	WT	CCG (see health action plan)	Jan 18	

		Continue to seek assurance from the CCG of long term commitment to commission sufficient capacity to meet estimated future demand for initial and review health assessment for looked after children.				
3.3	Quality and consistency [Para 60]	With the introduction of e-PEPs, work with the virtual school to refresh and reissue guidance on developing PEPs. Provide training and support to ensure that staff understand the purpose and content of PEP's.	GM	Education	Apr 18	
3.4	Quality and consistency [Para 60, 61]	Audit PEPs on a bi-monthly basis to ensure that: <ul style="list-style-type: none"> Plans are increasingly SMART Plans are increasingly child-led 	GM	Education	Ongoing from Nov 17	
3.5	Therapeutic support [Para 65]	Identify children waiting for therapeutic support and work with the CCG to put in place resources to meet the needs of these children.	WT	CCG	Apr 18	
3.6	Children in Care Council [Para 107]	Launch the Children in Care Council. Develop consultation mechanisms with representative groups of Children and Young People to ensure their views are reflected in our service development and the lived experience of the child is known and understood.	DB	Education	Oct 17 Mar 18	
3.7	Corporate parenting [Rec. 20]	Implement the provision of the Children and Social Work Act (see action 6.9), including; <ul style="list-style-type: none"> Working with schools to embed the role of the designated member of staff for looked after children, and former looked after children. 	WT	Education Health	Apr 18	
3.8	Quality and consistency [Para 60, 61]	Ensure that the council collates and analyses information about children placed in Croydon from other boroughs and that risks are understood and communication arrangements with placing authorities are clear.	WT	Other LAs	Apr 18	
3.9	Quality and consistency [Para 60, 61]	Ensure that other local authorities are made aware of Croydon children placed in their area, and that these children's' needs are fully understood and they receive sufficient protection and support. Analyse information about out of borough placements and use this knowledge to inform commissioning practices to ensure more children and young people can live locally if they wish to.	WT	Other LAs	Apr 18	

Fostering						
3.10	Compliance [Rec 13]	Ensure that the fostering service meets all national minimum standards. To include: <ul style="list-style-type: none"> Develop a fostering service action plan to deliver a good quality service that values foster carers. Schedule quarterly progress reports on fostering service to be presented to CSMT. 	WT	LAC CAMHS	Apr 18 Dec 17	
3.11	Support for foster carers [Rec 13, Para 59]	Engage in house foster carers to monitor progress on the fostering service improvement action plan. Work with foster carers to better understand the support that they need and improve the service.	WT	Foster carers	Jan 18	
3.12	Support for foster carers [Rec 13, Para 59]	Conduct an annual foster carer survey as part of the quality assurance framework. Ensure that feedback from foster carers, including complaints, is monitored, responded to appropriately and is used to drive service improvements.	WT	Foster carers	Mar 18	
3.13	Private fostering [Rec 16]	Deliver a programme of events and communications to raise awareness around private fostering arrangements and how to access support. To include: <ul style="list-style-type: none"> Sessions for all partners Sessions for the wider community, including faith groups Sessions for staff Test the quality of private fostering assessments as part of the quality assurance framework, including an annual themed audit.	SH	Education, health Faith communities	Jun 18 Ongoing from April 18	
3.14	Planning for permanence [Rec 14]	Reduce drift and delay in securing permanent homes for children by issuing clear guidance on matching. Launch across all service areas and monitor compliance.	WT	Foster carers	Jan 18	
Adoption						
3.15	Planning for permanence [Rec 14]	Ensure that adoption staff are represented at Legal Planning Meetings, so that adoption is considered as an option for children, where suitable, at the earliest possible time.	WT	N/A	Dec 17	
3.16	Planning for permanence [Rec 14]	Deliver adoption awareness sessions for social workers across the service, to improve understanding and increase the number of children for whom adoption is considered.	WT	N/A	Ongoing from Jan 18	

3.17	Planning for permanence [Rec 14]	Ensure the core skills training covers good practice around adoption including writing Child Permanence Reports (CPRs) (see action 7.7) and collate good examples of CPRs to feed into the templates and tools work (see action 1.3)	JE	N/A	Apr 18	
3.18	Planning for permanence [Rec 14]	Implement administrative support to enable the adoption service to meet statutory requirements and increase access to the adoption support fund.	WT	Adopters	Jan 18	
3.19	Planning for permanence [Rec 14]	Strengthen post-adoption support to ensure a joined up approach across the council and partners to meet the needs of children and young people and support adoptive parents	WT	Education Health CAMHS	Sep 18	
3.20	Planning for permanence [Rec 14]	Establish a process to track children identified as potentially suitable for adoption to avoid delay.	WT	N/A	Jan 18	
3.21	Planning for permanence [Rec 14]	Review current family finding practices, identify areas for improvement and implement changes.	WT	Adopters	Mar 18	
3.22	Planning for permanence [Rec 14]	Ensure readiness for participation in regionalisation of adoption services.	WT	London Councils	Sep 18	
What good looks like:						
<ul style="list-style-type: none"> • Permanency achieved in child's timeframe (appropriate to age) • Fewer permanency breakdowns (adoptions, special guardianship orders and long term foster care) • Looked after children have positive relationships with professionals and carers • Looked after children feel safe and receive help to reduce the risk of harm or actual harm, including from going missing, being sexually exploited offending and misusing drugs or alcohol • Looked after children are in good physical and mental health, or are being helped to improve their health • Looked after children make good educational progress at school (or other provision) and have access to a range of social, educational and recreational opportunities 						
What we hope children will say:						
<ul style="list-style-type: none"> • My social worker helps me understand my life • My social worker thinks about my ambitions and supports me to be able to try new experiences • My carers are like a family to me • I am involved in discussions about my future 						
What we hope staff will say:						
<ul style="list-style-type: none"> • I understand the importance of early permanency planning and the impact that this can have on children • I have a strong relationships with my looked after children and am proud to see them succeed in life 						

- I am kept informed of what is discussed at the Children in Care Council and can see that it is starting to have an impact on what we do

What we hope partners will say:

- Croydon Council is a good corporate parent
- Croydon Council takes the safety of looked after children seriously
- Achieving a permanent family for looked after children is a priority for Croydon Council

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Practice

4. Improve outcomes for care leavers

Senior Responsible Officer (SRO): Philip Segurola (PS)

4. Improve outcomes for care leavers - Ofsted recommendations and identified issues

Recommendation 17. *Ensure timely pathway planning and ensure that plans are specific, accurate and detailed, and include contingency planning, to support good outcomes for all care leavers.*

Recommendation 18. *Ensure that staying-put arrangements are promoted to all care leavers and foster carers, so that care leavers who want to stay with their former foster carers can benefit from greater permanency and support as they move towards independent adulthood.*

Recommendation 19. *Ensure that young people move on to independent accommodation only when it is the right time for them to do so. Improve the help/assistance provided during their transition to independent living through more consistently good preparation and support. This should include accurate, comprehensive and up-to-date information about young people's rights and entitlements.*

- *Pathway planning and preparation for adulthood*
- *'Staying Put' arrangements*
- *Care leaver accommodation and transition to independent living*
- *Care leavers rights and entitlements*

No.	Issue [Ofsted Ref]	Actions	Lead	Partner involvement	By when	Progress RAG
4.1	Pathway Planning [Rec 17, Para 82]	Ensure that pathway planning for care leavers starts prior to a young person's 16 th birthday. To include: <ul style="list-style-type: none"> • Reviewing and streamlining the plan structure • Integrating pathway planning into the Children's Recording System (CRS) • Creating a trigger system for planning at the young person's final review 	WT	N/A	Mar 18	

4.2	Preparation for adulthood [Rec 19, Para 84]	Engage children in care and care leavers in a programme of work to find out what things they would like to support them to live independently.	WT	N/A	Sep 18	
4.3	Preparation for adulthood and Rights and entitlements [Rec 19, Para 88]	Provide training, support, guidance and challenge to personal advisers to enhance their skills, ability and knowledge to properly prepare care leavers for independence and ensure they can access entitlements.	JE	N/A	Sep 18	
4.4	Pathway Planning [Rec 17, Para 82]	Put in place a formal handover between social workers and personal advisors, at the point of transition to the leaving care service, to include a joint meeting with the young person.	WT	N/A	Jan 18	
4.5	Staying Put [Rec 18, Para 85]	Work with the fostering service to develop training, support and guidance to foster carers, social workers and other professionals about staying put arrangements and monitor through supervision how many care leavers want to take up this option.	WT	Foster carers	Mar 18	
4.6	Accommodation for care leavers [Para 89]	Work with commissioning and housing colleagues to source the appropriate accommodation for care leavers to ensure they can live independently if they are ready to do so and have a place to call home. (see action 9.5)	WT	Housing providers Voluntary sector	Ongoing from Dec 17	
4.7	Preparation for adulthood [Rec 19, Para 84]	Issue guidance and revise procedures to ensure that all care leavers who are pregnant, or have children under 4, have had an assessment of their needs to ensure that they and their children are adequately supported.	WT	Health	Jan 18	
4.8	Preparation for adulthood [Rec 19, Para 84]	Implement the provision of the Children and Social work act for care leavers, including; <ul style="list-style-type: none"> • A published 'local offer' to care leavers • Support from a Personal Adviser to all care leavers to age 25 (see action 6.9)	WT	N/A	Apr 18	
What good looks like:						
<ul style="list-style-type: none"> • Care leavers actively contribute to their pathway plans at an early stage so that they know what is going to happen in the future • Care leavers have positive relationships with professionals and carers who are committed to protecting them and promoting their welfare • Care leavers feel safe and receive help to reduce the risk of harm or actual harm, including from going missing, being sexually exploited, offending, and misusing drugs or alcohol • Care leavers are in good physical and mental health, or are being helped to improve their health 						

- Care leavers' good educational progress at college (or other training provision) and have access to a range of social, educational and recreational opportunities
- Care leavers have access to good quality accommodation and employment opportunities which support them to gain independence and fulfil their aspirations

What we hope young people will say:

- I know what support I am going to get, and am supported to become more independent
- My personal advisor encourages me to do well in school/college and in my adult life
- I am involved in decisions about my future, and asked about my ambitions
- [Professionals] ... get to know me now, not my past

What we hope staff will say:

- I understand the importance of good pathway planning for care leavers so that they get the right help and support when leaving care
- I have high aspirations for the young people with whom I work and am able to work with them to help them achieve success in life
- I have good relationships with the young people that I support and am proud to see them succeed in life

What we hope partners will say

- Croydon's care leavers are seen as valued citizens of Croydon
- Care leavers are well supported by Croydon Council
- Care leavers are empowered and supported to achieve in education

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Practice

5. Protect vulnerable adolescents, including those who go missing and those at risk of CSE, serious youth violence and criminal exploitation

Senior Responsible Officer (SRO): Philip Segurola (PS)

5. Protect vulnerable adolescents, including those who go missing and those at risk of CSE, serious youth violence and criminal exploitation - Ofsted recommendations and identified issues

Recommendation 3 'Ensure that there is appropriate and timely action with regard to understanding and reducing risk to all children, especially those at risk of sexual exploitation and those who go missing from home or care. Ensure that social workers have the necessary skills and knowledge to help children at risk of sexual exploitation.'

Recommendation 4. 'Ensure that children missing from home or care have every opportunity to speak to an independent person about the reasons they go missing so that appropriate action can be taken to effectively support them, and reduce risk.'

- Response to CSE and missing from home or care
- Return to Home Interviews (RHIs)
- Practice standards for social workers, including training

No.	Issue [Ofsted Ref]	Actions	Lead	Partner involvement	By when	Progress RAG
Children and young people that go missing						
5.1	Missing [Rec 4]	Review the systems and processes for undertaking return home interviews when children go missing from home, and identify and implement improvements.	PS	CSCB, Police, NSPCC, Safer London	Mar 18	
5.2	Missing [Rec 4]	Incorporate responses to missing children into the social work practice standards and create visual tools to help social workers to understand and follow procedures. Launch with staff and partners.	PS	CSCB, Police NSPCC, Safer London	Apr 18	

5.3	Missing [Rec 4]	Offer a return home interview to all children missing from home or care and ensure that findings are clearly recorded on case files.	PS	Police, NSPCC, Safer London	Dec 17	
5.4	Missing [Rec 4]	Take appropriate actions to support children and young people and prevent them going missing, and reduce repeat missing episodes.	PS	Police	Ongoing / test impact in March 18	
5.5	Missing [Rec 4]	Track completion of Return Home Interviews, ensuring all children and young people are offered the appropriate support.	HD	CSCB Police, NSPCC, Safer London	Dec 17	
5.6	Missing [Rec 4]	Ensure all missing children's data is recorded, collated and analysed to understand and oversee the most vulnerable cohort of young people and use this information to inform service development and what actions should be taken by the council and partners to try and prevent incidents re-occurring.	HD	CSCB Police,	Mar 18	
Children and young people at risk of sexual exploitation						
5.7	CSE [Para 40]	Incorporate responses to CSE into the social work practice standards.	PS	CSCB	Apr 18	
5.8	CSE [Para 40]	Ensure the initial core skills and social work practice model training supports practitioners to understand the potential vulnerabilities of adolescents and young people, including those vulnerable to sexual exploitation, and identify and address the risks, and de-escalate situations.	PS	CSCB	Apr 18	
5.9	CSE [Para 40]	Introduce and promote the use of tools and models for assessing risk and creating safety plans for adolescents, including those at risk from sexual exploitation. Test application through the Quality Assurance Framework.	PS	CSCB	Apr 18	
5.10	CSE [Para 40]	Continue to strengthen the MASE panel so that partners share information and intelligence, engage in joint decision making and co-ordinate responses to children at risk of CSE and going missing.	PS	CSCB Police Education Health	Apr 18	
5.11	CSE [Para 40]	Ensure better connection and use of Early Help services to support vulnerable adolescents as part of single front door and integrated all age Early Help offer. (see action 2.1)	PS	CSCB Police Education Health	Jun 18	

Children at risk of serious youth violence and criminal exploitation						
5.12	Missing [Rec 4] CSE [Para 40]	Work with youth offending service (YOS) colleagues and the police to understand links between CSE, missing, county lines and serious youth violence in order to better protect vulnerable young people. Agree actions with these partners to improve services. Identify young people known to be at risk of serious youth violence and work with YOS and the police to take action reduce risks and victimisation. Support YOS to deliver the serious youth violence action plan.	HD	Police LSP Community Safety Partnership	Jun 18	
5.13	Learning from SCRs [Para 128]	Ensure learning from the thematic vulnerable adolescents SCR is disseminated and embedded to reduce risks to children.	DS	CSCB	Ongoing	
5.14	Missing [Rec 4] CSE [Para 40]	Work with the police and YOS to better understand county lines activity, identify young people who may be at risk, and provide effective responses to protect children from criminal exploitation.	HD	Police LSP Community Safety Partnership	Ongoing from Feb 17	
What good looks like:						
<ul style="list-style-type: none"> • Social workers recognise the factors that can make adolescents more vulnerable and tailor their interventions appropriately, including children at risk of radicalisation or exploitation or gangs, children who go missing and children at risk of sexual exploitation • The CSE tool is being used effectively to help staff to assess the risks for young people • Young people are enabled to reduce their levels of risk with support from staff • Social workers and other professionals build lasting, open relationships with vulnerable young people that allow young people to make better life choices and improve their outcomes 						
What we hope children will say:						
<ul style="list-style-type: none"> • People listened to me and helped me when I was going missing • Social workers understand my history and what motivates me • I was supported to stop putting myself in risky situations and I can now see the harm this did to me 						
What we hope staff will say:						
<ul style="list-style-type: none"> • The training I have had and the introduction of the CSE tool has helped me to make better assessments of risk when it is thought that young people might be placing themselves in risky situations • I understand why young people engage in risky behaviour, including going missing, and I have the skills and support to allow me to reduce it • We now work much more closely with partners when we think children and young people are at risk of CSE 						

What we hope partners will say:

- I understand my role in identifying risk and supporting vulnerable adolescents
- I understand and follow the agreed multi agency procedures to support vulnerable adolescents which are used consistently across the Partnership
- I am confident that training and available tools improve practice in this area

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People and performance

6. Strengthen leadership and governance

Senior Responsible Officer (SRO): Barbara Peacock (BP)

6. Strengthen leadership and governance - Ofsted recommendations and identified issues

Recommendation 20. 'Ensure that elected members, as corporate parents, prioritise and focus on improving all areas of poor practice for children looked after and care leavers.'

- Clear line of sight from senior leaders to frontline practice
- Clear vision and strategy, with appropriate prioritisation of action
- Involving children and young people and understanding their lived experiences, wishes and feelings
- A more streamlined structure which minimises transition points and offers children and young people better continuity of relationships
- Stronger corporate and partnership governance arrangements, including the relationship with the judiciary
- Stronger corporate parenting arrangements
- Improved scrutiny and oversight, including improving evidence of accountability and challenge

No.	Issue [Ofsted Ref]	Actions	Lead	Partner involvement	By when	Progress RAG
6.1	Clear line of sight [Para 91]	Reduce the span of control of the Executive Director People & Director of Children's Social Care to ensure the DCS can fully discharge their statutory responsibilities and has a clear line of sight around the quality and effectiveness of frontline practice. To include: <ul style="list-style-type: none"> • Interim arrangements • Permanent arrangements 	JN	N/A	2 Oct 17 April 18	
6.2	Clear line of sight [Para 91]	Establish protocol which sets out how the DCS and lead member will have a clear line of sight to frontline practice.	BP	N/A	Nov 17	
6.3	Clear line of sight [Para 91]	Embed regular staff forums, informal engagement channels and 'pulse' surveys (as part of a broader culture change exercise) to ensure: <ul style="list-style-type: none"> • the organisation understands how staff feel (e.g. staff morale) 	BP	N/A	Ongoing from Oct 17	

		<ul style="list-style-type: none"> Staff feedback informs practice improvements Staff feel valued and listened to <p>Actions resulting from this will be clear, detailed and implemented within timescales. Any immediate concerns of staff are addressed, documented and followed up to ascertain if things have improved.</p> <p>Ensure staff receive regular communications on a 'You said, we did' basis.</p>				
6.4	Streamlined structure [Exec summary, Para 65]	Implement robust transfer processes which put children at the heart of decision making, support continuity of relationships with the adults responsible for their care and ensure that any impacts for children are understood and minimised.	PS	N/A	Dec 17	
6.5	Partnership governance [Para 95]	<p>Strengthen governance arrangements between key strategic bodies so that partners, senior leaders and Elected Members can demonstrate how they hold each other to account for the quality of practice and services to children and understood their respective roles in keeping children safe.</p> <p>Written protocols between formal partnerships and partner agencies will be drawn up and agreed.</p>	JE	LSP CSCB Health Police Health & Wellbeing board Community Safety Partnership Safeguarding Adults Board	Dec 17	
6.6	Scrutiny [Para 94]	<p>Undertake a review of Elected Members' training needs and their knowledge of Children's Services. To include;</p> <ul style="list-style-type: none"> New Member induction programmes including for May 2018 election LGA training for two scrutiny chairs Training programme which responds to emerging needs A monthly series of open sessions for Elected Members to meet social workers and understand a child's journey through the system 	JHB	LGA Democratic services	Jun 18 Nov 17 Jan 18 Nov 17	
6.7	Scrutiny [Para 94]	Strengthen how we record, circulate and follow up on action agreed at CYP scrutiny and corporate parenting panel. To include:	JHB	Democratic services	Nov 17	

		<ul style="list-style-type: none"> Action sheets produced and circulated within 2 working days Formal minutes produced and circulated in draft within 10 working days A discussion around the question: 'What difference has this meeting made to Croydon's Children' as a standing agenda item 				
6.8	Corporate parenting [Rec. 20]	Review the current Corporate Parenting Panel, including the terms of reference, membership, and work programme and how it is held to account to ensure stronger challenge and focus on key practice areas.	BP	LGA	Dec 17	
6.9	Corporate parenting [Rec. 20]	Implement the provision of the Children and Social Work Act for care leavers, including; <ul style="list-style-type: none"> Embed the seven corporate parenting principles 	WT	Health Education	Apr 18	
6.10	Relationship with the judiciary [Para 49 & 101]	Hold quarterly meetings with Children's Leadership team and the judiciary and agree an action plan with specific measurable targets.	PS	Cafcass Judiciary	Ongoing from Oct 17	
6.11	Involving children and young people [Para 107]	Implement the Youth Engagement Strategy setting out the Council's vision for children and young people in the Borough and how they will be involved and heard through all service delivery. Develop feedback mechanism so that children and young people can see how they have been heard and what changes will be made as a result, including making Croydon a more child friendly community.	DB	Education Community Voluntary sector Business LSP UNICEF	Ongoing from Oct 17	
6.12	Involving children and young people [Para 107]	Explore creative ways in which to encourage and increase children's participation at reviews and conferences, which will include use of advocacy and use of technology.	TS	N/A	Apr 18	

What good looks like:

- There are clear lines of accountability and governance with a clear distinction between political, strategic and operational roles
- Leaders, including Elected Members and managers, have a comprehensive and current knowledge of what is happening at the 'front line' and how well children and young people are helped, cared for and protected
- Elected Members are strong and committed corporate parents, challenging partners and poor practice, when necessary, to ensure that children and young people have every opportunity to succeed

What we hope children will say:

- I receive the help I need without having to ask too many people
- I know there is a children in care council and can join in
- I feel like my voice is heard in meetings about me

What we hope staff will say:

- Senior managers (e.g. Heads of Service, Director and Executive Director) are more visible and accessible
- Senior managers have a better understanding of what it is like to be a social worker in Croydon
- I feel like senior managers listen to my opinions and I can influence change

What we hope partners will say:

- I understand the roles and responsibilities of the key strategic partnerships
- I know how I can make a contribution
- I can see that practice issues are being addressed

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People and performance

7. Develop a stable and skilled workforce

Senior Responsible Officer (SRO): Barbara Peacock (BP)

7. Develop a stable and skilled workforce - Ofsted recommendations and identified issues

Recommendation 2 – ‘Establish a stable workforce through purposeful recruitment and retention activity that includes targeted training for frontline staff and managers so that they have the skills and knowledge to better protect and care for children. Take steps to ensure that the workloads of social workers are manageable, and that they have sufficient time to complete essential work.’

- Stable workforce and more permanent staff
- Skilled workforce with effective induction, training and support
- Manageable caseloads
- Child centred and proud to work for Croydon

No.	Issue [Ofsted Ref]	Actions	Lead	Partner involvement	By when	Progress RAG
Recruitment and retention						
7.1	Manageable caseloads [Rec 2, Para 23]	Provide a regular, up to date, suite of workforce and caseload data and analysis to inform workforce and caseload planning, and a tracker to measure impact and progress.	SM	N/A	Nov 17	
7.2	Manageable caseloads [Rec 2, Para 23]	Take immediate action, where necessary, to reduce excessive caseloads, and undertake an exercise to understand current caseloads across to service. Model optimum staffing requirements and team sizes.	BP	N/A	Nov 17 Jan 18	
7.3	Stable & permanent workforce [Rec 2, Para 112]	Create a Workforce Strategy with timely and measurable targets that reflects the ambition for children's services and align this with a clear employee value proposition for working for Croydon, including; <ul style="list-style-type: none"> • Attraction • Value/recognition • Retention 	SM	N/A	Dec 17	

		<ul style="list-style-type: none"> Reward/benefits Career development The professional capabilities framework with a view to meeting the new registration requirement 				
7.4	Stable & permanent workforce [Rec 2, Para 112]	<p>Partner with Jobs Go Public, to launch a recruitment campaign to attract experienced social workers to careers at Croydon and keep this live for 12 months, capturing performance activity and reviewing impact quarterly.</p> <p>Consider the role that children and young people could play in recruitment going forward.</p>	SM	Jobs go public	Nov 17	
7.5	Stable & permanent workforce [Rec 2, Para 112]	<p>Implement a new exit interview process to gather timely and robust feedback from both contracted and locum staff on the reasons they leave so that improvements can be made for future recruitment and retention.</p> <p>Provide regular reports to the DCS and improvement board on leavers and reasons for leaving and capture learning to inform the recruitment and retention activity.</p>	SM	N/A	Ongoing from Nov 17	
7.6	Stable & permanent workforce [Rec 2, Para 112]	Review and develop a revised pay and benefits offer for children's social work to ensure we are competitive and offer attractive and supportive career opportunities and meet the new registration requirements.	SM	N/A	Apr 18	
Learning and development						
7.7	Skilled workforce [Rec 2]	<p>Design and deliver an initial core skills training programme that addresses all basic social work skills. To include:</p> <ul style="list-style-type: none"> Risk assessment Pre-birth assessment Chronologies Genograms Assessing the impact on children of parental behaviours such as domestic abuse, mental health, drug and alcohol use and neglect CSE risk assessment Working with vulnerable adolescents Effective planning and review Permanency planning 	JE	Training providers	Jan 18	

		<ul style="list-style-type: none"> • PLO and court work • Direct work with children, including Life Story work • Lessons from SCRs • Safeguarding training for SWs working with children with disabilities • Regulation 24 and connected carer placements • PEPs • Pathway planning • Support for independent living (care leavers) • Child Permanence Reports (CPR) 				
7.8	Skilled workforce [Rec 2]	<p>Design and deliver a training programme on the new social work practice model, in consultation with the Principal Social Worker.</p> <p>Incorporate into core skills post implementation.</p>	JE	Training providers	Apr 18	Ongoing from Apr 18
7.9	Skilled workforce [Rec 2]	<p>Deliver a development programme for all managers which covers;</p> <ul style="list-style-type: none"> • Reflective Supervision • Performance management (including the use of data) • Managing poor performance 	JE	Training providers	Ongoing from Sep 17	
7.10	Skilled workforce [Rec 2, Para 110]	<p>Develop a comprehensive future-focused Learning & Development (L&D) strategy/plan for Children's services as part of a corporate L&D plan. To include:</p> <ul style="list-style-type: none"> • The requirements of compulsory accreditation for Children's social workers • Develop strong programme to support ASYEs • Links with universities • Links with new registration body • Clear continuous professional development (CPD) programme 	JE	Universities Training providers Social Work England DfE	Feb 18	
7.11	Skilled workforce [Rec 2, Para 110]	Establishing an L&D Board which will shape and oversee the delivery of the L&D strategy.	JE	N/A	Dec 17	
7.12	Skilled workforce [Rec 2, Para 110]	Ensure that the induction programme for all council staff covers safeguarding and corporate parenting, to raise awareness of the importance of keeping children safe across the organisation.	SM	CSCB Safeguarding adults board	Jan 18	

7.13	Skilled workforce [Rec 2, Para 110]	Deliver rolling programme of basic safeguarding training for all frontline council staff.	MF	CSCB Safeguarding adults board	Ongoing from Mar 18	
What good looks like:						
<ul style="list-style-type: none"> • The workforce is sufficient, suitably qualified and accredited to deliver high-quality services which improve outcomes for children and their families • Managers and practitioners are experienced, effectively trained and supervised and the quality of their practice improves the lives of vulnerable children, young people and families • There is effective organisational support for the professional development of social workers and managers • Leaders provide the right environment for good social work to flourish 						
What we hope children will say:						
<ul style="list-style-type: none"> • My social worker is a stable person in my life • My social worker knows me well • I see my social worker regularly and he/she has time for me 						
What we hope staff will say:						
<ul style="list-style-type: none"> • I am proud to work for Croydon • I can see a clear career path here/opportunities to progress • I know who to turn to if I need help 						
What we hope partners will say:						
<ul style="list-style-type: none"> • There is consistency in who I speak to as staff turnover is low • I am able to develop effective working relationships with Children's Services staff to support and protect children • I have confidence in the skills of my social work colleagues 						

People and performance

8. Strengthen management oversight and ensure robust quality assurance and performance management

Senior Responsible Officer (SRO): Barbara Peacock (BP)

8. Strengthen management oversight and ensure robust quality assurance and performance management - Ofsted recommendations and identified issues

Recommendation 1. *'Ensure that managers have sufficient oversight of practice, and provide social workers with effective, clearly recorded supervision to support good social work practice.'*

Recommendation 8. *'Review the roles and responsibilities of managers at all levels in relation to decisions about children's permanent care, to ensure that they are confident and competent enough to make these decisions. Establish robust tracking processes to ensure that plans are progressed and delay is minimised.'*

Recommendation 10. *'Ensure that child protection conference chairs and independent reviewing officers (IROs) provide appropriate challenge that prevents drift and delay in planning for children. Ensure that formal escalation systems are used to record and monitor actions raised, to make sure that purposeful work is done in order to achieve improved outcomes for children.'*

Recommendation 21. *'Strengthen training and work on complaints and embed a culture of feedback. Improve the analysis of complaints and the understanding of the reasons why children, families and foster carers complain, in order to address issues raised.'*

- Management oversight of practice
- Supervision
- Decision making for permanency
- Robust tracking leads to less drift and delay
- Quality assurance framework
- IROs and child protection conference (CPC) chairs challenge effectively and timely action is taken
- Performance management

No.	Issue [Ofsted Ref]	Actions	Lead	Partner involvement	By when	Progress RAG
Management oversight, supervision and decision making						
8.1	Supervision [Rec 1]	Refresh the supervision policy and recording template so that social workers and managers are clear about the expectations and standards for the frequency and quality of supervision. Undertake regular audits to ensure compliance.	TS	N/A	Jan 18 Ongoing from Jan 18	
8.2	Timely decision making [Rec 8]	Produce and implement a revised scheme of delegation to ensure manager at all levels understand the roles and responsibilities of managers in relation to decisions making for children.	PS	N/A	Apr 18	
Quality assurance, including performance information						
8.3	Quality assurance [Para 103]	Review the current quality assurance framework in line with the proposed social work practice model, with support from Achieving for Children (AfC). Ensure that all quality assurance activity leads to recommendations for improvements in practice and service development, and that these recommendations are followed and formally monitored to ensure that they have an impact on outcomes for children and families. Undertake an external review to assess how well this work is embedding.	PS	AfC	Dec 17 May 18	
8.4	Quality assurance [Para 103]	Deliver a series of communication and training events to launch the revised quality assurance framework and processes to all staff. To include: <ul style="list-style-type: none"> In person communication such as presentations at team and service meetings and an all staff launch event Written communication (e.g. an email or letter to all staff from the DCS) Physical and electronic materials (e.g. accessible version of quality assurance framework booklet and posters) Feedback from staff and actions taken from feedback.	PS	AfC	Jan-Apr 18	

8.5	Quality assurance [Para 103]	Establish and embed a regular programme of auditing which is reported to senior officers and all Elected Members. Establish regular external auditing to validate the quality and judgements.	TS	N/A	Dec 17	
8.6	Clear line of sight [Para 91 & 102]	Strengthen the current performance data set to include information around the experiences of children and ensure that accurate performance information informs an up to date understanding of the council's and partner agencies effectiveness	TS	AfC CSCB Health, Police	Jan 18	
8.7	Clear line of sight [Para 91 & 102]	Ensure that the current performance data set is aligned to practice priorities and that senior leaders and managers use the current performance data set to have effective oversight and scrutiny of practice that leads to swift action to address priorities.	PS	AfC	Jan 18	
8.8	Operational data [Para 98, 102]	Further develop, deliver and embed systems improvements to ensure the provision of effective operational data to support day-to-day decision making and risk management alongside strategic performance data.	TS	AfC	Jan 18	
8.9	Operational data [Para 98, 102]	Support first line managers and service leaders to proactively use data to drive performance and reduce drift and delay for children.	PS	AfC Link with good LA	Ongoing from Nov 17	
8.10	Clear line of sight [Para 91 & 102] Operational data [Para 98, 102]	All unit managers to attend practice development group quarterly, where team-level performance data will be reviewed, challenged and actions agreed to improve areas of underperformance.	BP	N/A	Feb 18	
Challenge from IROs and CPC chairs						
8.11	IRO & CPC Chair challenge [Rec 10]	Amend the form on CRS to record any informal challenge from IRO and CPC Chairs, which will include a drop list of themes for ease of identification and reporting Relaunch the process of IRO and CPC chairs challenge to promote understanding and ownership. IRO and CPC Chairs to publicise with teams. Develop a tracker to monitor all challenges and progress in resolution.	PS	N/A	Mar 18	

		Ensure that the challenge role of the IRO and CPC Chairs is monitored as part of the audit/quality assurance process.				
8.12	IRO & CPC Chair challenge [Rec 10]	Report quarterly to CSMT and CLT on use of the escalation system for IROs and CPC chairs, identify practice themes and take remedial action.	TS	N/A	Ongoing from Feb 18	
8.13	Complaints [Rec. 21. Para 109]	Corporate complaints team to report quarterly to CSMT on progress on complaints and positive feedback, and key emerging themes, which can be built onto service development and Learning and Development plan. Heads of Service to establish a tracking system to ensure complaints are responded to in a timely way. Corporate complaints team to present their annual report to CSMT and Improvement Board	RS	N/A	Ongoing from Feb 18	

What good looks like:

- Children are protected from harm, in a timely way, through effective and well-documented management oversight which details good quality decision making and ensures that children and families are offered the appropriate support without delay that minimises risks
- Social workers have access to effective support, supervision and challenge which enables them to manage risk, reach good decisions, be open about their difficulties and be supported to make the necessary steps that will improve outcomes for children and families
- Effective and timely planning, support and decision-making occurs during pre-proceedings work and this work is tracked and overseen by managers
- CPC chairs ensure that child protection conferences are effective forums for timely information-sharing, planning and risk-based decision-making so that children and young people are protected through effective multi-agency arrangements
- IROs quality assure the care planning and review process and monitor the performance of the local authority as a corporate parent, challenge lack of progress and use the escalation policy to quickly resolve any identified issues
- The local authority uses performance management and monitoring to create a detailed and up to date understanding of its effectiveness and uses this to drive improvement

What we hope children will say:

- I receive help when I need it
- Decisions aren't made without my opinion
- I know how to make a complaint, and that people will respond/do something
- My IRO meets me before meetings, listens to me and helps me get my voice heard

What we hope staff will say:

- My supervision is more regular, reflective and relevant, and helps me to do my job
- I get good support from my manager, who helps me to understand what I need to do to move cases forward

- Where cases are drifting, managers intervene to make things happen
- IRO's and CPC chairs are challenging at times, they make sure that we are doing the right things in a timely way for children and young people
- I understand the purpose of audits and they help me to improve my work
- People are generally more open to feedback about their work than before, and are challenging one another more
- I know how to escalate things where I have concerns
- I know how to use performance information (data) better to manage my team/service

What we hope partners will say:

- Child protection conferences are more effective and challenge is taken seriously
- LAC reviews are more effective and challenge is taken seriously
- If I raise concerns about children they are heard and responded to

DRAFT

People and performance

9. Strengthen strategic commissioning

Senior Responsible Officer (SRO): Richard Simpson (RS)

9. Strengthen strategic commissioning - Ofsted recommendations and identified issue

Recommendation 15. 'Review the provision and take-up of advocacy and independent visitor services to ensure that all children who would like this can access these services.'

- Commissioning of Advocacy, Independent Visitor and Return to Home interviews (RHIs)
- Accommodation and 'Staying Put' arrangements for care leavers
- Therapeutic support services
- Joint Strategic Needs Assessment (JSNA)

No.	Issue [Ofsted Ref]	Actions	Lead	Partner involvement	By when	Progress RAG
9.1	Commissioning RHI's [Para 39]	Review and re-commission services to support children missing from home and care. To include: <ul style="list-style-type: none"> • Ensuring short term solution of increasing capacity of RHIs • Developing a commissioning strategy for children missing from home and care and re-commission a new service • New service fully mobilised 	SI	N/A	Oct 17 Feb 18 Sep18	
9.2	Commissioning advocacy and independent visiting [Rec 15, Para 38, 56]	Review the provision and take-up of advocacy and independent visitor services, and put in place short term measures to increase capacity. Re-commission a new Advocacy and Independent visiting support services to ensure they meets the needs of young people.	SI	N/A	Oct 17 Sep 18	

9.3	Commissioning health visiting [Para 64]	<p>Review and strengthen the commissioning, service delivery and efficacy of the health visiting service to ensure that it meets the needs of vulnerable children.</p> <ul style="list-style-type: none"> Review current service provision and ensure it is being delivered effectively Invest both short term resources for 2017/18 and confirm additional investment for 2018/19 with clear expected outcomes <p>Recommission new services as part of the Early help strategy.</p>	RF	CCG/CHC	<p>Dec 17</p> <p>Jan 18</p> <p>Apr 19</p>	
9.4	Therapeutic support [Para 65]	<p>Work with Child and Adolescent Mental Health Services (CAMHS) commissioners and the looked after children CAMHS team manager to improve social workers' awareness of, and access to, therapeutic support for children and young people.</p> <p>Review the capacity and provision of looked after children CAMHS, ensuring it is responsive and meets the needs of children and young people including how the CAMHS pathway with social care can be.</p>	ST	CCG Health and Wellbeing Board Joint Commissioning Executive	Jan 18	
9.5	Accommodation for care leavers [Para 89]	<p>Increase the supported living capacity within the borough for care leavers, specifically for young people who are living in houses of multiple occupancy.</p> <p>Provide regular reports on the impact of improving accommodation for care leavers to corporate parenting panel.</p>	MM	Housing providers Voluntary sector	Ongoing from Dec 17	
9.6	JSNA [Para 104]	<p>Evaluate the impact of the Joint Strategic Needs Assessment (JSNA) in commissioning decisions and strategy development.</p> <p>Review and strengthen the JSNA to ensure that it accurately reflects the needs of children who need help and protection, looked after children, care leavers and children with disabilities.</p>	RF	Health and Wellbeing Board Joint Commissioning Executive	<p>Dec 17</p> <p>Mar 18</p>	
9.7	JSNA [Para 104]	<p>Develop ways to better involve children, young people, carers and families in the commissioning process, learning from best practice elsewhere.</p>	SI	CCG Joint Commissioning Executive	Jun 18	

What good looks like:

- All children that go missing from home or care are offered a return home interview and a majority are completed
- Children and families can access advocacy and independent visiting services
- The JSNA and sufficiency statements are aligned and set out clear local priorities and the range of available services that respond to and meet the needs of local children, young people in need of help, care and protection, care leavers and children with disabilities
- Commissioned services respond to and meet the needs of local children, young people and families in need of help, care and protection
- All providers have shared understanding of the outcomes they are seeking to achieve and how that supports children and families

What we hope children will say:

- When I was going missing, people stepped in to help me and make me safer
- When I felt unwell someone from the mental health team helped me get back on track
- When it is was time for me to leave care, I was able to move into accommodation that suited me

What we hope staff will say:

- We understand how providers support the work we do and how to access their services
- We commission enough services to meet the needs of children and families
- When we need to get access to CAMHS for looked after children we can do this quickly

What we hope partners will say:

- Services for children and young people in Croydon meet local needs
- I understand my contribution and how other services support the work we do with children and young people
- I understand how to access services for children and young people

Partnerships

10. Improve Croydon Children Safeguarding Board (CSCB) and strengthen partnership working

Senior Responsible Officer (SRO): Barbara Peacock (BP)

10. Improve Croydon Safeguarding Children Board and strengthen partnership working - Ofsted recommendations and identified issues

'The CSCB is inadequate. It has not fully established effective arrangements for discharging its statutory functions. In particular, it does not understand the experiences of children and young people locally, and has failed to sufficiently monitor and evaluate the effectiveness of frontline practice.' [LSCB executive summary, p. 33].

Ofsted recommendations 113-117

- Discharge of statutory functions and responsibilities
- Understanding the experiences of children and young people
- Monitoring and evaluation of front-line practice
- Early Help Strategy
- Embedding learning from serious case reviews
- Use of procedures around CSE and Missing among practitioners

No.	Issue [Ofsted Ref]	Actions	Lead	Partner involvement	By when	Progress RAG
10.1	Discharging statutory functions [Para 118]	Review the membership of board and exec group to ensure that CSCB is fit for purpose, meets statutory functions and that the work is focused on clearly identified priorities. To include: a) Establish Executive Group with senior level representation from 3 safeguarding partners, local authority, police, clinical commissioning group and Education b) Agree remit of Executive Group including strategic leadership and oversight of CSCB improvement plan and transition to new local safeguarding arrangements (Children and Social Work Act 2017)	DS	All partners	Oct 17 Dec 17	

		<p>c) Executive Group to review CSCB and Sub Groups to ensure compliance with 'Working Together 2018'.</p> <p>d) Review and rationalise sub-groups. Establish clear remits and terms of reference to ensure these are focussed on the priorities and outputs/outcomes are evidenced and impact positively on front line and families.</p> <p>e) Evaluate impact on frontline practice through:</p> <ul style="list-style-type: none"> • Neglect Audit • CSE Audit • SCR Action Plans • Thematic Reviews 			<p>Feb 18</p> <p>Apr 18</p> <p>Apr 18</p>	
10.2	Discharging statutory functions [Para 118]	<p>Strengthen the Board's relationships with other key partnerships/groups and identify cross-cutting issues and priorities.</p> <p>Ensure active links are maintained with;</p> <ul style="list-style-type: none"> • Safeguarding Adults Board • Community safety partnership • Health and Wellbeing board <p>Clarify CSCB's role in overall partnership approach to vulnerable adolescents.</p> <p>See action 6.5 and link to outcomes of Local Strategic Partnership (LSP) review.</p>	DS	<p>LSP</p> <p>Independent Chair</p> <p>Health and Wellbeing Board</p> <p>Community Safety Partnership</p> <p>Safeguarding Adults Board</p>	<p>Dec 17</p> <p>Mar 18</p>	
10.3	Discharging statutory functions [Para 118]	<p>Establish and agree clear expectations for all CSCB partners and ensure senior level engagement. Support and encourage all board members to robustly monitor, scrutinise and evaluate the work of all partners, establishing a climate of constructive challenge.</p> <ul style="list-style-type: none"> • Agree and clarify understanding of 'constructive challenge' • All partners to recommit to CSCB Compact agreement • Identify and agree with partners data to be routinely provided as part of CSCB multi-agency data set • Secure partnership commitment to multi-agency audit 	DS	All partners	Mar 18	

10.4	Discharging statutory functions [Para 118]	<p>Introduce induction programme for Board members, which clearly outlines the roles and responsibilities of board members (e.g. challenge and monitoring impact on outcomes for children).</p> <ul style="list-style-type: none"> • Board awareness induction pack and presentations offered to all agencies • Board member induction 		All partners	May 18	
10.5	Discharging statutory functions [Para 118]	<p>Introduce a culture challenge programme at the 2017 CSCB Development Day to establish greater commitment to and engagement in the CSCB improvement plan.</p> <ul style="list-style-type: none"> • Commission further events to secure and embed model 		All partners	Apr 18	
10.6	Learning from SCRs [Para 128]	<p>Review and revise the learning improvement framework to ensure that it is focused on the priorities of the board and the learnings from serious case reviews.</p> <p>Ensure that learning from SCR's informs improvements in frontline practice and establish arrangements for evaluating the impact.</p> <ul style="list-style-type: none"> • Identify opportunities to align learning from SCRs with Croydon Children's Improvement Plan • Introduce range of methods for dissemination learning from SCRs • Feedback evaluations of impact • Analyse emergent SCR repeated themes • Summary of multiple findings shared 	MF	All partners	Jan 18 Apr 18	
10.7	Monitoring practice/imp act [Rec 113 & Para 120]	<p>Establish effective quality assurance arrangements, ensuring a balance between quantitative performance information and qualitative learning from audits, practice information and feedback from children, young people and families.</p> <ul style="list-style-type: none"> • Establish regular feedback loop from CYP and frontline staff including the use of existing forums • Single agency audit reports to include quantitative and qualitative information • Triangulate information from CYP, agency feedback and performance data 	MF	All partners	Jul 18	
10.8	Monitoring practice/imp act [Rec 113 & Para 120]	<p>Revise the multi-agency dataset to include appropriate information so that members can actively quality assure, evaluate and challenge the effectiveness of services.</p> <ul style="list-style-type: none"> • Establish agreed performance indicators • Executive to scrutinise over-arching data 	MF	Council Police CCG	Jan 18	

		<ul style="list-style-type: none"> Dataset to include demographic data, performance data and priority improvement data Link with Public Health and Croydon Observatory to provide triangulation and additional source material for the dataset Relevant data to be provided to and monitored by sub-groups 				
10.9	Monitoring practice/impact [Rec 113 & Para 120]	<p>Ensure that the multi-agency audit programme is sufficiently targeted on priority areas and enables the board to monitor, evaluate and challenge frontline practice and its impact on children and families.</p> <ul style="list-style-type: none"> Agree multi-agency audit programme for 2018 Audit programme linked to priorities and learning from SCRs Re-audit in place to measure effectiveness and improvement 	MF	All partners	Feb 18	
10.10	Monitoring practice/impact [Rec 113, 117 & Para 120]	<p>Use the refreshed Section 11 (s.11) audit tool to develop an accurate understanding of how well partners are safeguarding children, so that essential improvements can be supported and challenged, and quickly put into effect.</p> <ul style="list-style-type: none"> S.11 Tool introduction to wider partners and agencies S.11 Challenge Day achieved S.11 incorporated into Commissioning processes Introduce engagement tools with frontline staff to test effectiveness 	MF	All partners	Apr 18	
10.11	Monitoring practice/impact [Rec 113, 117 & Para 120]	<p>Maintain a challenge log which clearly details expected improvements, with tight timescales, and offer support and challenge to effect rapid improvements. Clearly record and challenge any blocks so that barriers to improvement are removed.</p>	MF	CSCB Executive	Apr18	
10.12	Early help services [Rec 11, Para 26]	<p>Relaunch the Early Help Sub-Group with new Terms of Reference and evaluate its impact in reporting to the CSCB Board regularly.</p> <ul style="list-style-type: none"> Set out the business plan Revise the ToR Ensure links to EH Strategy & Action Plan Data provision – to enable EHSB to scrutinise & monitor EH provision 	DS	CSCB Executive and Chair of Early Help sub group	Jan 18	
10.13	Early Help Strategy [Rec 116]	<p>Ensure that partners are fully engaged in developing, launching and implementing a new Early Help strategy.</p>	DS	All partners	Apr 18	

10.14	Thresholds [Rec 116]	<p>Develop a shared understanding across all partners represented on the board around the application of thresholds and pathways across the partnership.</p> <ul style="list-style-type: none"> • Thematic Review on Neglect, incl. m/a audit & analysis of previous SCRs and Audit • Analysis of no further action (NFA) decisions from MASH by agency • Increase awareness of pathways to support, EH or CSC • Continued delivery of Threshold awareness training • Use feedback information and contact analysis to develop further training proposals • Delivery and awareness raising at Safeguarding lead meetings 	DS	All partners	Jun 18	
10.15	CSE and missing [Rec 114. Para 123]	<p>Expand and clarify the remit of the child sexual exploitation (CSE) and missing sub-group to provide oversight and improve coordination of all vulnerable adolescents at risk of exploitation, gang affiliation, county lines and those who go missing.</p> <ul style="list-style-type: none"> • Revise and expand membership • Provide regular data on relevant groups of young people, missing, CSE, Harmful behaviours etc. • Analysis of patterns and trends, plus emerging themes • Establish link between strategic and operational activities • Ensure escalation of risk 	DS	All partners	Jan 18	
10.16	CSE and missing [Rec 114. Para 123]	<p>Ensure that agreed procedures to support vulnerable adolescents (e.g. those at risk of CSE and going missing) are applied consistently across the partnership and the board is able to identify and challenge where required.</p> <ul style="list-style-type: none"> • New London CSE procedures introduced & disseminated • Analysis of the CSE procedures application • Undertake audits to assess impact on children's lives 	DS	All partners	Apr 18	
10.17	CSE and missing [Rec 114. Para 123]	<p>Target workforce learning to increase knowledge, skills and confidence to understand and identify children at risk of CSE and going missing. Introduce a system of monitoring and evaluation of training to focus on impact on practice.</p>	MF	All partners	Apr 18	
What good looks like:						
<ul style="list-style-type: none"> • The Local Safeguarding Children Board (LSCB) complies with its statutory responsibilities in accordance with the Children Act 2004 and the Local Safeguarding Children Board Regulations 2006 and The Children and Social Work Act 2017 						

- The LSCB co-ordinates the work of partners in helping, protecting and caring for children and there are mechanisms in place to monitor the effectiveness of those local arrangements
- Regular and effective monitoring and evaluation of multi-agency front-line practice to safeguard children identifies where improvement is required in the quality of practice and services that children, young people and families receive

What we hope children will say:

- Adults know how to spot when I need help (e.g. my teacher, social worker)
- When I am worried, people listen to me and take me seriously
- When I started to have problems, I was offered help quickly by school and other people
- I am given information about staying safe and know where to get help if I need it
- I feel like my safety and happiness really matters to the people and services who work with me (e.g. my teacher, social worker)

What we hope staff will say:

- I am aware of the purpose and function of the CSCB and I know how it links to my work
- I understand the role of partners (e.g. schools) in safeguarding children and can see that they are actively doing this
- Where failures to protect children occur, we learn (and teach others) so it doesn't happen again and the CSCB provides us with a lot of multi-agency training about these issues
- I feel confident to escalate professional concerns

What we hope partners will say

- I understand my role in keeping children safe in Croydon
- I understand the priorities of the CSCB and how my agency contributes
- I feel that the CSCB is effective in challenging the quality of safeguarding in Croydon

Platforms

11. Establish organisational support and fit for purpose systems that enable high quality social work

Senior Responsible Officer (SRO): Richard Simpson (RS)

11. Establish organisational support and fit for purpose systems that enable high quality social work - Ofsted recommendations and identified issues

Recommendation 2 ‘...Take steps to ensure that ... social workers ... have sufficient time to complete essential work.’

- Organisational support for children’s improvement; creating the conditions for social work to flourish
- Sufficient resource to deliver the improvement plan
- Enabling administrative support
- Fit for purpose ICT systems
- Available and accurate operational data

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No.	Issue [Ofsted Ref]	Actions	Lead	Partner involvement	By when	Progress RAG
11.1	Creating the conditions for social work to flourish [para 110]	Ensure there is sufficient organisational (corporate) support for children’s services, in order to deliver the actions outlined in the improvement plan at the required pace. This will be focused on creating the conditions for social work to flourish in Croydon.	JN	CSCB	Ongoing	
11.2	Creating the conditions for social work to flourish [para 110]	Ensure that the children’s improvement programme and children’s services is adequately resourced in order to invest in the necessary improvements, and deliver these at the required pace. To include; <ul style="list-style-type: none"> • Initial investment in 2017/18 in key areas • Commissioned financial modelling to support the development of sustainable budget 	RS	N/A	Nov 17 Jan 18	

		<ul style="list-style-type: none"> Ongoing resource allocation through future budgets 			Feb 18	
11.3	Enabling support [Rec 2, Para 64, 67]	Provision of high quality business support which enables social workers to maximise time spent on direct work with children and families. To include: <ul style="list-style-type: none"> Implementation of quick wins Design and implement new business support model 	GC	N/A	Nov 17 Jan 18	
11.4	Fit for purpose systems [Rec 2, para 27]	Develop fit for purpose electronic recording systems, processes and workflows that are aligned to the new social work practice model and support good social work practice.	PS	N/A	Apr 18	
What good looks like:						
<ul style="list-style-type: none"> Social workers are freed from undertaking administrative tasks allowing them to spend more time with children and families Business support processes are streamlined, with manual processes automated where appropriate, resulting in reduced time spent on admin for social workers and on specific tasks for business support staff Business Support is flexible to meet the needs of the services Social workers and Business Support processes are automated and linked to CRS as far as possible Management and performance information provides ongoing assurances that key actions and support are timely and effective and in timely manner areas requiring focus and review 						
What we hope children will say:						
<ul style="list-style-type: none"> I see my social worker more often and they keep in contact My social worker is easy to get hold of when I need him/her My social worker has time for me 						
What we hope staff will say:						
<ul style="list-style-type: none"> Business support helps me to do my job Business support responds to the changing needs of my team/service I can do my job quicker allowing me to do more for the social care team I support (Business support staff) I am happy with the case recording system (CRS), it is easy to use and helps me do my job My case records are up to date Documents are uploaded to CRS easily I have been trained in using CRS 						

Lead Officers

Each action within the plan will have a lead officer who will be held to account on progress and successful delivery by the relevant SRO. These are outlined in the table below.

LEAD OFFICERS	
PS, Philip Segurolo, Interim Director, Early Help and Children's Social Care	
JE, Julian Ellerby, Director of Strategy and Partnerships	
IL, Iain Low, Head of Early Help and MASH	
BP, Barbara Peacock, Executive Director (People-Director of Children's Services)	
DS, Di Smith, Interim CSCB Chair	
MK, Moira Keen, Head of Children In Need	
CB, Caroline Baxter, Assistant Director, 0-65 Disability Service	
WT, Wendy Tomlinson, Head of Looked After Children and Resources	
DB, David Butler, Director of Education and Youth Engagement	
Gill Manton, Head of the virtual school	
HD, Hannah Doughty, Head of Targeted Services	
JHB, Jacqueline Harris-Baker, Head of Social Care and Education Law	
JN, Jo Negrini, Chief Executive	
SI, Sarah Ireland, Director of Commissioning and Improvement	
JHB, Jacqueline Harris-Baker, Director of Law and Monitoring Officer	
TS, Tom Stevenson, Head of Quality Assurance	
SM, Sue Moorman, Director of Human Resources	
MF, Maureen Floyd, CSCB Board Manager	
RS, Richard Simpson, Executive Director of Resources and s.151 Officer	
SI, Sarah Ireland, Director of Commissioning and Improvement	
RF, Rachel Flowers, Director of Public Health	
ST, Sam Taylor, Head of Integrated Commissioning Children and Families Partnership	
MM, Mark Meehan, Director of Housing Need	
GC, Graham Cadle, Director of Customer and Corporate Services	

Appendix 1

Our success measures

The tables below set out some of the qualitative and quantitative measures that we will use to monitor the impact of the actions in our plan on children and young people, staff and partners. There is one table per work stream. These measures include information from performance data (e.g. key performance indicators), practice audits, scrutiny and challenge and, most importantly, the voices of children, staff and partners.

Practice success measures (Quantitative and qualitative measures to monitor the impact of actions)

1. Ensure consistent, high quality social work practice

- Positive feedback from children that they have been supported, listened to and have a good relationship with their social worker
- Feedback that staff understand Croydon's practice model, are clear about expectations and have the right tools.
- Number of cases graded 'good' or 'outstanding' through practice audits
- Feedback from CPC chairs and Independent reviewing officers (IROs) that quality of social work practice is improving.
- Feedback from the CSCB that performance and quality are improving.
- Number and % of cases graded 'good or outstanding' through audit
- Audits show increased use of analysis and tools based on new social work practice model
- % of child and family assessments completed within 45 days
- % of children in need (CIN) for whom a visit has taken place in the last 4 weeks
- % of children subject to a child protection plan for whom a visit has taken place within the last 4 weeks
- % of looked after children for whom a visit has taken place in statutory timescales
- % of children in need who had a review in timescales
- % looked after children who have had reviews in timescales

2. Improve the quality of practice for children who need early help and protection

- Positive feedback from children that their worries are being heard and they understand why Children's Services are involved
- Feedback from partners that they understand the Early Help Offer.
- Audits evidence greater partner involvement in strategy meetings.
- Feedback from CPC Chairs that quality of conferences is improving
- % of completed contacts received in month actioned within 1 working day
- % of re-referrals within 12 months
- % of children for whom CPC was held within 15 working days of the strategy discussion
- % of child protection plans lasting 18 months or more
- Number of cases in PLO
- % of cases concluded within 26 weeks of issue

3. Improve outcomes for looked after children, including planning for permanence

- Positive feedback from children and young people around participation in the children in care council
- Positive feedback from foster carers and fewer complaints
- Feedback from IROs that reviews and plans are improving and children are more involved
- Feedback from Corporate Parenting Panel that outcomes for looked after children are improving
- Audits by the virtual school show that the quality of PEPs is improving.
- % looked after children who have had reviews in timescales
- % of looked after children under 16 in care for more than 2.5 years: in the same placement for 2+ years.
- % of annual reviews of foster careers completed on time
- Average time between a child entering care and moving in with adoptive family

4. Improve outcomes for care leavers

- Positive feedback from care leavers on the support they receive from personal advisors
- Audits show that the quality of pathway plans has improved
- Feedback from Corporate Parenting Panel that outcomes for care leavers are improving
- % of care leavers with an up to date pathway plan
- % of care leavers in employment, education or training.
- % of care leavers in suitable accommodation

5. Protect vulnerable adolescents, including those who go missing and those at risk of CSE, serious youth violence or criminal exploitation

- positive feedback from children and young people that they have been supported to stay safe
- feedback from partners that responses to young people who go missing or those at risk of CSE, serious youth violence or criminal exploitation are having an impact
- audits show that information from RHIs is used to reduce risks of future missing episodes
- audits show increased use of risk assessment and safety planning for children at risk of CSE
- % of missing episodes that result in an RHI
- % of children offered an RHI
- Feedback from IROs and CPC chairs that risks around CSE, missing and youth violence are discussed in conferences and reviews and sufficient support is in place.

People and Performance success measures(Quantitative and qualitative measures to monitor the impact of actions)

6. Strengthen leadership and governance

- Positive feedback from staff around leadership, communications and involvement
- Positive feedback from children and young people around increased engagement and involvement
- Ofsted monitoring visits identify an improved line of sight from senior leaders to frontline practice, stronger partnership and governance arrangements and improved scrutiny and oversight from Elected Members
- Feedback from partners on improved strategic relationships.
- Feedback from the judiciary around improved relationship and quality of court work.
- Audits demonstrate quicker transfer processes and fewer changes of worker for children
- scrutiny and corporate parenting board minutes demonstrate robust challenge, follow up on actions and discussions on the impact for children and young people

7. Develop a stable and skilled workforce

- Positive feedback from staff on workloads, support and morale
- Positive feedback from ASYE's and training and support
- Positive feedback from children and young people about their social worker
- % of looked after children that have been in care for 12+ months, that have had same social worker for last 6 months
- Feedback from exit interviews on reasons for leaving
- Average caseload per social worker (and breakdowns for each team/service)
- Average caseload per newly qualified social worker (ASYE)
- Social worker vacancy rate
- % of permanent staff across workforce

8. Strengthen management oversight and ensure robust quality assurance and performance management

- Positive feedback from staff about supervision and management support
- Feedback from staff around awareness of new quality assurance framework and their experience of audits
- Feedback from managers that they are able to use data effectively to improve team/service performance
- % of cases with management footprint in last 90 days
- % of cases with supervision record in last 90 days
- Audits show increased management footprint on case files, including supervision and better recording of key decisions
- Audits show increased challenge from CPC chairs and IROs to reduce risk and prevent drift and delay
- Panel minutes demonstrate more timely and robust decision making for children, focused on their needs
- Minutes and papers from practice development group and CSMT demonstrate robust challenge around performance and follow up on actions.

9. Strengthen strategic commissioning

- % of missing episodes that result in an RHI
- % of children offered an RHI

- Number of missing episodes in the month
- Practice audits: show that information from RHIs is used to reduce risks of future missing episodes
- Positive feedback from staff on commissioned services to support missing children (e.g. NSPCC and Safer London)
- Uptake of advocacy services
- Uptake of independent visitor services
- Positive feedback from children who have accessed advocacy and independent visiting services.
- Health visiting data (e.g. increase in no. of families seen)
- Increase number of children accessing therapeutic support through looked after CAMHS.
- Positive feedback from staff on access to looked after CAMHS.
- Positive feedback from children who have accessed looked after CAMHS.
- % of care leavers in suitable accommodation
- Positive feedback from care leavers on supported living accommodation.

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10. Partnerships success measures(Quantitative and qualitative measures to monitor the impact of actions)

- Ofsted feedback: that the board is fit for purpose and meeting its statutory functions
- Board and subgroup minutes capture discussions on the quality of frontline practice.
- Partners feedback that the work of the CSCB is focused on clearly identified priorities
- Partners' feedback that relationships with other key partnerships/groups are improving and priorities better aligned.
- CSCB members report a change in culture towards a climate of 'constructive challenge'
- Board and sub-group minutes demonstrate robust monitoring, scrutiny and evaluation of safeguarding practice of all partners.
- Members report that they have received a thorough induction and are clear about their roles and responsibilities.
- Minutes from the board and subgroups evidence discussions around learning from SCRs and actions to disseminate learning (e.g. within the council and wider partnership).
- Minutes from the board and sub-groups evidence scrutiny of data
- Minutes from board and sub-groups demonstrate that the multi-agency audit programme is being used to monitor, evaluate and challenge frontline practice and its impact on children and families.
- Partners' feedback around awareness of s.11 tool and how it is being used.
- Challenge log outlines expected improvements and timescales, and evidences challenge where improvements are made.
- Partners feedback: that they have been involved in the development of the Early Help strategy and understand their role.
- Reduction in % of referrals that result in no further action (NFA)
- Partners feedback that they understand safeguarding thresholds and pathways
- Minutes of the safeguarding adolescents sub-group evidence wider attendance, scrutiny of data, discussions around patterns and trends and escalation of risk.
- Performance data demonstrates more consistent application of CSE procedures across the partnership.
- Practice audits demonstrate the impact of CSE and missing on children's lives and improved practice to reduce risk
- Partners feedback that they are more aware of procedures to support vulnerable adolescents and their agency complies with these
- Board and sub-group minutes demonstrate partners challenging one another where procedures are not applied consistently.
- Staff from across partnership report increased knowledge, skills and confidence in responding to CSE and missing.
- Board and sub-group minutes demonstrate that training is being monitored and evaluated, as to what impact it having on practice.

11. Platforms success measures (Quantitative and qualitative measures to monitor the impact of actions)

- Positive feedback from staff on the level of corporate/oranisationl support for Children's Services
- Finance data evidencing investment in improvements (e.g. finance tracker)
- Future budget allocation (2018/19)
- % of looked after children reviews in timescales
- % of children subject to a child protection plan for whom a visit has taken place within the last 4 weeks
- % of looked after children for whom a visit has taken place in statutory timescales
- Practice audits show improved record keeping (e.g. more documents scanned onto CRS)
- Practice audits show improved minute taking in key meetings (e.g. child protection conferences and panels)
- Positive feedback from frontline staff on improvements to business support
- Positive feedback from business support that they feel there are making a difference
- Positive feedback on ICT systems, including and CRS and mobile technologies

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Children's Services Ofsted Improvement Board Performance Tracker

WORK STREAM	PRIORITY	OFSTED RECOMMENDATIONS
Practice	1. Ensure consistent, high quality social work	Recommendations 5 and 12
	2. Improve the quality of practice for children who need early help and protection	Recommendations 6, 7, 9 and 11
	3. Improve outcomes for looked after children, including planning for permanence	Recommendations 13, 14 and 16
	4. Improve outcomes for care leavers	Recommendations 17, 18, 19
	5. Ensure children who go missing and those at risk of CSE are identified and protected	Recommendations 3 and 4
People and Performance	6. Strengthen leadership and governance	Recommendation 20
	7. Develop a stable and skilled workforce	Recommendation 2
	8. Strengthen management oversight and ensure robust quality assurance and performance management	Recommendations 1, 8, 10 and 21
	9. Strengthen strategic commissioning	Recommendation 15
Partnerships	10. Improve Croydon Safeguarding Children Board (CSCB)	Recommendations 113-117
Platforms	11. Establish ICT systems and support that enables high quality social work	Recommendation 2

Objective – 1. Ensure consistent, high quality social work

Improvement Action	Improvement Measure	Lead Accountability	Progress to Date
Provide guidance and support so that managers ensure that viability assessments, pre-birth assessments or assessments for emergency placements are undertaken without delay.	Assessments are completed in a timely manner to ensure children’s needs are fully realised and responded to without delay.	Philip Segurola	
Ensure early permanency planning to include timely use of pre-birth assessment, timely use of parallel/contingency planning to secure permanency options without delay.	Delay between pre-birth assessment and permanency options are minimised with work being completed in a timely manner at all stages of the process.	Philip Segurola	
Next Steps			



Objective – 1. Ensure consistent, high quality social work

Improvement Action	Improvement Measure	Lead Accountability	Actions to Date
Establish a tracker and a fortnightly panel to ensure that permanency plans are progressed and delay is minimised.	The daily tracker is in place and data reviewed at the fortnightly panel. Delays in permanency plans are reduced.	Philip Segurola	
Establish a mechanism for reviewing cases prior to a child returning home from care .	Audit evidence is analysed and fed back to improve practice.	Philip Segurola	
<p style="text-align: center;">Next Steps</p>			

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Graph 9

Appendix 3 - Improvement Key Performance Indicators – October 2017

Indicator Number	Indicator Title
P 1	Social Worker Vacancy Rate
W 1	Average Caseload per Social Worker
W 1a	Average Caseload per Social Worker - Assessment
W 1b	Average Caseload per Social Worker - Care Planning
W 1c	Average Caseload per Social Worker - Permanence
W 1d	Average caseload per Social Worker – Leaving Care
W 1e	Average Caseload per Newly Qualified Social Worker (ASYE)
FD 3	Percentage of completed contacts received in the month which were actioned within 1working day
FD 8	Percentage of re-referrals within 12 months
CIN	To be Confirmed.
CP 5	Percentage of children for whom CPC was held in the month within 15 working days of the Strategy discussions
CP 10	Number of current Child Protection Plans lasting 2 years or more
CP 10a	Number of current Child Protection Plans lasting 18 months or more
CP 13	Percentage of children subject to Child Protection Plan for whom a visit has taken place within last 4 weeks
MC 6	Percentage Missing Episodes that result in a completed RHI
MC 7	Percentage Missing Episodes that result in a completed RHI within 72 hours of missing episode
LE 2	Percentage of cases concluded within 26 weeks of issue
PLO	Number of cases in PLO - Under Development
LAC 10	Percentage of LAC for whom a visit has taken place within statutory timescales
LAC 11	Percentage of LAC cases which were reviewed within required timescales
LAC 19	Percentage of LAC that have been in care for 12+ months, that have had same social worker for last 6 months
LAC 20	Percentage of LAC under 16 in care for more than 2.5 years: in the same placement for 2+ years
F 3	Percentage of Annual Reviews of Foster Carers completed on time
AD 7	Average time between a child entering care and moving in with the adoptive family (days)
CL a	Care Leavers with an Up-to-date Pathway plan
CL 1	Number of Care Leavers in employment, education, or training (EET) on their 17th to 21st Birthday
CL 1a	Percentage in employment, education, or training (EET) on their 17th to 21st Birthday
CL 2	Percentage not in employment, education, or training (NEET) on their 17th to 21st Birthday
CL 3	Number of Care Leavers in suitable accommodation on their 17th to 21st Birthday
CL 3a	Percentage in suitable accommodation on their 17th to 21st Birthday
QA 1	Percentage of children who had their supervision and was within the timescales
QA 2	Number of Cases Audited that are Good or Outstanding
QA 3	Percentage of Cases Audited that are Good or Outstanding

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For General Release

REPORT TO:	CABINET 20 NOVEMBER 2017
SUBJECT:	Croydon 2019: London Borough of Culture competition
LEAD OFFICER:	Shifa Mustafa, Executive Director - Place Paula Murray, Creative Director, Place
CABINET MEMBER:	Cllr Timothy Godfrey: Cabinet Member for Culture, Leisure and Sport
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:	
<p>Croydon 2019 as proposed would deliver on all three of the Council's Corporate Priorities. The competition is an opportunity for Croydon to improve its reputation and a thriving cultural scene is a strong prerequisite for inward investment. Engagement and participation are strong elements of the bid and there will be a focus on health and wellbeing in our communities as well as skills for employment for young people in particular for example. A cultural programme that impacts on the physical environment of Croydon as well as providing opportunities for audiences, participants and artists will enhance our Borough as a place to live, work, visit or study.</p>	
FINANCIAL IMPACT:-	
<p>If Croydon is successful in being awarded London Borough of Culture 2019 there will be a financial implication for the Council.</p> <p>At this stage in the bidding process it is anticipated that the majority of the funding required to deliver the programme of events in 2019 will be provided by sponsors, including the Mayor of London. The Growth Zone and a smaller amount from our existing Culture Revenue Budget.</p> <p>There are also minimal costs involved in submitting the bid and these will be contained within existing budgets.</p>	
KEY DECISION REFERENCE NO.: not a key decision	

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

1. RECOMMENDATIONS

The Cabinet is recommended to

- 1.1 Endorse the decision for Croydon to bid to the London Borough of Culture competition
- 1.2 Delegate authority to the Executive Director for Place in consultation with the Cabinet Member for Culture, Leisure and Sport to agree, finalise and submit the bid on behalf of the authority.

2. EXECUTIVE SUMMARY

- 2.1 Croydon is proposing on bidding as part of the Mayor of London's competition to find the London borough of Culture for 2019. The draft bid, entitled "Croydon 2019" is shaped around thematic objectives that would deliver an inclusive and impactful programme with significant legacy benefits. There is a particular focus throughout the programme on provision and opportunities for young people and on the diversity of the programme, participants and audiences.

3. DETAIL

The competition

- 3.1 The London Borough of Culture is a new competition for the 32 London boroughs to apply for the title of Borough of Culture for a year. Two winning boroughs will be named London Borough of Culture, one for 2019 and one for 2020. Inspired by the UK City and European Capital of Culture programmes, London Borough of Culture aims to celebrate the unique and distinctive creativity, character and diversity of London's people and places.
- 3.2 The key criteria that the bid will be judged against are: **Celebrating Creativity, Making an Impact** and **Deliverability**. Proposals are asked to be bold and creative with a strong artistic vision, to be authentic to the local area, all embracing and inclusive. The focus on making an impact is key, looking for programmes that demonstrate a long lasting impact on people, communities, neighbourhoods and organisations. The deliverability of the bid programme needs to demonstrate good governance, project management, value for money, good partnership working and evaluation.
- 3.3 The deadline for the bid application is December 1st and the announcements of the results will be made in mid February 2018. Bids are submitted online and links to additional material online can also be provided.3.4 The two winning boroughs will receive up to £1.1 million each from the Mayor of London. A number of other funding bodies have also committed to supporting the winning boroughs, including the Heritage Lottery Fund, The Paul Hamlyn Foundation and the The City of London Corporation.
- 3.5. More information is available on www.london.gov.uk/boroughofculture

Croydon's bid: *Croydon 2019*

- 3.6 The recommendations within this report are seeking authority for Croydon to bid as part of the competition for the year 2019. 2019 will be a key year for Croydon with it being the first full year of opening for the Fairfield Halls. Croydon's bid is built around 5 major thematic objectives which form a framework for the support of culture for the next 2-3 years and the basis for a longer term Cultural Strategy for the borough.

3.6.1 To improve young people's lives

- Croydon has the largest and fastest-growing youth population of any London borough; **63,000 people between the ages of 10 and 23** live here.
- The bid programme has to increase opportunities, activities, engagement and participation in culture for young people in the Borough. There is a focus on creating structured opportunities supporting routes into employment in the creative and cultural sectors such as internships and work experience. These will be in music, dance, street art, photography, videography, coding, marketing and event production, to name just a few.
- Young people will be involved directly in programming and creating some of the flagship projects. A number of pledges and targets around involvement and engagement will be included; young people represent 34% of the borough's population and this will be mirrored in how much control they have over the programming for example. All schools in the Borough will be involved and the year will be used as a platform to re-engage around the opportunities available and Fairfield re-opening.

3.6.2 To build healthier and stronger communities

- The programme will involve all our communities and neighbourhoods and include activity that celebrates local distinctiveness and encourages community cohesion. Croydon is fortunate to have a wealth of local heritages in terms of its people and its locations to showcase and use.
- The bid will build on and support the wider cultural offer available in our district centres. There will be significant budget and resources allocated to support community projects and local events, invest in local cultural hubs, and develop projects that help connect people and communities. Much of that will be locally shaped and funding decisions will involve residents on specially convened panels to commission and support cultural programmes, projects and events.

3.6.3 To change the way Croydon is seen

- People should be proud to live and work in Croydon and winning the award to be the first **London Borough of Culture** would create a once-in-a-lifetime opportunity to improve how Croydon is perceived by London and the world. The programme will both feature local people and their stories and bring national and international partners to Croydon to work with us.
- Changing our reputation for the better is not just about civic pride, it is also about building a good case for inward investment. A thriving and regular cultural scene is something that creates a good case for inward investment; promoting the case for business to stay, to invest, to locate or to start up here. As part of the programme we will work with organisations and artists who will

strengthen our reputation and credibility as a place that is worth coming to and investing in as well as good place to live.

- There will also be a focus on our night-time economy, a key element of reputational change for Croydon. Safety, a diverse offer that does not solely rely on alcohol, attracting a mixed audience or footfall are all elements that improve the evening and night time environment: a cultural programme contributes to all of these.

3.6.4 To put culture and people at the heart of regeneration

- The size and scale of Croydon's physical regeneration is very significant both in the town centre and through the many public realm improvement schemes in many of the borough's neighbourhoods.
- Initially, the focus was on creating the new homes, offices and public spaces. The bid programme will focus on how to create interest through the cultural events and the art that go in those spaces; creating more cultural opportunities in everyday spaces, and developing our events programme for parks and public spaces across the borough.

3.6.5 To build a strong, vibrant cultural sector

- Croydon has a growing creative sector which is particularly strong in music and street art. There is a clear commitment to making sure that the bid programme is effective in strengthening the sector to build capacity, capability and sustainability for the future. This will be done through a mixture of creating commissioning opportunities, platforms and showcases for work made in Croydon as well as schemes to provide professional development support.
- Our cultural organisations, artists, producers, promoters and venues are our future producers of content and without that we have no programme or activity or cultural life in the borough.

Delivering the programme

3.7 The **Borough of Culture** award includes just over £1m in funding from the Mayor of London and Croydon's bid will aim to build on that to bring in sponsorship and other grants and funding to create a larger programme over a 3 year period, beginning in 2018, delivering the title year with some follow up elements through to the calendar year 2020. There are plans for a series of flagship events as well as structured programmes and open opportunities for new ideas and proposals from across Croydon.

3.8 A Board will be set up to oversee the ongoing development and delivery of the programme. This will be supported by a number of advisory sub groups and panels such as the those involving residents and creative organisations to allocate the neighbourhoods programmes.

3.9 A small delivery team will be established from 3 sources: temporary additional posts brought in for the programme, allocated time from existing posts and teams across the council and some existing work programme allocation from partner organisations. Individual flagship projects will have a project producer and delivery team.

4. CONSULTATION

4.1 There has been wide ranging involvement in the time available for the development of the bid programme to date with both individual and large scale meetings with cultural organisations, community organisations and partners

4.2 Should Croydon be successful, 2018 would be the crucial lead in time for further consultation and development, building on the relationships and dialogue established in the process so far. The proposed programme itself also builds in an ongoing consultative element in its decision making and governance. This is in the shape of two things: Creative Network panels and advisory sub-groups. The establishment of the Creative Network panels involving residents and cultural organisations to make decisions on funding for events and projects borrows heavily from the successful Creative People programme run in Barking and Dagenham in recent years. Secondly, it is proposed that the governance structure of Croydon 2019 would also contain a number of advisory sub-groups to the Board throughout the entire programme period established on key thematic lines.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1

1 Revenue and Capital consequences of report recommendations

2 The effect of the decision

The cost of preparing the bid for the London Borough of Culture will be contained within existing 2017/18 budgets.

If successful in being awarded London Borough of Culture for 2019 we will be required to commit funding to deliver the programme, and it is anticipated that £500k will be required from Council revenue budgets to fund the total project. With the majority of the funding estimated at circa. £4m being provided by other sources which include sponsorship, the GLA, the Growth Zone.

If awarded the London Borough of Culture status the profile of Croydon will be increased which in turn could result in additional positive publicity which could generate additional funding streams now and in the future.

3 Risks

There is a risk that sponsorship for events may be lower than anticipated which could impact on delivery of the programme of events and Council's revenue

budgets. To mitigate this risk sponsorship expectations have been kept realistic and will be closely monitored.

4 Options

There is the option to not bid for the London Borough of Culture, this is not a desired option given the desire by the Council to increase culture activities and be recognized for the cultural investment that is already taking place and enhance on this further.

5 Future savings/efficiencies

As mentioned above it is expected that the London Borough of Culture status will enable additional positive impacts on the Borough over a much longer period than the 2019.

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

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Solicitor to the Council comments that in formulating and finalising the programme, officers will need to establish clear governance and accountability arrangements , including how Members will be kept apprised of progress in light of the proposed delegation to the Executive Director of Place.

Approved for and on behalf of Jacqueline Harris-Baker Director of Law and Monitoring Officer

7. HUMAN RESOURCES IMPACT

- 7.1 Some additional staffing resource would be required as part of a team to deliver the Borough of Culture programme. The funding for this would be built into the programme budget. Other aspects of the programme would be delivered as part of the work programme of staff across the council.
- 7.2 The positive profile of Croydon as a cultural destination will also reflect positively on our recruitment and retention as an employer.

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

8. EQUALITIES IMPACT

- 8.1 To create long lasting and positive equalities impacts in a number of ways is one of the major drivers for the bid programme. The programme will have an emphasis on ethnic diversity in terms of the range of artists and organisations working as part of it and will set targets in terms of achieving for example. There will be an aim to reflect the demographic of Croydon in terms of organisations and artists producing the programme and of audience and

participant make up. Croydon's diversity is a strength which will be reflected in its programming.

Particular emphasis will be made in attracting those communities who do not usually engage with cultural activity.

There is a particular strand of activity that supports the development of the work of disabled artists and integrated arts practice. There are a number of organisations specialising in this in Croydon who have come together to shape this together.

9. ENVIRONMENTAL IMPACT

- 9.1 Environmental issues specifically, form the subject matter for a number of the commissions within the programme. All events will take environmental sustainability into account

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 The issues and challenges around Croydon's night time economy are a particular focus for part of the programme; Good Evening Croydon. This is a strand of commissioning and events that aims to broaden the basis of the kind of activity on offer as part of Croydon's night time economy, increase and diversify the footfall and create a focus not based around alcohol consumption.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 Croydon stands to gain a great deal from being part of the Borough of Culture competition: the process of bidding itself has created a focus for development and new partnerships
- 11.2 Should the bid be successful, the resulting programme would have a long lasting beneficial impact for Croydon, particularly in terms of opportunities for young people and reputational change for the borough.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 The option not to enter the competition.

CONTACT OFFICER: Paula Murray, Creative Director, Place Tel: 0208 604 7117

BACKGROUND PAPERS: None.

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For General Release

REPORT TO:	CABINET 20 November 2017
SUBJECT:	Fire safety in Croydon – update and progress
LEAD OFFICER:	Shifa Mustafa Executive Director of Place Stephen Tate Director of District Centres and Regeneration
CABINET MEMBER:	Councillor Alison Butler Deputy Leader and Cabinet Member for Homes, Regeneration & Planning
WARDS:	All
<p>CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON</p> <p>Include here a brief statement on how the recommendations address one or more of the Council's Corporate Plan priorities: Corporate Plan 2015-18</p> <p>Actions referred to in this report will contribute to corporate plan objectives for housing, including, specifically, improving housing estates and standards for residents, through the installation of sprinklers and other fire safety measures, and driving up standards for tenants in private rented housing, through use of the council's enforcement powers and duties. They will also contribute to objectives for liveability by helping people to be safe and feel safe.</p>	

FINANCIAL IMPACT

The total estimated cost of the housing fire safety works detailed in this report is about £10m. This includes £7.2m for sprinkler installation and associated measures; £1.4m for a range of different fire safety measures; £0.02m for cladding testing; and £1.4m for other associated works and contingency provision. These costs will be met through the housing revenue account (HRA) over two years (2017/18 and 2018/19). Within the general fund is a cost of £260k for the replacement of cladding at one of the council's primary schools.

FORWARD PLAN KEY DECISION REFERENCE NO: not a key decision

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

1. RECOMMENDATIONS

The Cabinet is recommended to:

- 1.1 note progress on the fire safety activities and proposals reported to its meeting on 17 July 2017 and new actions instigated since. These activities relate to housing of all tenures and to council-owned schools and other buildings.

2. EXECUTIVE SUMMARY

- 2.1 This report provides an update to the report on fire safety considered by the cabinet on 17 July 2017. The proposals set out in the last report are progressing according to timescale.
- 2.2 **Cladding:** The council went ahead with the testing of cladding materials used in the 16 taller blocks (with six or more storeys) with cladding. The material used in these blocks was not the same as that used at Grenfell Tower but the decision was nevertheless made to undertake testing (this later became a government requirement). Results indicate that the materials used are in line with requirements for material of limited combustibility (further detail is given in para 4.1). Tests have also been carried out on all other cladded blocks, that is blocks with fewer than six storeys, and cladded houses, with satisfactory results.
- 2.3 **Sprinklers:** The installation of sprinklers in 26 blocks is under way with the first two blocks to be completed in December.
- 2.4 **Miscellaneous fire safety measures:** A range of fire safety measures, such as adjustments to fire doors, signage and ensuring appropriate compartmentation, agreed with the London Fire Brigade (LFB) in the blocks of flats it regards as high priority, is well under way. These blocks comprise the 16 cladded blocks and four others. 13 of the cladded blocks have been completed. Works in the remaining blocks have commenced or, where more extensive, will be referred to the general building works contractor.
- 2.5 **Private sector housing:** There have been several recent developments in relation to private sector buildings. The Communities and Local Government (CLG) department has produced two lists of high-rise and cladded buildings. Our first task is to amend and add to this list as it isn't comprehensive, and we have arrived at a total of 42 such buildings. Testing of the cladding on the initial CLG list of five buildings indicates that the aluminium composite material (ACM) panels/insulation systems fall into the categories which have failed BRE¹ tests. The CLG has advised that the cladding is removed, with local authorities using their enforcement powers should the landlords not follow advice. The council has started inspections in the first two private. There are concerns about the role of the local authority. The first is the lack of clarity over the source of powers and responsibilities, and guidance is awaited from CLG. The second is the level of staffing resources, for the inspections and administrative work, at a time when the existing workforce is already stretched. The third is the possibility that councils will be expected by the government to undertake works in default in the event that landlords do not fulfil their duties; replacing or repairing cladding will cost hundreds of thousands, if not millions, of pounds.

¹ The BRE, formerly the Building Research Establishment, is a building science centre which provides research, advice, training, testing, certification and standards for the construction and built environment sectors.

- 2.6 **Fire risk assessments** (FRAs) have been undertaken in all corporate buildings and a review is under way to ensure any necessary actions are being progressed. Similarly, the FRAs for community schools have been obtained and, where relevant, are being updated. The external rain screen cladding at Chestnut Park Primary School, whilst complying with fire regulations, has been replaced as a precautionary measure because of the materials used.
- 2.7 Various developments at a national level may have implications for local government, and the council will keep abreast of emerging changes to regulations and advice. The developments include the public inquiry into the fire at Grenfell Tower, the independent review of building regulations and fire safety, and the setting up of an independent advisory panel to issue recommendations for improving public safety. It is likely that consideration will also be given to the wider social housing issues raised by the recent debate.

3 BACKGROUND

- 3.1 Following the fire at Grenfell Tower and the issues raised by this tragedy, the cabinet, at its meeting on 17 July, considered the council's policies and responses to ensure the safety and well-being of residents and visitors in Croydon. The report provided some background in terms of the nature of the council's housing stock and the history of investment, issues known to date with private and housing association homes, and the status of corporate buildings and schools.
- 3.2 The report summarised the immediate decisions and actions taken, and the programme of works and fire risk assessments being put in place. This report seeks to provide an update on those activities and to update the context in particular in relation to national developments.

4 ACTION RELATING TO THE COUNCIL'S HOUSING STOCK

Cladding

- 4.1 The council has 1,100 blocks of flats of which 25 have 10 or more storeys and 14 have six to nine storeys. 16 of these higher-rise blocks have been cladded. It was reported before that all blocks had been surveyed and this had confirmed that the method of construction prevented the spread of fire. It was also reported that the material used for cladding was not of the same type (aluminium composite material or ACM) as at Grenfell Tower but that the council was nevertheless commissioning tests. The blocks concerned have rigid aluminium panels and Rockwool insulation batt. The tests carried out indicate that the materials used are in line with requirements for the material of a limited combustibility. Specifically, the tests (bomb calorimeter tests) involve burning the material in a pure oxygen atmosphere to establish the reaction. The material used in the cladding did not burn and so achieved what is considered to be Class O (non-combustible) status.

4.2 The government has subsequently required testing of non-ACM materials such as used in our cladding so we are able to report the satisfactory outcomes. In addition, we have now undertaken sample testing of all cladded lower-rise blocks (which have varying types of cladding) to ensure each archetype is tested, as well as testing of cladded (or rendered) houses to check the materials used. Altogether 172 units in total have been tested. We have also inspected loft spaces for appropriate levels of fire-stopping. All of these tests have indicated appropriate materials and standards.

Fire safety works

4.3 Members were previously advised that the council was undertaking joint inspections with the London Fire Brigade of all blocks regarded by the LFB as high-priority blocks. All 16 cladded blocks as well as four others have now been inspected. These visits have resulted in an agreed programme of fire safety works relating, for example, to communal doors, signage, ensuring appropriate compartmentation and fire stopping, and adjustments to fire doors on flats, such as fitting intumescent strips or self-closing mechanisms. The council has commissioned Maulty Ltd to undertake the majority of these works. To date, the measures at 13 of the cladded blocks have been completed. Works are under way in three of the remaining blocks and, in the case of one block where some more extensive works are also required, we will be instructing Mulalley Ltd (our general building works contractor) to undertake the works. Of the other four priority blocks, Maulty Ltd has started works at two blocks (although one of these involves more extensive works which, again, will be referred to Mulalley Ltd) with a further two to commence shortly. One other block (College Green retirement housing scheme) had already been programmed for major refurbishment works, including cladding to address the porous brickwork, prior to the Grenfell Tower fire; advice from the LFB will be fully taken into account in the specification. This scheme is also included in the blocks receiving sprinklers.

Sprinkler systems

4.4 It was previously reported to members that the council had committed to fit fire sprinklers within 25 blocks of flats with 10 or more storeys and one eight-storey block used as retirement housing. It should be noted that this measure was not considered to be essential by the council or LFB, but was regarded by the council as providing an additional safeguard in the event of fire. Work has been progressing on this in terms of commissioning and resident engagement. A specification was then issued to Mulalley Ltd, the general building works contractor, which is drawing up specific proposals for the design and installation in each block of flats.

4.5 The council has engaged in a variety of ways with residents about the proposed works. Fire safety (including sprinkler installation) has been a standing item on all resident representative service improvement groups and Tenant and Leaseholder Panel meetings held since June 2017. Residents' questions and concerns have been captured through these meetings and responses prepared

which address the appearance and the effect on the flats, the amount of disruption, what would happen in the event of the system being triggered, and the cost (an issue for leaseholders). The council's *Get Involved* website was used to engage with around a third of affected households, to ensure that the questions and answers produced are comprehensive and easy to understand. The installation programme has been developed in ways which address or mitigate concerns raised through this process. Resident meetings will be held for all affected blocks before works start on site.

- 4.6 A vacant property has been fully fitted with a non-operational sprinkler system to be used as a "demonstration flat" to help residents visualise how the sprinklers will look within their homes. A video and before & after photos have been produced to use for people who haven't viewed the flat and for use after the vacant property is re-let. These are available, with a set of frequently answered questions, on the council's website at www.croydon.gov.uk/housing/firesafety. There may be the possibility of providing a similar demonstration approach in other blocks in order to extend the opportunity for viewing for local residents. This will depend on the availability of vacant flats. Feedback indicates a positive level of satisfaction with the proposals. The average amount of time estimated for the work is three days per flat, and the contractor will help people where furniture or belongings have to be moved away from walls. Advice is being provided in the event of sprinklers being set off depending on whether just one room or a whole flat is affected. In retirement housing schemes, the sprinkler will be linked to a centralised call-out system to enable emergency services notification in the event of an activation. The first two blocks will be completed in December 2017, with the full programme of works under way by the spring 2018.
- 4.7 Consideration has been given to whether leaseholders (of whom there are 46) should be charged for installation. There is no statutory right of entry under current health and safety or fire safety legislation. Under the terms of the leases, any argument we make for right of entry and recovery of costs under the improvement clause could be contested by the leaseholder which could result in a delay to the programme of over 12 months. As we are keen to fit sprinklers in as many flats as possible and our residents' safety is paramount, it has been decided that we will not charge in this instance in order to guarantee maximum coverage for the sake of the safety of the whole block. All leaseholders will be expected to sign an acceptance for future communal charges (which is in the terms of the lease) and maintenance. This decision will not set a precedent for other fire-related charges, due to the unique nature of the works.
- 4.8 A letter has been sent to leaseholders to this effect, and encouraging them to allow access to their flats for the works. The letter makes clear that this is a short-term offer so if someone refuses now, they would be charged should they change their minds and ask for installation at a future date. To date, the only

London borough to decide to charge leaseholders is Wandsworth with other councils preferring, like Croydon, to encourage maximum take-up.

4.9 Procurement and value for money

The contracts and commissioning board, at its meeting on 02 August 2017, agreed a procurement strategy in relation to a range of technical services and fire safety works, including sprinklers, fire risk assessments and the measures arising from these, and checks and inspections. To ensure swift action could be taken, some initial contractual matters were resolved in consultation with the Council's commissioning and improvement division and were implemented in accordance with Regulation 18c of the Tenders and Contracts Regulations (Disasters and Emergencies) or under Director's delegated authority (as appropriate). The sourcing approach involved various ways of ensuring value for money including through the benchmarking of prices against existing frameworks or schedules of rates, and previous quotes, or through cost management scrutiny and verification.

Fire risk assessments and compliance team

- 4.10 Given the great focus on fire safety work, it has been agreed to establish a housing compliance team bringing together staff with the skills, knowledge and resources to ensure that the council is meeting its obligations and developing the best approach to fire safety. There are a number of advantages to a dedicated team:
- fire safety will consistently have a high priority and be adequately resourced
 - the team will operate across both responsive and planned maintenance areas of activity ensuring a consistent and joined-up approach in terms of policy and practice
 - there will be a clear allocation of responsibility, enforcement of policies and regulatory requirements within the housing service, and a single point of enquiry and advice for other staff
 - one team will ensure that all records are kept together in a systematic way.
- 4.11 The team will bring together a number of existing duties and functions. There will continue to be other levels of responsibility in particular at contract manager levels. Next steps will be a compliance register to hold all information in one place, a reporting tool to provide up-to-date status on compliance issues, an overarching compliance policy and a training and awareness programme for all staff. Discussions with the asset management database supplier have commenced to take forward the ICT elements.
- 4.12 One area of operation for the team will be the oversight of fire risk assessments (FRAs) undertaken in all eligible blocks of flats (more than 700 in total). These are currently undertaken by Frankham Consultancy Group. The approach by the consultant has been to undertake what is known as Level 1 FRAs. The recent inspections by the LFB have effectively been Level 4 assessments. These far more intrusive assessments have not flagged up any significant concerns but rather a number of minor measures; these results indicate that the

previous degree of scrutiny was largely appropriate. The compliance team will be responsible for developing an approach to FRAs which will determine the appropriate level for each block. Whilst Level 1 FRAs might generally be sufficient, Level 3 or 4 assessments will be preferred in some instances, for example following a major refurbishment programme. The team will also include staff themselves qualified to undertake FRAs for the purpose of contract management, spot checks and policy development.

Resident responsibilities

4.13 The council has been promoting a zero tolerance approach to behaviour which puts others at risk of fire or obstructs routes of escape. Caretaker managers and inspectors have been identifying flats which have items stored outside and have been writing to the residents concerned. Our processes, for example escalating levels of written requests and warnings to residents who don't comply, aim to inform people about risks and responsibilities first and foremost with enforcement action only where this doesn't work and possession action only in the very last resort. In the event that warnings are disregarded, the council is itself removing items posing a risk and placing them in storage. Overall, the response from residents to this strict approach has been positive although, in some cases, residents have resented the approach even to the extent of threatening violence to council staff. Members have been made aware of this new approach as their promotion of safe behaviour and support for the efforts of officers to ensure their safety is key.

4.14 Fire safety leaflets are being sent to all residents in council blocks and included in sign-up packs for new tenants. The council's behaviour change team has supported the development of communications, for example, signage for communal areas using visual images rather than text to get the message across in a user-friendly way to all residents. Direct messages from frontline staff remain important; all caretakers and tenancy officers have attended LFB awareness training and caretakers have heightened their regular fire checks.

4.15 Enquiries and communications

The council has continued to deal with all enquiries from the press, public and MPs, including freedom of information requests (many of which have been very complex or required the full 18 hour maximum of officer time), comprehensively and promptly. It should be noted that these enquiries have themselves created a significant body of work for the same officers dealing with the overall fire safety response with implications for other areas of work.

5 PRIVATE SECTOR AND REGISTERED PROVIDER HOUSING

5.1 At the time of the last report, there was limited information about private sector and housing association stock. The Communities and Local Government (CLG) Department has been collating details of high-rise residential blocks across the country. The LFB is responsible, under the Regulatory Reform Order (Fire

Safety) 2005, for the external areas (including cladding) and internal communal areas, The council is responsible, under the Housing Act 2004, for individual privately-rented homes (the landlord of which can be the owner of the block or the leaseholders of individual flats). Freeholders, or others who have responsibility for common areas, are responsible for undertaking fire risk assessments and taking mitigating action where risks are identified. The LFB's role is to check whether FRAs have been undertaken and whether they are adequate, and to confirm that risk-reduction measures have been actioned. One of the issues we, in conjunction with the LFB, will be checking is whether the existence of cladding has been identified and taken into account in the FRA.

- 5.2 An initial list, based on information volunteered by owners, indicated five such blocks in Croydon, of which three were owned by housing associations and two by private landlords, which have ACM panel/insulation systems falling into the categories which have failed recent BRE tests. The results of the tests together with advice notes have been sent to the landlords and CLG is in discussion with them about any immediate steps they might need to take to protect the safety of residents (including, for example, employing on-site overnight wardens), about how they will work with the council to prepare plans for communicating with residents, and about their remediation plans for the building in light of the test result. CLG advice is that the cladding is removed although landlords will first want to see full guidance on suitable systems. The role of local authorities is to support landlords and to use any enforcement powers under the housing health and safety rating system should landlords fail to follow advice concerning the cladding.
- 5.3 The enforcement team has commenced inspections of the rented flats within one of these private blocks focussing, initially, on licensed flats but identifying non-licensed flats for the next stage. Inspections are due to start at the second block. One of the challenges is the clarification of the rental nature and name of the landlord, although this work is enabling us to bring all relevant properties into our existing landlord licensing scheme. No action will be taken in relation to the housing association blocks unless it becomes clear that the landlord is not following advice and regulatory requirements.
- 5.4 The CLG has subsequently sent a longer list of relevant blocks, including 30 properties. The council is aware that this list is incorrect and the first step is to review and add to the list. So far, a total of 42 properties has been identified. The next step will be joint visits with the LFB of all blocks. Where cladding is identified, we will contact the landlords to request that the panels are sent for testing. Again, collating this information and acquiring contact and other details is placing a considerable administrative burden on the council.
- 5.5 There is insufficient clarity over the source of powers and responsibilities for enforcement by local authorities, and guidance is awaited from CLG. Of significant concern is what we are expected to do if a freeholder does not co-operate regarding the removal of the cladding. CLG appears to suggest that

local authorities should use their enforcement powers under the Housing Act 2004, including carrying out the works in default if necessary; this will cost hundreds of thousands, if not millions of pounds. This is a lengthy and potentially complicated process which is already significantly affecting the resources we have available to deal with other issues in the private rented sector, including the proactive inspection of properties under our selective licensing scheme, and we have not yet started any enforcement action should this become necessary.

6 COUNCIL NON-HOUSING BUILDINGS

- 6.1 The council owns a number of non-residential buildings for which the same fire safety obligations apply. These buildings include depots, crematoria, children's homes, pupil referral units, youth, leisure and community centres, and other premises for public use or in public areas, as well as office buildings. Fire risk assessments have been undertaken for 49 corporate buildings (excluding schools) that fall under the terms of the Regulatory Reform (Fire Safety) Order 2005. A detailed review has been carried out of these assessments to ensure all actions are being progressed and ensure outstanding items are addressed. All high priority items have been actioned and Facilities Management have held face-to-face meetings with all the identified 'local responsible persons' identified as part of the FRA reviews. This also involved local training around the FRA purpose and responsibilities. Although full training has also been undertaken for all youth community groups and organisations, working with the youth service, to help raise fire safety awareness, roles and responsibilities, the health & safety team continues to provide support to the groups and this will be ongoing until all parties are confident in completing their responsibilities. Following the full review of the entire corporate estate, including all leasehold properties, the identified 51 sites for which an FRA is required are under way. An FRA specification is being developed to ensure the format enables the council to monitor progress and compliance, and this will follow a compliant procurement exercise. As part of the council's monitoring role as the landlord, all letters have been sent out to establishments with shared responsibility and where the council are the commissioning body (i.e. libraries, leisure centres etc). Letters to all FRA leaseholders and long leaseholders are being sent out and this exercise will be completed by the end of October. All responses are being reviewed and monitored to ensure compliance.
- 6.2 Members were previously advised that officers were undertaking a desktop study of cladding used on the community schools for which the council is directly responsible. FRAs have been obtained for all (45) community primary schools to be used to in this analysis which will then be followed by site visits.
- 6.3 As a result of the desk top analysis, the decision has been made to replace external cladding at Chestnut Park Primary School. The external rain screen cladding complied with fire regulations but it has been removed as a precaution

because the materials include an aluminium composite material (ACM) and a sealed polyethylene core. The remedial works were completed before children returned to school in September at a cost of £260,000 met from within the existing schools capital budget.

7. GOVERNANCE

- 7.1 The July report to members indicated that a fire safety board had been established by the council in conjunction with the LFB to take a council-wide view of fire safety arrangements. Terms of reference have been agreed although the board does not have decision-making powers (which, rather, rest with the chair, the executive director of place). The board is formally linked to the corporate health and safety board but allows for detailed examination of fire safety issues as well as consideration of non-corporate matters for example relating to private sector housing. The board is now also attended by the Deputy Leader and Cabinet Member for Homes, Regeneration & Planning. A new officer-level working group, including LFB representatives, holds detailed discussions about council and private sector buildings and refers matters to the board.

8. PUBLIC INQUIRY AND GOVERNMENT REVIEWS

- 8.1 This programme of review, activities and policy change is occurring within a changing national picture. The government now has in place a building safety programme. This involves: the testing and checking of buildings as mentioned above, and advice to landlords; an independent expert advisory panel to develop recommendations for improving public safety and identifying the buildings of concern, to be followed by advice on other buildings (ie those with materials other than ACM, or where cladding has been removed or new construction halted because it was planned to install ACM); and an independent review of building regulations and fire safety with a particular focus on high rise residential buildings. These mostly concern matters directly related to the Grenfell Tower fire but there will no doubt be findings of general relevance including the scope and adequacy of regulations, legislation, guidance and industry practice relating to the design, construction, equipping and management of high-rise residential buildings. And, of course, the public inquiry has started. Additionally, the prime minister has promised that the Government will also consider the broader questions raised by the public including the wider social housing issues.
- 8.2 The council will be examining all findings and provisions as they emerge to ensure that our own buildings, measures, procedures and enforcement policies are updated accordingly.

9. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 9.1 The total estimated cost of the housing fire safety works detailed in this report is about £10m. This includes about £7.2m for sprinkler installation and associated works, surveys, drawings, electrical support for the notification system and infrastructure; £1.4m for the range of fire safety measures; £0.02m for cladding testing; and £1.4m for other associated works and contingency provision. Following the completion of all measures, the final costs can be reported to cabinet. The works will be undertaken within 2017/18 and 2018/19. The fire safety measures will be undertaken over two years, with the spend in 2017/18 likely to be about £400,000 on works completed or undertaken by Maulyte and the remainder through the capital programme in 2018/19. The costs of preparatory works in relation to the sprinkler programme have already been incurred but the majority of costs will be incurred from December, with the completion of the first two blocks, through to the programme completion in 2018/19.
- 9.2 The HRA capital budget is funded primarily through HRA revenue income, to be supplemented when necessary by using HRA reserves and, once the reserves have reached the minimum level of £3m, by borrowing up to the cap set by central government. As LBC has no control over the level of rent collected to fund the works, the impact of carrying out the fire safety works is to be addressed through making efficiency savings in both the capital and revenue programmes year on year, beginning with 5% savings in the HRA revenue budget in 2018/19. The impact will be modelled within the 30-year business plan to work towards a long-term sustainable HRA.
- 9.3 General fund expenditure relates to the removal of cladding from one of the council's primary schools, amounting to £260k which can be met from the schools capital budget.
- 9.4 The council has written to the Secretary of State for Communities and Local Government on two occasions (21 June and 2 August 2017) endorsing his assessment of the need for additional fire safety measures and notifying him that, as a result, we are installing sprinklers in taller blocks and working closely with LFB. We explained the significant cost to the council which, given the financial pressures on the housing revenue account caused by annual rent reductions among other things, would mean other council programmes of work would suffer unless there were to be a contribution to these costs from central government. No offer of assistance has been forthcoming and it is understood that local authorities are expected to fund these works themselves. The housing minister Alok Sharma has stated that the installation of sprinklers does not meet the criterion of "essential fire safety works required to make a building safe". Dany Cotton, the commissioner of the London Fire Brigade, has stated that "this (sprinklers) can't be optional... this is something that must happen". The council has made it clear that we do not have the financial resources within the HRA to fund the sprinkler programme without significant impact on other

programmes of work. Attached, for information, are the letter of 02 August from the cabinet member for homes, regeneration and planning to the secretary of state for communities and local government, and the letter of 27 September from the minister of state for housing and planning. The council will continue to press ministers for their support, especially given the LFB's position on the importance of sprinklers in taller council blocks.

1. The effect of the decision

The decision to undertake these necessary safety improvements, is made assuming that there will be no financial contribution from the Government. Given the nature of these works it is considered that these are essential to safety and therefore must be undertaken, resulting in an increased financial pressure on the HRA.

2. Risks

- The funding of these additional works to housing being from the HRA will result in a financial pressure to the HRA if funding from the Government is not made available. These additional costs will impact on the HRA business plan becoming unsustainable within a shorter period of time than currently predicted.
- That commitment to maintain all homes to the decent home standard over time may be compromised in the short to medium term as monies will need to be diverted to these essential works and not be available for other works

2 Options

There is no other option but to undertake these essential safety works. There will be a continuation of lobbying to government to fund these.

3 Future savings/efficiencies

Not applicable

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

10. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 10.1 The Solicitor to the Council advises that there are no additional legal considerations arising from the recommendations within this report.
- 10.2 Approved for and on behalf of Jacqueline Harris Baker, Director of Law, Council Solicitor and Monitoring Officer.

11. HUMAN RESOURCES IMPACT

- 11.1 There are no human resources impacts in respect of Croydon staff.

11.2 Approved by: Sue Moorman, Director of Human Resources

12. EQUALITY IMPACT

12.1 Many residents affected by fire safety issues will have specific needs and requirements. Fire risk assessments need to take into account the users of buildings and identify risks and mitigation accordingly. The works programmes being developed and the way in which they are being carried out, and the communications setting out information and advice, have fully acknowledged the need for an understanding of such needs and for flexibility in terms of works programmes and sensitivity and tailoring in terms of communications. Tenancy officers are currently checking records to identify vulnerable people in taller blocks, not just retirement housing schemes, to ensure the development of personal emergency evacuation plans in the event of a fire.

13. ENVIRONMENTAL IMPACT

13.1 The sprinkler installation and other fire safety improvements recommended contribute to ensuring the safety of tenants and leaseholders and will serve to reduce the risk of the environmental and human loss and suffering that fires cause.

14. CRIME AND DISORDER REDUCTION IMPACT

14.1 Installation of sprinkler systems will reduce the risk of disorder arising from a major incident.

14.2 There is increased risk of disruption from anti-social behaviour associated with setting off sprinkler systems.

15. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

15.1 Not applicable.

16. OPTIONS CONSIDERED AND REJECTED

Not applicable.

CONTACT OFFICER: Stephen Tate, Director of District Centres and Regeneration
extension 47446

APPENDICES TO THIS REPORT:

Appendix A: Letter, dated 02 August, from the cabinet member for homes, regeneration and planning to the secretary of state for communities and local government

Appendix B: Letter, dated 27 September, from the minister of state for housing and planning to the deputy leader of the council

BACKGROUND PAPERS: None.

Rt Hon Sajid Javid MP
Secretary of State
Department for Communities and Local Government,
2 Marsham Street,
London,
SW1P 4DF

2 August 2017

Dear 

Thank you for your letter of 26th July to Jo Negrini, Chief Executive and also for a response of the 19th July received from Alok Sharma MP referring to the measures Croydon is putting in place to ensure all our tenants in high rise blocks are safe.

We completely agree that there should be no hesitation in putting in place additional measures to ensure the safety of our tenants and that is why we announced a programme to install sprinklers in all our blocks of 10 storeys and above within days of the Grenfell Tower tragedy. Since then we have been working on commissioning this programme as quickly as possible. We have also been working with the London Fire Brigade closely on all aspects of fire safety across our estate.

We believe these works are necessary to ensure the fire safety of our housing and therefore should receive financial support from government. We set out clearly in our initial letter to you that our Housing Revenue Account (HRA) is already facing huge financial challenges from a range of issues, principally the cut to rents imposed by government. We do not have the financial resources within our HRA to fund the sprinkler programme without significant impact on other capital work planned over the period of the business plan.

I look forward to hearing from you to confirm that government will be providing this support.

Yours sincerely



Cllr Alison Butler
Cabinet Member for Homes, Regeneration & Planning
Deputy Leader – Croydon Council

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**Department for
Communities and
Local Government**

Councillor Alison Butler
Deputy Leader
Croydon Council
Town Hall
Katharine Street
Croydon
CR0 1NX

Alok Sharma MP
Minister of State for Housing and Planning

**Department for Communities and Local
Government**
Fry Building
2 Marsham Street
London
SW1P 4DF

Tel: 0303 444 3430
Fax: 020 7035 0018
Email: Alok.Sharma@communities.gsi.gov.uk

www.gov.uk/dclg

Our Ref: 3450020

29th September 2017

Dear Alison,

Thank you for your letter of 2 August 2017 to the Rt Hon Sajid Javid MP about costs incurred in implementing remedial fire safety measures in Croydon. I am replying as Minister for Housing and Planning. I apologise for the delay in this response.

The Government expects building owners to fund measures designed to make a building safe, and to draw on existing resources to do so. The Secretary of State, in his letter to all local authority chief executives on 31 July, outlined that we would consider the removal of financial restrictions in limited circumstances. This would be where it is necessary for essential fire safety works required to make a building safe, as advised by local fire services, to be carried out. It would also cover cases where the landlord has received professional advice on any essential work to make cladding systems safe, following the conclusion of tests being conducted by the Building Research Establishment.

Based on the information provided in your correspondence, it would appear that the work you want to carry out to buildings does not meet either of these categories, and the fire safety measures you outline are additional rather than essential. On this basis, any costs would have to be borne by your authority without any further financial flexibilities.

However, if you can provide further information showing that this work is within these categories please let my officials know by contacting:
localauthorityhousing@communities.gsi.gov.uk

P.P. **ALOK SHARMA MP**

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For General Release

REPORT TO:	CABINET 20 November 2017
SUBJECT:	New Air Quality Action Plan 2017-2022
LEAD OFFICER:	Shifa Mustafa, Executive Director - Place
CABINET MEMBER:	Councillor Stuart King Cabinet Member for Transport and Environment
WARDS:	‘All’

CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON

Include here a brief statement on how the recommendations address one or more of the Council’s Corporate Plan priorities: [Corporate Plan 2015-18](#)

Croydon’s Community Strategy 2016-2021

- To secure a safer, cleaner and greener borough.
- To secure a good start in life for residents and children in the borough.
- To make Croydon a great place to work, learn and live.
- To improve the environmental wellbeing of our residents and communities
- To promote environmental sustainability.
- To protect children and vulnerable people from harmful effects of air pollution
- To contribute to increasing healthy life expectancy and reducing early death from cardio-respiratory diseases.

Corporate Plan/Priority projects

- Growth
- Independence
- Liveability
 - Creating a welcoming, pleasant place in which local people want to live
 - Promote sustainable forms of transport and reducing reliance on the private car. This will bring environmental, social and health benefits

FINANCIAL IMPACT

This report has minimal direct financial impact on existing revenue budgets. Following the completion of the consultation on the draft Air Quality Action Plan 2017 – 2022, funding will be sought from a number of sources.

FORWARD PLAN KEY DECISION REFERENCE NO: 1717CAB. The decision may be implemented from 1300 hours on the expiry of 5 working days after it is made, unless the decision is referred to the Scrutiny & Strategic Overview Committee by the requisite number of Councillors.

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

1. RECOMMENDATIONS

The Cabinet is recommended to:

- 1.1 Approve the actions in the final draft Air Quality Action Plan 2017-2022 (AQAP) for purposes of consultation as set out in paragraph 4.1 and 4.2 and Appendix A
- 1.2 Note the further requirement for statutory consultation on the AQAP as detailed in paragraph 4
- 1.3 Delegate to the Executive Director of Place authority to undertake a consideration of the outcome of the statutory consultation and make a final determination in relation to the implementation of the AQAP, including any final amendments required to the AQAP consequent on the outcome of the consultation.

2. EXECUTIVE SUMMARY

- 2.1 Air quality is an important Public Health issue in London, it contributes to shortening the life expectancy of all Londoners, disproportionately impacting on the most vulnerable. It has been estimated that 9,400 deaths occur each year due to illnesses caused by long-term exposure to air pollution.
- 2.2 The whole of Croydon has been designated as an Air Quality Management Area (AQMA) due to exceedances of the nitrogen dioxide air quality objective. As such we have a statutory requirement to produce an Air Quality Action Plan. Croydon has produced three Air Quality Action Plans with the current plan ending in 2017.
- 2.3 With the focus on air quality so high now is perfect the time to produce and promote an integrated five year action plan to focus on local actions the Council can take to reduce emissions and minimise exposure of air pollutants to those who live and work in Croydon.
- 2.4 Some of the proposed options will be delivered within existing budgets, however many of these options require new funding. Funding will be sought from a number of sources, see below:
 - Planning Section 106 Obligations (air quality, transport and public health)
 - Local Implementation Plan (transport related measures)

- Mayor's Air Quality Fund (MAQS) (next round of funding is 2018).
- DEFRA air quality grant.
- Growth Zone
- Public Health funding

2.5 We have already secured funding from section 106 agreements, with up to £200,000 identified for air pollution measures detailed in the action plan. We have also secured funding from the growth zone to manage the Town Centre logistics project arising from the redevelopment works. DEFRA will be announcing their air quality grant scheme for 2018 soon and there is a strong focus on partnership working so we will consider joint projects with other members of the South London air quality cluster group.

3. AIR QUALITY ACTION PLAN 2017-2022

3.1 It has been estimated that 9,400 deaths occur each year due to illnesses caused by long-term exposure to air pollution. A recent study has shown that there are 448 schools in London that are located in areas exceeding legal air quality levels, this includes three schools in Croydon.

3.2 A major reason for the non-compliance is the failure of diesel emission controls in real-world driving and an increase in the number of diesel vehicles on our roads. Diesel engines contribute to air pollution through the production of Particulate Matter and nitrogen dioxide.

3.3 A recent High Court ruling found that the Government has broken the law by failing to tackle illegal levels of nitrogen dioxide (NO₂) air pollution as quickly as possible. The ruling means that the Government's existing plan for improving air quality will be quashed. Instead, ministers will have to put in place, as quickly as possible, new measures to remove illegal levels of NO₂ air pollution.

3.4 Officers and the Cabinet Member for Transport and the Environment attended the Streets, Environment and Homes Scrutiny Sub-Committee on 31 January. The meeting was also attended by representatives from the GLA and Client Earth, both of whom presented information, answered questions and contributed to discussions. Suggestions from this meeting were then incorporated into the draft action plan.

Air Pollution in Croydon

3.5 As part of the Air Quality Review and Assessment Process all Local Authorities in the UK are required to produce periodic Updating and Screening Assessment (USA) reports of air quality in their area. The latest assessment undertaken by Croydon, [<http://lovecleanair.org/local-air/local-reporting/croydon-2/#>] concluded that both the annual and hourly average nitrogen dioxide (NO₂) concentrations will be exceeded around the busiest road junctions within the Borough.

3.6 The monitoring shows that the nitrogen dioxide annual mean air quality objective of 40µg/m³ are not met at busy roadside sites and there is no significant downward trends of nitrogen dioxide levels, which have remained

fairly level over a number of years.

- 3.7 The whole of the borough has been designated as an Air Quality Management Area due to nitrogen dioxide and therefore we have a statutory duty to produce an Air Quality Action Plan. The action plan sets out what the authority intends to do in pursuit of the air quality objective(s).

Health Impacts

- 3.8 Air quality is an important Public Health issue in London, it contributes to shortening the life expectancy of all Londoners, disproportionately impacting on the most vulnerable. In 2015 Kings College London produced a report 'Understanding the Health Impacts of Air Pollution in London'. This study shows that in 2010 there was the equivalent of up to 9,400 deaths across London associated with exposure to nitrogen dioxide (NO₂) and particulate matter (PM_{2.5}). The main source of these pollutants are from road transport and energy production in the borough therefore the actions included in the air quality action plan are aimed at reducing emissions from these sources by encouraging the use of cleaner vehicles and encourage modal shift, moving people to use public transport and walk and cycle more. Tackling air quality would contribute to increasing healthy life expectancy and reducing early death from cardio-respiratory diseases.
- 3.9 Studies show that the greatest burden of air pollution usually falls on the most vulnerable in the population, in particular the young and elderly. Those particularly at risk include those with existing respiratory problems and chronic illnesses such as asthma and chronic obstructive pulmonary disease (COPD)
- 3.10 In response to the current air quality problems in London the Mayor Sadiq Khan has launched plans for the toughest crackdown on the most polluting vehicles by any major city around the world. This includes implementing a £10 Emissions Surcharge (dubbed the 'T-charge') on the most polluting vehicles entering central London from October 2017 and introducing the central London Ultra-Low Emission Zone one year earlier in April 2019.

Proposed Actions

- 3.11 The aim of the new Air Quality Action Plan is to have a more integrated approach to include Transport and Public Health measures. Some of the actions will be building on existing successful actions and some are new. The most important actions considered are detailed below:
- **Revise Supplementary Planning Document** - to include new policies such as:
 - incorporate green infrastructure into policy for all new schools located adjacent to busy roads to require the installation of green screens;
 - incorporate green infrastructure at all new major developments;
 - incorporate requirement for construction sites to utilise new technology for diesel generators – such as hybrid power solutions which delivers both significant cost savings, cuts air pollution and are quieter.
 - **Smoke Control Zones** - ensure that Smoke Control Zones are appropriately identified and fully promoted and enforced. Only half the borough has been

designated a Smoke control zone and there is a need to consider the appropriateness of extending the area to the whole of the borough. Currently the only control for wood burning stoves in the south of the borough is under the Environmental Protection Act 1990 as a smoke nuisance. This legislation does not cover emissions of particulate matter. The proposed action is to consider the revision of the current smoke control order to cover the whole of the borough, subject to the necessary evidentiary basis and consultation requirements being complied with. This would require the installation of DEFRA exempted appliances (i.e. wood burning stoves) or to only use authorised fuels where an appliance is not exempted.

- **Installation of ultra low NO_x boilers** – to review procurement policy regarding replacing boilers in Council buildings, maintained schools and Council housing properties with ultra low NO_x boilers as part of a replacement programme.
- **Cleaner Air Champions** - This project delivers a comprehensive volunteer programme to help tackle air quality issues by empowering local people to raise awareness and understanding of problems around air quality in Croydon and promoting activities that people can undertake to help improve their local air quality. Proposed option is to support through funding to deliver a volunteer programme to tackle local air quality measures.
- **Idling vehicles** - Existing legislation (the Road Traffic Regulations 2002) provides all Councils powers to request drivers of vehicles which are idling unnecessarily to switch off their engines. If they refuse a £20 fixed penalty notice can be issued. Proposed option is to set up regular patrols to raise awareness at hotspot areas such as taxi ranks, schools and bus stands.
- **Air quality at schools** - promote sustainable travel to schools - working with schools to implement packages of measures to reduce pollution and minimise exposure. The proposed option is to seek long term funding to continue Clean air 4 Schools project; to target 5 schools each year; train Travel Plan champions at schools to promote sustainable travel and carryout idling vehicle checks; to encourage 80% of schools to sign up to the TfL STARS scheme by 2018/19.
- **Borough fleet actions** – the Council should show leadership and deliver cleaner fleet and hired fleet, and work towards a diesel free fleet. Proposed options:
 - To review procurement policies to consider including a requirement for suppliers with large fleets to have attained Fleet Operator Recognition Scheme (FORS) accreditation
 - To work towards a zero diesel fleet, by achieving:
 - All council fleet and hired fleet vehicles to meet Euro VI emission standards by 2019.
 - To require 25% of council fleet / hired fleet to be ultra low emission capable (i.e. electric, hybrid) by 2019
 - To require 75% of council fleet / hired fleet to be ultra low emission capable (i.e. electric, hybrid) by 2025.
- **Private Hirers' Vehicles** - Set up Ecostars project to encourage Private Hirers' Vehicles to be cleaner and greener by 2025 by encouraging diesel free vehicles.
- **Bonfires** – these have been identified as a contributing factor to emissions of smoke and other pollutants. Proposed option is to consider measures to reduce emissions by introducing time restrictions on bonfires subject to consultation requirements being complied with.
- **Green screens** - to install green screens at schools located along busy main

- roads.
- **Pocket parks** - encourage more pocket parks, play streets and provide more green infrastructure throughout the borough, with priority afforded to areas with poor air quality.

There are a total of 50 actions in the action plan, the above list sets out the most important actions that have been discussed. The actions have been allocated against a series of categories, listed below:

- Emissions from developments and buildings
- Planning policy
- Public health and awareness raising
- Delivery servicing and freight
- Borough fleet actions
- Localised solutions
- Engagement with businesses
- Cleaner transport

For full details of all the actions propose please see Appendix A: draft Air Quality Action Plan 2017-22.

ENGAGEMENT EXERCISE

- 4.1 The first phase was an initial engagement / consultation exercise to discuss with residents, stakeholders etc to develop the actions to be included in the plan, which included holding an Air Quality summit. We wanted the opportunity to allow residents and local businesses to have a say in the development of the action plan.

We held an Air Quality summit on the 26th June 2017, and invited local community groups, schools, members of the public, resident associations, cycle groups, internal stakeholders such as transport and public health and external stakeholders including the GLA and Client Earth to attend. Invites were also made using the council's webpage, on the plasma screens in BWH and in Access Croydon and via social media platforms. The summit included a brief presentation followed by informal discussion groups. We asked people who attended what they would like to see in our action plan and these comments were incorporated into the comments made following the air quality survey.

The air quality survey was developed on 'Get Involved' and was advertised on the plasma screens in the lift lobby and in Access Croydon, a link to the survey was placed on the council's website with regular tweets being distributed by the communications team, in addition press releases were issued. In addition we carried out an engagement exercise at Purley Festival, Surrey Street market and Croydon central library to encourage people to complete the survey.

The engagement exercise ran from 26th June 2017 to 21st August 2017. In total we achieved 599 responses, well in excess of the anticipated response rate. Overall the results from the engagement exercise indicated that 89% of respondents considered that air quality an important issue. A summary of the

results are provided below and the full results are available in the Appendix B.

Once the plan has been finalised we are required to undertake a further 8 week statutory consultation which will include the Secretary of State, the Environment Agency, Transport for London and the Mayor of London, all neighbouring local authorities, other public authorities as appropriate, bodies representing local business interests and other organisations as appropriate and residents.

Results of the Engagement Exercise

- 4.2 In total there were 599 responses to the engagement exercise, the results of which are set out in the table below:

Air Quality Engagement exercise results

How important do you think the issue of air quality is in Croydon?	Very important/important	89.3%
Development of supplementary guidance for developers to improve air quality	Strongly agree / agree	78.7%
Incorporation of green infrastructure (such as trees, plants, walls / screens into new developments	Strongly agree / agree	89.2%
Continued improvement of control of dust, smoke and emissions at construction sites	Strongly agree / agree	87.4%
How strongly do you agree or disagree that the smoke control zone should be extended across the whole of the borough	Strongly agree / agree	72.4%
Provide air pollution alerts	Strongly agree / agree	82.6%
Improve air quality awareness at schools	Strongly agree / agree	84.5%
Provide cleaner air champions that raise awareness of air quality in the community	Strongly agree / agree	68.5%
How strongly do you agree or disagree with the council taking measures to clean their own vehicle fleet and contractor fleet by setting tighter emission limits for new vehicles?	Very important / important	89.6%
Bonfires create substantial amounts of smoke and other pollutants. We are considering various options to control bonfires. Which of the following options do you think the council should choose?		
Ban between 6am and 8pm	Yes	55.4%
	No	34.0%
Complete ban	Yes	36.1%
	No	54.3%
Take no action	No	72.1%
How strongly do you agree with the council taking action on idling vehicles at hot spot locations such as schools, taxis and bus stands?	Strongly agree / agree	84.4%
How strongly do you agree or disagree with the council's proposals to make Croydon's streets healthier?	Strongly agree / agree	88.1%

Bonfires have been identified as a contributing factor to emissions of smoke and other pollutants. Three options were suggested regarding bonfires. These were: a total ban; a ban during specific timings (no bonfires between 6am and sunset, Sunset has been chosen as this is a set time each day therefore

making it easier for residents to know the times and easier to enforce). The other option was to do nothing. Fifty four percent of respondents did not support a total ban. 55% wanted the ban between 6am and sunset.72% said no to doing nothing. The Action Plan proposes to introduce a ban on bonfires between 6am and sunset. The effectiveness of the ban will be reviewed after two years.

There were a number of responses on the redesignation of smoke control zones, these are areas where the use of wood burning stoves / fireplaces are controlled under the Clean Air Act. Kings College London have undertaken a review of wood burning stoves. The study looked at London boroughs of Bexley, Ealing, Greenwich, Islington, Kensington & Chelsea and Westminster. The figures show that home stoves, used in 16% of households, produce up to a third of all the capital's fine-particle pollution and in some pollution episodes they can contribute to half the toxic emissions in some areas of London. The report indicated they are most popular in south-east England, where 16% of households have them, compared with 5% nationally. The Mayor of London Sadiq Khan has recently issued a request to the environment secretary to provide extra powers on this to improve air quality.

Following approval of the plan we will be reviewing the evidence available and undertaking an assessment into the impact of wood burning stoves on air pollution in Croydon and the potential health risks associated with the burning of wood. We would then consider whether any further measures might be appropriate.

In addition to the survey questions we asked for additional comments on the proposed actions, this was answered by 307 respondents. Some of the main issues have been summarised below.

There was a high proportion of respondents wanting some action around diesel vehicles asking for a ban or restriction on diesel vehicles in certain locations across the borough and at certain times of the day.

A number of respondents wanted to see an improvement in public transport and measures to infrastructure to encourage people to walk and cycle more. Many stated they would like to cycle but felt unsafe to do so.

Idling vehicles was highlighted as an issue at schools, bus stands and taxis ranks with 84% wanted more enforcement action taken around these hot spot areas. The council have recently set up a new project on idling vehicle awareness which is aimed at looking for air quality champions in the local community to carryout awareness raising at hotspot locations.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 Cost benefit analysis

5.1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000
Revenue Budget available				
Expenditure	302	302	302	302
Effect of decision from report				
Expenditure	0	0	0	0
Remaining budget	<u>302</u>	<u>302</u>	<u>302</u>	<u>302</u>
Capital Budget available				
Expenditure	70	70	0	0
Effect of decision from report				
Expenditure	0	0	0	0
Remaining budget	<u>70</u>	<u>70</u>	<u>0</u>	<u>0</u>

5.2 The effect of the decision

At this stage there is no impact on existing budgets and any additional work will not be undertaken until funding is secured.

The revenue budget in the table above, relates to the staffing and supplies costs of the Air Quality team within Public Protection service.

Transport for London through the LIP, has again allocated £70k funding for 2018/19, but it is unknown at this stage what LIP funding will be awarded onwards. This funding covers an additional member of staff and funding towards an air quality project for the Town Centre logistics work.

Following the consultation results highlighted in section 4.1, additional funding will be sought via section 106 funding, Community Infrastructure Levy (CILs), funding through external projects such as the Mayor's Air Quality Fund, DEFRA air quality fund, EU projects.

Any changes made to a ban or partial ban on bonfires and amendments to the smoke control zones may have financial implications however if approved as part of the AQAP then we would undertake a separate consultation on any proposed implementation.

5.3 Risks

There is a risk that if this report is not approved, there will be no funding secured to improve Air Quality, which will have financial consequences within the public health and social care budgets over a number of years.

5.4 Future savings/efficiencies

Although there are not expected to be future savings and efficiencies within the Air Quality teams revenue budget, improved air quality could result in efficiency savings in other council departments, for example public health, as a result of improved air quality and therefore the improved health of residents within the borough.

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

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Solicitor to the Council comments that once the final draft version of the AQAP is approved by Cabinet the formal statutory consultation of between four eight to twelve weeks is recommended to be held with relevant stakeholders including the Mayor of London, the Secretary of State; the Environment Agency; Transport for London (who will provide a joint response with the Mayor); all neighbouring boroughs and/or neighbouring district and county councils; other public authorities as the Council considers appropriate; and bodies representing local business interests and other persons/ organisations as considered appropriate – such as for example residents.
- 6.2 Approved for and on behalf of Jacqueline Harris-Baker, Director of Law, Council Solicitor and Monitoring Officer.

7. HUMAN RESOURCES IMPACT

- 7.1 There are no immediate human resource impacts arising from the recommendations within this report.
- 7.2 (Approved by Sue Moorman, Director of HR)

8. EQUALITIES IMPACT

- 8.1 An equalities analysis has been carried out for the draft Air Quality Action Plan 2017 – 2022. Air quality is an important Public health issue in Croydon, it contributes to shortening the life expectancy of all Londoners and disproportionately impacts on the most vulnerable population, in particular the young and elderly. The aim of the plan is to put measures in place to improve the health and wellbeing of everyone living and working in Croydon.
- 8.2 There is a close link between areas of high deprivation and pollution. Research has demonstrated that those living in more deprived areas are exposed to higher concentrations of air pollution, often because homes and residences of these groups are situated closer to roads with higher concentrations of emissions. Residents in the north of the borough are impacted by disproportionately high levels of deprivation and air pollution compared to residents in the south of the borough.

We will work in close partnership with Public Health to develop and implement appropriate actions that deliver benefits to vulnerable people in Croydon.

- 8.3 The engagement exercise included discussions with the following stakeholders: District Centres and Regeneration Team, Public health, Planning and Strategic Transport, Commissioning and Procurement Team, Healthy Schools, local community groups such as British Lung Foundation, local residents, visitors, cycle forum, local businesses, developers and contractors.

The council held an Air Quality Summit on 26th June 2017 and invited representatives from these groups.

An air quality survey was developed on 'Get Involved' and was advertised on the plasma screens in the lift lobby and in access Croydon, a link to the survey was placed on the council's website with regular tweets being distributed by the communications team, in addition press releases were issued.

The survey ran from 26th June 2017 to 21st August 2017. In total with responses to the survey and the various engagement activities we achieved 599 responses.

Findings from the engagement exercise have been incorporated into the draft Air Quality Action Plan. Any equality implications will be outlined in the action plan and assess the proposed actions to mitigate any negative impacts that have identified.

- 8.4 The air quality survey also asked the respondents whether air pollution affected their health and also provide information whether they had Chronic Obstructive Pulmonary Disease (COPD), asthma or other heart and lung problems and how this affected their daily life. There were 190 responses the majority said they had breathing difficulties and that they were affected by air pollution many found that their symptoms were exacerbated by air pollution
- 8.5 The aim of the proposed change is to achieve better air quality for the borough and surrounding areas. In considering options and funding decisions care will be taken to ensure fairness, equality and compliance with our statutory duties under the Equality Act 2010.

Improved air quality will have a beneficial impact on people belonging to all protected groups.

The main outcomes and benefits from the proposed change is to make Croydon a secure and safer, cleaner and greener borough and make it a great place to work, learn and live. The actions are aimed at improving the environmental wellbeing of our residents and communities and to protect children and vulnerable people from harmful effects of air pollution. By tackling air quality this would contribute to increasing healthy life expectancy and reducing early death from cardio-respiratory diseases.

9. ENVIRONMENTAL IMPACT

- 9.1 Each individual project and intervention has been or will be subject to an environmental impact assessment as part of the statutory planning process.
- 9.2 Air quality action plans should include a quantification, where possible, of the improvement to air quality that each measure, proposed or implemented, is expected to have over time, with a clear date for meeting this target (for example, 'x' per cent reduction in emissions from 2009 levels by 2011 in the air quality management area). However, in some cases it may be difficult to quantify the impact that certain measures have.

For example, it is likely that it will not be possible to calculate the impact on concentrations of PM₁₀ and NO₂ that a permitting scheme to encourage low emission vehicles will have, but the definition of low emission vehicle that is used (relevant Euro standards, for example) and the number of permits issued will be useful information to include.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 The recommendations within this report do not give rise to crime and disorder reduction impacts.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

As Croydon has declared an Air Quality Management Area there is a statutory requirement to submit an Air Quality Action Plan designed to improve the air quality within the area in accordance with statutory requirements and Secretary of State guidance. Once the plan is agreed the Council is required to undertake the actions identified within the plan.

12. OPTIONS CONSIDERED AND REJECTED

The only other option would be not to update the Air Quality Action Plan. It is a statutory requirement under the Environment Act 1995 for Local Authorities to submit an up to date Action Plan where they have, like Croydon has, declared an AQMA.

CONTACT OFFICER: Linda Johnson, Pollution team manager 0208726 6000 ext 61931.

BACKGROUND PAPERS: Equality Analysis Form

Appendices to this report:

Appendix A: Draft Air Quality Action Plan 2017-22

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LONDON BOROUGH OF CROYDON

Air Quality Action Plan 2017-2022

Draft for Consultation



Delivering for Croydon

CROYDON
www.croydon.gov.uk

Foreword

One of the most significant challenges of air pollution within Croydon, London and the rest of the country is that now we can rarely see it, taste it or smell it. Gone are those epic “pea-soupers” of the 1950’s where our air pollution was clearly visible. They have, over the years, been replaced with a much more subtle, yet perhaps even more harmful, type of pollution; the invisible pollutants of nitrogen dioxide and the microscopic particulate matter that are harming all of us and contributing to early deaths.

Croydon is committed to improving air quality within its borough; this document is a new five year plan that builds on existing successful actions and develops new proposed actions to improve air quality.

Croydon pioneered the airTEXT service - this was the first of its kind in Europe. It is a free service that provides air quality alerts to vulnerable people such as those with asthma and heart and lung conditions. We were the first London borough to implement enforcement of idling vehicles and we will continue to carry out raising awareness at hotspot areas.

Our key priorities over the next five years are controlling pollution from new developments by tackling emissions from construction sites and construction vehicles, tackling emissions from servicing and freight vehicles, reducing exposure to air pollution, and raising awareness for residents and those who work in Croydon. By working with Public Health England we want to raise awareness through school projects, local community projects and local businesses.

In addition to our actions the London Mayor Sadiq Khan launched plans for the toughest crackdown on the most polluting vehicles by any major city around the world. This includes introducing the central London Ultra-Low Emission Zone one year earlier in 2019. He has made it clear that air quality is one of his top priorities. With nearly 10,000 people dying early every year in London due to exposure to air pollution, cleaning up London’s toxic air is a major public health challenge that we must all seek to address.

There is a role for all to improve our air quality - internationally, nationally, in industry and business, and in local authorities working together across London with the Mayor, GLA and Transport for London. Individually we all have a role to play in tackling air pollution through driving less and walking and cycling more.

The Croydon Air Quality Action Plan sets out how Croydon Council plans to work with all partners and local communities to improve the air quality here in Croydon. This is often presented as something so big that it cannot be readily changed however we all need to do something different.

I hope that you read this document and do or stop doing something that contributes to the improvement of air quality here in Croydon.

Together we can make a difference.

Councillor Stuart King Cabinet Member for Transport & Environment



Progress on Air Quality Action Plan 2012 - 2017

This Air Quality Action Plan (AQAP) has been produced as part of our duty to London Local Air Quality Management. It outlines the action we will take to improve air quality in Croydon between 2017-2022.

This action plan replaces the previous action plan which ran from 2012 - 2017. Highlights of successful projects delivered through the past action plan include:

- **Low Emission Strategies**
 - **Car Club – Zip car**
 - The council have contracted Zipcar to operate pool cars for council staff use.
 - The fleet size is 23 vehicles compared to 6 at the beginning of the pilot scheme
 - The number of Croydon residents registered on the scheme continues to steadily increase – the current number is 1638.
 - **Electric Vehicle Charging Points (EVCPs)**
 - Currently there is a network of 47 EVCPs both in council surface car parks and off street.
- **Idling Vehicles**
 - Installed 20 idling vehicles signs at schools across the borough
 - Continued to carry out awareness-raising and enforcement patrols for vehicles idling unnecessarily targeting sensitive area like schools and bus stands.
- **Air Quality and Freight**
 - Croydon developed Best Practice guidance on developing Construction Logistics Plan. Now embedded in planning system. All developments require a Construction Logistics Plan. The plans are monitored by the construction compliance officer.
 - A standard condition is attached to all developments where Delivery and Servicing Plans are required
 - Night-time deliveries. Croydon have been working with TfL and successfully set up night time deliveries with 4 Tesco Stores. Croydon also participate in TfL's re-timing of deliveries working group
- **Clean Air 4 Schools**
 - We have successfully delivered a 6 week 'Clean Air 4 Schools' project in 6 primary schools in the borough.
- **Emissions from construction and demolition sites**
 - Developed a Croydon Town Centre Construction Logistics Plan 2014-2019
- **Breath Better Together campaign**
 - This was launched by the London Mayor in 2015. The aim of the campaign is to encourage people to make small behavioural changes that can make a positive impact on air quality and is particularly aimed at younger people and families.

Air pollution is associated with a number of adverse health impacts, it is recognised as a contributing factor in the onset of heart disease and cancer. Additionally, air pollution particularly affects the most vulnerable in society: children and older people, and those with heart and lung conditions. There is also often a strong correlation with equalities issues, because areas with poor air quality are also often the less affluent areas^{1,2}.

¹ Environmental equity, air quality, socioeconomic status and respiratory health, 2010.

² Air quality and social deprivation in the UK: an environmental inequalities analysis, 2006.

The annual health costs to society of the impacts of air pollution in the UK is estimated to be roughly £15 billion³. Croydon is committed to reducing the exposure of people in Croydon to poor air quality in order to improve health.

We have developed actions that can be considered under six broad topics:

- **Emissions from developments and buildings:** emissions from buildings account for about 15% of the NO_x emissions across London so are important in affecting NO₂ concentrations;
- **Public health and awareness raising:** increasing awareness can drive behavioural change to lower emissions as well as to reduce exposure to air pollution;
- **Delivery servicing and freight:** vehicles delivering goods and services are usually light and heavy duty diesel-fuelled vehicles with high primary NO₂ emissions;
- **Borough fleet actions:** our fleet includes light and heavy duty diesel-fuelled vehicles such as mini buses and refuse collection vehicles with high primary NO₂ emissions. Tackling our own fleet means we will be leading by example;
- **Localised solutions:** these seek to improve the environment of neighbourhoods through a combination of measures; and
- **Cleaner transport:** road transport is the main source of air pollution in London. We need to incentivise a change to walking, cycling and ultra-low emission vehicles (such as electric) as far as possible.

Our priorities are:

- To control emissions from new developments. Tackling emissions from construction sites and construction vehicles through compliance with the Council's Town Centre Construction Logistics Plan.
- Tackling emissions due to servicing and freight vehicles, and so have completed a feasibility in reducing deliveries to the Council and also investigate setting up a delivery consolidation centre in congestions with other South London Boroughs
- To reduce exposure to air pollution and to raise awareness for residents and those who work in Croydon. By working with Public Health we want to raise awareness through school projects, local community projects and local businesses.

You will see in this report that we have worked hard to engage with stakeholders and communities which can make a difference to air quality in the borough. We would like to thank all those who have worked with us in the past and we look forward to working with you again as well with new partners as we deliver this new action plan over the coming years.

In this AQAP we outline how we plan to effectively use local levers to tackle air quality issues within our control.

However, we recognise that there are a large number of air quality policy areas that are outside of our influence (such as Euro standards, national vehicle taxation policy, taxis and buses), and so we will continue to work with and lobby regional and central government on policies and issues beyond Croydon's influence.

³ Defra. Air Pollution: Action in a Changing Climate, March 2010

RESPONSIBILITIES AND COMMITMENT

This AQAP was prepared by the pollution team, Place department of Croydon council with the support and agreement of the following officers and departments:

- Croydon Transport Services
- Strategic Transport team
- Public Health
- Healthy Schools
- Planning and Regeneration
- Procurement
- Housing

This AQAP will be subject to an annual review and appraisal of progress. Progress each year will be reported in the Annual Status Reports produced by Croydon, as part of our statutory London Local Air Quality Management duties.

The most recent version of our AQAP will be available on the council's website and also the Love Clean Air website (lovecleanair.org)

If you have any comments on this AQAP please send them to the Pollution Team at:

*London Borough of Croydon
Safety Division
6th Floor, Zone A
Bernard Weatherill House
8 Mint Walk
Croydon CR0 1EA
Telephone: 020 8760 5483
Email: linda.johnson@croydon.gov.uk*

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Abbreviations

AQAP	Air Quality Action Plan
AQMA	Air Quality Management Area
AQO	Air Quality Objective
BEB	Buildings Emission Benchmark
CAB	Cleaner Air Borough
CAZ	Central Activity Zone
EV	Electric Vehicle
GLA	Greater London Authority
LAEI	London Atmospheric Emissions Inventory
LAQM	Local Air Quality Management
LLAQM	London Local Air Quality Management
NRMM	Non-Road Mobile Machinery
PM ₁₀	Particulate matter less than 10 micron in diameter
PM _{2.5}	Particulate matter less than 2.5 micron in diameter
TEB	Transport Emissions Benchmark
TfL	Transport for London

Introduction

This report outlines the actions that Croydon will deliver between 2017-2022 in order to reduce concentrations of pollution, and exposure to pollution; thereby positively impacting on the health and quality of life of residents and visitors to the borough.

It has been developed in recognition of the legal requirement on the local authority to work towards air quality objectives under Part IV of the Environment Act 1995 and relevant regulations made under that part and to meet the requirements of the London Local Air Quality Management statutory process⁴.

1 Summary of current air quality in Croydon

The UK Air Quality Strategy (AQS), released in July 2007, provides the overarching strategic framework for air quality management in the UK and contains national air quality standards and objectives established by the Government to protect human health. The AQS objectives take into account EU Directives that set limit values which member states are legally required to achieve by their target dates.

Croydon is meeting all of the national AQS objectives other than for the gas nitrogen dioxide (NO₂). Croydon is meeting the current objectives for particulate matter (PM₁₀ and PM_{2.5}) but as this pollutant is damaging to health at any level, this remains a pollutant of concern.

Croydon has five continuous air quality monitoring stations located in London Road, Norbury; Norbury Manor school, Norbury; Wellesley road / Park lane and at fiveways junction, Purley Way. Details can be found at:

http://www.londonair.org.uk/london/asp/publicbulletin.asp?la_id=8. Additional data from the London Atmospheric Inventory (LAEI) 2013 can be found at <https://data.london.gov.uk/dataset/london-atmospheric-emissions-inventory-2013>

For full details of current air quality in Croydon please review our Annual Status report which can be found the Love Clean Air website (<http://lovecleanair.org/local-air/local-reporting/croydon-2/#>.)

⁴ LLAQM Policy and Technical Guidance. <https://www.london.gov.uk/what-we-do/environment/pollution-and-air-quality/working-boroughs>

Figure 1 Modelled map of annual mean NO₂ concentrations (from the LAEI 2013)

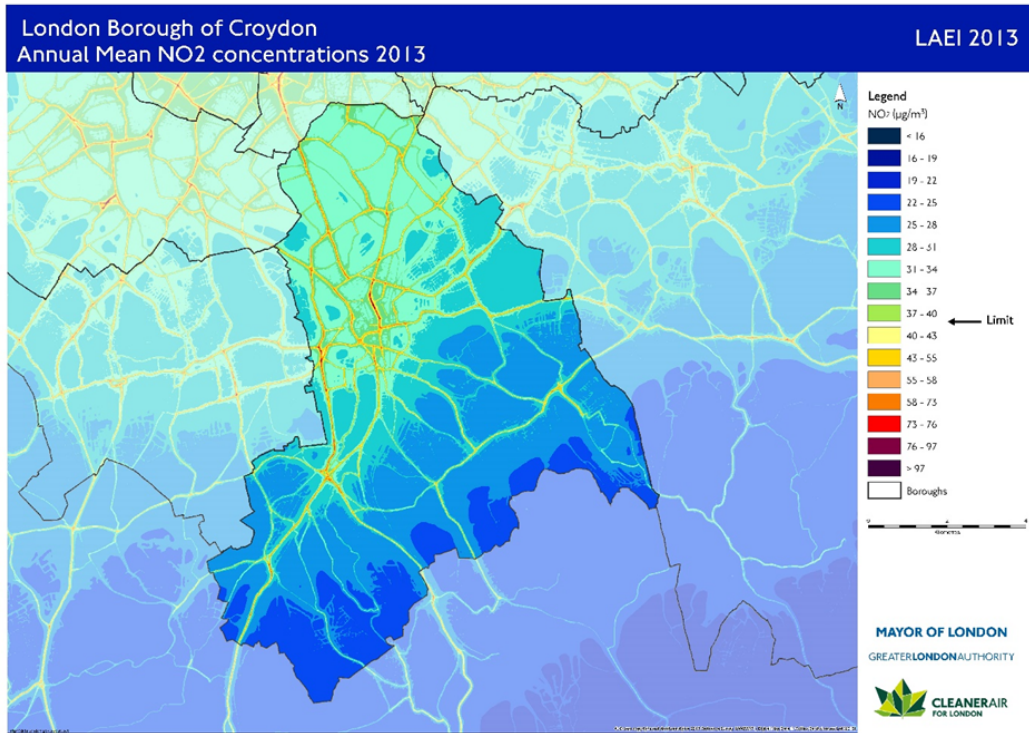


Figure 2 Modelled map of annual mean PM₁₀ (from the LAEI 2013)

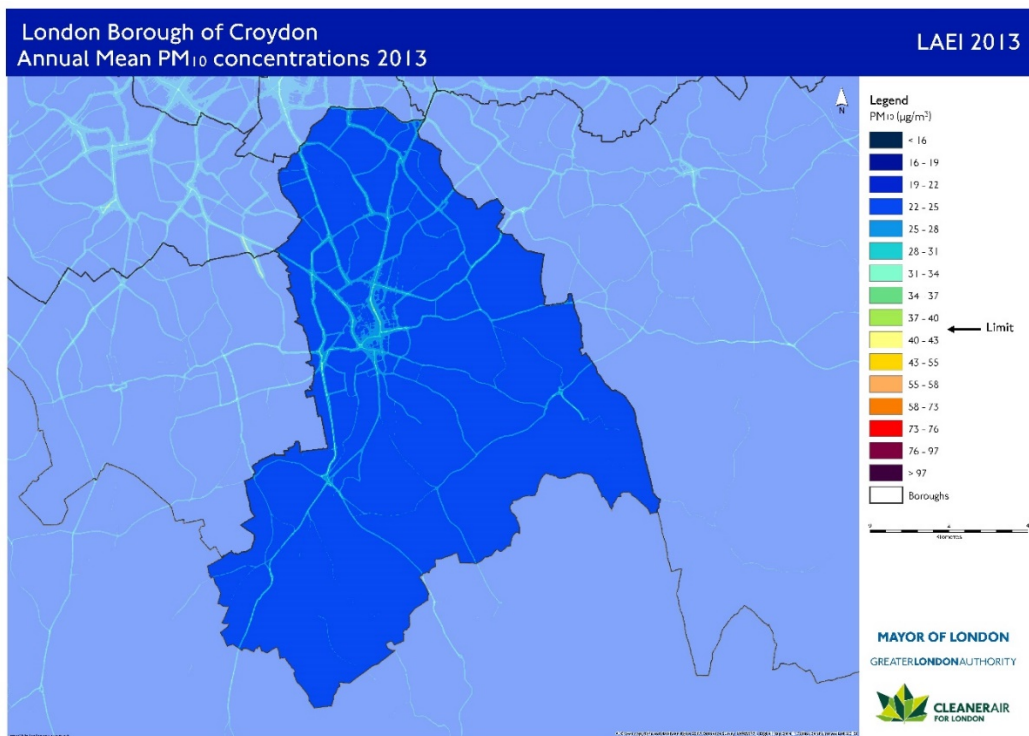
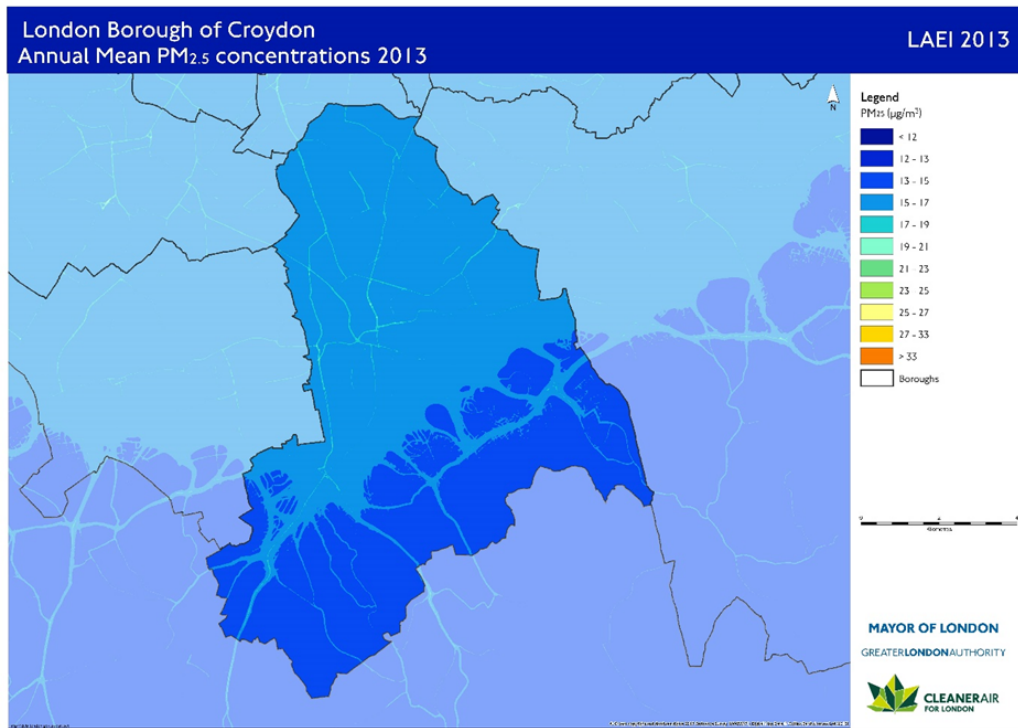


Figure 3 Modelled map of annual mean PM_{2.5} (from the LAEI 2013)



1.1 AQMAs and Focus areas

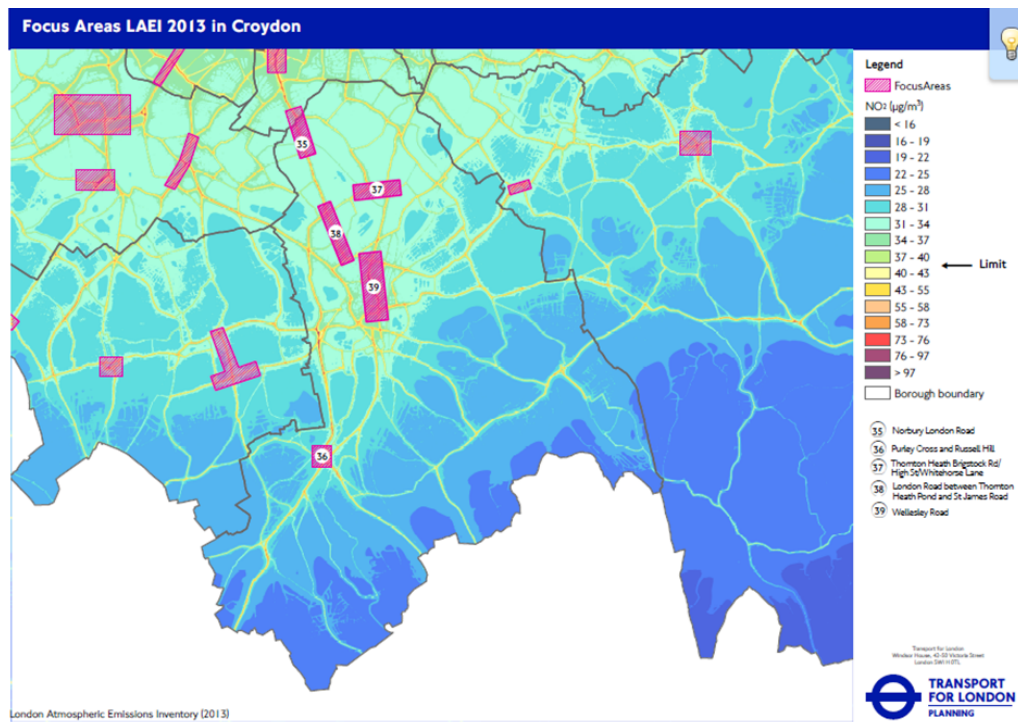
In Croydon an Air Quality Management Area (AQMA) has been declared for the whole of the borough.

The AQMA has been declared for the following pollutant/s: Nitrogen dioxide because we are failing to meet the EU annual average limit for this pollutant at some of our monitoring stations and modelling indicates it is being breached at a number of other locations.

An air quality Focus Area is a location that has been identified as having high levels of pollution and human exposure. There are five focus areas in the borough. These are:

- London Road, Norbury
- Purley cross and Russell hill
- Thornton Heath / Brigstock road/ High street / Whitehorse lane
- London road between Thornton Heath pond and St James road
- Wellesley road

Figure 4 Modelled map of air quality focus areas (from the LAEI 2013)



1.2 Sources of Pollution in Croydon

Pollution in Croydon comes from a variety of sources. This includes pollution from sources outside of the borough, and, in the case of particulate matter, a significant proportion of this comes from outside of London and even the UK.

Figures 5, 6 and 7 show the sources of pollution in the borough, they show that of the pollution that originates in the borough the main sources of NO₂ are road transport at 60% with domestic and commercial gas heating at 26.20%, and NRMM (non-road mobile machinery) at 6.5%. The main sources of particulate matter are road transport at 55.8%, resuspension at 27.3% and 5.9% from NRMM

Croydon has a number of industrial sources in the borough these are known as Part B processes, there are a total of 75 processes in Croydon, the majority are made up of dry cleaners, petrol stations, one crematorium, one cement batching plant and two vehicle resprayers. There is an aggregate site which is enforced by the Environment Agency. In addition there is one Part A process, a gas powered energy plan which is enforced by the EA

Air quality can also be affected by the ongoing and future growth in central Croydon which is undergoing significant change. As more developments occur and the residential, working and visiting population increases they can create more pollution which needs to be managed. The value of developments and associated infrastructure works in central Croydon is estimated to be over £5.25 billion and the Council is providing over £300m of funding, known as the Growth

Zone programme for transport, public realm and social infrastructure to enable and support this growth. Much of the funding will be spent on improvements to public transport and enhancement to the streets to encourage more walking and cycling. In addition, the Growth Zone will ensure a range of schemes are put in place to reduce the impact of the construction using measures such as implementing construction & logistics plans, providing HGV holding areas, using technology to manage and regulate the flow of construction traffic entering the town centre, enhanced signing and wayfinding measures and promoting electric and environmentally friendly vehicles.

Figure 5 NOx Emissions by source and vehicle type (from the LAEI 2013)

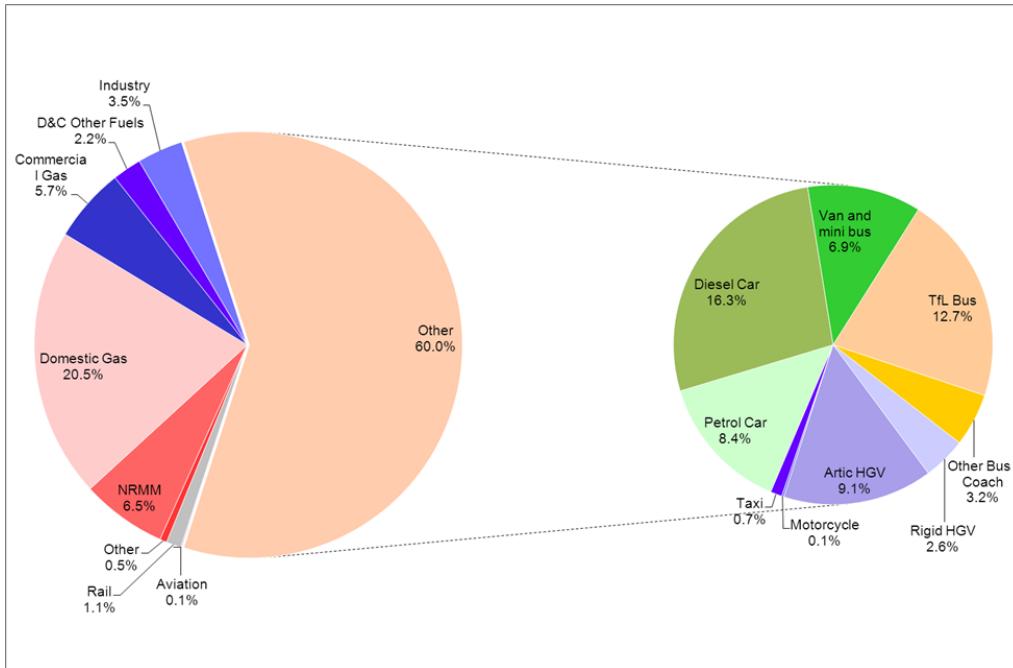


Figure 6 PM₁₀ Emissions by source and vehicle type (from the LAEI 2013)

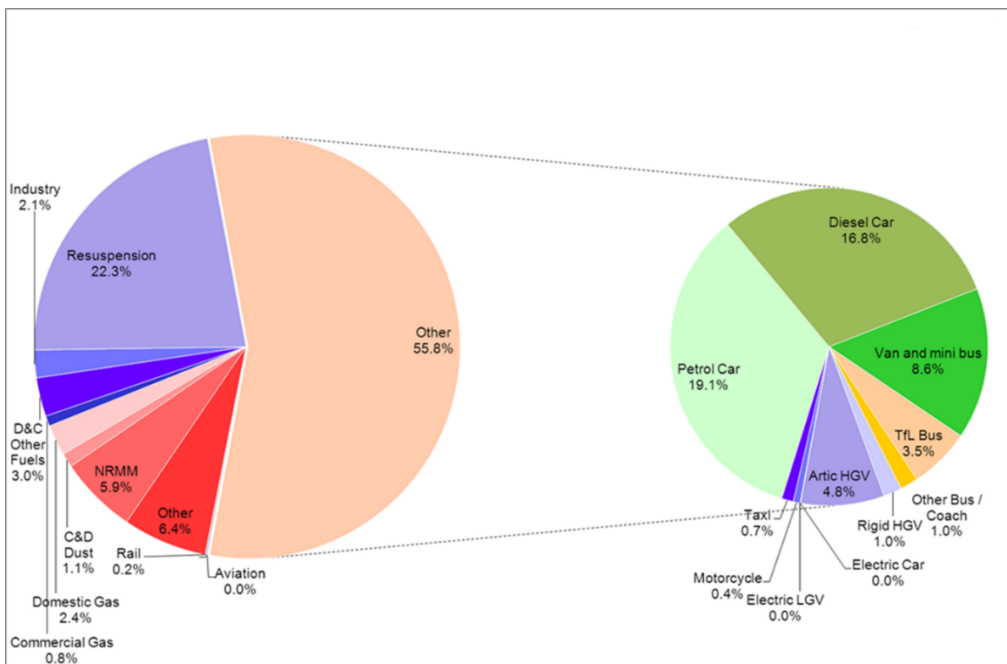
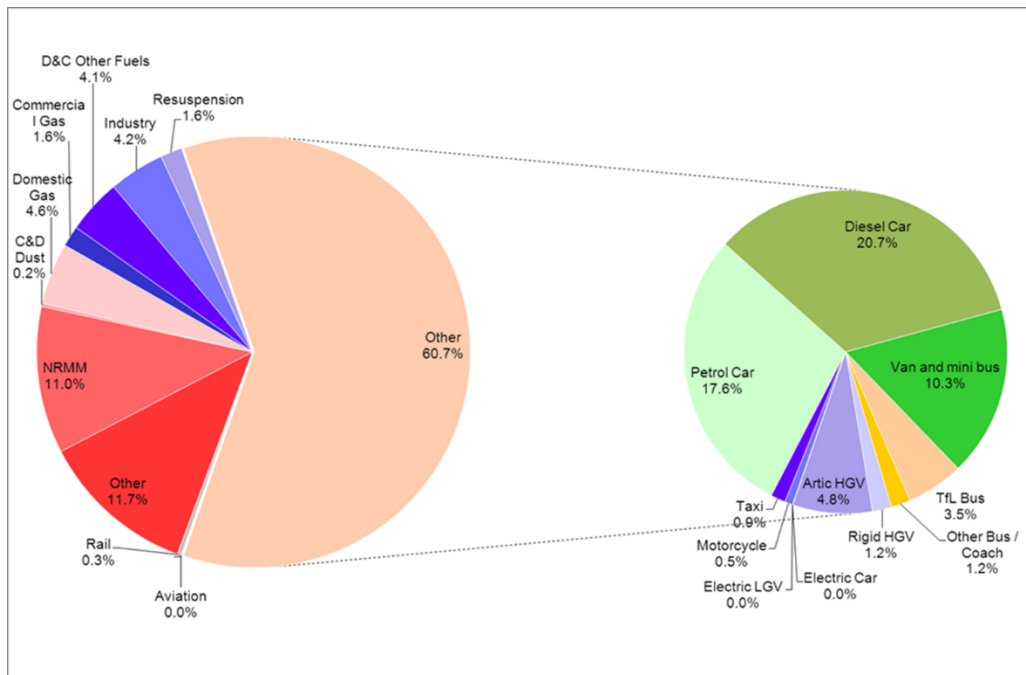


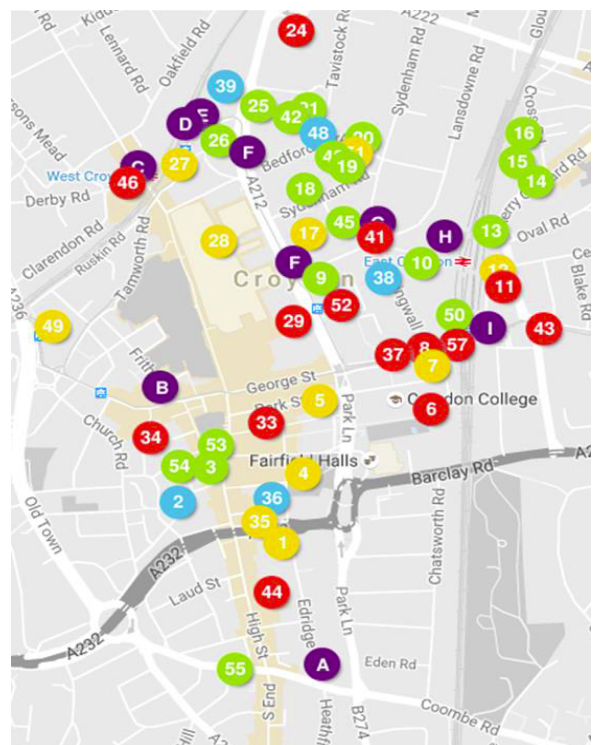
Figure 7 PM_{2.5} Emissions by source and vehicle type (from the LAEI 2013)



2 Croydon's Air Quality Priorities

In Croydon's Corporate plan the priorities set out are to create a welcoming, pleasant place in which local people want to live and work and to promote sustainable forms of transport and reducing reliance on the private car. This will bring environmental, social and health benefits. This action plan is aimed at delivering these priorities. The main air quality priorities are:

- Tackling emissions from construction sites and construction vehicles** through compliance with the Council's Town Centre Construction Logistics Plan. This includes setting up a construction consolidation centre to minimise congestion. Croydon town centre will see unprecedented development over the next few years with more than 50 developments proposed in central Croydon. The most significant risk to air quality are emissions produced by both construction sites and construction vehicles therefore a zonal CLP has been completed which sets out measures to manage, smooth, and communicate what is being done to ensure that existing visitors, residents and businesses in the town centre can continue to function. These actions are essential as we are to keep Croydon 'business as usual' during these works.



- Tackling emissions due to servicing and freight vehicles, Croydon in conjunction with Lambeth, Southwark and Wandsworth are working to improve air quality by reducing the number of delivery vehicles travelling in to the borough. 17% of transport emissions are from vehicles associated with delivery and servicing. We are working with local business and retailers to find out how their goods and services are delivered currently and in the future and what issues they expect to encounter. The first phase of the project was to assess Croydon's current deliveries and this has led to reduced deliveries from every day to two days per week which equals to a 60% reduction. The next phase of the project is to investigate the introduction of a freight consolidation centre.
- To reduce exposure to air pollution and to raise awareness for residents and those who work in Croydon. It has been estimated that up to 40% of pollution in Croydon is from outside London and Europe therefore actions to reduce pollution in Croydon are limited therefore we need to engage with residents and businesses to reduce exposure to air pollution and to raise awareness to change people's behaviour by encouraging people to walk and cycle more. By working with Public Health we want to raise awareness through school projects, local community projects and local businesses.

3 Development and Implementation of Croydon's AQAP

3.1 Stakeholder Engagement

In developing/updating the action plan we have worked with other local authorities, agencies, businesses and the local community to improve local air quality. We carried out the following stakeholder engagement:

- *Air quality summit*
- *Articles in local newsletter*
- *Information on the councils website*
- *Information on 'love clean air' website*
- *Email briefings to community and voluntary sector organisations*
- *Attendance at festivals*
- *Drop in events in Surrey Street*
- *Focus groups*
- *Online Survey*
- *Articles in 'Our Croydon'*
- *Plasma Screen in lift lobby*
- *Screen in Access Croydon*

The first phase was an initial engagement / consultation exercise to discuss with residents, stakeholders etc to develop the actions to be included in the plan, which included the AQ summit. We wanted the opportunity to allow residents and local businesses to have say in development of the action plan. The plan has been updated to include the comments and recommendations. Under Schedule 11 of the Environment Act 1995 requires local authorities to consult the bodies listed in Table 3.1 and the draft air quality action plan will be sent out for 8 week consultation to those detailed below.

Table 3.1 Consultation to be undertaken for the final AQAP

Yes/No	Consultee
	the Secretary of State
	the Environment Agency
	Transport for London and the Mayor of London (who will provide a joint response)
	all neighbouring local authorities
	other public authorities as appropriate
	bodies representing local business interests and other organisations as appropriate
	Residents and businesses

3.2 Steering Groups:

- Air quality steering group to meet up every 3 months to discuss progress on action plan
- South London Freight Consolidation Update Meeting monthly to discuss progress with the Low Emission Logistics Project
- Town Centre Construction Logistics Forum – a bi-monthly forum brings together other teams and developers and businesses in Croydon
- Construction and Logistics Management Group – meets Bi-monthly

4 AQAP Progress

Table 4.1 shows Croydon's AQAP. It contains:

- a list of the actions that form part of the plan;
- the responsible individual and departments/organisations who will deliver this action;
- estimated cost to the council;
- expected benefit in terms of emissions and concentration reduction;
- the timescale for implementation; and
- how progress will be monitored.

Table 4.1 Air Quality Action Plan

The actions have been grouped into six categories: Emissions from developments and buildings; Public health and awareness raising; Delivery servicing and freight; Borough fleet actions; Localised solutions; and Cleaner transport.

Action category	Action ID	Action description	Responsibility	Cost	Expected emissions/ concentration s benefit	Timescale for implementation	How implementation will be monitored	Further information
Emissions from developments and buildings	1	Visit construction sites to ensure emissions from construction are minimised	London Borough of Croydon Pollution Team Planning Enforcement	Existing Pollution Team budget Officer time Currently funded by LIP £35,000 & Growth Zone £10,000	Benefits potentially significant but unquantifiable	Implementation ongoing	Officer visits to confirm compliance. Enforcement visits when complaints received. Update in Annual Statistics Report	Compliance with Planning conditions and compliance with the Council's Construction Code of Practice / Logistics Plan and the Council's zonal construction logistics plan
Emissions from developments and buildings	2	Monitor air quality at construction sites to ensure emissions are minimised	London Borough of Croydon Pollution Team Planning Enforcement	Existing Pollution Team budget Officer time Currently funded by LIP £35,000 & Growth Zone £10,000	Benefits potentially significant but unquantifiable	Implementation ongoing	Air quality monitoring when required. Update in Annual Status Report	Compliance with Planning conditions and compliance with the Council's Construction Code of Practice / Logistics Plan and the Council's zonal construction logistics plan

Emissions from developments and buildings	3	Ensuring enforcement of Non Road Mobile Machinery (NRMM) air quality policies through officer visits	London Borough of Croydon Pollution Team Planning enforcement	Existing Pollution Team budget	Benefits potentially significant and will be evaluated reported in the annual status report	Implementation ongoing	Officer visits to confirm compliance. Enforcement visits when complaints received. Evaluation will be undertaken and updated in Annual Status Report	Compliance with Planning conditions and compliance with the Council's Construction Code of Practice / Logistics Plan and the Council's zonal construction logistics plan
Emissions from developments and buildings	4	Ensuring enforcement of Non Road Mobile Machinery (NRMM) air quality policies through monitoring air quality	London Borough of Croydon Pollution Team Planning enforcement	Existing Pollution Team budget	Benefits potentially significant and will be evaluated reported in the annual status report	Implementation ongoing	Air quality monitoring when required. Evaluation will be undertaken and updated in Annual Status Report	Compliance with Planning conditions and compliance with the Council's Construction Code of Practice / Logistics Plan and the Council's zonal construction logistics plan
Emissions from developments and buildings	5	Enforcing CHP and biomass air quality policies	London Borough of Croydon Planning Team Pollution Team	Existing Pollution Team budget Officer time	Benefits potentially significant but unquantifiable	Implementation ongoing	Planning application / conditions Update in the annual status report	Compliance with the Council's Interim Policy Guidance on air quality
Emissions from developments and buildings	6	Enforcing Air Quality Neutral / Positive policies	London Borough of Croydon Planning Team Pollution Team	Existing Pollution Team budget Officer time	Benefits potentially significant but unquantifiable	Implementation ongoing	Planning application / conditions Update in Annual	Compliance with the Council's Interim Policy Guidance on air quality

							Status Report	
Emissions from developments and buildings	7	<p>Ensuring adequate, appropriate, and well located green space and infrastructure is included in new developments.</p> <p>Proposed Options: To ensure the Local Plan refers to the most up to date policy in the London Plan.</p> <p>To review this in a year</p>	London Borough of Croydon Strategic Planning Pollution Team	Existing Pollution Team budget Officer time	Benefits potentially significant but unquantifiable	Review 2018/19	<p>Planning application / conditions</p> <p>Update in Annual Status Report</p>	
Emissions from developments and buildings	8	<p>Ensuring that Smoke Control Zones are appropriately identified and fully promoted and enforced.</p> <p>Only half the borough has been designated a smoke control zone and there is a need to consider options to extend the area to the whole of the borough.</p> <p>Proposed Option: The proposed action is to consider the revision of the current smoke control order to cover the whole of the borough, subject to the necessary evidentiary basis and consultation</p>	London Borough of Croydon Pollution Team Legal Team	Existing Pollution Team budget Officer time	Medium AQ benefit	<p>Initial Assessment to be carried out April 2018</p> <p>Implementation to be considered following further consultation process</p>	<p>Annual Status Report</p> <p>Air quality steering group</p>	

		requirements being complied with.						
Emissions from developments and buildings	9	Installation of Ultra Low Nox boilers Proposed Option: Review procurement policy regarding replacing boilers in Council buildings, maintained schools and Council housing properties with ultra low NO _x boilers as part of a replacement programme	London Borough of Croydon Pollution Team Commissioning & procurement team District Centres and Regeneration Department	TBC	Medium AQ benefit	Ongoing	Update in Annual Status Report AQ Steering group	
Planning Policy	10	Supplementary Planning Document for Air Quality To ensure the Local Plan refers to the most up to date policy in the London Plan. To include the provision of green infrastructure for new schools on busy roads Review in a year	London Borough of Croydon Strategic Planning Pollution Team	Existing Pollution Team budget Officer time	Benefits potentially significant but unquantifiable	Review March 2019	Update in Annual Status Report AQ Steering group	
Planning Policy	11	Supplementary Planning Document for Air Quality To ensure the Local Plan refers to the most up to date policy in the London Plan.	London Borough of Croydon Strategic Planning Pollution Team	Existing Pollution Team budget Officer time	Benefits potentially significant but unquantifiable	Review March 2019	Update in Annual Status Report AQ Steering group	

		To include a requirement for construction sites to utilise new technology for diesel generators. Review in a year.						
Public health and awareness raising	12	Ensure that Directors of Public Health (DsPHs) have been fully briefed on the scale of the problem in your local authority area; what is being done, and what is needed. A briefing should be provided. Scrutiny Report provided to PH Regular updates provided when required	London Borough of Croydon Pollution Team Croydon Public Health Team	Existing Pollution Team budget Officer time	Benefits potentially significant but unquantifiable	Scrutiny report approved. Quarterly meetings with PH to discuss progress	Update in Annual Status Report & AQ steering group	
Public health and awareness raising	13	Public Health Teams should be supporting engagement with local stakeholders (businesses, schools, community groups and healthcare providers). They should be asked for their support via the DsPH when projects are being developed.	London Borough of Croydon Pollution Team Croydon Public Health Team	Existing Pollution Team budget Officer time	Benefits potentially significant but unquantifiable	Ongoing part of the current consultation process	Update in Annual Status Report & AQ steering group	
Public health and awareness raising	14	Director of Public Health to have responsibility for ensuring their Joint Strategic Needs Assessment (JSNA) has up to date information	London Borough of Croydon Croydon Public Health Team Pollution Team	Existing Pollution Team budget Officer time	Benefits potentially significant but unquantifiable	TBC	Update in Annual Status Report & AQ steering group	

		on air quality impacts on the population Proposed Option: To include air pollution data to the list of PHOF indicators which are reviewed at senior management/cabinet level.						
Public health and awareness raising	15	Strengthening co-ordination with Public Health by ensuring that at least one Consultant-grade public health specialist within the borough has air quality responsibilities outlined in their job profile	London Borough of Croydon Pollution Team Croydon Public Health Team	Existing Pollution Team budget Officer time	Benefits potentially significant but unquantifiable	TBC	AQ Steering group	
Public health and awareness raising	16	Director of Public Health to sign off Statutory Annual Status Reports and all new Air Quality Action Plans	London Borough of Croydon Pollution Team Croydon Public Health Team	Existing budget	Benefits potentially significant but unquantifiable		Update in Annual Status report & AQ Steering group	
Public health and awareness raising	17	Ensure that the Head of Transport has been fully briefed on the Public Health duties and the fact that all directors (not just Director of Public Health) are responsible for delivering them, as well as on air quality opportunities and risks related to transport in the borough. Provide a	London Borough of Croydon Pollution Team Planning and Strategic Transport Croydon Public Health Team	Existing budget	Benefits potentially significant but unquantifiable		Update in Annual Status report Briefings provided AQ Steering Group AQ Steering group	

		briefing which can be disseminated amongst the Transport team.						
Public health and awareness raising	18	Promotion of availability of airTEXT Provision of airTEXT information for wider dissemination and to provide information on health effects of air pollution and actions being taken to reduce emissions and exposure through engagement with public health leads, CCG and other health professionals	London Borough of Croydon Pollution Team Croydon Public Health Team Cambridge Environmental Research airTEXT consortium	Low cost £1,000 per annum (text messages) To see long term sustainable funding	Low AQ benefit	Ongoing	Update in Annual Status report airTEXT consortium	
Public health and awareness raising	19	Expand the airTEXT service to provide information on health effects of air pollution and actions being taken to reduce emissions and exposure through engagement with public health leads, CCG and other health professionals	London Borough of Croydon Pollution Team Croydon Public Health Team Cambridge Environmental Research airTEXT consortium	Low cost £1,000 per annum (text messages) To see long term sustainable funding	Low AQ benefit	Ongoing	Update in Annual Status report airTEXT consortium	
Public health and awareness raising	20	Encourage schools to join the TfL STARS accredited travel planning programme by providing information on the benefits to schools and supporting the implementation of such a programme	London Borough of Croydon Pollution Team Healthy Schools Planning and Strategic Transport	Low cost	Medium AQ benefit	To encourage 80% of schools to sign up to the TfL STARS scheme by 2018/2019	Update in Annual Status report AQ Steering group	

Public health and awareness raising	21	Air quality at schools Promote sustainable travel to schools - working with schools to implement packages of measures to reduce pollution and minimise exposure	London Borough of Croydon Pollution Team Healthy Schools Planning and Strategic Transport	Low cost TBC	Medium AQ benefit	Ongoing	5 schools per year Annual Status report AQ steering group	
Public health and awareness raising	22	Air quality at schools To continue Clean air 4 Schools project. Target 5 schools each year. Train Travel Plan champions at schools to promote sustainable travel and carryout idling vehicle checks	London Borough of Croydon Pollution Team Healthy Schools Planning and Strategic Transport	Low cost TBC	Medium AQ benefit	Ongoing	5 schools per year Annual Status report AQ steering group	
Public health and awareness raising	23	Cleaner Air Champions This project delivers a comprehensive volunteer programme to help tackle air quality issues by empowering local people to raise awareness and understanding of problems around air quality in London and promoting activities that people can undertake to help improve their local air quality. Proposed option Support through funding to deliver a volunteer	London Borough of Croydon Pollution Team Healthy Schools Croydon Public Health Team	Medium cost	Medium AQ benefit	2018/19	Annual status report AQ steering group	

		programme to tackle local air quality measures. Funding will be sought through DEFRA, MAQS and section 106						
Delivery servicing and freight	24	<p>To review policies to ensure sustainable logistical measures are implemented (and include requirements for preferentially scoring bidders based on their sustainability criteria)</p> <p>Action:</p> <p>To agree a policy statement and evaluation criteria. Would require 1 year to review the current contracts and agree a policy statement.</p>	London Borough of Croydon Pollution Team Commissioning and Procurement Team Strategic Transport team	Existing budgets	Benefits potentially significant but unquantifiable at present to be reviewed	208/19	Annual status report AQ steering group	
Delivery servicing and freight	25	<p>Re-organisation of freight to support consolidation (or micro-consolidation) of deliveries, by setting up or participating in new logistics facilities, and/or requiring that council suppliers participate in these</p> <p>Ongoing - Low Emission Logistics</p>	London Borough of Croydon, Lambeth, Southwark and Wandsworth – Low Emission Logistics Pollution Team Strategic Transport team	<p>Medium to high cost</p> <p>Some funding already available from MAQFs</p> <p>Future funding to be sought (TfL/ LiP)</p>	Medium – High AQ benefits	Ongoing	So far 60% reduction in delivery from one source achieved.	

		project. So far 60% reduction in delivery from one source achieved						
Delivery servicing and freight	26	<p>Re-organisation of freight to support consolidation (or micro-consolidation) of deliveries, by expanding the above action.</p> <p>Proposed Option: Following completion of feasibility study to consider part funding with other South London Boroughs</p>	<p>London Borough of Croydon, Lambeth, Southwark and Wandsworth – Low Emission Logistics</p> <p>Pollution Team Strategic Transport team</p>	<p>Medium to high cost</p> <p>Some funding already available from MAQFs</p> <p>Future funding to be sought (TfL/ LiP)</p>	Medium – High AQ benefits	Ongoing	<p>Feasibility study to consider part funding with other South London boroughs to deliver a Freight Consolidation Centre.</p> <p>Review at LEL working group & Annual status report</p>	
Delivery servicing and freight	27	Retiming of deliveries and servicing to be undertaken outside peak hours	London Borough of Croydon Pollution Team	Existing budget	Benefits potentially significant but unquantifiable	Ongoing working with TfL working group on retiming deliveries	Review in annual status report	
Borough fleet actions	28	Develop options for the implementation of FORS Bronze for the Council's Passenger Transport operations.	<p>London Borough of Croydon</p> <p>Pollution Team</p> <p>Croydon Transport Services</p>	Officer time (CTS and service managers who have fleet responsibilities)	<p>Benefits potentially significant.</p> <p>Validation assessment to be carried out to quantify benefits</p>	<p>Options developed and agreed by January 2018</p> <p>Milestone dates from</p>	<p>Council fleet and hired fleet to meet Quality Standard</p> <p>Review milestone</p>	Develop options for the implementation of FORS Bronze for the Council's Passenger Transport operations.

		Other Operational services to follow this pilot project	All services which currently have fleet vehicles – either owned or leased	£5,700 for registration fee + 12 audits		implementation plan	dates at Annual status report & AQ Steering group	Other Operational services to follow this pilot project
Borough fleet actions	29	To review procurement policies to consider including a requirement for suppliers with large fleets to have attained Fleet Operator Recognition Scheme (FORS) accreditation	Corporate procurement Services with external contracts that have fleet requirements Croydon Transport Services Strategic Transport team	There will be cost implications per contract let. To be assessed during review process	Benefits potentially significant. Validation assessment to be carried out to quantify benefits	To be reviewed	Review at Annual status report & AQ Steering group	
Borough fleet actions	30	Increasing the number of hydrogen, electric, hybrid, bio-methane and cleaner vehicles in the boroughs' fleet Proposed Options: To work towards a zero diesel fleet, following recommendations:	London Borough of Croydon Pollution Team Croydon Transport Services Strategic Transport team Commissioning and procurement Team	Medium / High Cost	High AQ benefit	To require 25% of council fleet / hired fleet to be ultra-low emission capable (i.e. electric, hybrid) by 2019 To require 75% of council	Review at Annual status report & AQ Steering group	

						fleet / hired fleet to be ultra low emission capable (i.e. electric, hybrid) by 2025		
Borough fleet actions	31	Accelerate uptake of new Euro VI vehicles in borough fleet.	London Borough of Croydon Pollution Team Croydon Transport Services Strategic Transport team Commissioning and procurement Team	Medium / High Cost	High AQ benefit	All council fleet and hired fleet vehicles to meet Euro VI emission standards by 2019 in line with the Mayor's ULEZ	Review at Annual status report & AQ Steering group	
Borough fleet actions	32	Smarter Driver Training for drivers of vehicles in Borough Own Fleet i.e. through training of fuel efficient driving and providing regular re-training of staff	Travel demand management programme for the Town centre	TBC	Benefits potentially significant assessment to be carried out on the potential benefits	TBC	Review at Annual status report & AQ Steering group	
Localised solutions	33	Green Infrastructure Proposed Option: To install more green infrastructure along pavements to encourage more people to walk and cycle	London Borough of Croydon Pollution Team Planning Healthy Schools	Medium – high cost	Medium AQ benefit	TBC	Review at Annual status report & AQ Steering group	
Localised solutions	34	Green Infrastructure Proposed Option:	London Borough of Croydon	Medium – high cost	Medium AQ benefit	TBC	Review at Annual status	

		To seek funding to install green screens at a number of existing schools.	Pollution Team Planning Healthy Schools				report & AQ Steering group	
Localised solutions	35	Green Infrastructure Proposed Option: To investigate providing more pocket parks in Croydon	London Borough of Croydon Pollution Team Planning Healthy Schools	Medium – high cost	Medium AQ benefit	TBC	Review at Annual status report & AQ Steering group	
Localised Solutions	36	Bonfires have been identified as a contributing factor to emissions of smoke and other pollutants. All of these pollutants can have health impacts, especially for people with breathing difficulties and those with heart problems. A typical garden bonfire will emit 2.8kg of particulate matter, 25kg of carbon monoxide, and 4.25kg of volatile compounds. Proposed option: Ban on residential bonfires between 6am and sunset This option considers the restriction of residential bonfires to times where they will have a minimal impact upon others.	London Borough of Croydon Pollution Team	Low cost Existing budget for officer time and costs of Communications	Medium AQ benefit	2018/19	Review at Annual status report & AQ Steering group	

Localised Solutions	37	<p>Bonfires:</p> <p>Action Once the above action has been implemented to review after 2 years to assess the effectiveness of the action.</p>	London Borough of Croydon Pollution Team	Low cost Existing budget for officer time and costs of Communications	Medium AQ benefit	2020/21	Review at Annual status report & AQ Steering group	
Engagement with businesses	38	<p>Ecostars for Private Hire Vehicles (PHVs)</p> <p>The aim of the scheme is to have a positive impact on local air quality by supporting and encouraging operators of PHV's to reduce harmful NO2 emissions by reviewing operational fleet vehicles and management practices and advising on efficiency and environmental improvements</p> <p>In addition the scheme reduces PM and CO2 emissions from vehicles and has economic benefit to vehicle operators.</p> <p>Proposed Option: Set up Ecostars in Croydon to encourage PHVs to be cleaner and greener by 2025 and to</p>	London Borough of Croydon Pollution Team	Medium cost	Medium AQ benefit	Set up Ecostars in Croydon to encourage PHVs to be cleaner and greener by 2025 and to encourage the take up of diesel free vehicles	Review at Annual status report & AQ Steering	

		encourage the take up of diesel free vehicles						
Cleaner transport	39	Discouraging unnecessary idling by taxis, coaches and other vehicles (e.g. through anti-idling campaigns or enforcement activity) Use of vehicle idling powers where appropriate and awareness raising of increased pollution through vehicle idling Proposed Option: Carry out idling vehicle awareness campaign at hotspot areas such as taxi ranks and bus stands and schools	London Borough of Croydon Pollution Team	Low cost	Medium AQ benefit Quantification of benefits to be investigated	Carry out idling vehicle awareness raising at hotspot areas such as taxi ranks and bus stands and schools - ongoing	Review at Annual status report & AQ Steering	
Cleaner transport	40	Speed control measures e.g. lowering the legal speed limit to 20mph in built up residential areas Current proposal is to take 20mph limits to three remaining areas of the borough – North-west, South-east and South-west Croydon.	London Borough of Croydon Highways improvements Strategic Transport team	£1,000,000	Benefits potentially significant but unquantifiable	Timescales are for the area 3, 4 and 5 to be decided upon at the TMAC meeting in May 2017 and completion of all the remaining areas by May of 2018.	Review at Annual status report & AQ Steering	
Cleaner transport	41	Increasing the proportion of electric,	London Borough of Croydon	TBC	Benefits potentially	15-16 continuing	Review at Annual status	

		hydrogen and ultra low emission vehicles in Car Clubs	Strategic transport team		significant but unquantifiable	identification on new developments in accordance with the London plan In future looking how to provide more public car club bays with electric charging points	report & AQ Steering	
Cleaner transport	42	Very Important Pedestrian Days (e.g. no vehicles on certain roads on a Sunday) and similar initiatives	London Borough of Croydon Strategic transport Pollution Team	Medium cost	Benefits potentially significant but unquantifiable	Support local communities to increase the number of pedestrian days in the Borough via Air Quality Champions 2018/19	Review at Annual status report & AQ Steering	
Cleaner transport	43	Installation of residential electric charge points	London Borough of Croydon Strategic Transport	TBC	Benefits potentially significant but unquantifiable	Installation of public and residential electric charge points Croydon will be extending the network of public charging points for electric cars and vans,	Review at Annual status report & AQ Steering	

						having signed the 'Source London' network agreement with Blue Point London in October 2017. A first 30 locations are planned for installation by 2019 and another 30-50 by 2022. Other government grants and Section 106 planning or Local Implementation Plan funds to contribute to charging points in residential roads without off-street parking.		
Cleaner transport	44	Installation of rapid chargers to help enable the take up of electric taxis, cabs and commercial vehicles (in partnership with TfL and/or OLEV)	London Borough of Croydon Strategic Transport	TBC	Benefits potentially significant but unquantifiable	There are currently two rapid charging points. A further 3-4 public sites are to be installed by early 2018, subject to approval, with	Review at Annual status report & AQ Steering	

						a further 5-10 likely by 2022.		
Cleaner transport	45	Trial ultra low emission vehicles in commercial setting	London Borough of Croydon and Sutton Transport Team	TBC	Benefits potentially significant but unquantifiable	Croydon and Sutton have been awarded additional money as part of the Go Ultra Low City scheme to provide five electric vans and trucks. Confirmed for 2017-18	Review at Annual status report & AQ Steering	
Cleaner transport	46	Reprioritisation of road space; reducing parking at some destinations and or restricting parking on congested high streets and A roads to improve bus journey times, cycling experience, and reduce emissions caused by congested traffic.	London Borough of Croydon Transport	TBC	Benefits potentially significant but unquantifiable	This project is ongoing and will proceed to other main routes focusing on the main east-west and north-south routes including any new Quietways.	Review at Annual status report & AQ Steering	

Cleaner transport	47	Cycle Route Signs Road signs are being put up for cycle routes from the Infrastructure Delivery Plan. First part completed January 2017 – “Avenue Verte” – part of the London Paris route	London Borough of Croydon Transport	TBC	Benefits potentially significant but unquantifiable	Cycle Route Improvements Road improvements for walking and cycling routes are being identified and an implementation schedule is being drawn up - TBC	Review at Annual status report & AQ Steering	
Cleaner transport	48	Provision of infrastructure to support walking and cycling Cargo Trikes The Croydon BID Ambassadors, and enterprises are due to be loaned a branded cargo trike for three years. The aim is to demonstrate the viability of these zero-emission delivery vehicles and provide a visible presence of cycling around the town	London Borough of Croydon Transport	TBC	Benefits potentially significant but unquantifiable	2018	Review at Annual status report & AQ Steering	
Cleaner transport	49	On-street cycle storage A phased programme of installing Sheffield stands on the street in key locations. (Implementation TBC)	London Borough of Croydon Transport	TBC	Benefits potentially significant but unquantifiable	TBC	Review at Annual status report & AQ Steering	

Cleaner transport	50	Off-street cycle storage Sites are being identified on the LBC housing estates and at pubs, cafes and other destinations with public access for cycle storage, including Sheffield stands, sheds and secure hangers. A larger programme will be drawn up once these are in place. (Implementation date TBC)	London Borough of Croydon Transport	TBC	Benefits potentially significant but unquantifiable	TBC	Review at Annual status report & AQ Steering	
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Appendix A Response to Engagement

Appendix B: Air quality survey results

599 respondents accessed the campaign

Step 1:1.00-1:

How important do you think the issue of air quality is in Croydon?

This single response question was answered by 356 respondents.

Response	Number of Respondents	Percentage of Respondents
Not important	10	2.81%
Fairly important	25	7.02%

Important	49	13.76%
Very important	269	75.56%
Don't know	3	0.84%
Step 1:2.00-1:		
How strongly do you agree or disagree that the following measures are included in the planning process to improve air quality?		
(Development of supplementary guidance for developers to improve air quality)		
This single response question was answered by 334 respondents.		
Response	Number of Respondents	Percentage of Respondents
Strongly agree	156	46.71%
Agree	107	32.04%
Neither agree nor disagree	51	15.27%
Disagree	5	1.50%
Strongly disagree	15	4.49%

Step 1:2.00-2:

How strongly do you agree or disagree that the following measures are included in the planning process to improve air quality?

(Incorporation of green infrastructure (such as trees, plant walls/screens) into new developments)

This single response question was answered by 334 respondents.

Response	Number of Respondents	Percentage of Respondents
Strongly agree	229	68.56%
Agree	69	20.66%
Neither agree nor disagree	13	3.89%
Disagree	12	3.59%
Strongly disagree	11	3.29%

Step 1:2.00-3:

How strongly do you agree or disagree that the following measures are included in the planning process to improve air quality?

(Continued improvement of control of dust, smoke and emissions at construction sites)

This single response question was answered by 334 respondents.		
Response	Number of Respondents	Percentage of Respondents
Strongly agree	204	61.08%
Agree	88	26.35%
Neither agree nor disagree	19	5.69%
Disagree	11	3.29%
Strongly disagree	12	3.59%
Step 1:2.00-4:		
How strongly do you agree or disagree that the following measures are included in the planning process to improve air quality?		
(Reduction of emissions from freight deliveries)		
This single response question was answered by 334 respondents.		
Response	Number of Respondents	Percentage of Respondents
Strongly agree	212	63.47%
Agree	71	21.26%

Neither agree nor disagree	24	7.19%
Disagree	13	3.89%
Strongly disagree	14	4.19%
Step 1:3.00-1:		
<p>Smoke control zones are areas in which only certain types of fuel or exempt appliances can be used. In Croydon, only the northern half of the borough has been designated a smoke control zone. We are proposing to extend the zone to the whole of the borough in line with Croydon's Air Quality Management Area.</p> <p>How strongly do you agree or disagree that the smoke control zone should be extended across the whole borough?</p> <p>This single response question was answered by 326 respondents.</p>		
Response	Number of Respondents	Percentage of Respondents
Strongly agree	163	50%
Agree	73	22.39%
Neither agree nor disagree	41	12.58%

Disagree	17	5.21%
Strongly disagree	32	9.82%
Step 1:4.00-1:		
How strongly do you agree or disagree with the council undertaking the following awareness raising and engagement projects?		
(Provide air pollution alerts)		
This single response question was answered by 322 respondents.		
Response	Number of Respondents	Percentage of Respondents
Strongly agree	177	54.97%
Agree	89	27.64%
Neither agree nor disagree	41	12.73%
Disagree	7	2.17%
Strongly disagree	8	2.48%
Step 1:4.00-2:		
How strongly do you agree or disagree with the council undertaking the following awareness raising and engagement projects?		

(Improve air quality awareness at schools)		
This single response question was answered by 322 respondents.		
Response	Number of Respondents	Percentage of Respondents
Strongly agree	180	55.90%
Agree	92	28.57%
Neither agree nor disagree	32	9.94%
Disagree	12	3.73%
Strongly disagree	6	1.86%
Step 1:4.00-3:		
How strongly do you agree or disagree with the council undertaking the following awareness raising and engagement projects?		
(Provide cleaner air champions that raise awareness of air quality in the community)		
This single response question was answered by 322 respondents.		
Response	Number of Respondents	Percentage of Respondents

Strongly agree	126	39.13%
Agree	78	24.22%
Neither agree nor disagree	73	22.67%
Disagree	31	9.63%
Strongly disagree	14	4.35%
Step 1:5.00-1:		
How strongly do you agree or disagree with the council taking measures to clean their own vehicle fleet and contractor fleet by setting tighter emission limits for new vehicles?		
This single response question was answered by 318 respondents.		
Response	Number of Respondents	Percentage of Respondents
Strongly agree	216	67.92%
Agree	69	21.70%
Neither agree nor disagree	20	6.29%
Disagree	8	2.52%

Strongly disagree	5	1.57%
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Step 1:6.00-1:

Bonfires create substantial amounts of smoke and other pollutants. We are considering various options to control bonfires. Which of the following options do you think the council should choose? (There will be exemptions for cultural events)

(Ban between 6am and 8pm)

This single response question was answered by 312 respondents.

Response	Number of Respondents	Percentage of Respondents
Yes	173	55.45%
No	106	33.97%
Don't Know	33	10.58%

Step 1:6.00-2:

Bonfires create substantial amounts of smoke and other pollutants. We are considering various options to control bonfires. Which of the following options do you think the council should choose? (There will be exemptions for cultural events)

(Complete ban)

This single response question was answered by 313 respondents.

Response	Number of Respondents	Percentage of Respondents
Yes	113	36.10%
No	170	54.31%
Don't Know	30	9.58%

Step 1:6.00-3:

Bonfires create substantial amounts of smoke and other pollutants. We are considering various options to control bonfires. Which of the following options do you think the council should choose? (There will be exemptions for cultural events)

(Take no action)

This single response question was answered by 312 respondents.

Response	Number of Respondents	Percentage of Respondents
Yes	58	18.59%
No	225	72.12%
Don't Know	29	9.29%

Step 1:7.00-1:

The idling of engines when stationary contributes to local air pollution and damages people's health. We are running events to educate people about the issues of idling and encouraging motorists to switch off when stationary.

How strongly do you agree with the council taking this action at hot spot locations such as schools, taxis and bus stands within the borough?

This single response question was answered by 311 respondents.

Response	Number of Respondents	Percentage of Respondents
Strongly agree	197	63.34%
Agree	67	21.54%
Neither agree nor disagree	25	8.04%
Disagree	15	4.82%
Strongly disagree	7	2.25%

Step 1:8.00-1:

The healthy streets initiative includes many proposals such as walking, cycling, and planting of trees and green screens to encourage people to walk and cycle more and to improve people's health.

How strongly do you agree or disagree with the council's proposals to make Croydon's streets healthier?

This single response question was answered by 310 respondents.

Response	Number of Respondents	Percentage of Respondents
Strongly agree	208	67.10%
Agree	65	20.97%
Neither agree nor disagree	23	7.42%
Disagree	7	2.26%
Strongly disagree	7	2.26%

Table A.1 Summary of Responses to Consultation and Stakeholder Engagement on the AQAP (this will be updated to include the results of the consultation in the final action plan)

Consultee	Category	Response
<i>e.g. Chamber of Commerce</i>	<i>Business</i>	<i>e.g. Disagree with plan to remove parking on High Street in favour of buses and cycles; consider it will harm business of members.</i>

Appendix B Reasons for Not Pursuing Action Plan Measures

Table B.1 Action Plan Measures Not Pursued and the Reasons for that Decision (this will be updated to include the results of the consultation in the final action plan)

Action category	Action description	Reason action is not being pursued (including Stakeholder views)
Emissions from developments and buildings	<i>Complete table for all Action Matrix measures that will not be pursued.</i>	<i>Add a 2-3 sentence summary for each action</i>
Public health and awareness raising		
Delivery servicing and freight		
Borough fleet actions		
Localised solutions		
Cleaner transport		

For General Release

REPORT TO:	CABINET 20 November 2017
SUBJECT:	Community empowerment and devolution
LEAD OFFICER:	Shifa Mustafa, Executive Director, Place Kirsteen Roe, Head of Assets and Involvement
CABINET MEMBER:	Cllr Hamida Ali, Cabinet member for Communities, Safety and Justice
WARDS:	New Addington, Fieldway, Purley, South Norwood and Woodside

CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON

This proposal supports the Corporate Priority outcome ‘to be open and transparent and put communities at the heart of decision making’.

Croydon’s Community Strategy 2016-21 includes the following key outcomes and associated priorities:

Outcome Three: A Place with a Vibrant and Connected Community and Voluntary Sector, which includes the partnership priorities:

- Building cohesive and stronger communities connecting our residents, local groups and community organisations
- Strengthen and mobilising our voluntary, community and social enterprise sector.

Croydon’s Stronger Communities Plan 2016-19 includes priorities to:

- Promote greater community participation and opportunities to influence local priorities including use of community ward budgets
- Explore opportunities for communities to have more responsibility for the things that matter most to them and their neighbourhoods.

A detailed equality analysis was provided through the work of Croydon’s Opportunity and Fairness Commission (OFC) in 2016 and is a qualitative evidence base relating to the equality and inclusion issues in Croydon. The OFC recognised that continued emphasis needs to be placed on engagement with neighbourhoods, identifying community ‘assets’ and enabling local innovation, energy and commitment to come forward and contribute to improving the places we live. The community empowerment and devolution early adopters demonstrate the council’s commitment to the recommendations of the OFC.

The Localism Act 2011 includes measures to decentralise power to localities, giving more freedoms for local government and new powers for communities and individuals.

FINANCIAL IMPACT

There are no additional financial implications arising from this report.

FORWARD PLAN KEY DECISION REFERENCE NO. N/A This report is for information purposes

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

1. RECOMMENDATIONS

Cabinet is asked to:

- 1.1 Note the contents of this report.

2. EXECUTIVE SUMMARY

- 2.1 This is a first stage report setting out progress to date of the Community empowerment and devolution project as agreed by Cabinet in November 2016, and supporting the community strategy ambition for vibrant and connected communities.
- 2.2 This report details progress since the project inception; agreed principles and pillars that support the council's approach, funding that supports its implementation and progress in each of the three early adopter areas.

3. APPROACH

- 3.1 A report to Cabinet (14th November 2016), entitled "Devolution to Communities" [minute reference A112/16] set out the council's ambition and intention to further enhance opportunities to enable local community engagement and involvement in local decisions. Building on the successful Gateway model (which brings together a range of services around the individual or household to achieve better outcomes), this approach provides an opportunity to consider how to shape local services around the needs of neighbourhoods and communities.
- 3.2 Three early adopter areas were identified - South Norwood and Woodside, New Addington and Fieldway and Purley – and it was agreed that an update on progress would be provided to cabinet in autumn 2017.
- 3.3 Best practice and case studies were reviewed, ranging from participatory budgeting to community engagement in local initiatives through to full scale organisational change to enable local governance and commissioning. Examples can be found in Appendix 1.
- 3.4 Drawing on these case studies, a series of principles and "pillars" of the

approach in Croydon were developed.

3.5 The principles are:

- *Member led* – Ward members as community leaders
- *Local* – Responding to local context, need and ambitions
- *Asset based* – Understanding and building on the strengths of an area including existing assets (social and physical) rather than focusing on deficits
- *Inclusive* – Engaging a wide cross section of the community including underrepresented groups, while recognizing that not everyone will want to engage or will with one another
- *Managing expectations* – Ensuring that there is clarity about what can be influenced or changed and what can't
- *Evolution not revolution* – Building on existing ambitions and initiatives rather than creating something completely new
- *Flexible and proportionate* – making it easy for people/the community to engage. Balancing accountability with ease of process
- *Visible impact* – delivering quick wins and feeding back to those involved.

3.6 The five aspects or “pillars” of community empowerment and devolution that the early adopters will focus on are:

- *Inclusive and representative engagement/local involvement*
 - engagement methods
 - locally developed plans and proposals
- *Community leadership*
 - councillors as community leaders
 - the role of local groups and organisations
- *Funding*
 - local budgets – community ward budgets, S106, CIL
 - leveraging other funding sources (including external)
- *Capacity building for the community and voluntary sector*
 - sustainability (including increasing volunteering) and exit planning
 - better use of physical assets available in the borough
- *Addressing locally identified needs, issues and opportunities*
 - contribution to outcomes (e.g. growth, health, social isolation)

3.7 The council wants to work with and empower local communities so that, collectively, we achieve better outcomes. This doesn't necessarily mean people taking over and running services that have traditionally been run by the council. It's also about involving communities in local decision-making, empowering and enabling local people and groups to deliver their ambitions for their local area and supporting individuals or groups to access community funds that councils can't apply for. The name of the project was changed to community empowerment and devolution to reflect this.

3.8 Case studies show that seed funding can kick start local initiatives and feasibility funding for larger projects can enable much larger funding pots to be accessed. To this end, a total of £60k of the Community Infrastructure Levy (Meaningful Local Proportion) is being made available to the community devolution early adopters. This decision has been taken under officer delegated

authority in consultation with the Cabinet member for Homes, Regeneration and Planning. Decisions in relation to how this is spent will be taken at a local level with ward councillors having the final decision, but being informed by a local steering group and wider community engagement.

- 3.9 Guidance for the use of CIL by ward members has been prepared and agreed by the Infrastructure Finance Group (see Appendix 2). A simple form has been developed for councillors and community representatives to use when allocating funds (see Appendix 3). Whilst assurance will be provided by an officer group (to ensure CIL legislation is adhered to for example) the allocation decision sits locally in each of the three early adopter areas.
- 3.10 As part of the council's wider commitment to community empowerment, ward budgets have also been increased for 2017/18. Funding per ward is now £24,000, split equally between the ward councillors.

4.0 EARLY ADOPTERS

- 4.1 The three early adopters were chosen for their diversity in relation to demographics, location and need. Whilst each early adopter project is different and unique to that area, there are some similarities between the three. In each area a focus has emerged that is relevant to the area, a steering group is being formed with councillor and community representation and there is an expectation that this group will lead on wider community engagement. The focus for each area is:
- Purley – particular focus on the Rotary Fields Park and an emerging focus on older people and social isolation.
 - South Norwood- focus on economic growth and physical regeneration (We Love SE25) of the district centre
 - New Addington and Fieldway – focus on health and wellbeing

Purley

- 4.2 Purley councillors have held two community meetings since the summer. The group identified concerns around vandalism of public spaces and property and have identified a common concern regards Rotary Field and a desire to reactivate the space, address issues of vandalism and bring back an unused asset into a use that benefits the community.
- 4.3 In the short term the group is aiming to establish a friends of Rotary Field group and to identify a use for the inactive toilet block in the park which provides a community benefit.
- 4.4 The option of a community asset transfer will be explored.

South Norwood and Woodside

- 4.5 South Norwood and Woodside adopted the phrase 'We Love SE25' last year and had already produced a Community Economic Development Plan (CEDP) by May 2017 (see Appendix 4). The CEDP was informed by consultation with local residents and businesses through a programme of 'drop-in' style events in

March this year – two of which were targeted at local businesses. The group found this format of event to be particularly successful in terms of capturing more people's views compared to a more traditional public meeting format. As a result, the group plan to use this format to launch the plan and report back regularly to the local community.

- 4.6 Community meetings have been held twice under the banner of community empowerment and devolution and the short term priority has been agreed as involving a wider group of community stakeholders in helping to shape and deliver "We Love SE25" priorities.
- 4.7 The group plans to formally constitute a "We Love SE25" steering group or "town team" and publicly launch the CEDP in 2017. Following this they will hold a series of interactive community consultations and discussion events to inform the delivery of the CEDP.
- 4.8 In the longer term there is an ambition to attract significant funding to the area to support the delivery of the CEDP and consideration will be given to the use of the CIL meaningful local proportion funds for feasibility or match funding that could help to achieve this.

New Addington and Fieldway

- 4.9 The New Addington and Fieldway early adopter project is focused on removing barriers to being more physically active ("Active Addington"). An Active Addington steering group is being established with input from local councillors and community representatives as well as a wider virtual reference group to ensure that there is wide community input to proposals.
- 4.10 Both wards have high levels of health deprivation. Community asset mapping carried out in the summer identified a wide variety of local facilities and initiatives in relation to keeping active, but some of these appear under-used. This project will focus on increasing opportunities for individuals to be more active in an inclusive, affordable and accessible way. The scope of the project covers more formal activities and facilities such as activating the new outdoor gym and use of the community space in the new leisure centre, but will also ask questions such as "what are the barriers to increasing use of our parks and open spaces?" and "what are the barriers to increasing walking and cycling?".
- 4.11 An engagement strategy is being drafted which will center around engagement with existing social and physical assets. The aim is to better understand local barriers to use, the local demands and priorities, and to identify solutions that can encourage increase activity.
- 4.12 The Active Addington project will be trialling a digital engagement tool, *Social Pinpoint*, to assist with mapping and as a general engagement tool. Use of the tool will be coupled with a face to face engagement strategy. The council has secured a free license for this project and will be assessing its ease of use and potential for wider uses and benefits, including engagement with younger people and other sections of the community that are less likely to engage with traditional methods such as evening meetings.

5. NEXT STEPS

- 5.1 Over the coming six months there will be a continued and increased focus on wider community engagement and further community asset mapping as described above in Section 4, Early Adopters.
- 5.2 There will also be an increased focus on the role the council can play in providing data to the local steering groups being established to support evidence based decision making in each area.
- 5.3 As the steering groups become established and wider community engagement occurs, the expectation is that the CIL meaningful local proportion funds will be committed to local projects in each of the three areas.
- 5.4 There will be a review of the approach to community empowerment and devolution which will include lessons learnt from each of the three early adopter areas, evaluation of impact and recommendations for a borough wide approach to empowerment and devolution which will be presented to cabinet in summer 2018.

6. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 6.1 A total of £60,000 of CIL meaningful local proportion funding has been allocated to the three early adopter areas (£20,000 per area) in addition to the ward budgets already available.
- 6.2 Ward members and the local steering groups established will be responsible for defining the outcomes they intend to achieve through the allocation of the CIL meaningful local proportion funds, using the CIL MLP allocation form attached in Appendix 3. Outcomes are expected to align to at least one of the three community strategy objectives.
- 6.3 **Risks** – Risks of this approach include councillor and community capacity and the risk of raising unrealistic expectations at a time of declining public funds. These risks are being managed and monitored within the early adopter areas and will be considered in any recommendations relating to a borough wide approach.
- 6.4 **Future savings/efficiencies** – Case studies from those councils which have a more established community devolution model suggest that there can be financial savings generated through this approach. The benefits of community empowerment and devolution over the next five years could include:
 - Increased funding attracted into the borough. In some cases this could reduce reliance on council resource or funds
 - Managing demand on council services. For example, bringing community resources together to address demand through a focus on community led preventative measures such as local initiatives to tackle social isolation.

- Reducing the costs of assets where there is the opportunity for greater use of assets by other providers, services or local groups or, in some cases, asset transfer.

(Approved by Lisa Taylor – Director of Finance Investment and Risk)

7. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 7.1 The Solicitor to the Council comments that there are no direct legal implications arising from the recommendations within this report.

(Approved for and on behalf of Jacqueline Harris Baker, Director of Law, Council Solicitor and Monitoring Officer)

8. HUMAN RESOURCES IMPACT

- 8.1 There are no immediate HR implications that arise from the recommendations in this report for LBC staff.

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

9. EQUALITIES IMPACT

- 9.1 The Council's equality policy and objectives were agreed at Cabinet in April 2016. Three objectives are particularly relevant to the early adopter projects set out above and the impact that these projects can have in supporting the achievement of these objectives will be reviewed as part of a wider review of the community empowerment and devolution approach. These objectives are:

- Increase the rate of employment for disabled people, young people, over 50s and lone parents who are furthest away from the job market (South Norwood and Woodside)
- Reduce social isolation among disabled people and older people (Purley)
- Reduce differences in life expectancy between communities (New Addington and Fieldway)

- 9.2 In addition, the project is seeking to identify means of engagement that are more accessible and attractive to sections of our communities that the council has traditionally found harder to engage with. The effectiveness of different engagement mechanisms, both digital and face to face, as well as the roles of councillors as community leaders and other local groups and organisations will be evaluated and reviewed as part of the wider review of the community empowerment and devolution approach.

10. ENVIRONMENTAL IMPACT

- 10.1 The Council will ensure that environmental impacts potentially arising from local projects are given appropriate measures, and measures to mitigate any adverse effects are developed and implemented.

11. CRIME AND DISORDER REDUCTION IMPACT

- 11.1 Local projects that include employment creation, supporting skills development and improving the environment have the potential to contribute to overall efforts to divert people away from crime and disorder. Regeneration and development also provides the opportunity to design out environmental factors that enable crime and anti-social behaviour to take place.
-

CONTACT OFFICER: Kirsteen Roe, Head of assets and involvement, X47205

APPENDICES TO THIS REPORT

Appendix 1 – Community devolution case studies

Appendix 2 – CIL MLP guidance

Appendix 3 – CIL MLP allocation form

Appendix 4 – South Norwood Community Economic Development Plan

BACKGROUND PAPERS

“Devolution to communities” cabinet paper, November 2016

**Community Devolution – Cabinet Report
Appendix 1
(Case study examples)**

Edinburgh – Participatory budgeting (Canny wi' cash)

Canny wi' Cash is one of a number of projects funded through Edinburgh's Reshaping Care for Older People Change Fund Partnership. The aim for the Partnership is to encourage a shift from reactive to anticipatory and preventative care of older people. Canny wi' Cash is an example of using participatory budgeting as a means to empower people affected by budget decisions to make the decisions themselves.

The team used a distributed participatory budgeting approach to decide on the allocation of funding to projects. The team created a voting fortnight where they would go out to where older people were and present the project ideas in an anonymised and uniform way. Over the voting fortnight, facilitators visited a range of places across the city where older people gathered: day centres, lunch clubs, drop-in centres, even an art class or two.

Lambeth - Consultation and engagement with the Neighbourhood Enhancement Programme (NEP)

In 2013, Lambeth set out to involve their councillors and communities in ensuring their streets were "safe, clean, attractive and fit for purpose" through the NEP. The chief focus was on speed limits and traffic calming; parking and loading; crossings; cycling facilities; public realm; seating; bins; greenery; signage and street clutter.

Residents were engaged through:

1. A postcard and outreach campaign using the strapline 'wish you were here?'
2. A co-design phase, where councillors and officers met and worked with residents to convert the set of proposals and concerns into practical solutions.
3. A public consultation phase – after drawing up plans based on discussions with residents, all residents were formally consulted.

Brighton and Hove – Neighbourhood decision making schemes

A consultation asking residents what they thought about the idea of neighbourhood decision making ran from November 2011 to end of January 2012. The results showed almost 90% of respondents felt they wanted more influence over what happens in their area and 68% said they would get involved in governance.

Two pilot areas started a one year trial of neighbourhood decision making in September 2012 until December 2013. Both pilots were given some funding which residents decided how to spend on local projects.

- **Whitehawk, Manor Farm and the Bristol Estate (now collectively known as DueEast)**

This area used existing local community groups to form a Neighbourhood Council. DueEast was granted charitable status in December 2013. In January 2014 DueEast in partnership with Serendipity Enterprise Solutions (SES) successfully bid to jointly deliver the Community Development commissioned services in the area from July 2014 onwards.

- **Hollingdean and Stanmer ward**

There were no existing groups in the area and so throughout the year democratic events were held where local residents, businesses, and services worked together in new ways. A group called 'Off the Ground' was set up to manage the pilot after the trial period.

Barnsley

Community devolution in its current form has been in place in Barnsley since 2013 following a review of area governance arrangements. In 2013 the council created Area Councils and Ward Alliances.

Barnsley has 6 Area Councils have been divided along 'natural lines of connectivity' and encompass between 2 and 5 wards. The area council commissions out services for the area based on their local intelligence. So far £2.1 million has been devolved to local area commissioning and 90% of this money has stayed in Barnsley, helping to stimulate the local economy.

Ward alliances were introduced at the same time as area councils. Elected members and community representatives sit on the alliance. Ward alliances have a budget of £10,000 per ward. The alliances are able to identify opportunities for match funding or other pots of money and in some places area councils have topped up the fund with some of their area commissioning fund. Since 2013 1500 community projects have been given funding with an average value of £1300 showing that a small amount of investment goes along way.

Barnsley have recently commissioned a social return investment report which found that for every £1 invested they had got £11 back. Barnsley won an LGA award for their community devolution work in 2016 and are now looking at how they can apply their learnings from community devolution to other service areas such as Public Health.

Sunderland

In 2012 the Council rationalised its Executive and Committee arrangements to support the ambition to be a Community Leadership Council. Changes featured extensive devolution to Areas on the one hand and an increased focus on strategic aspects of community leadership on the other.

The council made numerous changes to embed this initiative;

- consolidated the role of Area Committees as local hubs of community leadership and service redesign;
- introduced Area Boards for 'Place' and 'People' as the focus of 'de-siloing' council services and decentralised governance;
- actively encouraged Area Boards to recommend bottom-up changes to current service standards and approaches and established a clearer relationship between Cabinet, Area Committees and Area Boards to aid the introduction and embedding of these arrangements.

New arrangements have been complemented by refreshed Area-based budgets with a budgetary value of over £1.5m. These are designed to enable local Councillors, working with partners and their local communities to identify the right local priorities and to act upon these speedily with minimum bureaucracy and delay. Budgets include a Ward Community Chest of £10,000 per Ward per year which often also acts as seed funder of local community activity.

Results of the initiative include improved resident satisfaction and improved Member satisfaction. The approach is actively used to tackle demand for local services, generation savings as well as increased satisfaction.

The council are keen to stress that Councillors must be at the heart of Sunderland's strategy for social and economic renewal, but to fulfil their potential as community leaders, they need a new type of support and capacity building, and a new set of tools to lead (for example, more digital support).

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INFRASTRUCTURE FINANCE GROUP GUIDANCE ON USE OF CIL – DEVOLUTION TO LOCAL COMMUNITIES

1. Introduction

Regulation 3 of The Community Infrastructure Levy Regulations 2010 provides for the Community Infrastructure Levy (CIL). The CIL is designed to provide, improve and replace infrastructure which helps to address the impact of growth and development in a local area. It is raised through a levy on new developments; Regulation 123 of the Community Infrastructure Levy Regulations 2010 (as amended) restricts the use of CIL to ensure no duplication between CIL and planning obligations (Section 106) and is therefore restricted to spend on infrastructure as identified on the council's Regulation 123 List.

The Localism Act 2011 makes provision for a percentage of Community Infrastructure Levy (CIL) funds raised to go directly to communities. This percentage is known as the “meaningful local proportion” (MLP). Engagement with the community is a legislative requirement in deciding how CIL MLP funds should be spent.

The Council's Cabinet on 16th November 2016 agreed to “extend the range of funding available to local engagement pilots, where appropriate and subject to the relevant conditions on use, to include Community Infrastructure Levy”.

In Croydon, CIL MLP budgets have been devolved to local ward councillors in three early adopter areas in a pilot scheme that sits within the council's community empowerment and devolution project. The intention is that the CIL MLP funding can be used to support provision of social infrastructure that is independent and self-sustaining of the council¹.

The aim of the CIL MLP pilot is to trial and then review the use of this funding in these three areas before allocating further funds more widely across the borough. In particular, the pilots will look at how to ensure governance around use of the funds is proportionate, balancing ease for the community with the need for accountability, and mechanisms for community involvement in decisions about how the funds are spent.

2. What is CIL

CIL is a charge which local authorities can levy on most types of new development and changes the way in which developers contribute to the provision of infrastructure in Croydon. The proceeds of the levy will provide local and sub-regional infrastructure to support the development of the borough in line with Croydon's

¹ By **social infrastructure**, we mean the **social connections and the organisations and services that build them in a community**. Strong social infrastructures create strong communities with resilience and the foundations for growth in both economic capital and social justice. This definition is wider than that sometimes used to refer to those assets that support the delivery of government led services such as social care, health or education.

development plan and infrastructure planning (Infrastructure Delivery Plan, Growth Zone Project Programme and Capital Strategy).

CIL allows local authorities to raise funds from development to pay for the infrastructure. CIL takes the form of a tariff per m² of additional floorspace. The level of the tariff is set by the local authority based on the needs identified through infrastructure planning, but also tested to ensure that it will not affect the viability of developments.

3. What CIL will fund (123 list)

The Council has published a list of infrastructure types and projects that or may be, wholly or partly funded by CIL. This is known as the Regulation 123 list. It will be kept up to date to take into account any changes in circumstances and / or infrastructure needs identified in the future.

The 123 list of the infrastructure projects or types that Croydon will, or maybe, wholly or partly funded by CIL are as follows.

- Provision, improvement, replacement, operation or maintenance of education facilities
- Provision, improvement, replacement, operation or maintenance of health care facilities
- Provision, improvement, replacement, operation or maintenance of those projects listed in the Connected Croydon Delivery Programme dated April 2013 and any projects as may be added to the said Programme after April 2013 as approved by Cabinet
- Provision, improvement, replacement, operation or maintenance of public open space
- Provision, improvement, replacement, operation or maintenance of public sports and leisure
- Provision, improvement, replacement, operation or maintenance of community facilities

4. Who can access the funding?

Three early adopter community devolution areas were identified in the “Devolution to communities” cabinet report (November 2016). These are:

- Purley
- New Addington and Fieldway
- South Norwood and Woodside

Each early adopter area has up to £20,000 of CIL MLP to allocate to community devolution projects. Local ward members for each area have the collective authority to decide how their local CIL MLP allocation is spent.

In order to comply with CIL legislation, there must be demonstrable and transparent engagement with the community in coming to any decision about the allocation of CIL MLP funds.

5. Role of the Infrastructure Finance Group

The Infrastructure Finance Group (IFG) has the responsibility for ensuring that all CIL and Section 106 money is spent in accordance with the relevant guidance and legislation.

The IFG has the following responsibilities as determined by the IFG Terms of Reference

- Allocation of Section 106 and Community Infrastructure Levy (CIL) income to agreed Infrastructure Delivery Plan, Growth Zone and Capital Strategy projects.
- Monitor and manage Section 106 and CIL expenditure and project delivery, which will be based on project manager accountability.
- Coordinate the reporting of CIL and S106 expenditure as required by relevant Regulations and through the Authority's Monitoring Report.

In the case of the community devolution early adopter CIL MLP allocations, the IFG will play an assurance role, rather than a decision making role, in line with the principles of community empowerment and devolution.

Once councillors, working with the community, have come to a decision about allocation of any CIL MLP funds, a fourteen day "assurance" period will apply before any money can be drawn down. During this time, the IFG or relevant lead officers will review the proposal. Once satisfied that CIL guidance and legislation is being adhered to, the IFG will approve the draw down of the required funds.

6. Identifying projects

Local CIL MLP budgets need to offer a different funding mechanism to those that already exist. Therefore, the allocation of funds is not envisaged to be a competitive bidding process. Instead, local priorities that would benefit from a one off investment and that can act as a catalyst for positive change for the area should be identified through a process of community engagement.

Councillors will then determine how best to allocate the dedicated resource, reflecting the ideas and aspirations that have been raised and discussed. Councillors could choose to further devolve decision making in relation to local CIL MLP spend – for example to a constituted local group recognised by the Council, providing that group is representative of the wider community. This may require the signing of a third party funding agreement to ensure the monitoring of the spending of the allocation.

Support can be provided to councillors in planning engagement activities to determine projects with the community the projects to enjoy CIL MLP funding and additionally officers may be able to assist with the implementation of these plans and activities that reach out to communities. A simple toolkit has been developed to assist with this, and the council will also be piloting a digital platform to promote further reach to our communities. As part of the IFG's assurance function, the IFG will ensure the engagement with the community has been of a nature and level to meet the CIL Regulations in this regard.

Ward councillors must consider, identify and report to a named officer any potential conflicts of interest in relation to proposals they are supporting.

7. Criteria for allocating funds:

- In all cases, projects or initiatives must:
 - Meet an identified community need that aligns with Croydon's Community Strategy.
 - Deliver infrastructure as identified on the council's Regulation 123 List.
 - Clearly show how community engagement has taken place, in accordance with the CIL Regulations, in identifying community needs and in deciding how to allocate any funds
 - Be able to demonstrate the likely impact of the investment and how this meets one or more objectives of the Croydon Community Strategy
 - Identify any ongoing revenue or longer term capital funding requirements and how these are likely to be met
- The funding must be used for capital expenditure² and cannot be used for ongoing revenue costs.
- Funds can be matched with other funding sources, including community ward budgets.

CIL funding cannot be used for:

- Community meeting costs, for example through hiring meeting rooms or printing, unless it can be demonstrated that these costs are specific to the proposal being funded;
- Projects that would adversely impact the local community, environment or economy;

2

Using new powers introduced in the Localism Bill, the Government will require charging authorities to allocate a meaningful proportion of levy revenues raised in each neighbourhood back to that neighbourhood. This will ensure that where a neighbourhood bears the brunt of a new development, it receives sufficient money to help it manage those impacts. It complements the introduction of other powerful new incentives for local authorities that will ensure that local areas benefit from development they welcome. Local authorities will need to work closely with neighbourhoods to decide what infrastructure they require, and balance neighbourhood funding with wider infrastructure funding that supports growth. They will retain the ability to use the levy income to address the cumulative impact on infrastructure that may occur further away from the development. (DCLG 2011 Communities Infrastructure Levy: An Overview)

In accordance with CIL Regulation 59 of the CIL Regulations 2010 (as amended), CIL income can be applied towards the provision, improvement, replacement, operation or maintenance of infrastructure detailed in the Council's Regulation 123 list.

- Projects that would undermine council approved priorities;
- Projects that create an ongoing maintenance cost for the council;
- Funding the mainstream activities of a commercial or voluntary sector organisation;
- Funding retrospective applications (for example, for already purchased equipment);
- Supporting any kind of political activity including lobbying or campaigning against the council or its agreed priorities;
- Projects that do not accord with the IFG's Terms of Reference and this guidance document; and
- Projects/proposals that would be unlawful for the Council to support.

Management of the funding

- CIL funding has no immediate deadline and therefore is available on a rolling basis.
- The frequency with which decisions are made on spending of the budget is at councillors' discretion.
- CIL funds are public money and so the same rules apply as would apply to any other council spending. All spending is subject to the council's constitution, standing orders and financial regulations, as well as the appropriate scrutiny and accountability.
- The Council will and are required to monitor that projects supported by CIL MLP funding have been delivered. In the cases of the early adopter areas, it is the intention that these projects will be used as case studies for CIL MLP fund usage.
- If councillors believe at any point that the funds awarded have been used for different purposes than those applied for, they should notify the named officer who will make a decision on the most appropriate course of action, including income recovery.
- As part of the overall project transparency and scrutiny councillors will be expected to contribute to reporting on how funds have been allocated and spent and the impact of this expenditure. This will form part of the Council's ongoing (monthly) and annual monitoring regarding the spending of CIL as required by the CIL Regulations.

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Community Empowerment and Devolution
Funding allocation (Community Infrastructure Levy – Meaningful Proportion)

PROJECT DETAILS

Ward(s):	
Ward Councillors:	
Project Name:	
Project Cost:	
Description of project:	
Project timeline and key activities:	

PROJECT COST AND FUNDING

Total project cost	£
CIL MLP funding required	£
If the CLP MLP funds do not meet the full project cost, what other sources of funding or in kind support have been identified?	
If the CIL MLP funds are to be used to determine the feasibility of a larger project, what further sources of funds have been identified for the larger project?	
Are there any ongoing revenue costs (eg staffing, maintenance, running costs) arising as a result of this project (or the project that feasibility relates to)?	Y / N
If yes, please detail these costs and how they will be met.	

PROJECT OUTCOMES

Please describe what difference this project will make to the local community under each of the three community strategy headings below (please only complete for those headings relevant to your project)
The community strategy can be found at www.croydon.gov.uk/advice/community/cstrategy

A great place to learn, work and live

A place of opportunity for everyone

A place with a vibrant and connected community and voluntary sector

How will you measure the success of your project?

COMMUNITY ENGAGEMENT

Who have you engaged with or consulted in identifying this project?

How and when has engagement and consultation take place?

What evidence do you have that this project is meeting a community need as identified by the community?

Section 2:

Breakdown of Project Costs (please add further rows and years as required)

Year 1 Description:	Funding Source:	Cost:
	YEAR 1 TOTAL:	
Year 2 Description:	Funding Source:	Cost:
Totals:	YEAR 2 TOTAL:	
	TOTAL PROJECT COST:	

WARD COUNCILLORS DECLARATION (please add signature rows as applicable)

As the ward members responsible for this CIL MLP allocation, we confirm that:

- this project meets an identified community need
- this project delivers against at least one of the council's community strategy objectives
- that there has been engagement with the community in coming to the decision to allocate these funds to this project, as per the CIL MLP guidance
- there are no current and will be no future additional costs to the council arising from this project
- any potential conflicts of interest for any individual councillor have been considered and notified to the Director of district centres and regeneration

Councillor name	Councillor signature	Date

IFG Use Only

CAPITAL PROGRAMME	YES/NO
INFRASTRUCTURE DELIVERY PLAN	YES/NO
PROJECT ACCORDS WITH CIL REGULATIONS	YES/NO
CONSULTATION AND ENGAGEMENT ACCORDS WITH CIL REGULATIONS	YES/NO

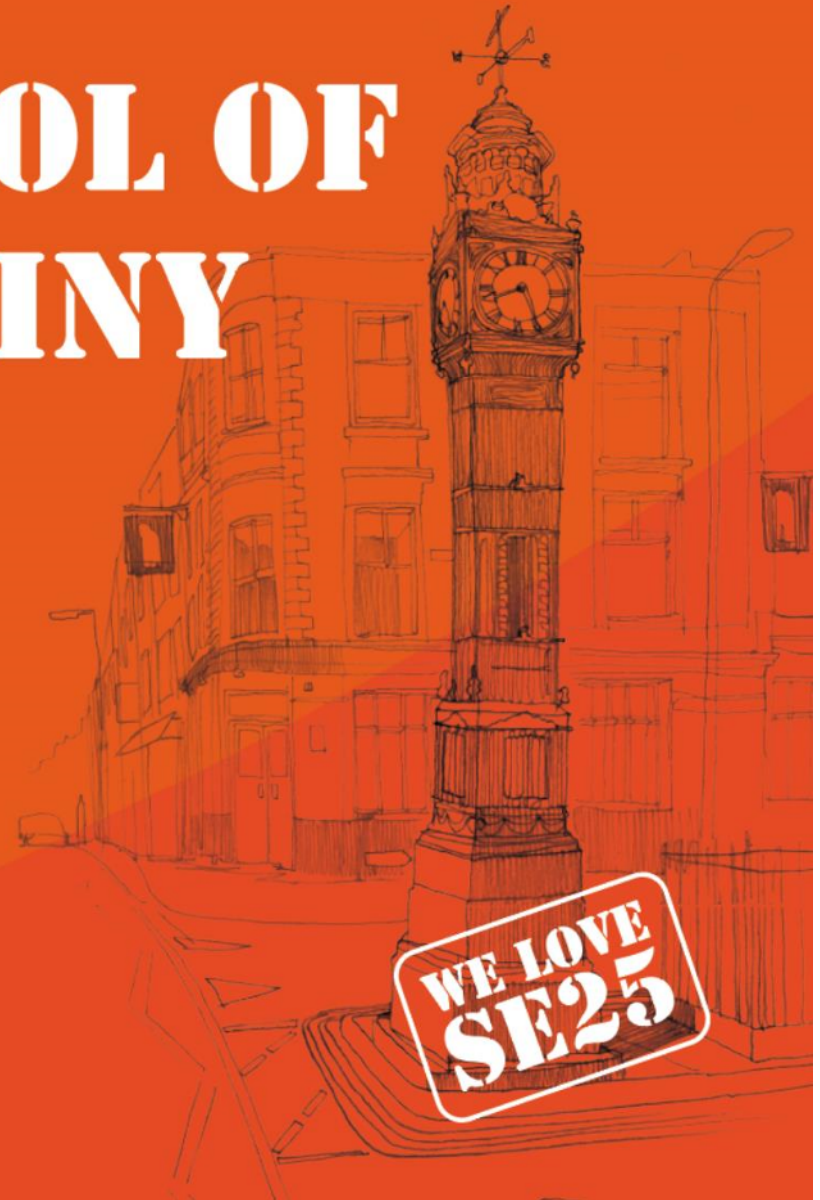
IFG REFERENCE NUMBER: _____

INFRASTRUCTURE FINANCE GROUP APPROVAL		
Approved		Signed _____ Date _____

TAKING CONTROL OF OUR OWN DESTINY

South Norwood's Community Economic Development Plan

May 2017



1	Introduction	We Love SE25 South Norwood's CED Plan Overview	
2	The Current Situation in South Norwood	Overview Statistics The Focus SE25 Survey Report 2015 The view from Croydon Council Businesses in SE25 What's changing in South Norwood	
3	Engaging with the people and businesses in South Norwood – Our We Love SE25 consultation	Overview Our Working Group Working Group Workshops We Love SE25 Community Consultation Report We Love SE25 Business Consultation Report	
4	What South Norwood Needs	Developing a New organisation to Deliver Change "We Love SE25"	Project 1 – Formally establishing We Love SE25
		Reconnecting Our Community with Our Local Businesses	Project 2 – Celebrating and promoting SE25 Project 3 – Community and Business Loyalty Alliance
		Strengthening Our Community through Learning, Working and Playing	Project 4 – Creating a network of affordable, accessible spaces
		Bringing Empty Property Back in Use through Community Ownership or Management	Project 5 – Building a Community Owned Property Portfolio
		Increasing local employment, business ownership and successful business in SE25	Project 6 – Supporting and Promoting the Clock Tower Market Project 7 – Promoting SE25 as a Centre for Arts and Creativity Project 8 – Establishing an SE25 Business Improvement and Development Programme – supporting new and existing businesses
		Re-creating a Pleasant Modern Market Town Environment – encouraging locals and visitors to spend time and money in SE25	Project 9 – A Cleaner, Greener, Vibrant SE25 – Community Initiatives to Improve Our High Streets and Public Spaces
		Involving the Whole Community in Our Community	Projects 1-9 – Creating projects that celebrate and enhance our multicultural community across all generations
5	Next Steps – Resources Needed	Time and Money	

1. Introduction

We want to make sure that what we do has an impact so we are aiming for outcomes that are based on what people have told us they are enthusiastic or concerned about and want to work towards in the local area. We have identified 7 key 'Outcomes' we believe that South Norwood requires to help it regenerate itself. These cover social, economic and environmental issues.

Proposed Outcomes	Social	Economic	Environmental
Developing We Love SE25 to Deliver Change			
Reconnecting Our Community with Our Local Businesses			
Strengthening Our Community through Learning, Working and Playing			
Bringing Empty Property Back in Use through Community Ownership or Management			
Increasing local employment, business ownership and successful business in SE25			
Environmental Re-creating a Pleasant Modern Market Town Environment – encouraging locals and visitors to spend time and money in SE25			
Involving the Whole Community in 'Our Community'			

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People for Portland Road applied for a grant to involve everyone in coming up with a plan to benefit people and businesses in the SE25 area. We have looked at problems, spoken to people and businesses about what they think and collected information about what is going on in SE25. What we have come up with is summarised below. Through a series of clear aims and delivery projects we will continue to work to achieve the outcomes that people want to see, and we plan to involve as many people as possible in doing this.

We hope you will join us.

Cllr Paul Scott

Chair, People for Portland Road (PPR)

For further information on We Love SE25 including reports, consultation information and images please see our website www.welovese25.com

The Problems

Lots of Empty Shops - 38% vacancy rate

Accelerating Decline and Decay

Lack of Variety

Local residents avoiding the town centre

Run down appearance

Negative perceptions

Opportunities Not Being Taken

Listening to Our Community - CED Consultation

Working Group Established

Scoping Workshops

Fact Finding

Audit

Website

Social media

Survey of Businesses

Community Survey

Advertising Campaign

Business and Community Workshops

What SE25 Told Us it Needs - Driving The Outcomes'

"A way of working together to make change happen"

"More people spending time and money locally"

"We want to set up new local businesses but need affordable space"

"Local people don't know what is available locally"

"Better choice of shops, cafés, pubs and community spaces"

"We need more things to do locally"

"A vibrant shopping area"

"Some local shops are unhelpful and unwelcoming"

"A more attractive place - a nicer environment"

"A place we can be proud to call home or work in"

Delivering Change - Our Projects

Project 1: Formally Establish We Love SE25

Project 2: Celebrating and promoting SE25

Project 3: Community and Business Loyalty Alliance

Project 4: Creating a network of affordable, accessible spaces

Project 5: Building a Community Owned Property Portfolio

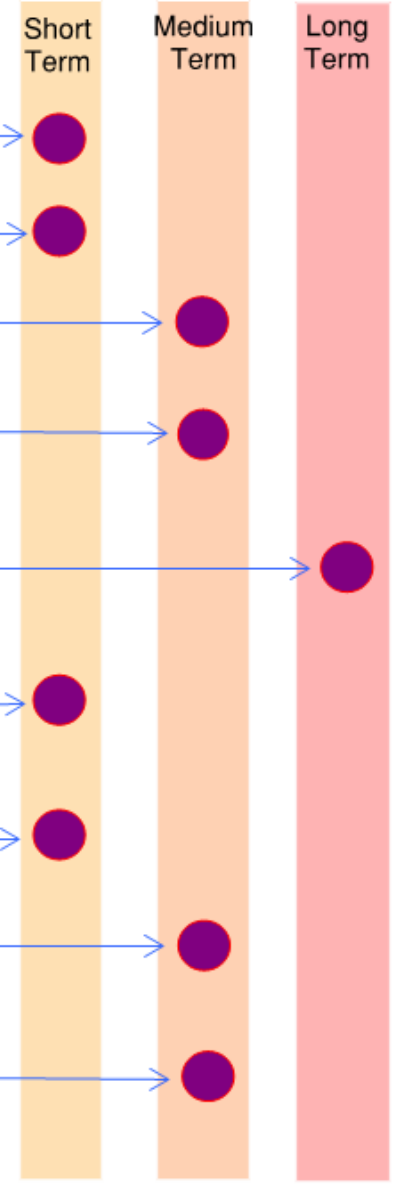
Project 6: Supporting and Promoting the Clock Tower Market

Project 7: Promoting SE25 as a Centre for Arts and Creativity

Project 8: SE25 Business Improvement and Development Programme

Project 9: Cleaner, Greener, Nicer SE25

Timescales



We Love SE25 - South Norwood's CED Plan Overview

2. The Current Situation in South Norwood

Overview

South Norwood is a small town within the London Borough of Croydon, in South London. It started to develop in the early part of the 19th century with the coming of the Croydon Canal at the point where it was crossed by an ancient trackway that had once passed through The Great North Wood. It developed rapidly once the canal was replaced by the railway, served by what became Norwood Junction Station. Despite some early attempts to develop the area as a well healed suburb, it established itself as a hard working town based initially on market gardening and brickworks. Light engineering became an important industry in the area especially once self-made entrepreneur and inventor William Stanley moved here. It was also a thriving market town which developed along two high streets crossing each other at right angles – Portland Road and The High Street.

The town still retains much of its Victorian and Edwardian heritage, with a conservation area and a number of ‘local heritage areas’. It has good transport links with rail links to London Bridge and Victoria, the Overground line and trams into Croydon. It is a great place to live with one of its greatest selling points being the large parks that surround it. Most residents are positive about the area.

Unfortunately though the centre of South Norwood, and especially our two high streets, have been in decline for many years. Many of the shops have closed, with lots poorly converted into flats, the small businesses have been redeveloped, the last brickworks closed in the 1960s, and the area has a sad and run down feel about it.

Conversely though, South Norwood (SE25) has huge potential. It has a young, dynamic population from very diverse backgrounds, and an established older population who are very keen to see the area restored to the vibrant town it used to be. There are strong feelings against the area being gentrified and the current residents being forced out. But equally there is a recognition generally that some things need to change to breathe life back into the town.

Statistics

Statistics from the last census in 2011 show that the three wards of the SE25 area – Woodside, Selhurst and South Norwood show some marked contrasts in terms of population, levels of education and skills and provision of green spaces and businesses.

All wards have high proportions of non-white people with black and British black people highly represented. The area also benefits from a population that is relatively youthful with a smaller over 65 population than London as a whole.

Of the wards, South Norwood is the most prosperous and people there have higher levels of skills and education attainment than in Woodside and Selhurst where skills levels are much lower than average figures nationally. These two wards also have less access to open space than South Norwood though all the wards have much less access to open space than the population in England and Wales.

The retail and wholesale sector and employment within it, has suffered from closures, though numbers of small and micro enterprises and self-employment in the area are relatively high compared with London. Full time employment of people in the rea is less than the average for London and part time working is more the norm. Everyone in the area is more dependent on public transport to get to work than people in London as a whole.

The Focus SE25 2015 Survey

In 2015 PPR set up a group to look at how we could improve the local area. It was called Focus SE25. It carried out a very informative survey that was part of the inspiration for applying for the CED programme.

The survey got a good response from residents:

- 400 people replied to the survey
- 386 of them lived in South Norwood
- 1/3 had lived here for less than 2 years
- 1/3 had lived here for 16 years or more
- 46% were from households with children

We asked them why they lived in South Norwood?

- 25% Affordability of homes
- 25% Transport Links
- 15% The green, open spaces

We asked them what they thought about South Norwood as a place to live in?

- 72% positive (3+ from 1 to 5)
- 31% really positive or very positive (4 or 5)
- Only 5% very negative (1)

What people told us:

"I would like to see South Norwood High Street back how it was a good few years ago when you could walk up and down and actually have decent shops to buy the things you want."

"Better street cleaning, regeneration, better shops, demolition of the old pub, the building of a brand new leisure centre as opposed to a cheap refurbishment"

"Community spirit. History"

We asked how often they go out in South Norwood?

- 65% enjoy our local parks and open spaces
- 58% take part at least occasionally in community events, groups, clubs
- 57% socialise with friends locally, but only 24% regularly and 43% never!
- 52% use the Leisure Centre but 48% never use it!
- 20% never go to the High Street and 39% only go occasionally

We asked how often do they use the businesses in South Norwood?

- Cafes –13% regularly, 51% never
- Hairdressers –30% do, 70% don't
- Pubs and Bars –13% regularly, 52% never
- Restaurants –10% regularly, 50% never
- Takeaways –31% regularly, 25% never
- The Library –52% never go there

We asked which Shops they visited in South Norwood?

- 84% - Newsagents
- 81% - DIY
- 46% - Gifts and Cards
- 40% - Charity

We asked why don't they use the local shops more often?

- 25% - Quality of good/services
- 16% - Unwelcoming
- 11% - Parking
- 10% - Don't feel safe in surrounding area

We asked what problems particularly affect South Norwood?

- 14% - Litter/fly tipping
- 14% - Not enough choice of shops
- 13% - Closed shops
- 9% - Antisocial behaviour
- 9% - Shops converted to flats

"Nice pubs and cafes"

"Good and easy transport links. Well, when we moved here, which was ages ago, the high street had everything we needed. I afraid it's gone a long way downhill. But it's okay if you want takeaways, estate agents, hairdressers or barbers."

"South Norwood could be a historic Victorian bijou mini-Bath if cared for and kept clean and safe."

"I moved here, as a first-time buyer, because it's my belief this area is has the qualities to prosper the transport links are already in place, the green space is there, the lakes are there, South Norwood could be transformed with the right vision and people."

Finally, we asked to what extent do you think South Norwood needs regeneration.

97% Were positive or very positive (4+ out of 1- 5)

South Norwood District Centre Health Check Report

A high street health check survey was carried out in December 2016 in South Norwood district centre (South Norwood High Street, upper Portland Road and Station Road) by one of the council's regeneration managers. The purpose was to provide the Regeneration Team with an assessment of the current appeal of the town centre and to assist in providing a baseline for the Portland Road pop up shops project. The survey will also help to inform the council's regeneration strategy for the wider South Norwood area. The survey examined the quality of the public realm, the retail area (including empty shops) district centre facilities and amenities, accessibility, safety and community presence. Photographs were taken to provide a visual record. Due to the nature of the approach, it can only present a snapshot of the area at the time the survey was undertaken, and may not identify variables/anomalies. To provide additional perspective, a survey of local businesses was also undertaken in January to gauge their views on their high streets.

Health Check Summary

At first sight, South Norwood appears to be struggling as a retail centre, with a high number of vacant high street units in comparison to Croydon's other district centres, and a fairly narrow retail provision. However, there is evidence of some strong local independent businesses serving the local community and many shops are busy.

The public realm is generally well maintained, and largely in good condition, particularly in areas around Norwood Junction station exits and the main junctions. There are issues with litter and fly-tipping in certain areas (noted in alleyways off main roads such as by Tesco Express and Aldi) and low level graffiti.

The condition of the building stock on the high streets affect the look and feel of the area, as do poor quality shopfronts and visual merchandising although some businesses are well presented. The physical constraints within the town centre area (narrow footpaths on the high street and Portland Road with some street clutter) and a busy road junction reduce the potential visual impact of the high street which has some attractive heritage architecture. Many shops that are operating are busy, but the high number of shuttered up units detracts from this. The north end of the high street and Portland Road are particularly affected by increasing concentrations of retail to residential conversions.

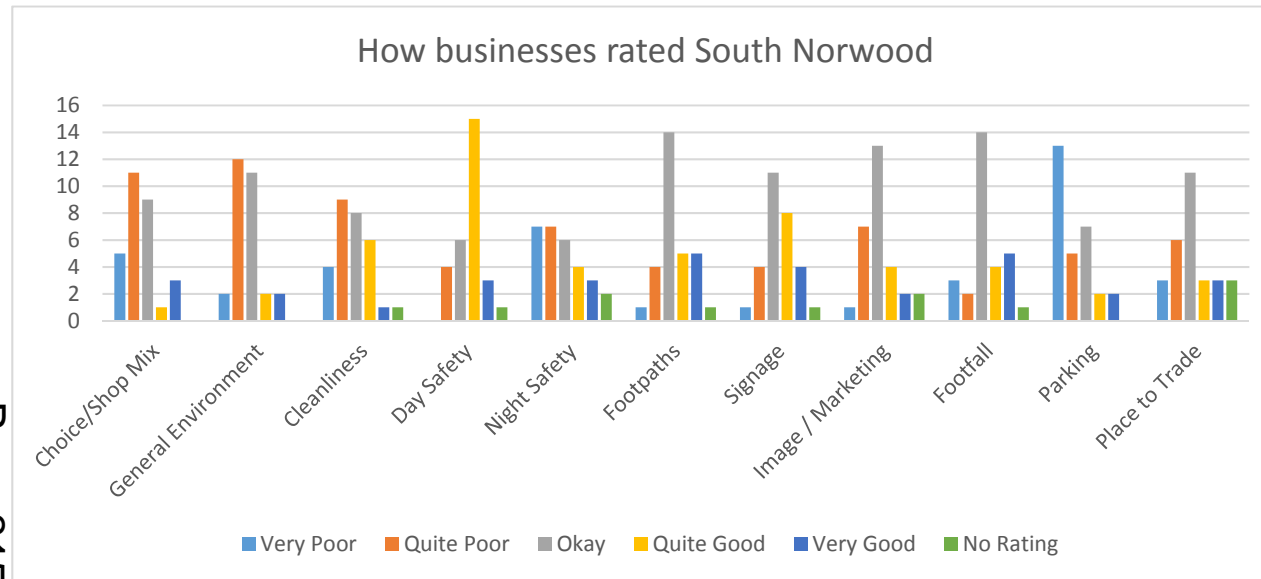
The area benefits from attractive architecture and heritage links, but poor maintenance of many buildings in the conservation area detract from these. There is currently no cohesive wayfinding strategy, with a range of different signage for individual destinations rather than promoting or assisting in orientating around the place as a whole. Local assets such as Stanley Halls, South Norwood Lakes, the Country Park, the recreation ground and the leisure centre could be better highlighted through improved signage.

Businesses' views

A survey of high street businesses was also conducted in early January to assess the local trading conditions in the district centre. 64 questionnaires were distributed to businesses across Station Road, Portland Road (upper) and the High Street. 29 completed surveys were received.

Many long-standing businesses completed the survey, with 8 respondents having been trading in the area for 20 years or more.

Businesses were asked to rate various aspects of the high street areas from 1 to 5 (1 being very poor and 5 being very good). Their scores are summarised in the chart below.



When asked what South Norwood's strengths were, the most common answer from businesses was its location and transport links, though the cultural mix, pubs and some of the shops, and sense of community were also mentioned. Six businesses struggled to see any positive aspects to the town centre.

When asked what South Norwood's weaknesses were, the number of empty or recently closed down shops was the most common response, with safety, parking and rubbish/litter also being cited.

19 businesses had noticed an increase in empty shops in the last 12 months and 22 felt that the empty units had an impact on their high street. One business praised the work underway to create three new pop-up shops and the positive visual impact this was creating on Portland Road.

Ten businesses were interested in being involved in a town centre group (an equal number were not), a further two might be, and four said they already participated in a local group.

Potential for improvement

There is potential for improving the vitality of the district centre. Some interventions are already underway, such as public realm improvements to Station Road and the junction of the High Street and Portland Road, and ongoing work to tackle fly-tipping and litter. New wayfinding through Legible London signage is being installed and the council is supporting pop-up shops in empty properties. Discussions are ongoing with owners of empty units to ascertain their future plans for these properties.

There are still clear opportunities for promoting the area’s heritage, culture, and open spaces which in turn should help to strengthen its visual identity and economic development. Business feedback suggests potential for a town centre group or business forum and many high street improvements could be taken forward through this kind of partnership.

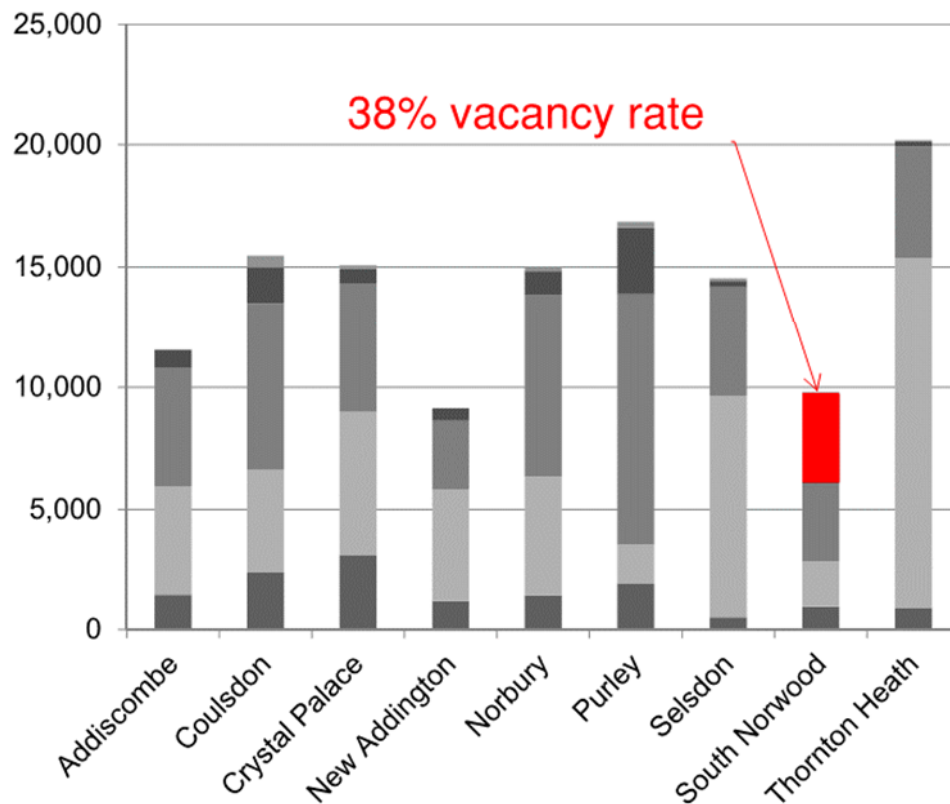
The following two slides from a Council Report illustrate the relative vacancy rates and viability in district centres in the borough of Croydon. They illustrate the issues in South Norwood

Overview of the borough’s District Centres

- Total comparison goods floor space
- Total services floor space
- Total other floor space
- Total convenience goods floor space
- Total vacant floor space

The borough’s District Centres are quite varied from the service sector orientated Coulsdon and Norbury to the more traditional shopping locations like Selsdon and Thornton Heath

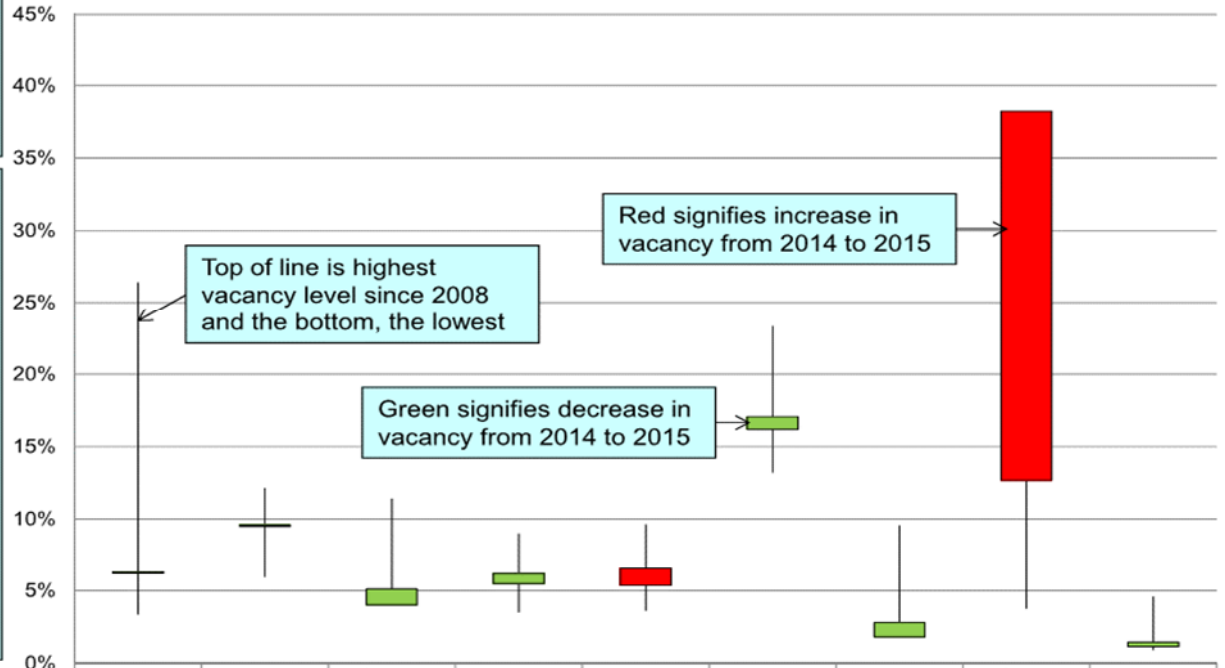
There is no such thing as a typical District Centre although the one that is closest to average representations of different sectors is Addiscombe



Two of the nine District Centres (Purley & South Norwood) have vacancy levels above the target level for 2021

In most centres vacancy levels are stable with only South Norwood and Addiscombe seeing a significant changes over the period 2008 to 2015

Maintaining the retail vitality and viability of District Centres



	Addiscombe	Coulston	Crystal Palace	New Addington	Norbury	Purley	Selsdon	South Norwood	Thornton Heath
2014 vacancy rate	6%	10%	5%	6%	5%	17%	3%	13%	1%
Highest vacancy rate (2008-2015)	26%	12%	11%	9%	10%	23%	10%	38%	5%
Lowest vacancy rate (2008-2015)	3%	6%	4%	3%	4%	13%	2%	4%	1%
2015 vacancy rate	6%	10%	4%	5%	7%	16%	2%	38%	1%

Businesses in SE25

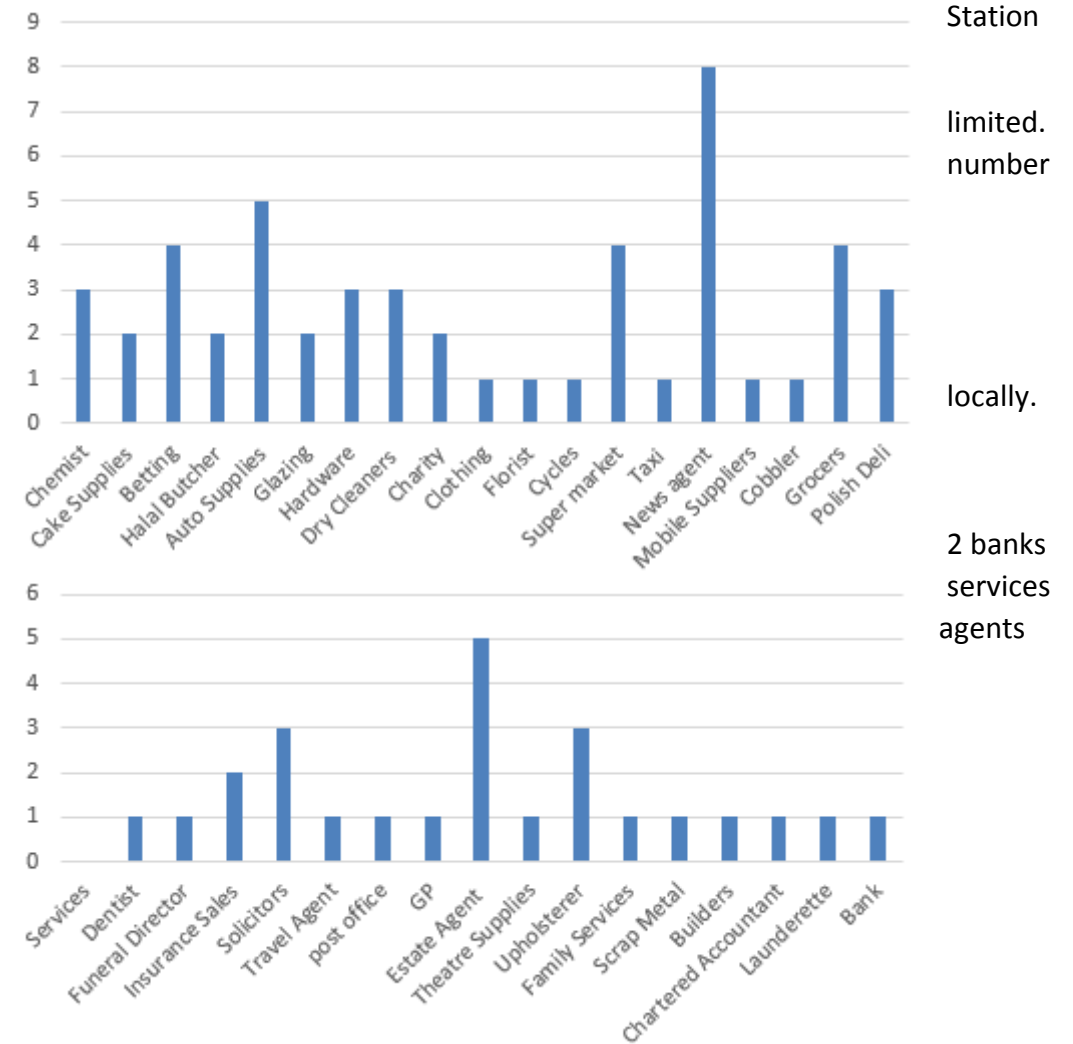
In November 2016 as part of our development of our CED Plan, we carried out an audit of the local retail businesses that we have in South Norwood. Whilst there are lots of empty shops and shops that have been converted into poor quality residential accommodation, there are still quite a lot of businesses operating. We found this heartening as the general perception is that “most businesses are closed” and that “there are very few shops left”.

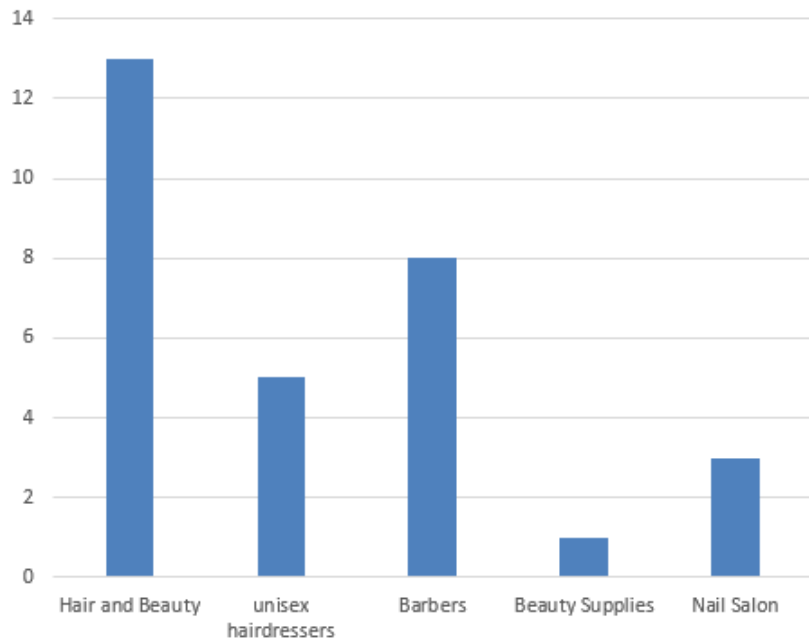
We looked at the businesses in the main shopping areas of our main streets – Road, The High Street and Portland Road.

Shops/Retail – whilst we have over 50 ‘retail outlets’ the range is rather limited. This figure includes specialist shops and book makers. We do have a small number of really excellent shops that are very important to the local community.

Subsequently the Council have set up 3 ‘pop-up shops’ on Portland Road, occupied by businesses that were selected via a competition. Over 50 local people/people with local connections applied for a supported first year’s occupation. This shows a high level of interest in opening new businesses locally. The 3 selected businesses are all arts related, in a conscious effort to introduce a new offer within the area.

Services – we have a modest range of services in the local area. We have lost 2 banks recently on the High Street which will make access to essential financial services difficult for local residents and businesses. The number of estate agents reflect the strength of the housing market in the area, where residential property prices are relatively low by London standards.



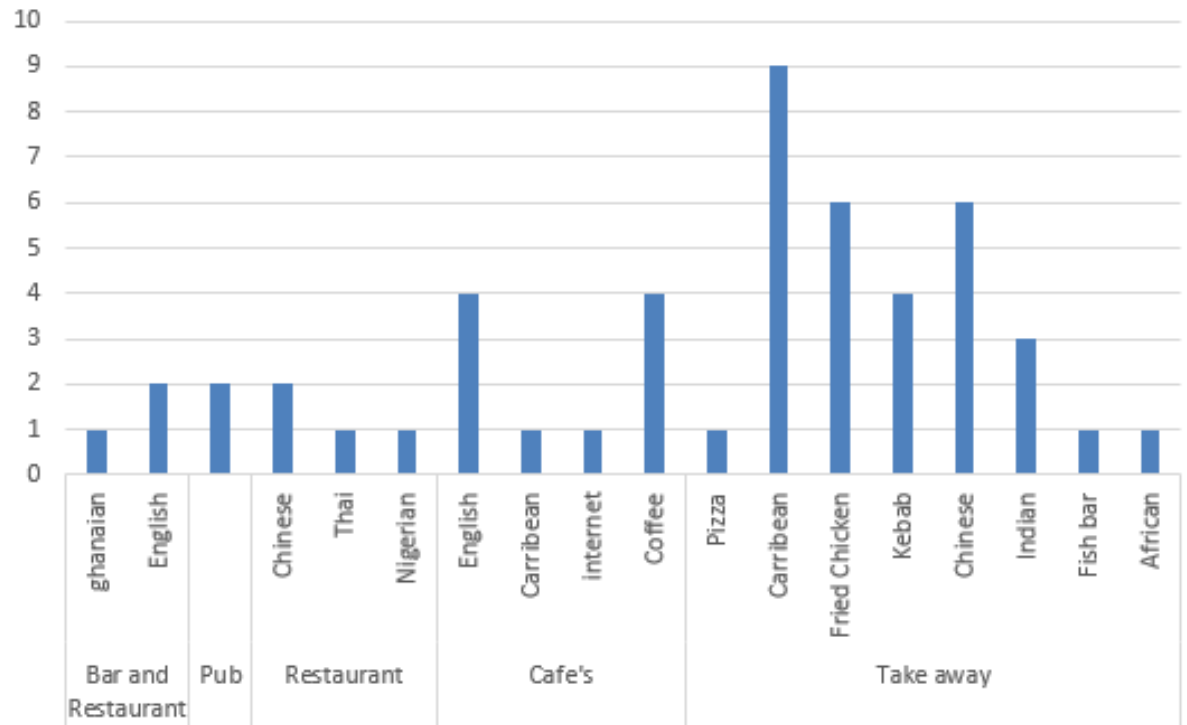


There are a large number of food take-away restaurants – over 30. Generally, this is not seen as an asset to the area - there are problems with the resultant litter and for much of day many are closed. They do though open late into the evening. There is a need to improve poor hygiene and to increase the provision of healthy options in the takeaway market locally. Many takeaways do not engage with the local community and many were not prepared to take part in our business survey. We do think that with the appropriate marketing and business development that the negative perceptions could be turned around and we could promote “eating around the world” in South Norwood since there is a strong multi-cultural food offer.

Hair and beauty – with 30 ‘salons’ in the local area we are well served in this respect. Some are also small social hubs for various parts of the community. There is some local option that there is an over provision of hairdressers. This could however be an opportunity to market this as a positive local specialism.

Over the last 10 years or so South Norwood lost 10 pubs. There is a remaining small cluster of pubs, bars and restaurants left, which are generally well used and thought of. Since we carried out the audit two pubs have re-opened and are doing really well. Another is expected to re-open soon.

We have a good mix of cafes, although generally people would like to see more in the area.



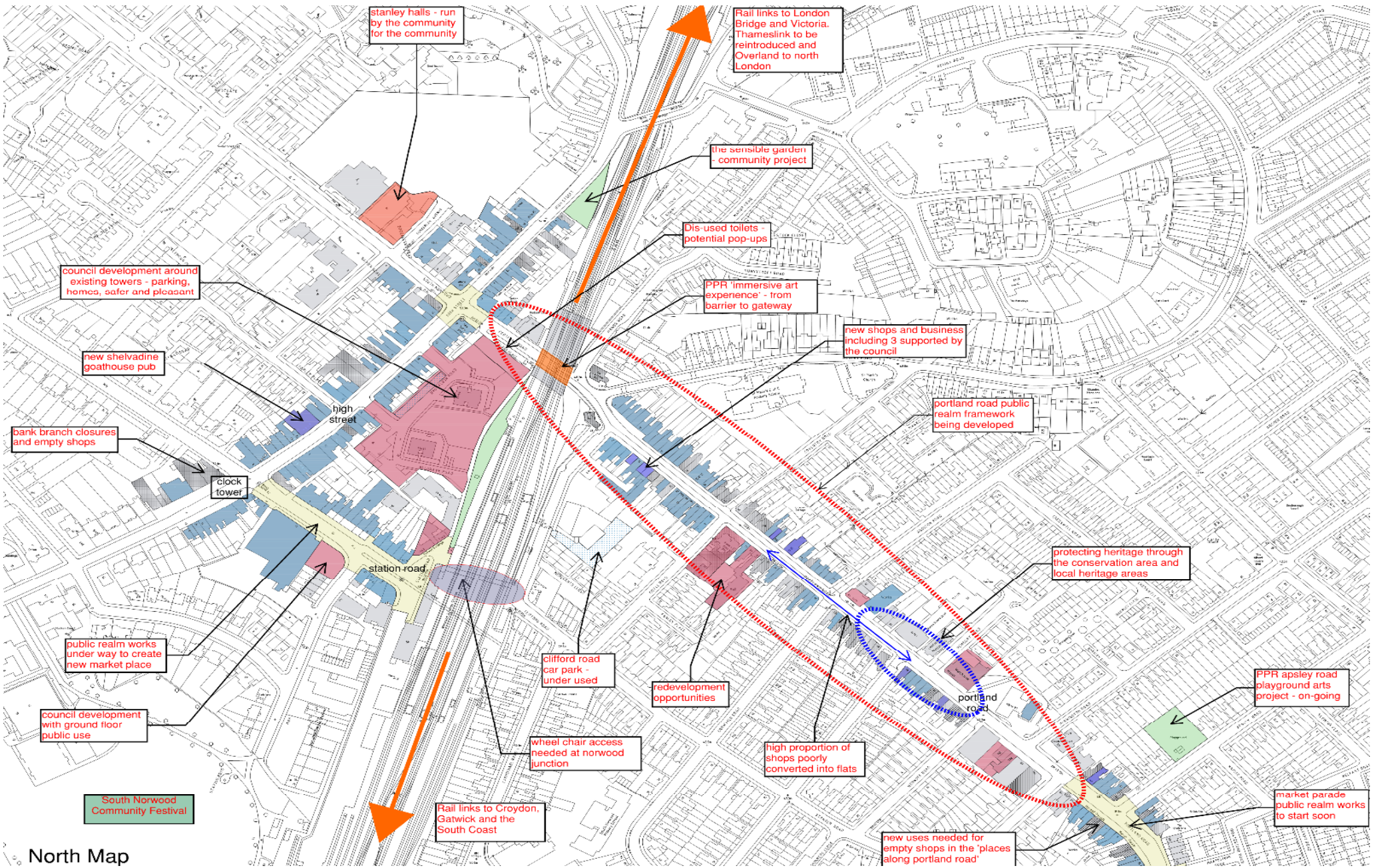
What's changing in South Norwood

There is a lot of potential for positive change in South Norwood. The Council and community groups are making some improvements, and some new businesses are opening up.

The key potential drivers for development include:

- Economic:
 - Expansion of services at Norwood Junction to re-introduce Thameslink – good transport links
 - Council sponsored pop up shop units
 - A remaining range of businesses
- Social:
 - Re-opening of Stanley Halls following a Community Asset Transfer
 - Community involvement through festivals, gardens and friends groups
 - Proposed designation of Neighbourhood Centre on Portland Road
- Environmental:
 - Public Realm improvement schemes
 - Council led redevelopment of empty and underused sites
 - Good provision of local parks and open space

We produced the following maps to show what is happening and to help prompt conversations at our consultation events. They are in two halves showing the northern and southern central areas of Woodside:



North Map

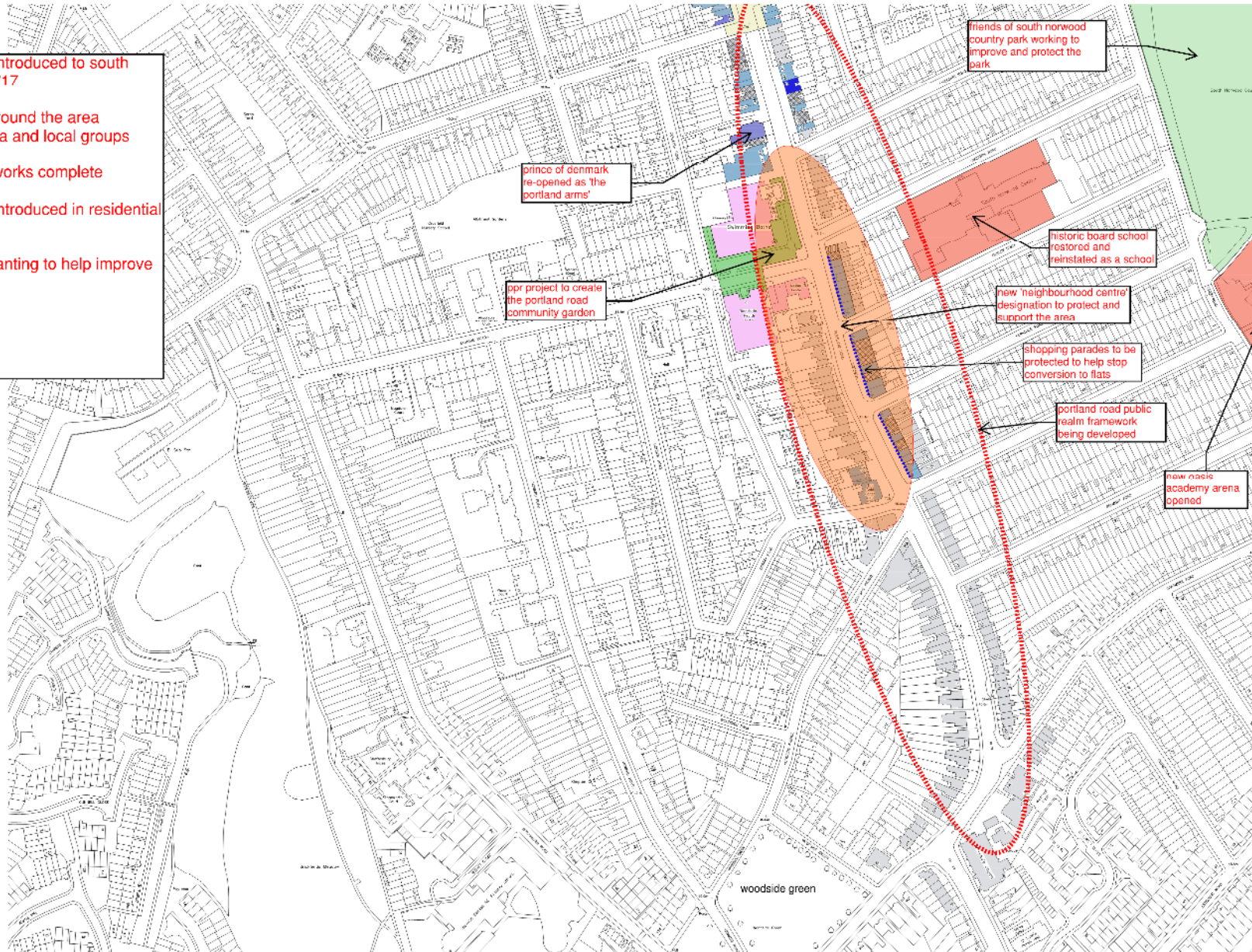
christmas lights re-introduced to south norwood from 2016/17

street art projects around the area organised by gamma and local groups

new street lighting works complete

20mph speed limit introduced in residential side streets

replacement tree planting to help improve the environment



Southern Map

3. Engaging with the people and businesses in South Norwood – our We Love SE25 consultation

Overview People for Portland Road successfully applied to a Department for Communities and Local Government programme which helps local groups create their own community economic development plan (CEDP).

After meeting three times with an independent advisor to the CEDP programme it was decided to set up a working group to complete tasks associated with the creation of a Community Economic Development Plan for South Norwood. In particular the use of a grant to consult and involve people within the area and to write a CED Plan for submission to the programme.

Our consultation programme included:

- Focus SE25 Survey from 2015 – whilst this predates our CED Plan project it very much influenced why People for Portland Road applied to join the CEDP Programme
- CED Plan Resident’s Survey
- CED Plan Business Survey
- Three community consultation events

**SOUTH NORWOOD IS CHANGING
AND YOU HAVE A CHANCE TO
GET INVOLVED**

A community action plan is being formed and you can be part of it. Join us in discussing the future of South Norwood. We want you to share your ideas and passion for how we can make South Norwood the best it can be. We want to bring residents, businesses and groups together to strengthen the local economy and community for the benefit of us all.

**CONSULTATION EVENT #1
14TH MARCH 6.30 - 8.30PM**

**CONSULTATION EVENT #2
23RD MARCH 5.30 - 7.30PM**

**CLOSING EVENT
26TH MARCH 2 - 4PM**

Stanley Halls
12 South Norwood Hill
London
SE25 6AB

**WE LOVE
SE25**

STANLEY HALLS
NORWOOD JUNCTION

WWW.WELOVESE25.COM
INFO@WELLOVESE25.COM

Working Group Workshops

We held a series of three workshops to identify what we felt were the key issues in the local area relating to its needs for a CED Plan and to ensure that we fully understood how to produce locally owned and beneficial economic impacts for our area.

At our workshop meeting on 29th October 2016, attended by 19 local stakeholders, we discussed what we thought South Norwood needed and what the community would want. We drew up the following list and then considered how we should consult with the wider community about where they agreed:

- To build connectedness and loyalty to shops and local business as well as between people
- Promote existing offer in the area – shops market and businesses (NOT just online) as many people do not know about it. Web site (Just SN?)
- Offer opportunities for people to try out business ideas on stalls or in workspaces
- Less empty/boarded shops and the local WC to ensure more people can work in the area – these are a major opportunity/asset. Could be acquired and managed by People for Portland Road so that they can be more affordable. Potential for community investment in this
- Town Centre events (one off or annual) focus on station for promotion due to footfall – music, art etc. Build on links with Stanley Halls’ artists
- Help for shops to improve displays, windows etc.
- Encourage “gig” volunteering – just an hour or so
- Loyalty card scheme
- Increase number of shops that deliver (chemist and Pet Shop do so currently and Iceland in Addington does) this helps those with mobility issues get access to local shopping/suppliers. Local veg box scheme?
- Late night shop/business opening – possibly coordinated with events
- Better street environment
- Smaller workspaces (for young entrepreneurs and those that work at home)
- Community hub for young people and multi- generation events
- Soup and Ideas kitchen in hub
- Art – temporary art to act as hoardings to empty/derelict buildings and permanent work to make the high street and Portland Road a destination
- Offer leases for empty shops in return for renovation works
- More Quirky shops offer
- Potential volunteer street scene team to deal with flyposting, cleanliness with businesses.
- Decrease street clutter (sandwich boards, Banners etc.) – with businesses and with council
- Pop up events and businesses in empty properties.
- Address parking issues

At our workshop meeting on 24th November 2016 we tested all the ideas suggested at the first workshop in October for the Community Economic Development objectives to support the local economy. After discussion of the projects proposed in October it was agreed that the following projects should be included in the CED Plan for Portland Road and further work should take place on their feasibility and consultation with local people and businesses using the grant:

Project Idea	Details	Potential Outcomes
Promote the existing offer of the High Street and Portland Road	Link High Street events (including busking, street performance, street pianos) with promotion of all businesses and shop services via a Directory/web site Facilitate use of local shops by residents - discuss possibilities of late night opening to take advantage of station foot fall	Economic
Support and Extend the Clock Tower Market	Assist the Clock Tower Market Committee to become incorporated as a business so that they could raise funds, take on the new stalls (up to 11 additional stalls) and consider taking on licensing Enable local people to use stalls as a potential to start businesses	Economic and Social
Seek Community ownership/management of the council owned spaces in the area (particularly the empty WCs, the space next to Aldi which is being developed for a 200 sq. m retail/community space and Socco Cheta (44b Portland Road)	Assess all spaces for feasibility to use as: A Community hub for multi-generational activity Small workspace or a pop ups venue New businesses accommodation (or a return for old businesses such as Kennedys the butcher)	Economic and Social
Improve the kerb appeal of existing shops – window displays	Link to promotion	Economic and Environmental
Loyalty Card Scheme	For shops and suppliers - Longer term ambition	Economic
Enhance the public realm with art and lighting	Link to council plans for regeneration and improvements Involvement of local groups in improving spaces	Environmental
Seek discussion with the council and Aldi about flexibility on parking that serves the High Street and Portland Road.	Longer term ambition	Economic

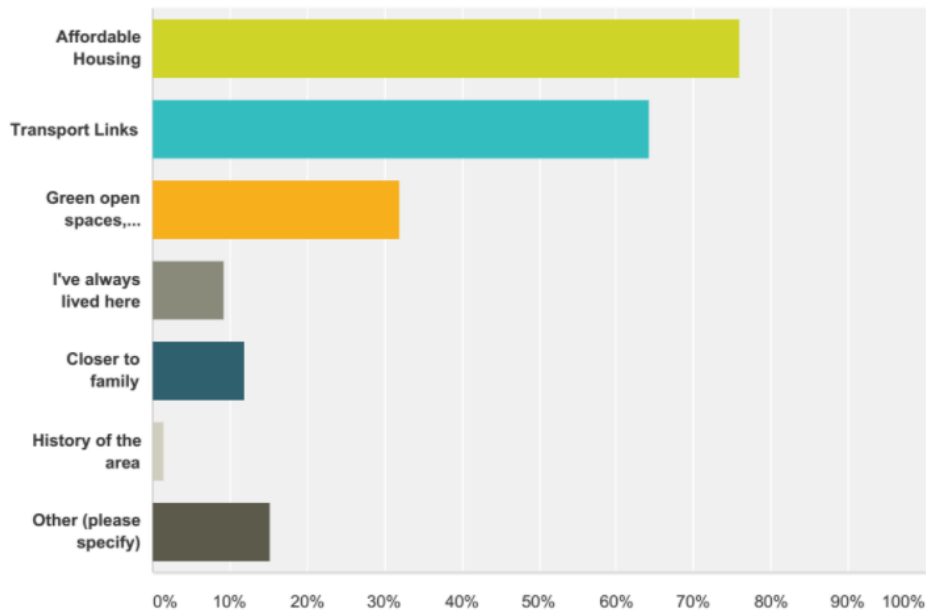
These ideas helped us to develop our two consultations and our consultation events.

We Love SE25 Community Consultation

Our Resident Survey spoke to 281 Residents the vast majority of whom lived in SE25 but with some from Penge and Croydon. 12% also work in South Norwood, but only 40% socialise with friends in South Norwood. One in ten respondents had lived here their whole life. Of those who had moved to the area most were attracted to South Norwood for affordable housing and good transport links. However a third reported that they were attracted by Green open spaces.

Q2 What attracted you to move to South Norwood?

Answered: 275 Skipped: 1



There is a sizeable market for businesses in South Norwood. One that has expressed an interest in more contemporary shopping, dining and entertainment options in the area, but which could be more aware of what is on offer already. There is a sense of community which was expressed in the survey in support for community spaces that can be used by the community to run social events, host educational services and meeting places for youth.

The most popular recreational activity was by far the parks used by 239 of the respondents. They are a real draw to people moving to the area, and are also enjoyed by those who weren't aware of them when they moved to the area.

"We didn't know about green spaces when we moved here but they are a plus point which we use regularly & do enjoy"

In terms of spend and free time, the most popular activities were Live Music and Entertainment which 90% of respondents said they took part in. However, only 20% do this locally in South Norwood. A clear missed opportunity to keep spend in the local area. The most popular leisure activities to do within South Norwood are clothes shopping, attending community group activities and visiting the Market, which 60% of respondents said they did as a leisure activity and the same number did it locally within South Norwood.

Sports and Arts and Crafts were two activities that are done almost exclusively out of the area despite there being significant interest in them from residents.

The most requested activity from a community run facility would be a Coffee shop/bar which two thirds of respondents would frequent at least weekly. Alongside this a recreational space available for activities such as yoga, meditation and activities for elderly, tea dances and crafts would also be popular. A lack of restaurants is also highlighted.

"We need community based shops & outlets that develop skills for residents and generate income. definitely need provision for young people."

The most popular occasional activity would be a cinema, with 50 respondents saying they would visit a community cinema on a weekly basis and a total of 200 who would use it on a monthly basis. The second most popular activity would be a live music venue that 60% of respondents said they would attend on a minimum monthly basis.

When asked how could empty premises be utilised to improve / transform the community and neighbourhood, the number of requests for community space(s) that can be used without cost for a variety of purposes to serve the community ranked highest. The next highest was for Education and youth facilities.

“shops that invite all cultures instead of segregating people. Learn direct centre, crèche-come-cafe, pop up shops, tattooist and piercing shop, vinyl/record shop, bakery, care agencies”

Overall there is a strong opinion that effort should be made to reduce the number of hairdressers and food outlets with a focus on getting more Coffee Shops and deli’s. Many of the requested businesses and services already exist on the high street – i.e. Coffee Shops, a Library, Butchers, Community Garden, Record Shops, Yoga, Citizens Advice. Youth services and things for young people was mentioned frequently.

“Pop up shops so aspiring entrepreneurs can test the market before investing in premises. reduced rents & rates to encourage fledgling businesses improve shop fronts and fascia’s reduce no. of barbers/hairdresser/takeaways/ off licences more bins create a focal point i.e. town square benches decent public toilets a regular market selling fresh fruit, veg and other produce. And household goods youth centre where young people can meet weekend centre for the elderly to meet for social activities”

In terms of businesses, South Norwood wants a variety of independent Coffee Shops, Restaurants, a variety of boutique type shops, Bakers, Butchers, Delis and a host of Brand name shops such as; Marks and Spencer’s, Superdrug, £1 shops, Boots, Wilko and Costa.

In terms of Services, South Norwood needs; Policing presence, improved traffic control and parking for bikes and cars, Community Space, Childcare / Nursery facilities, Banks and better Refuse collection.

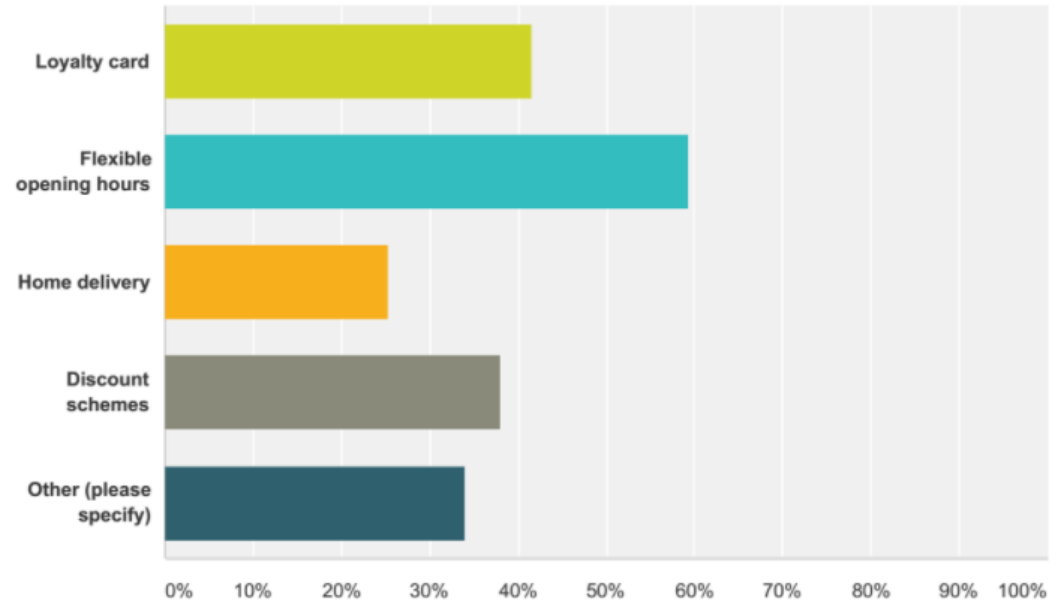
“I would suggest that community space is called "South Norwood Network Hub" - which offers Maths & English tuition for children, conference rooms which could be hired by the local/business community. Interesting activities that children or adults would like to learn or run etc. Setup "South Norwood Business Association" for business owners to work together to improve and promote South Norwood.”

47 Residents (approximately 15% of respondents) would like to set-up a business in South Norwood if the conditions were favourable. 39 Residents currently run their own businesses.

59% of Residents who responded to question 10 (illustrated right) would support more flexible opening hours by local businesses. Added to that 41% would carry and use a Loyalty / Discount card. Home delivery is cited as an additional service that would be supported by local residents. Other notable preferences included; quality products, better shop frontage, approachable staff and cleaner presentation of businesses.

Q10 What would encourage you to support local businesses in SN?

Answered: 253 Skipped: 23



We Love SE25 Business Consultation

We commissioned The Campaign Company to work with us to develop a survey for local businesses and then to interview them. They carried out 50 interviews with a range of different types of companies.

Most of the businesses surveyed were well established, and the majority were small businesses. More than a third of the businesses had been in South Norwood for more than 10 years, and more than half for at least 5 years. Three quarters of businesses either are sole traders or employ less than five people. The majority were retailers, however, more than 1 in four are offices or providing a service.

When asked to describe South Norwood the most popular answer was:

“Up and coming”

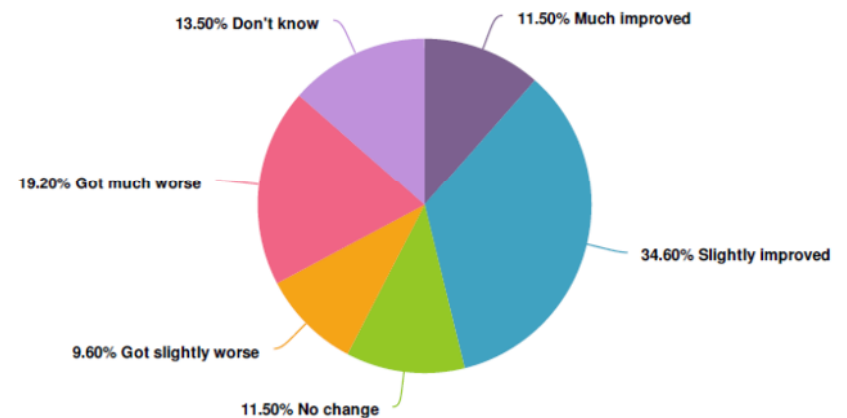
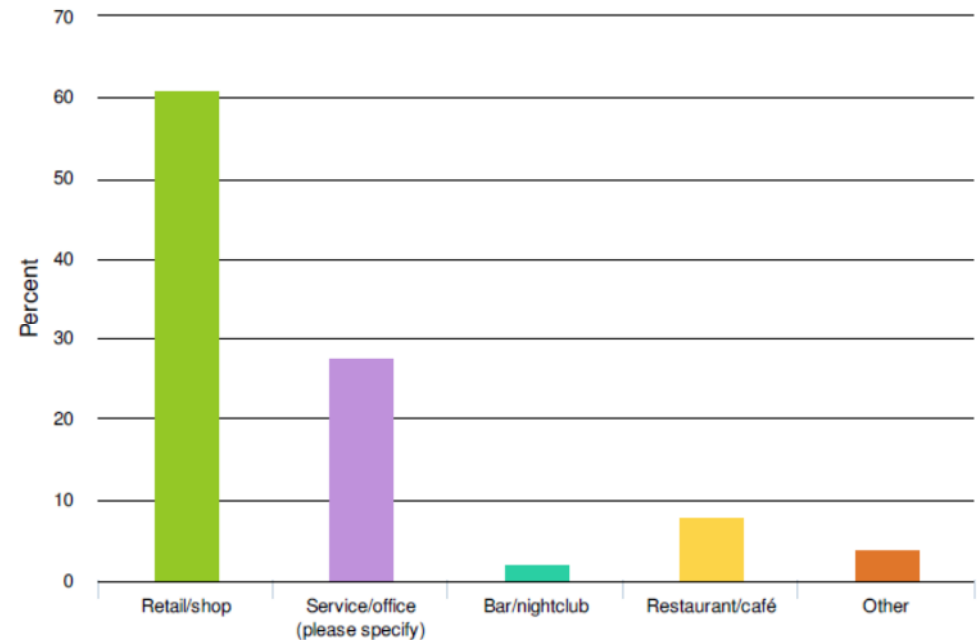
Businesses were most impressed by the area’s community spirit. They also found South Norwood to be easy to navigate with good signage, and they also liked its cleanliness.

What's the best thing about working or doing business in the area?

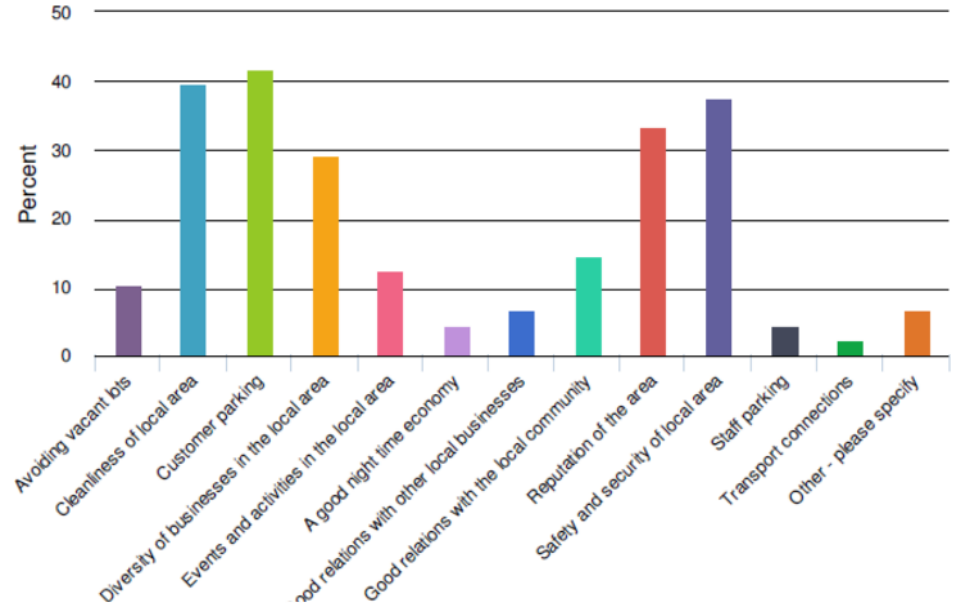
“Mixture of people, new people moving in, lots of building going on”

On the negative side, businesses were less impressed with parking issues, how safe the area feels (especially in the evenings), and the choice of shops.

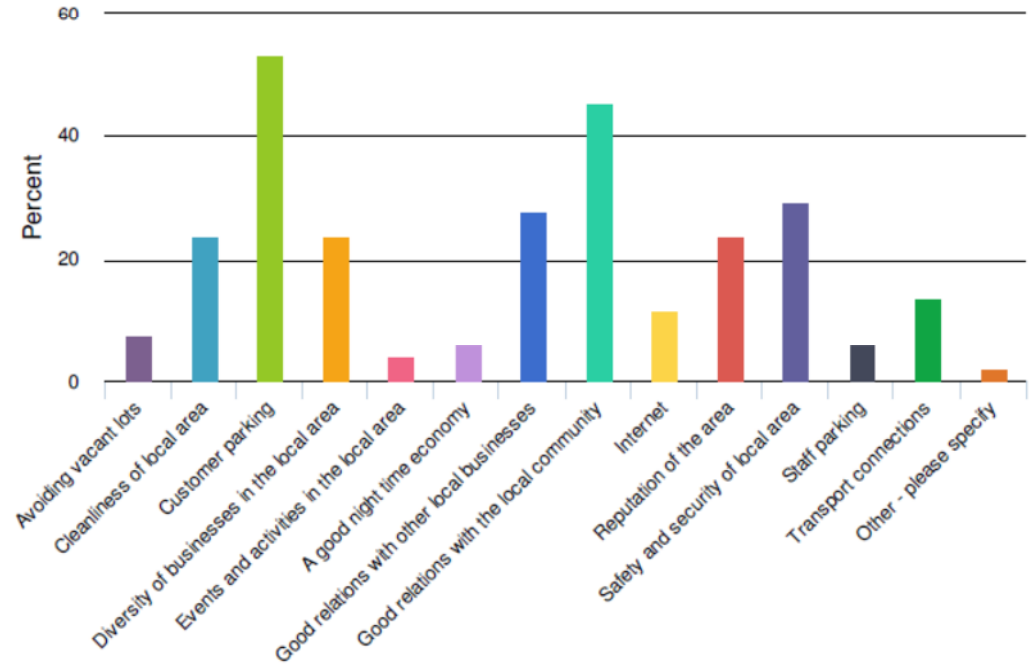
Despite, these negatives, nearly half of the businesses surveyed (47%) felt that the area had improved over the past 2 years. Only 1 in 5 businesses felt it had got much worse:



The most frequently cited issues for improvement by businesses were customer parking, closely followed by cleaning, and safety:



The top three things that would help local businesses were business support, improved shop fronts and regular street clean-ups.



4. Delivering for South Norwood – Outcomes and How and When We Will Achieve Them

Having developed our initial ideas through our workshops, and tested and expanded them through the consultations with the local residents and businesses, we have established a series of key outcomes for the next phase. These will be delivered through 9 'Projects', all of which have quite a wide scope. The Projects will require further development in collaboration with the relevant stakeholders and the wider community. Whilst the Projects could generally be delivered in isolation we envisage that we will development together as part of one overall Community Economic Development Plan for South Norwood.

Developing We Love SE25 to Deliver Change:

Project 1: Formally establishing We Love SE25 – Create a new community forum that brings together representatives, organisations, inspirational individuals and key stakeholders in SE25

Identified need:

1. There are many local organisations working separately to try to improve the South Norwood area and support the local community, but there is no mechanism to bring them together to help them to coordinate their efforts or support each other
2. Local residents, businesses and organisations have few opportunities to discuss issues or develop solutions to problems

Proposed Outcome:

1. We will establish a 'forum' under the banner of 'We Love SE25' which will bring together key stakeholders to support the development of South Norwood.
We will consider working closely with the local Council who are considering ways of devolving powers to local communities. South Norwood is one of the pilot areas.
2. We will establish 'We Love SE25' as an organisation in its own rights with key aims to include:
 - a. Deliver the CED Plan
 - b. Establish and run the forum
 - c. Carry out regular consultation events with the local community, building upon the success of the events organised as part of the development of our CED Plan. In particular we would like to continue our informal and interactive drop in events
 - d. We will seek to have a high profile physical and virtual profile in the area, promoting an open and engaged organisation that is accessible and embedded in the local community

3. We will establish 'We Love SE25' as a formal entity, potentially becoming a cooperative, charity and or a CIC (community interest company), promoting shared community ownership and acting as a 'Building Society for South Norwood'

Programme:

1. Summer 2017 – develop our 'mission statement, draft constitution, and organisational structure
2. Autumn 2017 – hold the first AGM of We Love SE25
3. Autumn 2017 – present our CED Plan to the community and launch a range of supportive and promotional activities in South Norwood
4. Winter 2017/18 – start an ongoing series of interactive community consultation and discussion events
5. Spring 2018 – launch the South Norwood Forum

Explanatory Notes:

Our CED Plan working group has developed from representatives, organisations, inspirational individuals and key stakeholders in SE25, by People for Portland Road. Whilst PPR will wish to continue to be a key part of what has emerged as 'We Love SE25', it does not have the capacity or mandate to become what We Love SE25 now aspires to deliver. Establishing a new, pan SE25 organisation would be more appropriate, with PPR and other groups supporting and partnering with it as appropriate. This would be similar to the successful relationship between PPR and SPI (Stanley Peoples' Initiative, which is now running Stanley Halls in South Norwood).

Reconnecting Our Community with Our Local Businesses

Project 2 – Celebrating and promoting SE25

Identified need:

1. There is general lack of awareness within the community regarding what South Norwood has to offer in terms of its recreational, leisure, arts, culinary, entertainment and local shopping offering. Public awareness of the existence of local parks, green spaces, creative projects, live music, film screenings, cafe's, restaurants, pubs and businesses needs to be raised as part of a co-ordinated publicity campaign to both promote and celebrate the diversity of what already exists. It is hoped that the campaign will assist in improving community buy-in and strengthen a sense of community ownership whilst capitalising upon the local positivity and general sense that things are "up and coming" and "changing."
2. Local people told us that they do not shop or socialise within the area due to the absence of diversity of shops, local amenities, dining and entertainment options. Comments collated from one of our three We love SE25 consultation events expressed the need for a "better variety of shops," "greater diversity," "places to eat," "somewhere to sit outside," a "variety of basic shops," "cultural facilities," "decent coffee shops," "social spaces," and "nightclub"
3. South Norwood has lots of hidden gems to be better exploited and brought to the forefront of the community's consciousness. The findings of the residents survey also indicates that there is a perception that there is simply nothing to do locally and that there are a limited number of places to shop or socialise in the area. This highlights that local residents have a lack of awareness of the fantastic pubs, cafés, restaurants, music, clubs, craft groups, events and shops that currently exist in the area. Further, the local parks and greenspaces were identified as a reason for moving to the area or as being one of its positive features and therefore these amenities could be better promoted and utilised
4. Local businesses said that a good community spirit is the most important and prevalent feature of their business in terms of their existing customer base. Further, business development support such as marketing, business planning or use of social media ranked highest in the CED Business Survey responses concerning the support required. Businesses also felt that the area would slightly improve in the next two years. In response to the request for ideas as to how the community could support businesses, better communication has been highlighted as an issue that could be improved. Businesses tell us *"it's all about local businesses, not just how this one operates. About promoting each other. More focus on Portland Road and not just on the high street."*
5. Generally, it is clear from the data collated in preparing this plan that the local community are not supporting local businesses and that the raising of awareness of what is on offer locally could have a significant beneficial impact upon the local economy and reputation of the area.

Proposed Outcome:

1. We will launch a vibrant and visual publicity campaign featuring different themed topic areas to be advertised at regular intervals over a staggered 6 - 12 month period. The topics that may be covered could feature the following:
 - Parks and open spaces
 - Pubs and restaurants
 - Coffee Shops and dining
 - Stanley Halls (music events, cinema, and theatre)
 - Art Galleries and creative clubs
 - Clock Tower Market
 - Local shops

2. The campaign will feature the We Love SE25 logo. It will also seek to both raise the profile of the area as a fun accessible place to socialise, shop and spend leisure time whilst publicising local businesses in the area to deliver the following key outcomes:
 - Maintain the momentum and public recognition of the We love SE25 brand
 - Identify a prominent station/market square location for the series of banners (forming a new public information hub)
 - Design of the campaign posters and flyers
 - Thematic advertisement of the respective local businesses and leisure facilities by way of campaign posters
 - Support the economic and social development of the area

Programme:

1. Summer 2017 – design and develop the content and layout of the campaign advertisements
2. Autumn/Winter 2018 – publish a themed series campaign advertisements

Explanatory Notes:

At our recent CED Business Plan meeting held on the 26 April 2017 we discussed the prospect of launching a publicity campaign to keep the momentum of the “We love SE25” project current in the forefront of our stakeholder’s minds following the success of our consultation events held in March 2017. Naturally, people will wonder what has happened to the campaign if the movement is not regularly communicated. Given the success of the consultation events banners, in provoking local interest, it was felt that we should try and promote the benefits of the area through this tried and tested visual platform. It was felt that this

medium would not only be cost effective but create a temporary public information hub to encourage public conversation. A poster campaign would also retain accessibility across the full spectrum of age and accessibility within our diverse community.

The South Norwood area currently has a lot to offer its residents and visitors. The findings of the residents and CED Business surveys have highlighted a number of these positive features as reasons why people live, do business, or have recently moved to the area. However, it also provides clear insight into why local businesses are not better supported or leisure time expended within the area.

We want to support local businesses by making the local area the first option, if not a considered choice, by the community and visitors when choosing a place for their shopping, entertaining, leisure and socialising. It is therefore proposed that a publicity campaign be launched featuring different topics. The residents and business surveys both demonstrate the strong sense of community felt within the area that we should seek to harness and further develop. It is considered this campaign could be a really effective tool.

This campaign would feature the trademark “We love SE25” logo and be placed in a prominent location for the series of banners. One location identified location for this purpose being the hoarding adjacent to Aldi being akin to a market square and best placed to capitalise upon the Norwood Junction Station footfall. Flyers could be regularly distributed outside our busy station and left in shops, cafes, pubs, etc.

It is proposed that each poster could pose a question or statement to capture public attention as set out in following examples:

- FANCY A PICNIC? Invitation to enjoy the local nature wildlife and greenspaces on your doorstep. Did you know SE25 has an array of local green spaces?
- NEED A LOCAL PLACE TO UNWIND? Support your local SE25 pubs for a change and check out the following hotspots:
- HUNGRY? CAN'T BE ASKED TO COOK? Why not rest your bones and grab a bite at your local eatery
- TIME FOR A QUICK COFFEE? You deserve it! Make a quick stop for a pick me up.
- NEED TO RECONNECT YOUR CREATIVE MOJO? Did you know SE25 has x2 new art galleries, a bespoke fashion designer, knitting clubs, art, craft, dressmaking classes and community garden project? Get involved
- WHAT ARE YOU DOING THIS EVENING? Stanley Halls hosts live music venues, a cinema club, theatre productions and yoga classes? Why not check out this months programme?
- DOING A SPOT OF DIY? NEED A HAIRCUT? KEYS CUT? SE25 has it all so let us serve you

Project 3 – Community and Business Loyalty Alliance

People told us they were really disappointed when the local butchers closed down. People said that once every year they would pop in and buy their Christmas turkey there. And therein lays the problem!

1000's of local people exit Norwood Junction Station in the heart of South Norwood in the peak hours. Most go straight home. Many shop elsewhere, socialise elsewhere and enjoy their hobbies and past times elsewhere. We need to develop a stronger relationship between the residential and business communities that is mutually beneficial.

Identified need:

1. The problem:
 - a. 50% of local residents never visit the local cafes, restaurants or pubs
 - b. The top reasons for not shopping locally were the lack of choice and the un-welcoming staff
 - c. 20% of local people never go to the High Street. 39% only go occasionally
2. Potential solutions:
 - a. 59% of Residents would support more flexible opening hours by local businesses.
 - b. 41% said they would carry and use a Loyalty/Discount Card.
 - c. Home delivery is cited as an additional service that would be supported by local residents.
3. Local consumers are calling for quality products, better shop frontages, more approachable staff and cleaner premises
4. Local businesses regularly raised concerns about the lack of footfall and limited spending by local residents

Proposed Outcome:

1. Establish a forum for discussion with those businesses wishing to be more engaged with the local community. Involve large stakeholders if possible including Crystal Palace Football Club and Aldi. Discuss and agree a range of promotional and supportive initiatives. These could include:
 - a. Shop Local campaign – linked to Project 2. Use of physical and virtual media to encourage greater use of the existing and new shops and businesses
 - b. Loyalty card scheme – establish a network of businesses that will support a joint discount card scheme. This could be through an actual card or the introduction of an 'SE25 Pound' type scheme
 - c. Establishing a local delivery network – develop a shared delivery system for use by local businesses, reducing costs
 - d. Late night shopping evenings – many residents work outside of the area. Establish a regular late night shopping 'event'
 - e. Market and Football days – promote the wider offer in SE25 when these regular events attract more footfall in the area
2. Develop a 'caring for SE25 business charter' that local businesses will sign up to in return for greater support from the local community. This could include matters such as:

- a. Helping to keep our streets cleaner – sponsoring a bin, confirming a trade waste contract and agreeing to stick to the Councils waste collection rules
 - b. Tidy forecourts
 - c. Community use of toilets
 - d. Sponsoring Christmas lights or hanging baskets, a tree and/or community garden
3. Work with the Council and landlords to maximise local shoppers parking provision in the area, whilst also supporting increased cycling and walking into the centre. We estimate that 20,000+ people live within 10 minutes' walk of the centre of South Norwood.
- The improved parking provision should include better signage and awareness of the local car parking for shoppers. It should also include though discouraging business owners parking in the available spaces, limiting those for potential customers

Programme:

1. Spring 2018 – Establish a forum for discussion with local businesses and stakeholder to discuss the parameters of this Project. Start initially with more supportive businesses to get it established and then broaden out through their connections. Establish a working group
2. Summer 2018 – agree a role out of the detailed plans initiative.
3. Autumn 2018 – launch the initial proposals as part of a SE25 Christmas push
4. Christmas 2018 – focused marketing drive with follow up evaluation.
5. 2019 – grow and establish the project

Strengthening Our Community through Learning, Working and Playing

Project 4 – Creating a network of affordable, accessible spaces

We will create a 'Community Hub' of a series of buildings and spaces, managed by the community for the community, to meet a variety of local demands. These spaces are currently owned by or being developed by the Council and other public bodies. We would seek to secure control of them through Community Asset Transfer or by mutual agreement. They would be used to help deliver our CED Plan through a range of key outcomes:

- Social – creating opportunities for people to meet and organise shared activities
- Economic – providing training, encouragement and support for entrepreneurs, and shared, low cost business space for start-up and new businesses
- Environmental – we will bring into fulltime use spaces that are or could be un-used or under-used.

Identified need:

1. New uses for closed or poorly used business premises
2. Support for potential local entrepreneurs to create new businesses
3. Affordable spaces for new and developing businesses
4. Support for marginal businesses that the local community wants in the area but are unviable at present
5. Affordable venues for community activities for the whole community
6. A greater variety of shops, activities and businesses in South Norwood
7. Local people told us they want to see more things to do in the local area. The most requested activity from a community run facility would be a Coffee shop/bar which two thirds of respondents would frequent at least weekly. Alongside this a recreational space available for activities such as yoga, meditation and activities for elderly, tea dances and crafts would also be popular. A lack of restaurants is also highlighted.
8. 47 Residents (approximately 15% of respondents to our survey) said they would like to set-up a business in South Norwood. Many though told us the rents that were being asked were simply too high or that the landlords were not even interest in speaking to them

Proposed Outcomes:

1. Establish a network of properties in the South Norwood area that are under the control of the community and that can provide affordable space to accommodate the changing needs of the area
2. Develop the capacity within We Love SE25 to secure and manage the Community Hub, building a self-sustaining business plan and creating an appropriate legal entity to hold the properties for the benefit of the local community.
We will develop a rolling fundraising scheme to fund the establishment of the facilities and to help subsidise them. This is likely to include community shares and crowd funding

3. Secure through community asset transfers a number of properties in the ownership of Croydon Council. The properties and spaces currently under consideration are:
 - a. Socco Cheta – former youth club created from an old cinema. Circa 300m² of flexible space that is currently hardly used. Potential for either a short or long term use. Available at short notice it could be used as the main ‘central hub’ space
 - b. Former shop unit on Portland Road – adjacent to Socco Cheta, this former shop is currently in use as temporary housing. It could be converted back to provide a circa 30m² unit that could be used as a small community shop shared by a number of local artisans
 - c. New build flexible space at ground floor level as part of a new predominantly residential development being brought forward by the Council. Circa 150m². The development of this space would be funded by the redevelopment of the Socco Cheta site, hence either one or the other would be available. Likely not to be available for circa 3 years
 - d. Former Portland Road Toilets – closed for approximately 30 years and subsequently unused, could provide circa 60m² of space that would provide quirky, interesting space for 1 or 2 pop up units, or a longer term lease to fund other activities
 - e. Former Public Toilets beneath South Norwood’s Clock Tower – small space but centrally located. Close to the site of the community market. Could be used as a quirky small business unit or possibly to support the market
 - f. Station Road Council New Build – circa 250m² new retail unit to be constructed as part of a Council development project. Is being considered for use as a new ‘community library’ which could form part of the Hub either fully or through use outside of library hours
4. Expand our property portfolio through acquisition of properties in the local area that will support our aims and aspirations. We envisage purchasing leases or freeholds of properties that include space that could be occupied by businesses, community groups and/or community activities. It could include residential accommodation that could be leased at affordable rents. This would help us to ensure that shop units and empty pubs in particular do not continue to be boarded up and un-used

Programme:

- Autumn 17 – develop a business and fundraising plan
- Winter 2017/18 – take control of an initial ‘hub space’ either temporarily or long term. Subsequently arrange for an asset transfer from the Council
- 2020 – be managing a series of different spaces to deliver our aims

Explanatory Notes:

We would envisage that the Hub would be managed and run on a day to day basis by the businesses and groups that occupy it. This would involve them in the overall organisation and create an important element of giving something back in return for supporting them. The strategic management would be the responsibility of the We Love SE25 organisation, possibly through a distinct ‘committee’ or ‘steering group’.

It is envisaged that we will have a main central facility at the heart of the multi-site ‘hub’. The outline brief will include an indicative schedule of accommodation to probably:

- Central space - multifunctional space at the heart of the centre providing a focus for all activities, accommodating the following:
 - Reception/welcome point
 - Circulation to all facilities
 - Display area/s
 - Cafe seating circa 30 people with serving counter
 - Circa 50m2 minimum
- Kitchen (10-12m2)
 - Catering provision possibly integrating cafe servery
 - Out of hours partial use as tea point
- Community toilets (15-20m2)
 - Usable by the public and bus drivers, to include a 'Changing Places' enlarged wheel chair accessible toilet for people with more severe disabilities (8m2)
 - Cleaners cupboard
- Multifunctional Meeting and Events Room
 - Capable of seating a minimum of 50 people for a presentation
 - Storage for equipment (audio, projector, presentation materials, etc)
 - Minimum of 40m2, but as large as possible
- Flexible business support facilities:
 - Mix of adaptable spaces to provide shared and private work spaces, such as:
 - Shared workspace with 6-8 workstations - 20m2
 - Individual offices - 2no @ 8m2
- Workshops - 2no @ 12m2
- Main store (10m2)
 - Furniture and equipment
- IT cupboard



The diagram presented to the local community illustrating the range of potential activities in the 'hub' and prompting additional ideas and debate

The café would be at the heart of the facility. We would envisage that the café would be one of the businesses within the hub, with the people running it responsible for organising and managing the spaces around it. This would be in

- Plant and Services Intake

An example of the type of business that could be integrated into the Community Hub or found a separate 'home' is a Community Film Club. We have already contacted by Katie Brandwood regarding the following interesting proposal:

Proposal for Cinema Venue in South Norwood

My proposal is for a full-time community cinema in the heart of South Norwood, utilising abandoned or disused commercial property in line with existing CED plans.

My core mission is to integrate the community by creating a dynamic cultural film centre where local people can come together, relax and engage. South Norwood lauds a rich history of cinema-going, at one point supporting three large cinemas. We hope to weave this heritage into our ideology, reviving the magic and romance of cinema from a bygone era.

Our venue will house a blacked-out cinema space with a minimum of 60 seats and a cafe-bar where audiences can socialise before and after screenings. My goal is to run 7-10 screenings per week, spanning a high quality cross-genre programme; mainly independent new releases with the integration of mainstream titles to bolster the cinema's finances. At its core, the programme will promote diversity and have a universal appeal.

To enable inclusivity, ticket prices will be subsidised at off-peak times and programming will cater for a wide cross-section of the community, including families, BAME groups and the elderly. The business will be set up as a C.I.C, with profits being driven back into the cinema.

The majority of start-up funds and capital will be raised through crowdfunding. Once open, the cinema should be self-sustaining, generating revenue from ticket sales, memberships and cafe-bar sales. Ticket prices will follow a tiered system, with higher rates at weekends and reduced rates for matinee and weekday screenings. We will operate a membership scheme to encourage loyalty and generate additional revenue.

Costs will be minimised wherever possible. Ideally the cinema will open 5-6 days per week to maximise opportunity for income from ticket sales, with extended runs of films to reduce licensing costs. The cinema will be run by a small core team of paid staff (general manager, projectionist and 1-2 duty managers), and supported heavily by a pool of 30+ front-of-house volunteers. We may also be able to tap into the individual skills and expertise of individual volunteers to help build the business. We will begin by screening from blu-ray, however later on we will explore the option of installing a 4K digital cinema package in order to operate as a 'theatrical' cinema, screening films as soon as they are released.

I would be interested in partnering with a local entrepreneur to operate the cafe-bar as a separate entity, with the cinema taking a percentage of revenue. The cafe could open at off-peak times, between film screenings, to enable continued income to the business. There should also be an opportunity to facilitate non-film activities in the cafe bar, and hire the venue out at an affordable rate to local clubs and residents for private screenings

Bringing Empty Property Back in Use through Community Ownership or Management

Project 5 – Building a Community Owned Property Portfolio

Through the community raising funds and buying empty property in South Norwood we can bring back into use the long empty buildings that blight the local area. Re-using those buildings would allow us to support and promote a new range of shops and businesses that will help to re-activate our town, whilst creating opportunities for local entrepreneurs.

Identified need:

1. One of the most striking aspects of the High Street and Portland Road is the number of empty shops, many of which have been abandoned for many years and are consequently in very poor condition. Some of these have been converted into poor quality residential accommodation that is badly maintained. This all adds to the generally rundown appearance of the area.
2. The large number of empty shops is one of the community's main concerns about the area.
3. The Council have recognised the high level of vacancies.
4. Local people told us *"We need community based shops & outlets that develop skills for residents and generate income. definitely need provision for young people."*
5. When asked what South Norwood's weaknesses were, the most common response from local businesses was the number of empty or closed down shops.

Proposed Outcome:

1. To help to drive the economic development of the area we want to establish a portfolio of community owned and controlled properties that we will restore and bring back into use empty shops, pub and other commercial properties.
2. We will let out the properties to support our aims to provide:
 - a. One or more pop up venues that allow business ideas to be tested and developed
 - b. Affordable business space for start-up businesses
 - c. Secure and affordable accommodation for the types of business that we want to encourage into the area and to support existing businesses that we do not want to lose
 - d. Where retail accommodation is less viable we will develop spaces for different types of businesses, creating studios, workshops and offices



Empty shops on The High Street

- e. Where appropriate some spaces may also provide community facilities and potentially subsidised accommodation for community interest/focused organisations that will support the local area
- 3. Increase the number of people working and spending in the local area, helping to boost trade for the existing businesses
- 4. Where it would be appropriate to reinstate or develop residential accommodation, such as in flats above shops, we will create new homes to let at affordable rents or possible through shared ownership. We will target creating secure homes for existing local residents who might otherwise be unable to stay in the area. We will consider partnering with a housing association or other established registered provider.
- 5. We will establish an organisation that is a legal entity that can purchase and manage properties, but that is owned and controlled by the community. This could be in the form of a cooperative with a community shares structure. Having a viable business model and a sound governance structure, with local public accountability, will be absolutely essential to the success of this project
- 6. Establish a community shares scheme to fund the project
- 7. As a longer term aspiration we will consider using the property portfolio to develop a modern form of local building society that can use the value of its assets to support local enterprise and residents to purchase property locally.

Programme:

- 1. Autumn 2017 – Research into delivery models and structures. Ensure that the organisation developed under Project 1 is able to develop to take on this Project
- 2. Winter 2017/18 – Draw up an initial list of properties of interest for this project. Identify properties and land that might be appropriate to register as Assets of Community Value
- 3. 2018 – 2020 – main focus on building up the Project 4 community hub, and developing a good understanding of the issues involved in the management of a portfolio of buildings
- 4. 2020 (2018+) – Plan to start purchasing properties in 2020 unless particular opportunities arise earlier. Commence an awareness and fundraising campaign

Explanatory Notes:

- 1. Ideally we would like to work in collaboration with current landowners. We will however seek to work with the Council and other agencies to secure properties, potentially through compulsory purchase orders, when necessary.
- 2. As the project develops we will consider also securing properties that we will sell on where this would more effectively support our business plan

GALLERY SE25? - Convert the Portmanor Pub into a community art gallery

The Portmanor Pub is a local landmark pub at the top end of Portland Road. It has sat empty for a number of years whilst the owners try to get planning permission to extend and convert it into flats. This has been refused three times. Meanwhile the building has been allowed to fall into disrepair.

If it were owned by the community it could be used for a wide variety of activities. Elizabeth James runs a gallery in one of the Council sponsored pop up shops on Portland Road. She has suggested an interesting fusion between café/bar and an art gallery.

GALLERY SE25 would host Group exhibitions, Workshops, live art Saturdays, spoken word / poetry, community meetings. Art would be displayed across the two main floors with the space for community activities, a family- friendly coffee shop with a balcony and beer garden.

Its prime location with plenty of passing traffic, both on rail and road, it could potentially be funded and owned by the community.

It could be a further element helping to firmly put South Norwood on the arts map. Open 7 days a week 9am - 9pm, it could employ approximately 10+ local jobs.

- Director Curator
- Maintenance / Decorator
- Gallery Assistants
- Workshop tutors
- Coffee shop staff

It would give opportunities for local artists and provide work experience for art students

Benefits

- Brings the community together, offers work, afford local artists a space to exhibit and perform
- Opportunities to learn, with all levels of experience and ages welcomed. Regular events, school visits, community pride



The Portmanor Pub has been a local landmark for over 150 years. It started life as 'The Signal'.

As a building owned by the community it could provide a wide range of opportunities. It could form a 'community art gallery' as set out in our case study. Equally it could become a community pub, a tech hub or arts centre, or indeed a fusion of all of these and more ideas.

Increasing local employment, business ownership and successful business in SE25

Project 6 – Supporting and Promoting the Clock Tower Market

The Clock Tower Market is run by an independent group of local residents and volunteers. We would wish to continue to liaise with them to support the excellent work that they are doing to meet their needs. They have built the market up over the last two years from humble beginnings into a still small yet thriving monthly event. Their pitches are oversubscribed. Public realm works will be complete in mid-2017 that will transform Station Road to create a linear 'market square' that will accommodate twice as many stalls.

The market is already providing a stepping stone for developing local businesses. Recently the market flower stall holder, having built up her experience and clientele, has progressed to opening a shop on the High Street.

The market team, as a purely voluntary group, are struggling though to maintain the momentum that they have generated.

Identified need:

- Increase the variety of retail in the town centre
- Create opportunities for new businesses to develop through testing ideas and products, and generate a clientele, in a low cost, low risk manner
- Provide support to allow the fledgling market to develop in a sustainable and equitable manner

Proposed outcomes:

- Enable the market to establish an appropriate organisational structure
- Support the development of the market to be able to fund staffing for the setting up, running and clearing away on market days
- Promote the market through Project 3

Programme:

- Autumn 2017 – A sustainable organisational structure in place

Project 7 – Promoting SE25 as a Centre for Arts and Creativity

We want to re-establish some of South Norwood's 'Unique Selling Points'. For a small town, South Norwood has had a strong focus on the arts, with numerous artists covering the full spectrum of disciplines as diverse as classical to punk, and beyond. We were fortunate in having one particular benefactor who made a huge impact on the area – William Ford Stanley. He was a self-made man who was committed to giving back to society.

He was the driving force behind the Stanley Halls. This is unique series of buildings dedicated to Science, Liberty and Justice through enlightenment in the arts, culture and education. This building recently came back into community control through an asset transfer. (Some of the trustees have been closely involved in developing this CED Plan.) It is becoming re-established as a local centre for the arts. A wide range of other artistic activities happen throughout the area and are increasing, wanting space and opportunities to develop.

William Stanley made his fortune through inventing and manufacturing precision engineered tools and instruments. His inventive spirit lives on in the area through The Invention Centre, which was based in Station Road until recently and is currently looking for a new home in the area. We used to have one of only 4 pneumatic railways in the world and we boast the world's first reinforced concrete tunnel beneath our station!

Hence we will promote and support the development of SE25 as a centre for arts and creativity, a powerhouse for artistic creation and performance, along with invention and new ideas.

Identified need:

1. Short term enhancement of the public realm to improve the perception of the area. Local businesses have told us the image of the area is suppressing footfall and trade in the area
2. Positive new uses for empty commercial properties that are unlikely to be viable in the future are traditional retail. The empty and boarded up shops are a major concern of local residents and businesses
3. A wider range of activities for people of all ages, but especially for young people. Targeting interventions that would be supported by and encourage participation from and with younger people could divert them away from crime and anti-social behaviour
4. Generating additional footfall through encouraging local and visitor 'trade' into the area

Proposed Outcomes:

1. Through Projects 4 and 5 provide spaces for the delivery of this Project through the delivery of supported work space, workshops and studios, with a focus on the arts, creative industries and the development of cutting edge technology through the support of a 'tech hub' in SE25.
2. Wider support for an arts based shops and businesses 'cluster'
3. Supporting the development of Stanley Halls as a regional arts centre through Project 2 and identify opportunities for the other businesses to benefit from its development.

4. Enhance the local Environment through supporting the introduction of 'Street Art'. SE25 could develop as a destination for 'Urban Art' working in collaboration with Gamma Proforma, a locally based gallery. A mix of short term and permanent art works including sculpture and painting will be distributed throughout the local area. This initiative will be linked to a series of events including an annual arts festival.
5. Establishment of a Tech Hub in SE25 initially as an identified series of tech friendly spaces (cafes, library, etc) but developing into part of the portfolio of spaces within the Community Hub and beyond.

Programme:

1. Autumn 2017 –
 - a. first Urban Art festival in SE25
 - b. Integration of Project 7 principles into the development of Projects 4 and 5
2. Winter 2017/18 – develop an arts strategy working with Croydon Council
3. 2018 onwards – continued delivery of temporary art installations through the area
4. 2018 + - development of aspects of the Community Hub to support artistic and creative industries

Explanatory Notes:

1. Stanley Halls is an independent organisation. It is however also one of the partner organisations with PPR that worked to develop this plan.
2. Whilst the Community Hub will be tasked with providing something for everyone, it should develop a different feel and vibe to Stanley Halls. This could be expressed through a more modern, 'urban' expression that is more likely to attract younger generations.

"I would like to see South Norwood High Street back how it was a good few years ago when you could walk up and down and actually have decent shops to buy the things you want"

Introduction:

The current retail and service offer in South Norwood is considered limited and some of the existing businesses are currently considered unwelcoming. Residents and businesses both want a vibrant shopping area. However, there is currently a 38% vacancy rate of business premises - which far outweighs the business premises vacancy rate in other 'district-centres' in the borough. There is also a high rate of turnover of local businesses with almost one in three businesses less than two years old.

We will support businesses by developing a programme of support aimed at encouraging and facilitating potential, new and existing businesses to flourish - offering residents a diversity of local shops and services in South Norwood.

Identified Need:

1. Support for potential local entrepreneurs to create new businesses
2. Support for marginal businesses that the local community wants in the area but are unviable at present
3. A greater variety of shops, activities and businesses in South Norwood
4. New uses for closed or poorly used business premises
5. Local concern at the proportion of empty business premises and the look of them

Local people told us:

- Quality of offer, unwelcoming businesses and lack of variety were some of the top reasons local residents identified for why they didn't use South Norwood shops and services more frequently
- Over 50% don't use any of the pubs, bars, cafes or restaurants or the library and 70% didn't use the hairdressers
- One of the concerns local people identified about business premises in South Norwood was the increasing rate of conversion into housing.

Local businesses told us:

- Local community spirit was identified by local businesses as one of the best features of doing business in the area
- They are optimistic about the positive change in the last two years and further improvement they anticipate in the future.

- Key improvements local businesses identified included business support, improved shop fronts, regular street clean-ups, a local loyalty card scheme and a local discount scheme
- Almost one in three businesses are less than two years old

Proposed Outcomes

1. Provide training opportunities for the local business community, for example, workshops on window dressing
2. Improve the appearance of shop fronts of degraded and empty business units
3. Develop a loyalty scheme accompanied by a shop local campaign to encourage residents to use more local shops and services more frequently
4. Investigate the interest in a Business Association for South Norwood.
5. Develop / investigate the feasibility of developing a tech hub in South Norwood - with Croydon being one of the fastest growing local economy partly on the strength of its tech hub, given the artistic flair in the local community and the excellent transport links and relatively affordable business space, exploiting the potential to develop a tech cluster in South Norwood

Programme

Autumn 2017 - Develop a plan for the proposed Business Improvement and Development Programme

Case Study:

My name is Samantha and I'm a local mum with three girls age 7,4 and 2. I've lived in South Norwood for five years and I'm looking for a permanent space right here in the local community to house my exciting new multicultural mobile children's book shop called 'Book Love' to host workshops and book readings for the children who live and play locally.

I'd like to tell you about my really exciting multicultural children's book company called "Book Love". I specialise in writing, self-publishing and sourcing UK children's books that tell the stories of families and children from diverse communities across the UK, just like South Norwood. They are all self-published and produced by an exciting new wave of independent children's writers telling authentic, real stories, uncensored my mainstream publishing companies. They are beautifully illustrated and depict a fresh, vibrant Britain not often represented in conventional story books. My books provide a fascinating and unique insight in to Multicultural Britain, full of real families and real children, who look like the real families we see on the on the streets around us. I sell at the South Norwood market and attend schools locally to encourage teachers, families and schools to buy more diverse literature. With no book shops in South Norwood, I'd love to find a space to bring these books to our community. A community hub where children and their families can come and buy and enjoy this beautiful collection of books.



Re-creating a Pleasant Modern Market Town Environment – encouraging locals and visitors to spend time and money in SE25

Project 9 – A Cleaner, Greener, Vibrant SE25 – Community Initiatives to Improve Our High Streets and Public Spaces

We will establish a programme of small scale ‘make-over’ projects that will deliver most of the proposed outcomes. Some though are already being delivered or will be delivered by individual groups and organisations. These include the two community gardens and the Urban Arts festival. We will support these in whatever manner is agreed with the current organisers.

Identified need:

1. The heart of South Norwood is comprised predominantly of the original Victorian and Edwardian buildings, with shops, pubs and community facilities at ground floor level, and residential above. The main ‘town centre’ is a conservation area and stretches of Portland Road will be ‘Local Heritage Areas’. However, the High Street and Portland Road look and feel very run down.
2. The empty shops, shutters over places that only open later in the day, hoardings and the flat conversions are generally dull and unattractive
3. Portland Road and the High Street have little greenery along them and few opportunities for people to sit, rest, meet and talk
4. Our main roads have lots of traffic on them creating a lot of pollution. We need to encourage people out of their cars where possible and find ways of cleaning up the area
5. We have some excellent and interesting local parks and open spaces, but they can all be improved to increase their use by the local community
6. There are some unused, underused and abandoned local open areas that could be transformed to create opportunities for our community
7. Many local residential streets have nowhere for the local children to play
8. We have an artistic, young and dynamic community but this is not really expressed in the look and feel of the area. The public art that we have is looking tired and worn



Work In Progress – The Portland Road Community Gardens.
This project has been organised by PPR

Proposed Outcomes:

We will improve the local environment and encourage greater levels of activity on our streets, increasing economic footfall through a series of initiatives:

1. A regular programme of community clean-up days sponsored/supported by local businesses, and coordinated with the council
2. 'Respect South Norwood' residents campaign targeted at stopping businesses, residents and landlords leaving rubbish out on the street
3. Develop a programme of public street art around the neighbourhood, to include:
 - a. Transforming the dark and dingy Portland Road railway bridge from a barrier between the High Street and Portland Road, into an 'immersive art experience' gateway
 - b. Relocating and restoring the South Norwood mosaic inappropriately located under the Portland Road railway bridge
 - c. Creating an Urban Art 'gallery' around South Norwood with at least 20 sites for permanent and temporary 'street art'. Support the development of an Urban Art festival
 - d. Replacing the damaged public art in the pedestrian tunnel under Norwood Junction Station
4. Community painting project to redecorate the fronts of empty and converted shops with bright and cheerful colours
5. Support the development of 'pocket parks', community gardens and public spaces along the High Street and Portland Road. There are already two community gardens – The Sensible Garden on the High Street and the Portland Road Community Garden around the Leisure Centre. The introduction of more planting will help to reduce the air pollution and traffic noise.
6. We already have an award winning 'Play Street' on Love Lane. We will promote and support the development of a network of play streets across the neighbourhood



Love Lane Play Street in action!

Programme:

1. Autumn 2017 –
 - a. Urban Art festival organised by local pop-up shop Gamma and supported by PPR
 - b. Launch a series of clean-up days
2. Winter 2017/18 – Develop a detailed community ‘public realm improvements’ ideas plan through a series of public walkabouts and events. Agree priorities
3. Spring 18 – Consents and approvals
4. Summer 18 – launch first small scale initiatives
5. Medium term – role out a series of ‘community interventions’



Love Lane community garden – this area used to be covered in fly tipped rubbish, domestic waste and brambles

Involving the Whole Community in Our Community

Projects 1-9 – Creating projects that celebrate and enhance our multicultural community across all generations

South Norwood features great diversity in terms of ethnicity, religion and age among other characteristics. Communities in South Norwood share an energy and artistic flair - who demonstrate a great appetite to come together and both celebrate and enjoy that diversity.

Over 60% of residents are from black and minority ethnic (BME) backgrounds, in particular Black African and Black Caribbean communities. South Norwood's age profile is significantly younger than that of both Croydon and the rest of the country and around a fifth of the population has a disability.

Membership of the Working Group reflects South Norwood's diversity - made up of people from a wide range of ethnic, religious and social backgrounds together with a good gender balance. This team is fully committed to the local community - in all its diversity - and is driven by a strong desire to engage and involve the whole community in its work.

The formalisation of 'We Love SE25' as a new pan-SE25 organisation will provide an opportunity to make even greater efforts to ensure that the full diversity of the area - in the broadest sense - is reflected within the organisation and as a consequence, all its work is inclusive, representative and achieves benefits for all communities in South Norwood.

5. Next Steps – Resources Needed

Having been energised by the development of this plan, we are very keen to pick up the momentum again and start to help to deliver the change we want to see. We are also though very much aware of the importance of planning out our next steps and establishing a firm foundation to build upon. We now have a fledgling new organisation in the form of We Love SE25 that needs to be quickly developed from an enthusiastic working group into an effective team delivering change. We Love SE25 does though have experienced partners to support it and its projects, including People for Portland Road and Stanley People’s Initiative. We also have the ear and support of the Council, and the goodwill of the wider community. We are however without any funding or other resources.

The table below sets out some of the key activities, when they are likely to be commenced and the resources that are likely to be required to deliver them. We will not though repeat the programming as proposed for each of the Projects.

Activity	Programme	Resources	
Public launch of the completed plan – using the contacts we have made over the last 7 months, through social media and using our website we will present the plan. Presence at local events including the South Norwood Community Festival	Summer 2017	Electronic media only	
Project 1 – Establish We Love SE25 as a formal entity – we will initially adopt an interim constitution as we research the most appropriate model / structure for the organisation that will best allow us to deliver our aims. Consider future requirements for Project 5		Venue for meetings Community organisation, property purchase and management, and legal advice Funding for professional advice	
Fundraising – set up a fundraising programme to initially fund the establishment of the organisation and get the ball rolling on our initial projects. This will be linked to the launching of the plan. We envisage using crowdsource funding techniques		Electronic media initially	
Key stakeholder engagement – arrange a series of meetings and potentially events to discuss our plans with funding and enabling bodies and key individuals		Electronic presentation of the Plan Availability of key team members to present our proposals Venue	
Project 6 – engagement with The Clock Tower Market team to scope out support that we can provide to their project			
Project 2 – Launch promoting the new organisation and summer events. Appoint project lead and team. Continues to deliver an on-going programme		Funding for banners and flyers. Design of marketing materials Use of electronic media too	

First 'Annual General Meeting' of We Love SE25 – presentation of the plan and recruitment of a larger working group	Autumn 2017	Advertising materials including banners and flyers Venue
Establish project leaders and mini working groups for each upcoming Project		
Project 4 – Open formal discussions with Croydon Council to secure the initial elements of the Community Hub. Consider meantime and long term options. Depending on likely timescales start to prepare for the first property.		Legal advice Surveying and architectural advice Organisational advice (calling on experience from Stanley Halls)
Project 8 – Develop a plan for the proposed Business Improvement and Development Programme. Involve key stakeholders including the Council. Detailed engagement with businesses to identify specific requirements		Engagement with businesses to encourage involvement Venue
Project 9 – Develop a detailed community 'public realm improvements' ideas plan through a series of public walkabouts and events		Advertising materials including banners and flyers Maps and photos Presentation of findings
Urban Arts Festival – supporting activities only		
Launch regular (quarterly) community engagement events to consult on and capture ideas	Winter 2017/18	Advertising materials including banners and flyers Venue
Project 7 – Develop a draft arts strategy working with Croydon Council, SPI and key stakeholders		
Project 3 – Establish a forum for discussion with local businesses and stakeholders to discuss the parameters of this Project. Start initially with more supportive businesses to get it established and then broaden out through their connections. Establish a working group to take forward the project	Spring 2018	Engagement with businesses to encourage involvement Venue
Project 4 – partial takeover of first element/s of the Community Hub. Organisation of detailed organisational arrangements including a management plan, identifying tenants and launch/opening		Funding for any enabling and fit out works, and purchase of furniture, fittings and equipment

For General Release

REPORT TO:	CABINET 20 November 2017
SUBJECT:	Croydon town centre Public Space Protection Order (PSPO)
LEAD OFFICER:	Shifa Mustafa, Executive Director, Place Andy Opie, Director of Safety
CABINET MEMBER:	Cllr Hamida Ali, Communities, Safety and Justice
WARDS:	Fairfield and Broad green
<p>CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON</p> <p>In June 2017 Cabinet adopted the 2017-2020 Safer Croydon Strategy for Croydon. The strategy specified five key priorities that the Safer Croydon Partnership intends to achieve. These priorities include the aim to improve public confidence and community engagement and tackle antisocial behaviour and environmental crime. The successful delivery of this priority is important not only for the wellbeing of the people that live, work and visit Croydon but it clearly links to the Borough's Growth Strategy and the need to make Croydon an attractive place for businesses to invest in and people to come and live.</p>	
<p>FINANCIAL IMPACT</p> <p>There are no significant financial impacts from the Policy identified and no additional funding is being requested. The primary cost is installing new signage through the proposed PSPO zone. This will be absorbed by existing budgets.</p>	
<p>FORWARD PLAN KEY DECISION REFERENCE NO.: not a key decision</p>	

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

1. RECOMMENDATIONS

To note the contents of the report including the outcome of the consultation and the process for implementing a Public Spaces Protection Order in the Town Centre.

2. EXECUTIVE SUMMARY

- 2.1 On 20 October 2014 the Anti-Social Behaviour and Policing Act 2014 ("the Act") came into force. This Act introduced several new tools and powers for use by councils and their partners to address anti-social behaviour (ASB) in their local areas. These tools, which replaced and streamlined a number of previous measures, were brought in as part of a Government commitment to

put victims at the centre of approaches to tackling ASB, focussing on the impact behaviour can have on both communities and individuals, particularly on the most vulnerable. This act replaced most of the powers available to the police and local authorities to deal with anti-social behaviour. One of these new measures is the use of Public Space Protection Orders (PSPO).

- 2.2 A PSPO is an order that identifies the public place and prohibits specified things being done in the restricted area provided certain criteria are met. This report proposes a PSPO allows the council and the police to introduce new measures to reduce street drinking and antisocial behaviour which aims to improve this public space for the wider community. On 28th January 2015 the General Purposes and Audit Committee agreed that the Director of Safety be given delegated authority to undertake the Council's functions in respect of Public Space Protection Orders (PSPOs), including in relation to the introduction, approval, variation and enforcement of PSPOs.
- 2.3 The Town Centre Street Drinking and ASB PSPO would replace the existing Town Centre Controlled Drinking Zone (also known as Designated Public Place Orders) which had been used by Safer Croydon Partnership to tackle street drinking hotspots across the borough.
- 2.4 A Public Consultation in accordance with the statutory requirements was undertaken following on from a public consultation exercise from 30th August to 15th October. The draft order is set out at Appendix 1

3. Public Spaces Protection Orders

- 3.1 Public Spaces Protection Orders (PSPOs), which have replaced 3 previous powers, namely:
 - Designated Public Place Orders (No drinking Zones);
 - Gating Orders (To restrict access to alleyways where ASB takes place);
 - Dog Control Orders (To place conditions on dog owners/walkers to reduce dog related nuisance).
- 3.2 PSPOs are intended to deal with a particular nuisance or problem in a particular area that is detrimental to the local community's quality of life, by imposing conditions on the use of that area. These can apply to everyone who uses that area or can be specifically structured to apply only to certain groups or categories of person, at different times or in specified circumstances. The Council is responsible for making a PSPO although the police also have enforcement powers.
- 3.3 The Council can make a PSPO if satisfied, on reasonable grounds that the following conditions are met in relation to the activities sought to be regulated:
 - That they are or are likely to be carried on in a public place within the Borough;
 - That have had, or are likely to have, a detrimental effect on the quality of life of those in the locality;

- That they are or are likely to be, persistent or continuing in nature;
 - That they are or are likely to be, unreasonable; and
 - That they justify the restrictions sought to be imposed by the order.
- 3.4 In addition to the specific statutory consultation requirements (see section 4), the Council has to adhere to the publication requirements which form part of the Anti-social behaviour, Crime and Policing Act 2014 (Publication of Public Spaces Protection Orders) Regulations 2014 (“The regulations”). These specify both advertising requirements and the need for notification to be placed on land affected.
- 3.5 Once made, details of the making of a PSPO will be available on the Council’s website and notification is required to be placed on the land affected in such a manner as to bring the order to the notice of persons using the restricted land. Any variation or discharge of the orders must be similarly publicised.
- 3.6 A breach of the PSPO is a criminal offence, which can be dealt with, either by way of a fixed penalty notice (FPN) of £80 or prosecution. If prosecuted, an individual could be liable to a fine no higher than £1,000. Only those aged over 18 can be issued with a FPN.
- 3.7 Any PSPO introduced is only valid for three years and must thereafter be extended if still required. Such extension is subject to the Council being satisfied that it is reasonable and necessary to do so and is subject to the same publication requirements as the introduction of a PSPO. The extension period is also restricted to a maximum of three years.
- 3.8 Existing statutory orders (such as Controlled Drinking Zones, Gating Orders and Dog Control Orders) that the PSPO is designed to replace will remain in force for a period of three years from the commencement of the PSPO provisions in the 2014 Act i.e. 3 years from 20 October 2014, unless replaced sooner by one or more PSPO. After this period they default to becoming PSPOs automatically. This will mean that the Council has a period of time within which it can review needs and replace existing orders with new orders gradually in advance of expiry of the existing orders in 2020. The Council believes that this will be a useful power to tackle persistent anti-social behaviour hotspot locations.

4. PSPO Decision Making Process

- 4.1 On 28th January 2015 the General Purposes and Audit Committee agreed that the Director of Safety be given delegated authority to undertake the Council’s functions in respect of Public Space Protection Orders (PSPOs), including in relation to the introduction, approval, variation and enforcement of PSPOs. Such delegated decisions would be undertaken in accordance with the delegated decision procedure rules at Part 4.G of the Council’s Constitution. In accordance with the legislation any decision would need to be supported by evidence demonstrating the conditions set out in section 3.3 can be met and would require a formal consultation process.

- 4.2 Subject to the requirements set out above, stakeholders (including partners and members), may make referrals through the Safer Croydon Partnership to identify specific locations that may require PSPOs to assist in tackling crime and disorder issues. The Safer Croydon Partnership will then review these requests prior to any formal consultation process.
- 4.3 The next steps for addressing anti-social behaviour hotspots outside of the town centre will be the use of the delegated authority for the implementation of PSPOs in other areas of the borough. These areas will be identified and shaped through feedback from stakeholders, alongside analysis of available data and formal consultation processes as stipulated in the 2014 Act. This process will include reviewing the areas also previously covered DPPOs (now PSPOs), in New Addington, Thornton Heath and South Norwood.

5. Town Centre Street Drinking and Anti-Social Behaviour PSPO

- 5.1 The first step in using the PSPO powers will be to look at a new PSPO to replace the controlled drinking zone that currently exists in the town centre. As the borough's primary town centre, this area has had historical and ongoing issues with street drinking and anti-social behaviour.
- 5.2 Analysis of crime and anti-social behaviour data for the financial year 2016/17, and identified over 3,220 confirmed crimes within the proposed PSPO area. 39% of the violent offences occurred in North End and the High Street, and 33% of all criminal damage offences recorded within the proposed PSPO area, also occurred in these two locations.
- 5.3 597 calls to the police regarding anti-social behaviour were recorded during this period, of which 370 (62%), were classified as rowdy or inconsiderate behaviour. 31% of the calls to the police for this type of rowdy or inconsiderate behaviour were also linked to North End and the High Street. The Council and partners including the Police also know that street drinking has a negative effect on the general public and that this type of behaviour is under recorded.
- 5.4 Providing Police and Council officers with powers to tackle Anti-social behaviour and street drinking directly supports the Council's commitment to the delivery of the Safer Croydon Strategy 2017-2020, which was ratified by Cabinet in June 2017. The strategy specified five key priorities that the Safer Croydon Partnership would be working on. Two of the five priorities included; improve public confidence and community engagement; and tackle antisocial behaviour and environmental crime.
- 5.5 The PSPO will enable the Council and Police to tackle the visible issues of street drinking and anti-social behaviour in the town centre area, thereby reducing incidents of anti-social behaviour with the aim of improving public confidence and increasing the public perception of safety in a key economic and cultural centre for the borough for residents from the across the borough, as well visitors and commuters from outside of the borough. The PSPO conditions do not apply to licensed premises or events and would only be applied where the activity is having or likely to have a detrimental effect on

the local community. This links in to the Borough's Growth Strategy and the need to make Croydon town centre (and the borough), an attractive place for businesses to invest in and people to come and live.

- 5.6 Based on the findings from the crime and anti-social behaviour data analysis and consultation with the Police, we are proposing to include the following two activities in the town centre PSPO:
- a) Being in possession of an open container of, or consuming alcohol, within the restricted public space that is having or likely to have a detrimental effect to the local community. This does not include licensed premises.
 - b) People or groups of people behaving in a manner which is likely to cause harassment, alarm or distress, in the restricted area.
- 5.7 The new order and the town centre area that the PSPO would cover is included with the draft order set out in Appendix 1. Please note the order and the geographical area it covers have been amended to reflect feedback from the consultation process (Section 6). It is envisaged that the new PSPO would become operational once the new signage has been erected, at which point the previous controlled drinking zone would cease to apply.

6. CONSULTATION

- 6.1 There is a requirement on the Council to consult when implementing or varying a PSPO. The specific wording of the Act sets out that: Local authorities are obliged to consult with
- a) The chief officer of police, and the local policing body, for the police area that includes the restricted area (the Metropolitan Police have agreed that this should be the Police Borough Commander);
 - b) Whatever community representatives the local authority thinks it appropriate to consult;
 - c) The owner or occupier of land within the restricted area;
- 6.2 Although not a statutory requirement the Council has conducted a formal 6 week consultation for residents and visitors to comment and provide feedback. A public consultation has been run between 30th August and 15th October 2017. An electronic version of the survey was published on the 'Council website and a hard copy format was made available via our partners in the voluntary sector such as Turning Point and Croydon Reach, to engage with street drinkers and other groups likely to be affected. The survey was advertised using the Croydon bulletins and newsletters to residents and targeted young people through the Community Engagement team (Children and Young People), to encourage more age representative feedback. The consultation document is attached as Appendix 2.
- 6.3 The consultation closed on 15th October with 788 respondents. The respondents included 14.83% who lived in the town centre and 65.7% who lived in Croydon but outside the town centre. 52.69% of respondents identified themselves as female (39.38% as male), with 45% of all

respondents aged between 45 and 64. 20.76% of respondents described their ethnicity as black and or minority ethnic (684 respondents answered this question).

- 6.4 91.56% (of 739 people who answered this question) supported the use of the PSPO to tackle street drinking and 93.23% (of 739 who answered that question), to reduce ASB in the town centre. The majority, 65.86% of 788 respondents supported the implementation of the PSPO in the designated area. Many of those who did not agree to proposed area wanted the PSPO to expand to cover additional areas adjoining the town centre or introduce PSPOs in entirely new locations.
- 6.5 Respondents were given the opportunity to provide comments through several open questions provided within the survey, including variations to the proposed PSPO area. A significant proportion of respondents suggested the area of the original proposed area (map in appendix 2), should be extended to cover more of West Croydon (73 respondents) and specifically London Road (58 respondents), particularly the lower stretches towards West Croydon station. The Council has reviewed the proposal and adjusted the zone to cover London road up to the junction of Sumner road and extending over to Roman Way (please see map in Appendix 1), re-joining the original zone at Church Street. Further analysis of the Police data identified 109 ASB demand calls were reported in a 12 months period between September 2016 to August 2017 in this area, of which 50 incidents were classified as rowdy or inconsiderate behaviour.
- 6.6 38 respondents also provided information as to why they did not agree with the proposed inclusion of anti-social behaviour as part of the PSPO order. The most prevalent theme was a concern that the powers could be abused (16 respondents), followed by a perception that existing powers (particularly the Police), and were sufficient to deal with the issues without a PSPO.
- 6.7 These were mirrored within the 458 respondents that also answered the 'any other comment's' section at the end of the survey. In addition to identifying specific issues such as, congregations of large groups of young people (38), begging (20) and street drinking (108). Respondents also expressed a desire for an increased Police presence to support enforcement of any PSPO or utilise the existing powers available to them.
- 6.8 Following consultation with the Police on the activities the order would cover, it was felt that the order should focus on individuals with an open containers or consuming alcohol in public. As a result paragraph 3a of the order has therefore been amended from;

“ a) Being in possession of a container of, or consuming alcohol, within the restricted public space. This does not include licensed premises.”

to

*“a) Being in possession of an **open** container of, or consuming alcohol, within the restricted public space. This does not include licensed premises.”*

- 6.9 The survey results have also been used will be used to inform the final draft of the PSPO order conditions and how they will be implemented. The order now includes for example an additional section that provides more information the areas that the PSPO would apply to.
- 6.10 The other proposals put forward by residents around PSPOs in locations outside of the Town Centre are discussed further in Section 17 of the report.

7 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

7.1 Revenue and Capital consequences of report recommendations

There are limited capital or revenue implications associated with this report. There are no significant financial impacts from the Policy identified and no additional funding is being requested. The primary cost is installing new signage through the proposed PSPO zone. This cost will be absorbed by existing budgets.

7.2 The effect of the decision

The introduction of a new PSPO which encompasses both street drinking and anti-social behaviour, will enable the Council and its partners to utilise additional powers to tackle these issues within the Town Centre. This is in accordance with delivering against the priorities within the Safer Croydon Strategy 2017-2020 to; tackle antisocial behaviour and environmental crime and; improve public confidence and community engagement. As an identified area which many residents visit for work and leisure purposes, any impact on reducing anti-social behaviour and street drinking will have disproportionate effect on positively influencing public confidence. This will in turn support the borough's ability to attract new businesses and residents to the area. The effect of implementing the PSPO will not result in an increase in Council and Police resources which will remain the same. The team and partnership governance framework already exists that will absorb and deliver this work so there is little or no financial impact.

8 Risks

- 8.1 If the proposal is not approved the principal risk is if the existing drinking zone is challenged, (which automatically converted into PSPO in October 2017, in accordance with the 2014 legislation). In particular, if any enforcement cases are taken to court, defence solicitors may use the lack of a properly considered review of the PSPO as a way to criticise the Council's approach to a particular case and challenge the legitimacy of the PSPO. The area that the PSPO covers has also been considered, as the Council has to evidence that there is a significant nuisance or problem in a specific area that is detrimental to the local community's quality of life. Having a larger PSPO than the current proposal may leave the Council open to challenge if it cannot evidence the need, and will stretch the Safer Croydon Partnership resources available to enforce the PSPO, thereby potentially diluting its impact and negatively influencing public perception on the efficacy of PSPOs as a response to anti-social behaviour.

8.2 If the new proposed PSPO is introduced it will be important to ensure that its scope and the process for introduction is in accordance with the powers and requirements of the 2014 Act. Any challenge to a PSPO would be made by an interested person by way of an application in the High Court for permission to seek a Judicial Review. That application must be made within six weeks of the PSPO being made. An interested person is someone who lives in, regularly works in, or visits the restricted area. A person who receives an FPN due to a breach of PSPO can also challenge the validity of the order. This means that only those who are directly affected by the restrictions have the power to challenge. This right to challenge also exists where an order is varied by a council. Interested persons can challenge the validity of a PSPO on two grounds. They could argue that the council did not have power to make the order, or to include particular prohibitions or requirements. In addition, the interested person could argue that one of the requirements (for instance, consultation) had not been complied with. When the application is made, the High Court can decide to suspend the operation of the PSPO pending the verdict in part or in totality. The High Court has the ability to uphold the PSPO, quash it, or vary it.

8.3 The Council has taken measures to mitigate against these risks by for example embarking on a full consultation process, publishing the proposed order and map and putting in place measures to publicise the PSPO through street signage and an intention to publish the final Order on the Council website in accordance with the act.

9. Options

- a) Approve the implementation of a Town centre PSPO to tackle street drinking and anti-social behaviour in the recommended area set out in appendix 1. This would replace the existing controlled drinking zone PSPO.
- b) Do not approve the commencement of the new Town Centre PSPO, resulting in the continuation of the existing street drinking PSPO which will run until October 2020, but may leave the Council at increased risk of challenge.

Neither option has any significant financial implications but a failure to approve the PSPO may have reputational impact with the members of the public who supported the implementation of the PSPO and community safety partners including the Police. Failure to introduce the new PSPO will also inhibit the Council's ability to make use of new powers to tackle anti-social behaviour in the town centre.

10. Future savings/efficiencies

10.1 There are no savings or efficiencies associated with this report.
(Approved by: *Lisa Taylor*, Director of Finance)

11. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

11.1 The Solicitor to the Council comments that the Anti-Social Behaviour, Crime and Policing Act 2014 has altered the enforcement powers which are

available to the Council to combat anti-social behaviour as detailed within the body of the report. The Council needs to ensure that the powers are used in a responsible, consistent, appropriate and proportionate manner and comply with the various consultation requirements set out within the body of the report.

- 11.2 (Approved for and on behalf of Jacqueline Harris-Baker, Director of Law, Council Solicitor and Monitoring Officer)

12. HUMAN RESOURCES IMPACT

- 12.1 There is no impact in relation to staffing levels, restructuring/regrading, recruitment, employee relations, the Council's personnel policies or other human resources matter.

(Approved by: Sue Moorman Director of Human Resources)

13. EQUALITIES IMPACT

- 13.1 An Equalities Analysis has been completed, incorporating the findings of the consultation. This only identified statistically significant differences in that respondents who identified as having a disability (out of 71 respondents), were more likely to state that they felt Street drinking was a very big or fairly big problem (97.18%).
- 13.2 Although the PSPO is likely to have a positive impact on certain protected groups such as victims of hate (gender, sexuality, religious or disability) related ASB, it will apply to the whole population and its use will be determined by the behaviour occurring rather than the protected group. The exception is young people who cannot be issued with a FPN if they under 18 years of age. Given the concerns raised by some of the consultation respondents on the use of the PSPO and its impact on specific groups (e.g. people with mental health issues), the Council will monitor the use of the PSPO powers during the next 12 months to see how and who the powers have been used on with regard to protected groups.
- 13.3 In addition, the implementation of a PSPO will not preclude the ongoing of support and outreach services for rough sleeping, Alcohol and Drug misuse. The Youth Outreach Team will continue to provide a presence in the town centre and engage with young people to provide by raising awareness of their behaviour on others and directing them towards more positive use of their leisure time
- 13.4 Section 72 of the Anti-Social Behaviour and Policing Act 2014 requires the Cabinet as decision maker for this specific PSPO, to pay particular regard to rights of freedom of expression and freedom of assembly set out in articles 10 (the right to freedom of expression) and 11 (freedom of assembly and association) of the European Convention on Human Rights in considering the making any such order. The making of the said order is considered to be proportionate and will fulfil a legitimate aim of curbing anti-social behaviour in

public places for the benefit of the law abiding majority and hence will not infringe article 11 ECHR.

14. ENVIRONMENTAL IMPACT

- 14.1 There is limited impact on the environment as a result of this report. Some anti-social behaviour and street drinking activity may be related to waste, noise or other issues that affect people's quality of life but the policy is principally about improving behaviour rather than the environment.

15. CRIME AND DISORDER REDUCTION IMPACT

- 15.1 The implementation of the PSPO provides additional powers to Council and Police officers to take action against street drinking and anti-social behaviour activity within the designated town centre area. This directly supports the Council in discharging its statutory duty under Section 17 of the Crime and Disorder Act 1998 to exercise its various functions with due regard to the likely effect of the exercise of those functions, and the need to do all that it reasonably can to prevent crime and disorder in its area. The PSPO will also support the Council and its partners in delivering the Safer Croydon Strategy 2017-2020, specifically the priorities to; reduce Anti-social behaviour and environmental crime and; to improve public confidence and community engagement.

16. REASONS FOR DECISION

The Council has a duty to do all that it reasonably can to prevent crime and disorder in its area and work towards delivering the objectives of the Safer Croydon Partnership plan. The implementation of the new Town centre order assists the Council with meeting these requirements by providing the Council and Police with additional powers to tackle the issues of street drinking and anti-social behaviour in the Town centre area. This proposal has seen considerable support from members of the public who have participated in the consultation and clearly demonstrated their desire for a PSPO to tackle these identified issues. Failure to implement a new Town centre order could have a negative reputational impact on for the Council including its relationship with partners and the public perception. The continuation of the existing controlled drinking order without reviewing its purpose and remit could also leave the Council open to criticism and challenge in court.

17. OPTIONS CONSIDERED AND REJECTED

The consultation identified a number of alternative options proposed by members of the public. These included suggestions to introduce entirely new PSPOs in other parts of the borough such as South Croydon, Purley and Thornton Heath (where there is an existing PSPO for street drinking). As this process focuses on the implementation of a PSPO in the town centre these suggestions have not been taken forward. These options will instead be considered as part of the Council's review of the need for PSPOs for areas outside of the Town Centre, which will include a formal consultation which residents can use to express their view regarding PSPOs in their locality.

CONTACT OFFICER: *Anthony Lewis, Head of Community Safety*

APPENDICES TO THIS REPORT

Appendix 1 – Draft Town centre PSPO Order including Map of Revised Area

Appendix 2 – Town Centre PSPO Consultation document

Appendix 3 – Consultation Response Tables

BACKGROUND PAPERS TO THIS REPORT

Appendix 4 – Consultation Responses Question 1b

Appendix 5 – Consultation Responses Question 3b

Appendix 6 – Consultation Responses Question 4

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LONDON BOROUGH OF CROYDON

[PROPOSED] Croydon Town Centre

PUBLIC SPACES PROTECTION ORDER (STREET DRINKING AND ANTI-SOCIAL BEHAVIOUR) No. 1 of 2017

This Public Spaces Protection Order ('Order') is made under section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014 ('ASBCPA 2014').

PRELIMINARY

1. Croydon Council, in making this Order:
 - a. is satisfied on reasonable grounds that:
 - i. the Activities listed in paragraph 2 below have been carried out in a public place within the Council's area, namely the area identified below as the Restricted Area, and have had a detrimental effect on the quality of life of those in the locality, and that:
 - ii. the effect, or likely effect, of the Activities:
 - a. is, or is likely to be, of a persistent or continuing nature,
 - b. is, or is likely to be, such as to make the Activities unreasonable, and
 - c. justifies the restrictions imposed by this Order.
 - b. is satisfied that the prohibitions and requirements imposed by this Order are reasonable in order to prevent the detrimental effect referred to in paragraph 1 above from continuing, occurring or recurring, or to reduce that detrimental effect or to reduce the risk of its continuance, occurrence or recurrence.
 - c. has had regard to the rights and freedoms set out in the European Convention on Human Rights as defined in s.21(1) of the Human Rights Act 1998, and in particular, to those rights set out in Article 10 (right of freedom of expression) and Article 11 (right of freedom of assembly) and

has concluded that the restrictions on such rights and freedoms imposed by this Order are lawful, necessary and proportionate.

THE RESTRICTED AREA

2. This Order applies to the area in the London Borough of Croydon to which the public have or are permitted to have access, whether with or without payment, as identified in the Schedule attached to this Order and in the area outlined in the plan attached to this Order including any street, road, footway, footpath, square, courtyard, grassed area, stairway, walkway, subway or similar place in the open air.

THE ACTIVITIES

3. The Activities referred to in paragraph 1 of this Order are:
 - a. Consuming alcohol in the restricted area other than in premises identified by section 62 of ASBCPA 2014.
 - b. People or groups of people behaving in a manner which is likely to cause harassment, alarm or distress, in the restricted area.

THE PROHIBITIONS

4. By this Order no person shall at any time in any public place within the relevant restricted areas (the boundaries of which are delineated on the map in Schedule 1 of this Order) engage in any of the following prohibited activities identified in paragraph 3a(i) and 3a(ii) of this Order:
 - a. In respect of the area identified in map 1 in Schedule 1 of this Order, being Croydon Town Centre:
 - i. Being in possession of an open container of, or consuming alcohol, save in premises falling within section 62 of the ASBCPA 2014.
 - ii. Behaving in a manner, either as an individual or within a group of people, which is likely to cause harassment, alarm or distress.

THE REQUIREMENTS

5. Any person directed to leave the restricted area by a Police Officer, Police Community Support Officer or other officer authorised to make such a direction by Croydon Council, shall do so. Such a direction may be given where the officer is satisfied that the person concerned has breached this order either by (1) consuming alcohol in the manner described in paragraph 3a(i) above or (2) by behaving in a manner which is likely to cause harassment, alarm or distress.

INFORMATION

6. By virtue of s.63 of the ASBCPA 2014, where a constable or a person authorised by the Council or under s.69 of the ASBCPA 2014 reasonably believes that a person:
 - (a) is or has been consuming alcohol in breach of a prohibition in a public spaces protection order, or
 - (b) intends to consume alcohol in circumstances in which doing so would be a breach of such prohibition, he or she may require a person:
 - (i) not to consume, in breach of the order, alcohol or anything which the constable or authorised person reasonably believes to be alcohol;
 - (ii) to surrender anything in a person's possession which is, or which the constable or authorised person reasonably believes to be, alcohol or container for alcohol.
7. A constable or an authorised person who imposes a requirement under s.63 must tell the person that failing without reasonable excuse to comply with the requirement is an offence. Such a requirement imposed by an authorised person is not valid if the authorised person:
 - (a) is asked by the person to show evidence of his or her authorisation, and
 - (b) fails to do so.

6. A constable or an authorised person may dispose of anything surrendered (namely alcohol or anything reasonably believed to be alcohol) in whatever way he or she thinks appropriate.
7. A person who fails without reasonable excuse to comply with a requirement imposed on him or her by a constable or authorised person commits an offence and is liable on summary conviction to a fine not exceeding level 2 on the standard scale (currently £500).
8. By virtue of s.67 of the ASBCPA 2014, it is an offence for a person without reasonable excuse:
 - (a) to do anything that the person is prohibited from doing by this Order, or
 - (b) to fail to comply with the requirement to which the person is subject by this Order
9. A person guilty of an offence under this section is liable on summary conviction to a fine not exceeding level 3 on the standard scale (currently £1000).
10. A person does not commit an offence under this section by failing to comply with a prohibition or requirement that the Council did not have power to include in this Order.
11. If an interested person wishes to challenge the validity of this Order he or she may apply to the High Court within six weeks beginning with the date on which this Order is made. The grounds on which a challenge can be made are that the Council did not have the power to make this Order, or that a requirement imposed by Chapter 4 of the ASBCPA 2014 was not complied with, see further section 66 of the ASBCPA 2014.

COMMENCEMENT, DURATION AND CITATION

- 12. This Order is made on [**insert date**] and shall come into force on this date. This Order shall remain in force for a period of three years.

- 13. This Order may be cited as the Public Spaces Protection Order for the London Borough of Croydon No.1 of 2017.

Dated

.....2

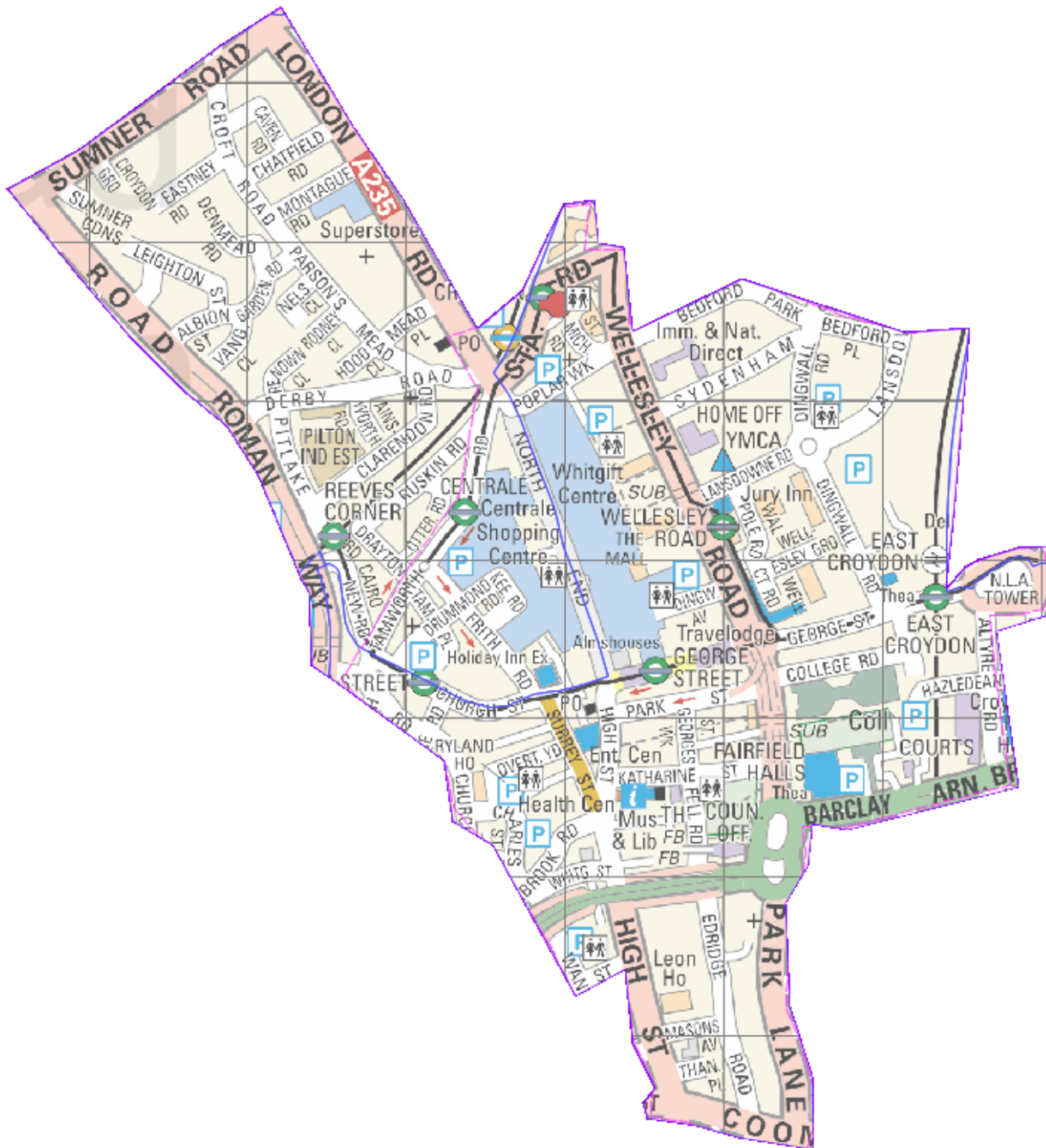
017 Signed:

Director of Public Safety

SCHEDULE 1

This Schedule contains the following map:

Appendix A: **Map 1 of PSPO area**



REPORT TO:	Cabinet 20th November 2017
SUBJECT:	STAGE 1: RECOMMENDATIONS ARISING FROM SCRUTINY
LEAD OFFICERS:	Richard Simpson, Executive Director Resources and S151 Officer Stephen Rowan – Head of Democratic Services and Scrutiny
LEAD MEMBER:	Councillor Sean Fitzsimons Chair, Scrutiny and Overview Committee
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT:	The constitutional requirement that Cabinet receives recommendations from scrutiny committees and to respond to the recommendations within two months of the receipt of the recommendations.

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations contained within this report:

1. RECOMMENDATIONS

Cabinet is asked to:

- 1.1 Receive the recommendations arising from the meetings of the Children and Young People Scrutiny Sub-Committee (19 September 2017) and the Streets, Environment and Homes Scrutiny Sub-Committee (12 September 2017) and to provide a substantive response within two months (ie. at the next available Cabinet meeting on **22 January 2018**)

2. EXECUTIVE SUMMARY

- 2.1 Recommendations that have been received from the Scrutiny and Overview Committee and its Sub-Committees since the last Cabinet meeting are provided in the body of this report. The constitution requires that an interim or full response is provided within 2 months of this Cabinet meeting.

3. 12 SEPTEMBER 2017 – STREETS, ENVIRONMENT AND HOUSING SCRUTINY SUB-COMMITTEE RECOMMENDATIONS

- 3.1 The Committee considered an item on the Fiveways Croydon plan; present were the Deputy Cabinet Member for Transport and Environment and the Head of Transport.

Subsequent to questions to those present, the Committee came to the following conclusions:

- 1) That the overall aims of the scheme were recognised and supported;
- 2) That most of the proposals were not contentious and supported; including realigning the road and introduction of a new bridge;
- 3) That the extension of the proposals to include the Fiveways junction was welcomed;
- 4) The improvements to the public realm were supported;
- 5) But that TFL should accept that this section of the A23 is a key part of the Waddon locality, and that Waddon residents, including pedestrians and cyclists use the A23 road and pavements for vital local trips
- 6) And the committee was concerned that the proposals failed to meet all the standards set out in TFL's new policy of Healthy Streets especially the lack of north south segregated cycle paths from Epsom Road southwards.
- 7) That some aspects of the proposals be reviewed to improve cycle provision to ensure segregated local cycle trips and avoid cyclists having to use pavements, which would to the detriments of pedestrians..

The Committee made the following recommendations:

1. To amend the proposals to ensure needs of local residents, pedestrians and cyclists are taken into account;
2. The cycle lanes on Epsom Road be reviewed to have both cycle lanes on the station side to improve cycle safety;
3. The scheme be reviewed to reduce conflict between cyclists and pedestrians;
4. Consideration be given to how cyclists would travel around Waddon safely, especially young people cycling to school, parks, the station and McDonalds;
5. A dedicated cycle lane north/south be provided south of Epsom Road;
6. The possibility of acquiring land from the Morrisons site be reviewed to provide for these segregated cycle lanes; and
7. Disability groups be approached to participate in the consultation to ensure the final plans are accessible to all.

3.2 The Committee additionally considered an item on the Growth Zone – Public Realm. Present were the Cabinet Member for Homes, Regeneration and Planning and the Creative and the Director of Growth. Subsequent to questions to those present, the Committee came to the following conclusions:

- 1) That the overall aims of the scheme were recognised and supported;
- 2) That most of the proposals were not contentious and supported; including realigning the road and introduction of a new bridge;
- 3) That the extension of the proposals to include the Fiveways junction was welcomed;
- 4) The improvements to the public realm were supported;
- 5) But that TFL should accept that this section of the A23 is a key part of the Waddon locality, and that Waddon residents, including pedestrians and cyclists use the A23 road and pavements for vital local trips

- 6) And the committee was concerned that the proposals failed to meet all the standards set out in TFL's new policy of Healthy Streets especially the lack of north south segregated cycle paths from Epsom Road southwards.
- 7) That some aspects of the proposals be reviewed to improve cycle provision to ensure segregated local cycle trips and avoid cyclists having to use pavements, which would to the detriments of pedestrians.

The Committee made the following recommendations to Transport for London, but are included here for noting by Cabinet:

- 1) To amend the proposals to ensure needs of local residents, pedestrians and cyclists are taken into account;
- 2) The cycle lanes on Epsom Road be reviewed to have both cycle lanes on the station side to improve cycle safety;
- 3) The scheme be reviewed to reduce conflict between cyclists and pedestrians;
- 4) Consideration be given to how cyclists would travel around Waddon safely, especially young people cycling to school, parks, the station and McDonalds;
- 5) A dedicated cycle lane north/south be provided south of Epsom Road;
- 6) The possibility of acquiring land from the Morrisons site be reviewed to provide for these segregated cycle lanes; and
- 7) Disability groups be approached to participate in the consultation to ensure the final plans are accessible to all.

4. 19 SEPTEMBER 2017 – CHILDREN AND YOUNG PEOPLE SCRUTINY SUB-COMMITTEE RECOMMENDATIONS

4.1 The Committee considered an item on the Council's Improvement Plan; present were the Cabinet Member for Children, Young People and Learning, the Head of Commissioning and Improvement (People) and the Director of Human Resources. The Committee made the following recommendations:

- 1) The Sub-Committee consider the up-to-date improvement plan for children's services at every meeting of this municipal year.
- 2) That the plan should include a "Red Amber Green" column so that progress can be followed more easily.
- 3) That learning and development visits should be organised in order to enable members to gain a better understanding of children's services and the needs of service users and enable them to monitor the quality of services more effectively.
- 4) That consideration should be given to running a dedicated staff satisfaction survey with staff in the Council's children services to identify issues hampering recruitment and retention of staff and ensure that results are processed quickly and lead to swift improvements.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

Not relevant for the purposes of this report.

6. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER

The recommendations are in accordance with the constitution.

This requires that the Scrutiny report is received and registered at this Cabinet Meeting and that a substantive response is provided within 2 months (ie. **Cabinet, 20 November 2017** is the next available meeting).

7. HUMAN RESOURCES IMPACT

Not relevant for the purposes of this report.

8. EQUALITIES IMPACT

Not relevant for the purposes of this report.

9. ENVIRONMENTAL IMPACT

Not relevant for the purposes of this report.

10. CRIME AND DISORDER REDUCTION IMPACT

Not relevant for the purposes of this report.

CONTACT OFFICER:

Stephen Rowan, Head of Democratic Services
and Scrutiny

T: 020 8726 6000 X 62529

Email: stephen.rowan@croydon.gov.uk

BACKGROUND DOCUMENTS:

Background document 1: Reports to the Streets, Environment and Homes Scrutiny Sub-Committee on 12 September 2017.

<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=170&MId=249>

Background document 2: Reports to the Children and Young People Sub-Committee on 19 September 2017.

<https://democracy.croydon.gov.uk/mgCalendarMonthView.aspx?XXR=0&M=9&DD=2017&ACT=Go>

REPORT TO:	Cabinet 20th November 2017
SUBJECT:	STAGE 2: RESPONSE TO RECOMMENDATIONS ARISING FROM: CHILDREN AND YOUNG PEOPLE SUB-COMMITTEE 20 JUNE 2017, HEALTH AND SOCIAL CARE SUB-COMMITTEE 18 JULY 2017 AND THE STREETS, ENVIRONMENT AND HOMES SUB-COMMITTEE 13 JUNE 2017 AND 31 JANUARY 2017
LEAD OFFICERS:	Jo Negrini, Chief Executive
CABINET MEMBERS:	All
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT:	The constitutional requirement that Cabinet receives recommendations from scrutiny committees and to respond to the recommendations within two months of the receipt of the recommendations.

CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON: The Constitution requires that in accepting a recommendation, with or without amendment, from a Scrutiny and Overview Committee or Sub-Committee, the Cabinet shall agree an action plan for the implementation of the agreed recommendations and shall delegate responsibility to an identified officer to report back to the Scrutiny and Overview Committee or Sub-Committee, within a specified period, on progress in implementing the action plan.

Corporate Plan sections:
 Croydon a Place to Live and Work;
 Fairness – Equalities, Open & Accountable;
 Croydon Safe & Secure; Sustainable Transport.

FINANCIAL IMPACT:

The recommendations in this report may have a financial implication and as each recommendation is developed the financial implication will be explored and approved.

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

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

1. RECOMMENDATIONS

The Cabinet is recommended to approve the response reports and action plans attached to this report (at Appendix A) and that these be reported to the Scrutiny and Overview Committee or relevant Sub-Committees.

2. EXECUTIVE SUMMARY/DETAIL

2.1 This report asks the Cabinet to approve the full response reports arising from the Stage 1 reports to the Cabinet meeting held on 18 September 2017 including:

- Action plans for the implementation of agreed recommendations, or
- Reasons for rejecting the recommendations

and that these be reported to the Scrutiny and Overview Committee or relevant Sub-Committees.

3. SCRUTINY RECOMMENDATIONS

3.1 The Scrutiny recommendations are contained in the schedule in the appendix to this report.

3.2 The detailed responses (including reasons for rejected recommendations) and action plans (for the implementation of agreed recommendations) are contained in the appendices.

4. CONSULTATION

Not relevant for the purposes of this report.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

Not relevant for the purposes of this report.

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

The recommendations are in accordance with the constitution.

7. HUMAN RESOURCES IMPACT

Not relevant for the purposes of this report.

8. EQUALITIES IMPACT

Not relevant for the purposes of this report.

9. ENVIRONMENTAL IMPACT

Not relevant for the purposes of this report.

10. CRIME AND DISORDER REDUCTION IMPACT

Not relevant for the purposes of this report.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 These are contained in the appendix to this report.

12. OPTIONS CONSIDERED AND REJECTED

12.1 These are contained in the appendix to this report.

CONTACT OFFICER:

Stephen Rowan, Head of Democratic Services
and Scrutiny
T: 020 8726 6000 X 62529
Email: stephen.rowan@croydon.gov.uk

BACKGROUND DOCUMENTS:

Background document 1: Reports to the Children and Young People Sub-Committee 20 June 2017

<https://democracy.croydon.gov.uk/CeListDocuments.aspx?Committeed=167&MeetingId=1021&DF=20%2f06%2f2017&Ver=2>

Background document 2: Reports to the Health and Social Care Sub-Committee on 18 July 2017.

<https://democracy.croydon.gov.uk/CeListDocuments.aspx?Committeed=168&MeetingId=1032&DF=18%2f07%2f2017&Ver=2>

Background document 3: Reports to the Streets, Environment and Homes Sub-Committee on 13 June 2017.

<https://democracy.croydon.gov.uk/CeListDocuments.aspx?Committeed=170&MeetingId=1040&DF=13%2f06%2f2017&Ver=2>

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SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
STREETS, ENVIRONMENT AND HOMES SUB-COMMITTEE - At its meeting on 13 June 2017, the Committee RESOLVED to recommend the following:						
1. The Cycling Strategy be adopted;	Place / Cllr King	Accept	Heather Cheesbrough/Ian Plowright	Cost of copywriting and design plus officer time	December 2017	
2. Within the Cycling Strategy, a greater emphasis be given to the health benefits of cycling and the lives that could be saved from cycling;.	Place / Cllr King	Accept	Heather Cheesbrough/Ian Plowright	None	December 2017	
3. A promotional campaign be undertaken to inform residents of the benefits of E-Bikes and an event be arranged to encourage councillors to trial them;	Place / Cllr King	Accept	Heather Cheesbrough/Ian Plowright	Cllr's event on 30 Oct. No cost implications Promotional campaign yet to be scoped. Costs unclear until scope agreed	Cllr's event on 30 Oct Promotional campaign to be run in the Spring	
4. Greater emphasis be given to schemes to promote cycling among young people and encourage all schools to participate in the Bikeability scheme;	Place / Cllr King	Accept Bikeability training already offered to Croydon schools and all children / young people in Croydon	Heather Cheesbrough/Ian Plowright/Steve Iles Mike Barton	Bikeability cycle skills training costs currently met with funding provided by TfL through the Local Implemenattion Plan process. Additional cost of further		

SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
				promotion and more training potentially capable of being met from here but it would have opportunity cost implications		
5. Consider encouraging schools to introduce cycling clubs and competitions;	Place / Cllr King	Accept	Heather Cheesbrough/Ian Plowright/Steve Iles/Mike Barton	As yet unknown. Dependent of the nature of the encouragement and any investment needed to support clubs	Ongoing starting Spring 2018	
6. The review into byelaws of all parks continue and to ensure the right balance be found to ensure cycling in parks was found to ensure safe cycling and enjoyment of parks for all;	Place / Cllr King	Accept	Stephen Tate/ Ian Plowright	Not yet costed. Officer time required on process to grant a privilege to cycle in each park and on measures / means of ensuring the right balance in each park. Cost of consultation and analysis. Cost of signing the privilege and any associated restrictions	2019	

SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
CHILDREN AND YOUNG PEOPLE SCRUTINY SUB-COMMITTEE- At its meeting on 20 June 2017, the Committee RESOLVED to recommend the following::						
1. That the Council should develop effective communication methods for encouraging all children and young people in the borough to engage, using current popular social media such as Twitter, Facebook, etc., and that officers should report back to the sub-committee within a year on methods used and their effectiveness in engaging all young communities in the borough.	People / Cllr Flemming	Accept	David Butler	Within existing budget	To be implemented by December 2017	
2. That Cabinet reports relating to children and young people e.g. school estates, housing, etc., should include a paragraph setting out officers' considerations on impacts on this age group and indicates how they have been consulted and their views.	People / Cllr Flemming	Accept – pending acceptance of the Youth Engagement Strategy at Cabinet on 18 October 2017.	David Butler	None	Timetable to be agreed with Elected Members and Legal and Democratic Services assuming acceptance of the principle at Cabinet on 18 October 2017. Aim to have in place for April 2018 onwards.	

SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
HEALTH AND SOCIAL CARE SCRUTINY SUB-COMMITTEE- At its meeting on 18 July 2017, the Committee RESOLVED to recommend the following:						
1. The multi-agency group working on the suicide prevention and self-harm reduction plan and led by the council should include local community and voluntary groups who provide support around suicide prevention and harm reduction..	People / Cllr Woodley	Accepted – There has been a community and volunteer engagement process in summer 2017 where representatives from local community and volunteer organisations have participated in the development of the final draft plan	Rachel Flowers	Nil	Implementation of the action plan expected by the end of 2017. The plan will be reviewed and updated annually by the multi-agency group (including local community and voluntary groups)	
2. The suicide prevention and self-harm reduction plan being developed should use national guidance and good practice elsewhere to identify key factors that may lead to a higher risk of suicide in the borough. Members recognise the importance of non-identifiable data in any mapping across the borough to inform the council's strategy and develop good practice.	People / Cllr Woodley	Accepted – the final draft has been informed by national guidance (e.g. Public Health England) and is evidence based.	Rachel Flowers	Nil	Completed – the plan will be reviewed annually and will evolve as new priorities and evidence emerge	
3. The development of the suicide prevention and self-harm reduction plan should include an examination of how key stakeholder policies could be modified to reduce the risk of suicide and self-harm for vulnerable people.	People / Cllr Woodley	Accepted - a multi-agency group has worked together during summer 2017 to agree a set of high priority actions for the next 3 years, including review and sharing of policies	Rachel Flowers	Nil	Reflected within the implementation action plan that the suicide prevention and self-harm reduction network members will share and develop their internal policies within year 1	

SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
<p>4. A more in depth review is required of the Outcome Based Commissioning for the Over 65s . How this will be progressed is currently be considered and will be included in the scrutiny work programme although the time for this could be in next year's programme to allow sufficient review.</p>	<p>People / Cllr Woodley</p>	<p>Accept</p>	<p>Guy Van Dichele / Rachel Soni</p>	<p>Yes Savings and Investment related to The Alliance</p>	<p>2-10 Year OBC Alliance Agreement for decision by Cabinet is in December / January. Opportunity for Scrutiny to input and gain assurance on the plans to move forward with the 2-10 Year Transformation Plan</p>	<p>14th November 2017 (this is the only opportunity to do this as the next Scrutiny is after the report is written for the Cabinet)</p>

SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
STREETS, ENVIRONMENT & HOMES SUB-COMMITTEE - At its meeting on 31 January 2017, the Committee RESOLVED to recommend the following:						
<p>1. Recommend to the Cabinet Member for Transport and Environment not to proceed with congestion charging, but to review whether the Croydon Parking Policy needs amending to discourage use of worst polluting diesel cars.</p>	<p>Place Cllr King</p>	<p>Accept - Cabinet has no plans to introduce congestion charging in Croydon. The parking policy was reviewed in Feb 2017 when on-street parking charges and permit fees were set for the financial year 2017/18</p> <p><i>This has been referred back for response as "it did not respond to the element about discouraging diesel cars."</i></p>	<p>Steve Iles director of streets</p>	<p>Not known at this stage</p>	<p>The completion of the borough wide 20MPH project is expected to be April 2018 and therefore the anticipated impact assessment is expected in Spring 2021</p>	

SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
2. Recommend to Royal Mail (re-recommendation from a previous review) that they consider opening a parcel collection point in the centre of Croydon which will enable fewer car journeys for people to collect their parcels.	Royal Mail / Stuart King, Cabinet Member for Transport and Environment	<p>Accept - such a move by Royal Mail would be welcomed by the council as this would potentially reduce some car journeys from Croydon roads.</p> <p><i>This has been referred back for response "to Heather Cheesbrough for an action plan."</i></p>	Steve Iles director of streets	Nil	Immediate	

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Croydon Council

REPORT TO:	CABINET 20th November 2017
SUBJECT:	Investing in our borough
LEAD OFFICER:	Richard Simpson, Executive Director Resources & S151 Officer Sarah Ireland, Director of Commissioning & Improvement
CABINET MEMBER:	Councillor Simon Hall Cabinet Member for Finance and Treasury
WARDS:	All
<p>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON: Effective outcome based commissioning and prudent financial transactions contribute to all corporate priorities.</p> <p>The Council’s commissioning strategy sets out the approach to commissioning and procurement and puts delivery of outcomes at the heart of the decision making process. As the Council develops more diverse service delivery models, it is important to ensure that our contractual and partnership relationships are not only aligned to our corporate priorities but also represent value for money for citizens and taxpayers, contributing to the growth agenda for Croydon. The contracts (awarded or recommended for award) and partnership arrangements included in this report will support the Council to achieve the Ambitious for Croydon outcome “to be innovative and enterprising in using available resources to change lives for the better.”</p>	
<p>FINANCIAL SUMMARY: There are no direct costs arising from this report.</p>	
<p>KEY DECISION REFERENCE NO.: There are key decisions mentioned in this report, but approval of the recommendations in Section 1 of the report would not constitute key decisions.</p>	

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

1. RECOMMENDATIONS

1.1 The Cabinet is requested to note:-

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

1.1.2 The list of delegated award decisions made by the Director of Commissioning and Improvement, between 14/09/2017 – 18/10/2017.

1.1.3 Contract awards recommended to the Cabinet for approval which are the

subject of a separate agenda item and referenced in section 4.3 of this report.

1.1.4 The list of decisions taken since the last meeting of Cabinet by the nominated Cabinet member in consultation with the Cabinet Member for Finance and Treasury, under the Leaders specific delegated authority for those contract awards

1.2 The Cabinet is requested to agree

1.2.1 The list of procurement strategies over £5,000,000 in value, referenced in section 4.5, as shown in the appendix (**e-copy**).

2. EXECUTIVE SUMMARY

2.1 This is a standard report which is presented to the Cabinet, for information, at every scheduled Cabinet meeting to update Members on:

- Contracts anticipated to be awarded under delegated authority from the Leader by the nominated Cabinet Member, in consultation with the Cabinet Member for Finance and Treasury and with the Leader in certain circumstances, before the next meeting of Cabinet.
- Delegated contract award decisions made by the Director of Commissioning and Improvement 14/09/2017-18/10/2017.
- Property acquisitions and disposals to be agreed by the Cabinet or the Cabinet Member for Finance and Treasury (as appropriate) either as part of this agenda or before the next meeting of Cabinet. [As at the date of this report there are none]
- Contract awards to be agreed by the Cabinet at this meeting which are the subject of a separate agenda item;
- The list of decisions taken since the last meeting of Cabinet by the nominated Cabinet member in consultation with the Cabinet Member for Finance and Treasury, under the Leaders specific delegated authority for those contract awards
- Partnership arrangements to be agreed by the Cabinet at this meeting which are the subject of a separate agenda item; [As at the date of this report there are none]

2.2 The list of procurement strategies where the value of the proposed contract is above £5,000,000 and approved under the Leaders delegation by, as appropriate, Executive Directors for Place, People and Resources departments in consultation with the Cabinet Member for Finance and Treasury.

3. DETAIL

3.1 Section 4.1 of this report lists those contracts that are anticipated to be awarded by the nominated Cabinet Member.

- 3.2 Section 4.2 of this report lists the delegated award decisions made by the Director of Commissioning and Improvement, between 14/09/2017-18/10/2017.
- 3.3 Section 4.3 of this report lists the contract award recommended to the Cabinet for approval at this meeting. This contract award is the subject of a separate agenda item and is itemised in this report for information only.
- 3.4 Section 4.4 of this report lists the decisions taken since the last meeting of Cabinet by the nominated Cabinet member in consultation with the Cabinet Member for Finance and Treasury, under the Leaders specific delegated authority for those contract awards
- 3.5 Section 4.5 of this report lists the procurement strategies where the value of the proposed contract is above £5,000,000 and approved under the Leaders delegation by, as appropriate, Executive Directors for Place, People and Resources departments in consultation with the Cabinet Member for Finance and Treasury.
- 3.6 The Council's Procurement Strategy and Tenders & Contracts Regulations are accessible under the Freedom of Information Act 2000 as part of the Council's Publication Scheme. Information requested under that Act about a specific procurement exercise or contract held internally or supplied by external organisations, will be accessible subject to legal advice as to its commercial confidentiality, or other applicable exemption, and whether or not it is in the public interest to do so.

4. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

4.1 Proposed contract awards

- 4.1.1 Revenue and Capital consequences of contract award decisions to be made between £500,000 to £5,000,000 by the nominated Cabinet Member in consultation with the Cabinet Member for Finance and Treasury or, where the nominated Cabinet Member is the Cabinet Member for Finance and Treasury, in consultation with the Leader.

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept/Cabinet Member
Internal Audit & Anti-Fraud Contract Award for a contract term of 6 years with options to extend for a further 2 years	Total contract award value £3,168,000		Resources/ Cllr Simon Hall

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept/Cabinet Member
Open Access Counselling Services for Children and Young People - Croydon Drop In for a contract term of 1 year with the option to extend for a further 1 year	Total contract award value £300,000 (aggregate value from 2016 to 31st March 2020 £600,000)		People/ Cllr Alisa Flemming
Community Equipment Dynamic Purchasing System 2 - Paediatrics & Young Adults Equipment for a maximum contract term of 3 years	Total contract award value £1,696,970 (Croydon)		People/Cllr Louisa Woodley
Community Equipment Dynamic Purchasing System 3 - Simple Aids for a maximum contract term of 2 years	Total contract award value £4,674,381 (Croydon)		People/Cllr Louisa Woodley

CONTRACT EXTENSIONS					
Contract Title	Value of Contract to Date	Revenue value of Extension Term	Total Revenue value including extension term	Contract Capital Budget	Dept/Cabinet Member
Supervised Contact and Assessment Framework – contract variation	£3,200,000	£1,300,000	£4,500,000	NIL	People/ Cllr Alisa Flemming

4.2 Delegated award decisions made by the Director of Commissioning and Improvement

4.2.1 Revenue and Capital consequences of delegated decisions made by the Director of Commissioning and Improvement for contract awards between £100,000 & £500,000 and contract extension awards (no limit to value) that were previously approved as part of the original contract award recommendation.

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept
Direct Award of Advocacy Provision 2017/18 for a maximum contract term of 12 months	Total contract award value £127,352		People
SEND Demand Modelling and Strategic Planning Support for a maximum contract term of 4 months	Total contract award value £179,850		People

CONTRACT EXTENSIONS					
Contract Title	Value of Contract to Date	Revenue value of Extension Term	Total Revenue value including extension term	Contract Capital Budget	Dept/Cabinet Member
Education attendance and achievement tracking service for Children Looked After – contract variation	£120,000	£22,500	£142,500	NIL	People/ Cllr Alisa Flemming

4.3 Revenue and Capital consequences of contract award decisions to be taken by Cabinet which are the subject of a separate agenda item.

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept
South London Work & Health Programme Contract Award for a maximum contract term of 5 years	Total contract award value £13,380,000		Resources
Sports Physical Activity & Leisure Services Operator	£120,000,000 (Concessions Regulations)		Place

4.4 The list of decisions taken since the last meeting of Cabinet by the nominated Cabinet member in consultation with the Cabinet Member for Finance and Treasury, under the Leaders specific delegated authority for those contract awards.

CONTRACT EXTENSIONS					
Contract Title	Value of Contract to Date	Revenue value of Extension Term	Total Revenue value including extension term	Contract Capital Budget	Dept/Cabinet Member
Uniform for Development Management & Building Control – extension for a term of 2 years	£519,000	£135,000	£654,000	NIL	Resources/ Cllr Simon Hall

- 4.5 Revenue and capital consequences of procurement strategy decisions to be made over £5,000,000 by Cabinet **(as detailed in the e-copy appendix)**

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept
ICT Sourcing Strategy	£18,000,000		Resources

Approved by: Lisa Taylor, Director of Finance, Investment and Risk and Deputy Section 151 Officer

5. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 5.1 The Council Solicitor comments that the information contained within this report is required to be reported to Members in accordance with the Council’s Tenders and Contracts Regulations and the council’s Financial Regulations in relation to the acquisition or disposal of assets..

Approved by Jacqueline Harris-Baker, Director of Law and Monitoring Officer

6. HUMAN RESOURCES IMPACT

- 6.1 There are no immediate HR issues that arise from the strategic recommendations in this report for LBC staff. Any specific contracts that arise as a result of this report should have their HR implications independently assessed by a senior HR professional.

Approved by: Sue Moorman, Director of Human Resources

7. EQUALITY IMPACT

- 7.1 An Equality Analysis process has been used to assess the actual or likely impact of the decisions related to contracts mentioned in this report and mitigating actions have been defined where appropriate.
- 7.2 The equality analysis for the contracts mentioned in this report will enable the Council to ensure that it meets the statutory obligation in the exercise of its functions to address the Public Sector equality duty (PSED). This requires public bodies to ensure due regard to the need to advance equality of opportunity; foster good relations between people who share a “protected characteristic” and those who do not and take action to eliminate the potential of discrimination in the provision of services.
- 7.3 Any issues identified through the equality analysis will be given full consideration and agreed mitigating actions will be delivered through the standard contract delivery and reporting mechanisms.

8. ENVIRONMENTAL IMPACT

- 8.1 Any issues emerging in reports to the relevant Cabinet member will require these considerations to be included as part of the standard reporting requirements, and will not proceed without full consideration of any issues identified.

9. CRIME AND DISORDER REDUCTION IMPACT

- 9.1 Any issues emerging in reports to the relevant Cabinet Member will require these considerations to be included as part of the standard reporting requirements, and will not proceed without full consideration of any issues identified.

CONTACT OFFICER:

Name:	Rakhee Dave-Shah
Post title:	Head of Commissioning and Improvement (Corporate)
Telephone no:	63186

BACKGROUND DOCUMENTS:

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

- *Internal Audit & Anti-Fraud Contract Award*
- *Open Access Counselling Services for Children and Young People - Croydon Drop In – Contract Award*
- *Supervised Contact and Assessment Framework – Contract Variation*

CONFIDENTIAL BACKGROUND DOCUMENTS- EXEMPT FROM PUBLIC DISCLOSURE

The following Part B background documents are exempt from public disclosure because they contain exempt information as defined in paragraph no. 3 of Schedule 12a to the Local Government Act 1972 (as amended).

- *Internal Audit & Anti-Fraud - Contract Award*

For General Release

REPORT TO:	Cabinet 20 November 2017
SUBJECT:	Sport, Physical Activity and Leisure Services Operator – Appointment of Preferred Bidder
LEAD OFFICERS:	Shifa Mustafa, Executive Director of Place Steve Iles, Director of Streets
CABINET MEMBER:	Councillor Timothy Godfrey, Cabinet Member for Culture, Leisure and Sport Councillor Simon Hall, Cabinet Member for Finance and Treasury
WARDS:	All

CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON

The appointment of an operator for sport, physical activity and leisure services will address all three of the Corporate Plan Priorities, specifically to make parks and open spaces a cultural resource and to improve wellbeing across all communities through sport and physical activity. As part of the Council’s Ambitious for Croydon framework, a key outcome is to improve wellbeing across all communities through sport and physical activity. The Council’s Liveability Strategy, approved by Cabinet on 13 July 2015 (A68/15), committed to develop an integrated approach to sports and physical activities that ensure we maximise the use of our parks, open spaces and leisure assets to increase participation and improve health outcomes for our residents. The recommendations set out in this report will support delivery of that ambition.

FINANCIAL IMPACT:

The agreement for the Sport, Physical and Leisure Services Operator will be a concessions agreement, with a significantly reduced revenue subsidy from the Council in years 2018/19 to 2020/21, saving £1m by 2021 and resulting in a zero contribution from 2021/22 until the end of the contract.

KEY DECISION REFERENCE NO:- 1617CAB

The decision may be implemented from 1300 hours on the expiry of 5 working days after it is made, unless the decision is referred to the Scrutiny & Strategic Overview Committee by the requisite number of Councillors.

1. RECOMMENDATIONS

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

The Cabinet is recommended to:

- 1.1 Agree the appointment of the party named in the Part B report as the Preferred Bidder for the Sport, Physical and Leisure Services Operator concessions contract.
- 1.2 Agree that the name of the Preferred Bidder be published upon conclusion of the standstill period required under regulation 47 of the Concessions Contract Regulations 2016.
- 1.3 Agree that subject to:
 - 1.3.1 'fine tuning' discussions with the Preferred Bidder being resolved to the satisfaction of the Council and there being no material changes to the proposed solution beyond the scope set out in this report; AND
 - 1.3.2 The terms and conditions of all necessary documentation being to the satisfaction of the Director of Law and Monitoring Officer; that
 - 1.3.3 authority to award the final contract and leases and agree all necessary documentation be delegated to the Executive Director Place, in consultation with the Cabinet Member for Culture, Leisure and Sport and the Cabinet Member for Finance and Treasury.
- 1.4 Note that the contract is valued at £160m for a term of twenty years (15+5), with a review clause at year 10.

2. EXECUTIVE SUMMARY

- 2.1. A key priority in the Council's Liveability Strategy is to develop an integrated approach to sports and physical activity that ensures we maximise the use of our leisure assets, parks, and green spaces to increase participation and improve health outcomes and build foundations for an active life for our residents. As identified in the Opportunity and Fairness Commission, final report published in January 2016, the Council recognises that engagement with sports and physical activity can also be a key component of vibrant, responsible and connected communities. By creating an offer which makes best use of the borough's indoor and outdoor infrastructure, the Council can ensure a sustainable model which harnesses the wider community benefits achieved through participation in sports, physical activity and community activities.
- 2.2. The Council is seeking to maximise access to these benefits by increasing participation in sports and physical activity, working with health partners, National Governing Bodies (NGB), other organisations, businesses, schools and communities to:
 - develop an integrated approach to sports and physical activities that ensures we maximise the use of our parks, open spaces and leisure assets to increase participation and improve health outcomes for our residents.
 - target our resources on increasing access to and participation in sports and physical activity of vulnerable and disadvantaged groups within our communities.

- 2.3. In developing the preferred approach for its sports and physical activity assets, the Council has recognised the benefit of an integrated approach with its parks and green spaces. A key priority is to ensure that our parks and green spaces support and encourage active lifestyles, provide high quality sports facilities, give children a space to play in, address inequalities and host a range of well publicised activities for all (walks for health, outdoor gyms, etc.) Currently, there are over 32,000 people who regularly participate in physical activities in Croydon’s parks and open spaces including: park runs, British military fitness, health walks, football, cricket, outdoor gyms / trim trail, volunteering in parks and sailing. With this in mind, it is essential that the Council’s indoor sports facilities complement and enhance the offer available in the boroughs parks and green spaces.
- 2.4. The current leisure services contract expires in March 2018 and the Council has agreed that an integrated model should be introduced as part of the new contract, ensuring the Council’s own leisure assets are part of a cohesive leisure offer which takes account of the mixed economy of providers and the opportunities to align indoor and outdoor provision. To achieve that ambition, the Council has undertaken a procurement exercise in accordance with the Concessions Contract Regulations 2016 (“CCR”) to appoint an operator that can deliver a high quality sports and leisure service for indoor facilities and outdoor spaces within the scope of the contract. This will also include ongoing investment to ensure the standards are maintained throughout the contract period.
- 2.5. This report sets out the background to the procurement, the sourcing approach undertaken and the outcome of that process. It recommends the appointment of a Preferred Bidder for the Sport, Physical and Leisure Services Operator concession contract and appropriate next steps.
- 2.6. The content of this report was endorsed by the Contracts and Commissioning Board on 9 November 2017.

CCB Approval Date	CCB ref. number
09/11/17	CCB1285/17-18

3. DETAIL

- 3.1 As a growing borough with an excitingly diverse community, the Council is ambitious to deliver a first class excellent rated leisure service to cater to a range of communities across the borough. Ensuring access to sports and leisure provides an opportunity to maximise a wide range of wellbeing and community benefits. The Council wants to ensure that its own sports and leisure facilities are part of an integrated model, ensuring provision of a range of opportunities for local residents to engage in physical activity as part of a broader wellbeing and cultural offer, as well as being able to develop and maximise their potential through recognised pathways of development. This is in line with national policy objectives and the aspirations of the NGBs of sport to help raise physical activity levels.

- 3.2 Locally, this will complement the wellbeing and community engagement objectives of the Council's Live Well model, Cultural Programme and Parks Review. By developing these strategic programmes concurrently, there is a significant opportunity to maximise impact across all areas, ensuring that residents are able to access a diverse culture, leisure and sports offer in a range of high quality public spaces.
- 3.3 Through Live Well, the Council has been developing a holistic support programme to enable healthy lifestyle change that addresses the barriers to making healthy choices. Through a single point of access that leads to a range of interventions, there will be a range of options appropriate to individual and community need. As part of this initiative, it is intended to provide clear signposting to the leisure centre and outdoor recreation offer for those interested in pursuing sports and physical activity and improving their social wellbeing. Furthermore, where there is evidence of interest in new or different activities, the Council can utilise this intelligence to ensure its leisure offer remains fit for purpose and responds to local demand.
- 3.4 The Council's current indoor leisure provision is comprised of five leisure centres (Waddon, Thornton Heath, South Norwood, New Addington and Purley); along with a dual use sports and community centre at Monks Hill; and Croydon Arena, which provides an eight lane 400m running track and floodlit football pitch. The five leisure centres are operated by Fusion, under a contract awarded in 2007. The contract has been varied in line with the contractual change control procedures and has been extended for a period of four months, to expire in March 2018.
- 3.5 The Fusion contract also provides for maintenance of the Waddon, Thornton Heath and South Norwood leisure centres. Purley and New Addington leisure centres are maintained by the Council through its current facilities management (FM) contract. Monks Hill and Croydon Arena are currently operated in-house and are maintained through the Council's FM contract.
- 3.6 Ashburton Hall, which provides a mix of meeting and community rooms along with small refreshments area, has been included within the contract opportunity. Bidders were asked to show how Ashburton Hall could be utilised to enhance the leisure offer at Ashburton Park and provide an accessible community facility, without additional cost to the contract.
- 3.7 The Council's outdoor sports and leisure offer is currently managed by its Grounds Maintenance contractor. The Grounds Maintenance contractor is responsible for maintenance of the sites for activities, such as Golf, Fishing and Tennis courts ensuring that these are available for use during the operating times of the parks and open spaces, this does not include the service delivery and development of these activities. An annual guaranteed income of £10,000 arising from the sports hire within the parks and open spaces is payable to the Council. Under the new contract the development and operation of the outdoor hard court spaces across the borough will be the responsibility of leisure operator to enable greater use and investment into facilities. This also includes further investment opportunity with other partners identified through the Playing Fields Strategy such as the Lawn Tennis Association and Football Association

to further enhance areas. The grounds maintenance obligations will remain with the Council's current provider.

- 3.8 The Council is seeking to enter into a long-term successful partnership with an established Operator to manage our leisure centres, and outdoor hard court facilities in parks and green spaces, to enhance the quality of the current offer, to deliver significant financial savings, and to work in partnership with the Council's existing services, to ensure residents have access to the relevant tools to make positive choices which will enrich their wellbeing. The Council has sought an Operator who will take into consideration local, regional and national policy, as well as understanding the borough's needs, aspirations and priorities, to establish a fruitful and holistic approach to sport, physical activity and leisure services. The Council wants to work with an entrepreneurial partner to develop new opportunities which can enhance the sports, physical activity and leisure offer across the borough and which will complement the existing provision. We are keen to work with an Operator who will maximise commercial opportunities whilst addressing and engaging fully with Croydon's diverse communities.

Requirements

- 3.9 To achieve that ambition, the Council has sought a suitably qualified operator that can run all aspects of an integrated Sport, Physical and Leisure Services offer, delivering across a number of specialisms. The Council is seeking a renewed focus to sport and leisure in Croydon, which makes use of all of the varied assets in the borough to provide a joined up package developing and managing operations, maximising commercial opportunities and delivering the social objectives, whilst also considering the following ten requirements across the entire estate:
- Successful and financially sustainable operation of the facilities
 - Effective management and programming of indoor facilities
 - Effective management and programming of outdoor hardcourt facilities and parks development opportunities
 - Accessibility and Concessions
 - Improving equality and delivering social value
 - Supporting Health and Wellbeing priorities
 - Supporting 'Live Well'
 - Ensuring national, regional and local strategic alignment
 - Supporting Sport & Physical Activity (SPA)
 - Effective facilities management and health and safety
- 3.10 The operator will be required to attain and maintain Sport England's recommended continuous improvement Quality management framework for Leisure Facilities and Sports Development (or subsequent national framework). It is asked to achieve and maintain a rating of "Excellent" and work towards Quest Stretch targets where possible which will be monitored by the authorities Leisure contracts team as well as external assessment and verification. The scheme has moved away from an input based scheme towards impact and outcomes that stretches facilities and promotes continuous improvement and benchmarking to industry best practice. This is assessed against five key themes:

- Impact and Outcomes
- National Governing Bodies
- People Development
- Legacy
- Health and Well Being

Sourcing strategy

- 3.11 The operation of the facilities must be financially sustainable, building reserves for future capital costs, bringing in revenue to ensure optimal opportunity to facilitate concessionary rates, and developing commercial income to ensure a significant reduction in the management fee payable by the Council. Given that there is an ambition for no long-term revenue subsidy, the Council determined that the opportunity meets the definition of a concessions contract as per regulation 3.3 and 3.4 of the CCR, in that the opportunity will transfer to the concessionaire an operating demand or supply risk that involves real exposure to the vagaries of the market, such that any potential estimated loss incurred by the concessionaire shall not be merely nominal or negligible.
- 3.12 The operator will be required to identify the level of investment needed to mobilise the new offer prior to opening, including the level of capital fit-out costs needed for: the new facility in New Addington and Ashburton Hall; to launch the new programme, and to maintain the assets during the life of the contract. Alongside these costs, investment is needed for the outdoor hardcourt areas and development of outdoor programmes. In line with regulation 18 of the CCR, the Council determined that the time period over which the investment can be recouped in operating the services together with a return on invested capital, taking into account the investments required to achieve the specific contractual objectives, would be a maximum of twenty years. The term of the operator agreement has therefore been limited to twenty years, with a break option at year ten and an extension option at year fifteen (15+5), subject to satisfactory performance.
- 3.13 Based on the maximum twenty year term, the concession was valued at £6m per annum, accounting for an estimated contract value of £120m over the maximum twenty year term. The estimated contract value accounts for the potential turnover to the operator to be generated over the contract term in delivering the totality of the Council's Requirements described in the concessions documentation, as summarised in paragraph 3.9. Following receipt of tenders, the Council has increased the contract value to £8m per annum in line with the proposals received from bidders, resulting in an estimated contract value of £160m over the maximum twenty year (20) term.
- 3.14 Given that the value is in excess of the EU threshold, the procurement process was conducted in line with the CCR. The CCR provides for flexible approaches to the procurement route and the Council adopted a route to market commensurate with the competitive dialogue procedure described in Regulation 30 of the Public Contract Regulations 2015 ("PCR"). This was determined as the optimal route given that the Council requires an innovative and locally responsive solution which is not readily available from the market. In particular, it was proposed that dialogue will focus on the business model and commercial

terms to ensure a solution capable of providing an overall economic advantage for the Council.

- 3.15 The Contracts & Commissioning Board approved the procurement route for the appointment of an operator for Sports, Physical Activity and Leisure services outlined above (reference: CCB1242/17-18).

Procurement process

- 3.16 In line with the procurement strategy, on 9th June the Council published a Concession Contract Notice in the Official Journal of the European Union (OJEU) inviting suitably qualified operators to express interest in the concessions contract opportunity. Potential operators were required to complete the Standard Selection Questionnaire (SSQ), mandated by the Cabinet Office, which was adopted in order to shortlist bidders.
- 3.17 Five SSQ responses were received by the deadline. In line with the published selection criteria, bidders were assessed as below:
- Stage 1: completeness, compliance and eligibility
 - Stage 2: economic and financial standing
 - Stage 3: technical and professional ability
- 3.18 All five applicants successfully complied with the SSQ Stage 1 requirements including the following:
- No issues arising from Mandatory and Discretionary Grounds for Exclusion
 - Provided relevant experience and contract examples
 - Compliance with self-certification requirements (Insurance; Modern Slavery Act; Equalities; Health and Safety).
- 3.19 Four applicants met the minimum turnover threshold (£6 million per annum for each of the most recent two years) and achieved the minimum transaction size of £6m based on their company health rating and turnover. One applicant met the minimum turnover threshold for the most recent year, but, due to their recent incorporation they only had financial data for one year. In addition, this applicant did not meet the minimum transaction size of £6m based on their company health rating and turnover. Their health score was assessed as Caution, resulting in a maximum transaction size of £2.299m and they were assessed as receiving an “Unacceptable” rating
- 3.20 Section 8.27 of the SSQ Information and Guidance states the following:

Notwithstanding the above, if a potential supplier has received an “Unacceptable” rating for Economic and Financial Standing, but the Council considers that it is in the best interests of the procurement process to allow the potential supplier to pass the Economic and Financial Assessment and it is believed there are potential benefits to the Council which outweigh any potential risks, the Council reserves the right in accordance with the Councils Tenders and Contracts Regulations to report to the Council’s Section 151 officer outlining any mitigating circumstances why on this occasion a potential supplier, receiving an “Unacceptable” rating should pass the Economic and

Financial Assessment. The decision of the Council's Section 151 officer will be final.

- 3.21 For this reason, it was determined to assess the applicant's technical and professional submission to determine whether it would be in the best interests of the procurement process to apply the permitted discretion and allow the applicant to pass the Economic and Financial Assessment.
- 3.22 The technical and professional selection criteria applied include specialist expertise and experience of delivering the totality of the requirements, weighted as below:

Question	%
6.4A(1) The successful and financially sustainable operation of leisure services, both indoor and outdoor facilities	35%
6.4.A(2) Ensuring equality, accessibility and customer satisfaction	10%
6.4A(3) Supporting health and wellbeing through sport, physical activity and leisure services	15%
6.4A(4) Working in partnerships	10%
6.4A(5) Social Value	5%
6.4A(6) Premises and Equipment Management	15%
6.4A(7) Business Continuity	5%
6.4A(8) Health and Safety	5%
TOTAL	100%

- 3.23 Responses were scored on a scale of 0 (Unacceptable) to 5 (Excellent) in line with the selection scoring methodology outlined in the SSQ. A score of 2 (Fair) was required in respect of all selection criteria in order for the submission to meet the minimum threshold.
- 3.24 Four applicants achieved acceptable scores for all criteria. The applicant which had received an 'Unacceptable' rating at the stage 2 assessment, failed to achieve the minimum score for two areas: Business Continuity and Health and Safety. This applicant had been assessed on a provisional basis to determine whether there was a case for it being in the best interests of the procurement process to allow the potential supplier to pass the Economic and Financial Assessment as there are potential benefits to the Council which outweigh any potential risks. Given that the applicant failed to achieve the minimum level of professional and technical ability required, it was determined that it is not in there are not potential benefits to the Council which outweigh any potential risks and it is not in the best interests of the procurement process to allow the potential supplier to pass the Economic and Financial Assessment. For this reason, the applicant was determined to have failed at Stage 2: Economic and Financial Standing. Further details as to the scores achieved by the bidders are set out in the Part B report.

- 3.25 Following evaluation and moderation of the SSQ submissions, one bidder was unsuccessful at stage 2: completeness, compliance and eligibility. Four bidders met the minimum threshold and received an invitation to submit a solution (ISS) on 20th July. Prior to the deadline for ISS submissions, one bidder withdrew from the process.
- 3.26 On 17th August, the Council received three ISS submissions. Submissions were not scored, but were reviewed to determine key strengths and weaknesses in order to inform dialogue with bidders. The bidders were invited to competitive dialogue which commenced on 21st August -27th October. The Council adopted a streamlined dialogue process to ensure open and interactive sessions with the aim of developing optimal solutions for the final tender stage.
- 3.27 The agendas provided an opportunity for discussion of any elements of the Council's requirements and the Bidders' solutions. In this way, although following a uniform approach in terms of broad topic areas, the detailed discussions were tailored to the particular needs of each Bidder and the key aspects of their solution. Although the focus was on development of the initial solution, the Dialogue phase was not limited to discussion of proposals which Bidders set out in their ISS submission. The Council encouraged Bidders to raise any new ideas or alternative proposals during Dialogue to ensure that they had a full understanding of the Council's requirements and had been able to test all potential options with the Council.
- 3.28 On 6th October, the Council concluded that there was a sufficient amount of bidders capable of meeting their requirements and formally closed dialogue by issuing an invitation to submit final tenders (ISFT). Final tenders were received 30th October and were checked for compliance before being individually evaluated by the evaluation panel.
- 3.29 The final tenders were evaluated against eight criteria, weighted as below. The evaluation approach considers both qualitative and financial / commercial aspects to get a rounded view of the economic benefit in respect of each criteria.

Evaluation criteria	Weighting
Provision of a successful and financially sustainable sport, physical activity and leisure services operation, including both indoor and outdoor facilities	30%
Ensuring equality, accessibility and customer satisfaction	15%
Supporting health and wellbeing through sport, physical activity and leisure services	15%
Working in partnership	15%
Operational procedures and monitoring	7%
Health & Safety procedures and monitoring	7%
Planned and Ad Hoc building and equipment maintenance and monitoring	7%
Plan for mobilisation period	4%

- 3.30 Bidders were asked to submit written responses to eight method statements, aligned to the above evaluation criteria. In addition to their method statement response, bidders were asked to provide a financial model, financial assumptions narrative, KPI template, business plans for each of the facilities, a community and partnership programme and organograms. These were cross referenced with and taken into account as part of the assessment of each criterion to determine the solution most capable of providing an overall economic advantage for the Council.
- 3.31 The evaluation panel met on 6th and 7th November. Further details as to the scores achieved at the final tender stage are set out in the Part B report.

Appointment of the Preferred Bidder

- 3.32 Following application of the contract award evaluation criteria, the operator identified in the Part B report has been identified to meet the objective criteria which comply with the principles set out in Regulation 8 of the CCR and which ensure that tenders are assessed in conditions of effective competition so as to identify an overall economic advantage for the Council. Having evaluated the method statement responses, financial model, proposed KPIs and business plans for the facilities against each of the evaluation criteria, the Preferred Bidder has proposed a solution which will deliver an efficient and value for money service, achieved through the following:
- An innovative service, broadening and deepening participation and targeting the key requirements of the Council as set out in the tender documentation.
 - Working in partnership with the Council to continuously review the service provision to ensure the delivery of the leisure, sports and physical activity services fulfil their optimum capability and are best able to meet the needs of the communities they serve.
 - Investment in the development of services and staff whilst delivering against the Council's affordability over the term of the partnership.
 - A robust financial model, efficient management and the development of new products, activities, extensive outreach programmes, year-on-year increase in activity and participation levels and effective Business Continuity Planning
 - A new Membership Architecture and pricing structure to support participation by those on low incomes and/or benefits, compete with low cost private sector gym providers, ensure the financial benefit of the facilities flows to the Council from those in the community who can afford to contribute.
 - Compliance with London Living Wage is a condition of the operator agreement and the Preferred Bidder will work with Croydon Works to maximise opportunities for local people to secure employment opportunities across the facilities.
- 3.34 Some key highlights of what will be delivered are as follows:
- *Outdoor Facilities and Parks Strategy*: Croydon benefits from some great outdoor facilities and parks, and the preferred operator have devised a comprehensive Outdoor Facilities and Parks Strategy that activates these spaces and will lead to a significant increase in participation figures.

- Implement a concessionary pricing and membership structure that provides discount on activities and discounted hire rates for community groups
- *Gym Redecoration*: the gyms at South Norwood, Thornton Heath, Waddon and Purley will undergo a complete re-fresh that will include redecoration, new flooring and lighting.
- *Gym and Group Exercise Equipment*: Will provide State-of-the-art equipment and user interface technology which will attract extra users to centres as a USP.
- The (new) New Addington Leisure Centre has a significant budget allocated for Fixtures, Fittings and Equipment and both potential operators have been able to comment on design and to ensure the centre is equipped with all the appropriate equipment to run a wide ranging activity programme that specifically targets the Council's key priority groups including; Over 60s, Children, Vulnerable groups, persons with disabilities and communities facing socio-economic disadvantage.
- Future development options have been identified which, should the opportunity arise, would be developed further with the Council such as a leisure provision in the business district and identifying locations in the borough for future facilities.

3.35 For these reasons it is recommended that the Cabinet appoint the operator identified in the Part B report as the Preferred Bidder. In line with the Concessions Contract Regulations (regulation 47.1), the Council must send to each candidate and tenderer a notice communicating its decision to award the concession contract and it may not enter into the contract until conclusion of the standstill period, ending at midnight at the end of the 10th day after the relevant sending date. For this reason, it is proposed that the name of the successful operator be published after conclusion of the standstill period.

3.36 Subject to 'fine tuning' discussions, with the Preferred Bidder being resolved to the satisfaction of the Council, and there being no material changes to the proposed solution beyond the scope of the proposed solution set out in this report, the Cabinet is recommended to delegate the Executive Director Place, in consultation with the Cabinet Member for Culture, Leisure and Sport and the Cabinet Member for Finance and Treasury, authority to award the final contract and leases and agree all necessary documentation.

Operator Agreement and Lease

3.37 The operator agreement and the associated leases and licenses will be managed by officers in line with the Council's contract management model, with quarterly strategic reviews and monthly performance and planning meetings. An annual performance appraisal will be undertaken to inform the business planning cycle for both the Council and the successful operator. The operator agreement includes open book accounting provision, a clear service performance regime and a requirement to deliver a balanced programme as detailed in their submission.

3.38 In order to secure an operator that will commit to investing in Croydon, long-term leases for the facilities will be entered into alongside the operating agreement. The leases are on internal repairing and insuring terms, with

breaks commensurate with the review and termination periods / rights within the operator agreement. Purley Facilities Management arrangements will remain the responsibility of the Council. In addition to indoor facilities the leases will also incorporate the outdoor hardcourt and tennis courts to enable maximum use and ongoing repairs and maintenance to be carried out.

3.39 Given the value, the operator agreement will become a Tier 1 contract.

4. CONSULTATION

4.1 A period of soft market testing with potential operators informed the detail of the tender content and process.

4.2 Lead Members have been consulted on the development of the content of the tender documentation.

4.3 The views of users of the facilities, based on customer feedback and satisfaction data, are reflected in the tender documentation, particularly in terms of the emphasis on quality service provision and local engagement.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

1. Revenue and Capital Consequences of the report.

The award of the contract to the preferred bidder will result in financial benefits to the Council.

2. The effect of the decision

The operator agreement is being let on a concessions basis, with no long-term ongoing revenue subsidy to the Operator. This is a change from the current position with the costs of the previous operator of £997k and in house costs of Monks Hill and Arena of £239k for 2017/2018. Plus in house client management costs of £218k, resulting in the total spend for the existing service being approximately £1.018m per annum.

In finalising the tenders, the Council has asked bidders to set out the capital investment programme required to deliver the business plans for the Facilities. Analysis of the proposals and the options available for funding has determined that the most advantageous mechanism is for the Council to fund this directly as part of the capital programme. This will ensure that the Council is able to take advantage of its more competitive borrowing facilities whilst minimising revenue impact to the Council in terms of cost of finance.

3. Risks

If the recommendations set out in this report are not approved, the project to appoint an operator for the Facilities will be delayed and the Council will need to consider alternative delivery options for an interim period whilst an alternative provider is sourced.

4 Options

The option of not appointing the Preferred Bidder was rejected as they have proposed a compliant solution capable of meeting the Council's requirements and failure to appoint would result in the Council being unable to deliver one of its key strategic priorities.

5 Future savings/efficiencies

The operator contract will be on the basis of no long-term ongoing revenue subsidy from the Council.

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

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1. The Council Solicitor comments that the proposal set out in this report is in accordance with the Council's Tenders and Contracts Regulations and seeks to support the Council's duty to achieve Best Value pursuant to the Local Government Act 1999.
- 6.2. The final decision to award will be subject to the Council Solicitor being satisfied on the terms and conditions of all necessary documentation associated with the recommendations.
- 6.3. The Council has had external legal advice and support throughout this project

Approved by Sean Murphy, Head of Commercial and Property Law & Deputy Monitoring Officer on behalf of the Director of Law & Monitoring Officer.

7. HUMAN RESOURCES IMPACT

- 7.1. This report makes recommendations involving service provision changes which may invoke the effects of the Transfer of Undertakings (Protection of Employment) 2006 Legislation (amended 2014). However, where the activities of the new service are "fundamentally not the same", TUPE may not apply, as provided for by the 2014 amendments to the Transfer of Undertakings (Protection of Employment) 2006 Legislation.
- 7.2. These service provision changes may impact on Council and non-Council staff (i.e. existing Fusion staff) who are directly employed to provide/support the services in scope for the Sport, Physical and Leisure Services contract.
- 7.3. Where the Council is not the employer the application of TUPE, or otherwise, would be determined between the service providers. Nevertheless, this would remain a change of service provision for which the Council is the client; on that basis, the role of the Council would usually extend no further than facilitating the process.

7.4. Where TUPE applies, the affected staffing group would transfer to the new provider on their existing terms and conditions of service. The appropriate TUPE protocols must be followed; particularly the duty to provide information and consult as appropriate with the recognised trade unions and affected staff. Sufficient time will be needed to ensure meaningful consultation takes place on any proposed measures (i.e. economic, technical or organisational changes) that the new provider may propose post transfer.

Approved by: Colin Chadwick, Head of HR Specialist Services

8. EQUALITIES IMPACT

8.1 A full Equality Analysis has not yet been undertaken, but will be informed by the business plans to be developed for each centre. An initial needs analysis has been conducted which has identified that Croydon’s population is growing and is expected to increase by more than 35,000 by 2021, with significant growth in the older population. This age group traditionally tends to use leisure facilities during the daytime, so ensuring appropriate and attractive provision in the community is essential and is unlikely to be met by schools-based facilities which are in use by the student population during the day. Additionally, Croydon’s population is diverse, with 40% of residents from BME communities, compared to 15% nationally. Croydon also has high levels of inequality and deprivation, with 34% of the population residing in the top 30% of deprived areas of the country. With such demographic diversity comes the challenge of creating a leisure offer which effectively engages with and responds to the needs of this diverse population.

8.2 The health benefits of physical activity are widely known, particularly for those who wish to achieve or maintain a healthy weight. To stay healthy, it is recommended that adults should be active daily and aim to achieve at least 150 minutes of physical activity over a week through walking, cycling, physical exercise and playing sports. However, the proportion of Croydon adults participating in the recommended level of physical exercise is lower than the London average. Only 57.1% of adults in Croydon engage in the recommended 150 minutes of physical activity per week, compared to 57.8% in London. 25.6% of adults are physically inactive and only 7.2% of Croydon adults use outdoor space for exercise and/or health reasons, compared to 17.9% nationally and 12.3% in London. This contrasts with the current obesity issues in the borough. 63.0% of adults in Croydon are overweight or obese, compared to 58.4% in London. For children aged 10-11, this figure is 39.0% in Croydon, compared with 37.2% in London¹.

8.3 The health costs of physical inactivity have been calculated by Sport England as below²:

Disease category	Croydon	London	England
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¹ All indicators are from the Public Health Outcomes Framework, current as at May 2016. Data is available on the Public Health England website: <http://www.phoutcomes.info/>

² Data from Sports England local authority profile. Data available online: <http://localsportprofile.sportengland.org/Profiles.aspx>
 Source: Sport England commissioned data from British Heart Foundation Health Promotion Research Group for PCTs, reworked into estimates for LAs by TBR. Measure: Health costs of physical inactivity, split by disease type. Time period(s): 2009/10

Cancer lower GI e.g. bowel cancer	£298,168	£9,647,613	£67,816,189
Breast Cancer	£490,757	£10,473,802	£60,357,887
Diabetes	£1,205,418	£28,881,611	£190,660,420
Coronary heart disease	£2,805,694	£68,351,198	£491,095,943
Cerebrovascular disease e.g. stroke	£936,663	£19,641,408	£134,359,285
Total Cost	£5,736,700	£136,995,632	£944,289,723
Cost per 100,000 population	£1,725,585	£1,776,346	£1,817,285

8.4 As detailed in the Sport England local sport profile for Croydon, the borough has seen an increase in participation amongst males over the past ten years, with a higher proportion than both London and the England average. However, in contrast to the national and regional trends, participation amongst women has decreased over the same period and is now at 24.6% of the adult female population, compared to 32.4% in London and 31.2% nationally. This reduction in participation is mirrored amongst BME populations and those aged 35-54, again in opposition to national and regional trends which have seen increases over the same period. Participation levels amongst Croydon's population are lower than both the national and regional average for all groups, except for males and those aged 16-25, which are at levels comparable with the London and England average³. The full breakdown is provided in the table below:

Adult (16+) Participation in Sport (at least once a week), by year, and demographic breakdown

Indicator	Croydon		London		England	
	2005/06	2014/15	2005/06	2014/15	2005/06	2014/15
Male	39.5 %	44.8 %	40.0 %	43.8 %	39.4 %	40.7 %
Female	28.9 %	24.6 %	30.6 %	32.4 %	30.1 %	31.2 %
White British	33.6 %	35.1 %	35.3 %	39.4 %	34.4 %	35.5 %
BME	34.8 %	33.7 %	35.2 %	37.0 %	35.9 %	37.7 %
Disabled	*	*	14.8 %	19.3 %	15.3 %	17.2 %
Not Disabled	36.4 %	36.8 %	38.2 %	40.8 %	38.2 %	39.6 %
16 to 25	53.9 %	55.6 %	51.2 %	53.1 %	56.2 %	55.2 %
26 to 34	44.7 %	*	45.2 %	44.9 %	45.6 %	44.6 %
35 to 54	33.9 %	32.0 %	34.1 %	37.4 %	35.7 %	38.2 %
55+	16.4 %	18.4 %	18.1 %	22.8 %	18.9 %	20.9 %

9. ENVIRONMENTAL IMPACT

- 9.1. A key requirement set out in the ISS and ISFT was that the Operator must ensure that all operational procedures, method statements and policies related to the operation of the facilities contribute to their environmental impact being mitigated as far as practicable.
- 9.2. The Preferred Bidder has set out a range of sustainability commitments in their solution, including delivering:
- During the start of the contract the operator will review the facilities, and utilise the existing Bouygues ReFit programme. The operator will review centres not in the ReFit scheme, e.g. Waddon LC and deliver (if required) spend to save projects; schemes could include LED lighting and BMS optimisation.
 - Wherever possible the operator will look to source products and services locally, along with maximising Recycling and Waste Minimisation. This will

³ Data from Sports England local authority profile. Source: Active People Survey. Measure: Adult (16+) participation in sport (at least once a week) by year and gender, ethnicity, disability, age band and socio-economic class, one session per week (at least 4 sessions of at least moderate intensity for at least 30 minutes in the previous 28 days). Time Period(s): 2005/06, 2014/15.

include a dedicated Waste Management and Recycling Policy and Strategy and this will be incorporated into the facility operation and will be a key focus to staff.

- 9.3. To maximise recycling and reduce waste the operator adopts the following procedures:
- Seeks to reduce all types of waste through improved procurement practices and preventing waste streams – helping to ease consumption and lower costs of waste disposal.
 - Seeks to reuse resources wherever possible between centres.
 - Seeks to recycle items wherever possible and in conjunction with the recycling programming offered by the waste management contractors.
 - The operator would look to work with Croydon waste collection agents and ensure that as much waste as possible is sent to waste recycling centres.
 - Hazardous Waste – only registered licensed waste carriers are used for waste collection.
- 9.4. Further benefits are described in the Part B report.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 There are no immediate Crime and Disorder consequences arising from the recommendations set out in this report. The increased participation, activation and regeneration of activity in the outdoor areas will have a positive impact on reducing antisocial behaviour in a number of areas around the borough through increased presence and opportunity to engage in new activities.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 The recommendations set out in the report will enable the Council to deliver the priorities identified in the body of this report.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 The procurement process set out in this report has concluded and the Preferred Bidder has been identified in line with the award criteria set out in the OJEU concessions contract notice. The option of not making an appointment was rejected as the Preferred Bidder has produced a compliant solution capable of meeting the Council's requirements. Furthermore, failure to appoint would mean that the Council would not be able to deliver the key strategic priorities set out in the body of this report.
- 12.2 Alternative routes to market were considered and rejected as part of the options appraisal prior to commencement of the procurement exercise.
-

CONTACT OFFICER:

Name:	Steve Iles
Post title:	Director of Streets
Telephone number:	X52821

BACKGROUND PAPERS - None

REPORT TO:	Cabinet 20th November
SUBJECT:	ICT Sourcing Strategy
LEAD OFFICER:	Richard Simpson Executive Director Resources & S151 Officer Graham Cadle Director of Customer & Corporate Services
CABINET MEMBER:	Cllr Simon Hall
WARDS:	All

CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON

Fit for purpose ICT services, that are aligned to the organisation’s and Borough’s needs are critical to support and enable key services. Technology continues to develop at pace and provides significant opportunities to assist the council, its partners and the community.

The future ICT sourcing strategy looks to ensure the right technology is provided to all council services. It looks to ensure we have a flexible and efficient service which can evolve to meet local challenges and maximise the opportunity for innovation, utilising the right mixture of local skills and major providers.

In the past 2 years we have made considerable progress in stabilising and bringing the infrastructure up to date, delivering first class online services to our residents and providing flexible ways of working for our staff - being recognised as Digital Council of the year. This future approach allows us to build on that and to place ourselves in the best position for the next generation of technology. This will fundamentally enable tech solutions to assist innovation and service improvement, wherever possible delivered locally and tailored specifically for local needs.

FINANCIAL IMPACT

There will be costs associated with the programme of work to procure and implement a new contract and operating model, the programme team are expected to cost approximately £3m over the next 2 years. As the strategy is developed we will get a better understanding of dual running and transition costs.

It is also anticipated that there will be direct annual savings as a result of this strategy as well as enabling the organisation to deliver in a faster and more agile way.

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

1. RECOMMENDATIONS

The Cabinet is recommended to

1. Endorse the approach the council is taking in reviewing its current ICT service contract

2. EXECUTIVE SUMMARY

- 2.1 In May 2013 Croydon Council started a 9 year partnership with Capita to deliver ICT services, having previously been in partnership with Capgemini. The contract has a break point in May 2019 for all or parts of that service. At this stage the council could choose to effect a break, in part or completely, or could choose to continue with the current arrangement, which has further breaks in May 2021 and May 2022. The contract does allow elements of the contract to be changed or terminated at any other point however then the council would incur costs. Should the council decide to change the current contractual model it is likely we would use this flexibility to phase some elements of change to manage any business impact, whilst balancing the additional cost.
- 2.2 In order to ensure the council has the most appropriate ICT service to support and enable the organisation we have undertaken an initial review of the current market, the latest and future technology solutions and areas of the current service that are not meeting the organisations need in order to consider.
- 2.3 This report details how a review of the current sourcing arrangements is likely to provide the council with opportunities that will improve the way it operates including greater integration of systems; increased flexibility and speed of change, the potential for reduced running costs and the ability to better utilise specialist technology expertise to improve key areas of performance
- 2.4 In recent years the council has had very significant success in upgrading its technology infrastructure and transforming its services to our local community through digital services. Two corporate transformation projects by early 2018 will have delivered £10m pa savings, whilst providing 24/7 access to its services anywhere and on a number of device types. In many cases this has reduced customer waiting times, improved access and provided increased information and communication.
- 2.5 Alongside the development of on-line services, in 2016 the Council, supported by Capita, completely refreshed its technical infrastructure, enabling flexible working for all its staff, enabling accommodation savings of £4m pa, and delivering the latest secure and enabling software solutions. The Local Government Chronicle recognised the councils achievement by awarding Digital Council of the year for 2017

- 2.6 Whilst these initiatives have completely changed the way technology enables the council to deliver services, the current sourcing model and service level does not meet the council's business needs going forward. Whilst the potential investment to change delivery approach is significant, and includes a significant cost of dual running and technical/market review in order to keep services safe through change, the opportunities from an improved approach are very significant. With all organisations using technology as a critical enabler to efficient and customer focused services it is vital the council can utilise new technologies, have access to the very best expertise and be able to change approach and solutions quickly and efficiently
- 2.7 The report details the proposed new target operating model, the procurement approach and timescales, as well as the financial implications of this. The report details key decision points where, based on further market feedback, the future sourcing model will be further defined and then executed

3. BACKGROUND

- 3.1 Delivering Information and Communication Technology (ICT) in local government is critical as it underpins the running of the majority of services the council provides. ICT also has a key enabler role underpinning digital delivery to add value to service provision and customer experience.
- 3.2 The Council awarded a contract to deliver ICT services to Capita in 2013 November following a procurement process conducted under the Competitive Dialogue procedure, in accordance with the Public Contract Regulations 2006. (OJEU contract award ref). The Service commenced in May 2014 with a 9 year partnership with Capita to deliver ICT services, having previously been in partnership with Capgemini. The Capita contract has a break point in May 2019.

Current operating Model:

There are the following current service towers delivered by Capita:

- Service Desk
- Desktop Support
- Infrastructure Support (servers etc)
- Applications Support
- Networks (LAN and WAN)
- Mobile Telephony
- Managed Print
- Unified Communications (Telephony and contact centre)
- Procurement (supply of hardware and software)

Further services are delivered outside of the Capita contract:

- The Sungard contract for Data Centre and Disaster Recovery Services
- The Web services contract.

- Mobile app, MyAccount and CRM services

3.3 As explained above the Capita contract included the delivery of updated infrastructure and hardware. In 2014 the Council had ageing kit (laptops, desktops and mobile phones) and infrastructure and Capita working closely with the council have delivered a significant transformation and upgrade of ICT infrastructure and systems including the upgrade of end user devices, systems and technical infrastructure which has transformed how staff and its key services have been able to work. The key changes were:

- The upgrade of end user devices from old and unsupported Windows XP desktops and laptops to new, modern Windows 10 laptops (3,700). Windows 7 devices were also upgraded. Windows 10 is Microsoft's latest operating system, it provides improved features, functions and security; it is an 'evergreen' product which removes the requirement for future, costly upgrades to a new operating system. This has also made Croydon's ICT environment safer, dramatically reducing the risk of incidents like the NHS cyber attack in May 2017.
- The move to laptops has enabled staff to work in a more mobile and flexible manner and was a key enabler in changes to working practices and the reduction in Council office space, resulting in a one-off cost saving of £4.25m and annual saving of £1.9m. There has also been an increase in the use of tablets and hybrid laptop / tablets. These changes have agility, reduced the need to type up handwritten notes and reduced staff travel. Up to 1,000 staff have logged in from home on any one day.
- A move from Microsoft's on-premise Office email and productivity tools to Microsoft's cloud-based, subscription Office 365 system. This provides modern and resilient systems that can be accessed via the internet and it removes the need to support and maintain our own expensive infrastructure. The systems can also be accessed from Council laptops in disconnected mode when no internet connection is available.
- A move from Lync to Skype for Business for messaging, presence, conferencing and internal telephony to enable improved communication and collaboration between staff and also to 3rd parties. Also increasing take up of other tools such as Yammer to improve collaboration.
- Working with Members to enable their working without council equipment and to enable paperless meetings.
- The implementation of a new method of remote access so that staff can quickly and easily access systems using wifi when away from the office.
- Improvements to the coverage, performance and resilience of the corporate wifi in BWH to enable staff to work in a range of locations and make use of laptops and projectors in meeting rooms.

- Improvements to the network, internet infrastructure and telephony to improve performance, security, capacity and resilience.

In addition with the migration to Windows 10 and Office 365, CRM online and Sharepoint online, the Council has moved ahead of the curve compared to other councils in respect of core technology and this makes Croydon requirements different to our neighbours as most of the transformation services aspect has been achieved other than migrating as much of the rest of the ICT infrastructure as is possible to Cloud services

3.4 Despite these very significant improvements made in ICT there are still a challenges to improve the performance of ICT services delivered under the contract to fully enable the councils operations;

- There are too many applications outages for key line of business applications.
- Monthly end user satisfaction with the Capita service desk was rated at 65.8% against a target of 90% in July 17
- The ICT service desk the telephone answering time within 20 Seconds and 40 seconds over the last 12 months was 66.10% and 76.36% respectively, against targets of 80% and 100%.
- Individual issue resolution times are too slow (within 4 hours it is 86.83% against a target of 99.99%)

3.5 **Critical business issues are:**

- The speed and cost of change do not meet service needs. All change requests require a detailed commercial and resourcing agreement
- Capita services are not future focused and lack experts in specific new technologies i.e. artificial intelligence, cloud.
- Outside the priority service standards there are a number of other elements of the contract not being met such as proactive changes/checks to Croydon's ICT infrastructure which are a cause of a number of the performance issues.

3.6 Over the past few years Croydon has worked in partnership to improve core ICT services by investing in a Service Improvement Plan (SIP) with Capita and by attempting to amend the Service Level Agreements and Service Credit regime. These initiatives have been of limited success and Capita have been unable to demonstrate an ability to invest in the service for their or the councils benefit. This has resulted in substantial service credits being paid by Capita, rather than the requisite service levels being delivered.

- 3.7 Having brought the core technology up to date it is an opportune time now for the council to look forward and consider the most cost effective and flexible model for provision of ICT services and support over the next ICT planning cycle (5 – 7 years).
- 3.8 Capita have confirmed they remain committed to delivering the contract for Croydon and to become a key strategic partner to assist council with a number of its key challenges. We do therefore continue to work positively with them both for short-term opportunities and to consider what role they may provide in a new service model.
- 3.9 Building on the success of recent digital and technology transformation programs the council has identified a number of priority features for future ICT delivery
- A high standard of basic ICT service standard to enable the business and local service delivery, delivered locally in partnership with council services
 - A model that enables service change – providing quick, flexible and cost effective transformation
 - Ability to access and work directly with technology experts in order to utilise the very latest solutions and to leverage their maximum potential
 - Ability to develop solutions with local tech companies – providing innovative and high quality solutions tailored specifically for local needs
 - Wherever possible utilising local people and local skills to resource the council's ICT service

A DIGITAL COUNCIL

- 3.10 The council has been successful in developing its on-line services, which have improved access to services for our residents, whilst delivering significant savings for the council. Those services have been developed and delivered through 2 significant corporate transformation projects.
- 3.11 The change to the service now available to residents and the utilisation of these services is now significant with over 181,000 residents signed up for the Myaccount service, 22,400 mobile app downloads and over 1m transactions to date. This work has been pivotal in seeing a 60% reduction in residents needing to come into Access Croydon to access our services. These services were recognised nationally as a key element of Croydon being awarded Digital Council of the Year by the LGC in 2017.
- 3.12 The first – Customer Access – delivered £4.5m savings pa and included the implementation of technology solutions for customers to access services on-line (Myaccount), a mobile app (MyCroydon) in the main for reporting environmental issues, and a customer relationship management system. In order to deliver these solutions most efficiently and effectively, and because of the relative timing and nature of the council's wider technology sourcing arrangements, these solutions have been developed separately from the wider technology sourcing arrangements.

- 3.13 The second – Digital and Enabling – has further added to the services provided on-line and has also provided a number of technology and process improvements within the council. This program is now coming to an end, with the final workstreams planned for delivery in early 2018.
- 3.14 Together these projects have and are delivering over £10m savings per annum. They have also completely changed the way residents and businesses can engage and transact with the council – putting more in-line with expectations raised by private sector organisations such as banks, cimenas and retail outlets.
- 3.15 Following the success of the first project an initial business was developed to understand the opportunity from a second program (digital and enabling), working with Capita and PwC. This identified the expected total cost of delivery of the project at over £12m. Through further dialogue and analysis that figure was reduced to £10m, but we still believed that did not represent best value for money or would ensure the solutions were delivered to best suit local residents and the organisations needs. In order to reduce costs and better align delivery into the organisation the council therefore decided to use a mixed team of council staff and agency resources rather than a larger consultancy, building on the approach used for the first project. This has also allowed increases in scope and flexibility in terms of scope and priorities.
- 3.16 The table below shows the profile, for the Digital and Enabling programme, of the savings delivered to date and those expected as the project completes, against those in the original business case;

Benefits

	Total	15/16	16/17	17/18	18/19
	£m	£m	£m	£m	£m
Original business case	5.9	1.2	4.3	0.4	0.0
Project actuals (including latest projects for current and future years)	6.0	1.1	2.7	0.7	1.5

The benefits have been delivered though a number of service workstreams, delivering technical solutions, but also reviewing process and policies to ensure we can maximize the improvement in service to the customer and efficiency to the council. Some examples of those already delivered and are given below;

- Childrens services mobile working
- Housing mutual exchange
- Residents parking permits (new and renewals)/PCN's/Ringo virtual payment
- Webchat
- Varous Council tax and benefits enquiries and transactions

- On-line training system for staff development
- Automation of internal business support functions

Some examples of the significance of the changes residents have benefited from, alongside the efficiencies are listed below;

Parking;

The previous process required residents to visit the customer contact centre to provide evidence and to make payment for both new permits and renewals. Visitor parking permits required a resident to have pre-purchased a booklet of vouchers. With the council requiring to print and post voucher books.

The new process provides a fully on-line permit application and renewal process. Verification is made automatically through system integration and payment is part of the online process. Visitor permits can now be applied on-line and are then available immediately – without the need for a paper voucher to be displayed.

Missed Bins;

Previously residents would need to ring up or email to report a missed bin. There was then no method of contacting the customer to ensure the issue had been resolved.

The new process is fully integrated, so the online report is automatically referred into the contractors systems, speeding up the process and cutting out any errors or omissions between organisations. Once the work is complete a message is automatically sent back to the customer to confirm and to allow further feedback

Housing Options

Previously a resident would complete an application and then wait a number of weeks before being advised whether the council could provide support. In many cases no further support was available and therefore critical time to resolve any housing issues was lost. From the assessment a further appointment would then be booked where support was available

The new process provides an online assessment tool for anyone requiring support. The number of weeks to wait for an assessment has been cut to 40mins for the customer to provide their personal details, from which an immediate response is given. Every resident gets advice and information to assist them. For those where further support is available, an appointment is booked as part of the process, with the customer able to pick a suitable time.

The project investment has also been able to align and absorb development costs for upgrades to the customer management system which would have been incurred with or without this work. The solutions in place have also enabled the delivery of other initiatives such as the introduction of green waste and landlord licencing, which have both been delivered through utilisation of the on-line services.

Project costs

The original budget for the project was forecast at £8.4m (based on a mixed team and not consultancy to support delivery). As we enter the last stages of the project we now expect that cost to be £9.1m, an overspend of £0.7m

- 3.17 There are a number of factors that's have contributed to the increase in costs.

The project overall has been running longer than initially planned, whilst continuing to deliver the same overall direct annual benefits, this has allowed the developments to align with wider service and organisation changes.

There have been very significant technical resource challenges. Many councils are developing similar efficiency projects, as are private sector markets such as the banking industry. This alongside changes to public sector employment legislation for project resource has made it difficult to attract and retain specialised technical skills. This has further delayed development and increased costs. In order to address this pressure we have explored – alongside the councils corporate contract for agency recruitment, utilising specialist agencies and approaching local tech businesses. Where these have still left gaps in the required resources, in order to not further delay savings a small number of resources and specific tasks have been resourced off-shore. This does require additional management and quality assurance and we have ensured all data security and information management regulations are met.

In order to deliver the more complicated functionality required for this second phase of service development, we have required to integrate with a number of the councils main back office systems. These integrations have had to be in a bespoke way as suppliers have often not been keen to facilitate.

- 3.18 The work to develop a new sourcing strategy/approach aligned to the timing of this project coming to a conclusion will allow us to better mainstream ongoing support and maintenance, to build a better resilience in those arrangements, with confidence that the main development and design has been completed in a way that provides Croydon a solution to best suit.

FUTURE SOURCING APPROACH

- 3.19 In order to ensure we can maximise the opportunity a future ICT Roadmap, and a target services and support model has been developed. Sourcing options have been appraised and a commercial strategy proposed.
- 3.20 A number of alternative delivery models have been considered and discounted for the reasons given in the table below;

Future sourcing model	Advantages of Approach	Disadvantages of Approach
Continue current contract	Mid level performance and cost	Cost and speed of change/improvement
	Reduced level of	Difficult to invest in service

	required sourcing investment and disruption	improvement Unable to utilise specialists in specific technology opportunities The cost of the current sourcing is much wider than the revenue costs. Delays and limitations in the utilisation of new technology has a significant cost across the organisation and to local residents in the service they receive.
Look to renegotiate current arrangements	As above	As above Lengthy discussion and analysis has been unable to define model that can be agreed to date and therefore is unlikely to work at this time
Retender current service contract approach – but allow off-shoring/near-shoring	Likely to deliver reduced price	Previous non-local ICT resource has not delivered service quality. Not ensuring investment in local economy or utilising local tech community Previous tender exercise did not identify a strong market and recent market feedback confirms approach becoming less available
Bring all service in-house	Internal flexibility and ownership of service	More expensive Likely to be unable to source all required skills and expertise across tech Will rely fully on local resources and therefore less resilient service Unable to utilise specialists and difficult to keep up with ever changing and complicated tech
Shared service	Potentially lower cost model Share good practice and systems/data management, usage	Unable to identify other authorities currently looking for shared service model Timing would be significant risk should partner not be found or then

	and procurement.	fall through
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3.21 The recommended strategy for the future operating model is to enhance the in house Service Integration And Management capability (SIAM) and contract management capability in order to manage a multi-source approach to market. The approach to market will disaggregate the current monolithic bundle of services. In addition it will allow other services to be brought into the scope for this strategy and will form part of the Lots going forward.

- SharePoint Support and development
- CRM Support and development
- Myaccount Support and development
- Applications Support and development
- The Web services contract.

3.22 The strategy is to develop in-house capability and team over the next two years to:

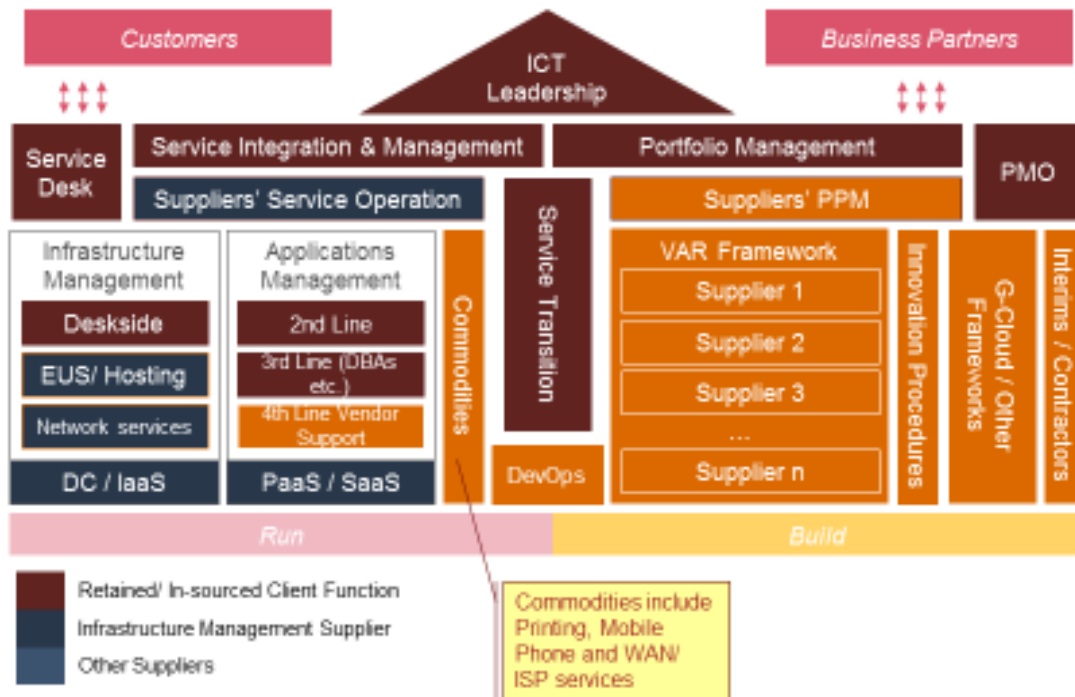
- Procure and contract manage commodity services;
- Provide Governance, assurance and contract management across “run”, “build” and service transition;
- Potentially consider providing ICT service desk and deskside services; subject to outcome of tendering; and
- Potentially run 2nd line Application Support.

The council has a policy of carrying out a ‘make or buy’ analysis and has done so here. This analysis has resulted in a proposal for a mix of outsourced and in house service provision and the extent of contract aggregation/ disaggregation. The new VAR framework will allow local tech firms to be involved in developing and delivering ICT services. It will also ensure the council can utilise and develop local people and local skills.

This mixed approach has been applied in a number of areas, such as Facilities Management, where it has resulted in major cost savings and service improvements.

The proposed breakdown is shown in the following diagram

ToM



CROYDON
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- 3.23 For the contract term market testing with both large scale outsource IT suppliers and smaller niche IT suppliers has shown that the market is moving away from long contract terms and a 3 to 5 year contract term is more the norm with break points at year 3. This shorter term allows initial investments to provide a return but does not lock either side into an inflexible long term arrangement which cannot react to changes in service provision, new technologies and changing business requirements. A contract term of 5 years with breaks at years 3 and 4 is proposed for any resulting contracts from this strategy except for the proposed VAR framework which could have a 4 year contract term.
- 3.24 To procure the services and framework, the value dictates an EU/PCR compliant approach and the Restricted Process is recommended. This allows for prequalification of suppliers via the SSQ stage. The Council is buying standard ICT services so there is less need to conduct competitive dialogue or negotiations. Market testing and engagement now is informing the lotting and other service design decisions.
- 3.25 The timetable for the ICT Sourcing Strategy is as below, with key milestones highlighted:
- September-February 18: Engage the market (soft market testing)
 - October 9: CCB reports on ICT Delivery Partner and ICT Sourcing Strategy
 - October/November: Procure delivery partner (a separate report)

- November 20: Cabinet report on ICT Sourcing Strategy
- December: On-board Delivery Partner
- January-February 18: Write procurement specification with service input for requirements
- Gateway 1
- March-October 18: Procure new ICT supplier(s)
- Gateway 2
- October-March 19: Build new ICT team
- April-September 19: Transition away from Capita
- July 19: Break point in contract with Delivery Partner
- October 19: New ICT operating model delivered
- November 19: End of contract with Delivery Partner

In the timetable there are two gateway points:

- Before procurement (February 18): To decide whether the soft market testing results and the work of the Delivery Partner to confirm the approach to start the procurement and to detail the specific approach for each service element
- Following tender submissions (October 18): To decide on the best delivery option and service partner, pending financial viability, and confidence in service quality and suitability

3.26 The first step to move to this new model requires the council to appoint a delivery partner who will support the Council to with further market engagement and procurement . The delivery partner will have a track record of commission and procuring ICT services delivery and be able to bring first-hand experience of similar issues and challenges from other councils .

3.27 The contract award will be presented to the Contracts and Commissioning Board at a provisional date of September 2018, and the contract award will then be presented to Cabinet at a provisional date of October 2018

4. CONSULTATION

4.1 Other Council's and public sector organisations have been consulted in the development of the ICT Sourcing Strategy to determine the best procurement strategy and Target Operating Model.

4.2 To develop the procurement specification services within the council will be consulted.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 There will be a number of procurement and implementation costs associated with this strategy. Work is being undertaken with consultancy support and other local authorities, and these costs will be developed further over the coming months before procurement starts. These costs will be budgeted for within the Capital programme and transformation budget going forward and will be set out in the February budget report

This type of programme will incur costs in a number of different categories

including direct delivery, procurement and transition costs.

In the timetable there are two gateway points:

- Before procurement (February 18): To decide whether the soft market testing results and the work of the Delivery Partner determine whether to start the procurement

The programme costs to March 2018 would be approximately: £700k

- After procurement (October 18): To decide whether the procurement results make the new ToM financially viable, and whether to continue the exit away from Capita

The programme costs to September 2018 would be approximately: £2.3m, these include the delivery partner costs and delivery team costs

Milestone Payments

There are existing milestone payments in the Capita contract for future projects and changes i.e. ICT kit refresh. The potential changes to a new supplier(s) will mean that there will be a repurposing of those monies to reflect the new approach and service focus i.e. costs of bringing in a service desk tooling

NEW TARGET OPERATING MODEL COSTS

- 5.2 There may be direct savings as result of this strategy. Initial market analysis suggests a model where services such as the service desk, deskside support, apps management etc. are delivered in-house it there could be an overall reduction in operational costs from the current budget of £300k pa from year 2 (2020/21).

The initial phase of further analysis will develop our understanding and confidence in the expected costs of those service model options, but also balance those costs with the level of service and business impact/opportunity. For instance a service provided in-house whilst potentially more expensive for “business as usual” may allow more flexibility (cost and pace of change) to meet the organisations business needs.

However the real financial impact will be across the organisation by enabling an improved service, utilizing new technologies to provide more efficient and effective services for residents. This will impact most changes the council take forward, providing a key foundation to deliver service improvements.

The Digital and Enabling efficiencies are captured and reported within each specific service as part of the councils overall budget monitoring and reporting process.

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

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Council Solicitor comments that the overall procurement process as detailed in this report is in accordance with the Council's Tenders and Contracts Regulations and seeks to secure best value under the Local Government Act 1999.

Approved by:- Jaqueline Harris-Baker, Director of Law and Monitoring Officer

7. HUMAN RESOURCES IMPACT

- 7.1 The outcome of the new Target Operating Model for ICT will add additional posts to the staffing establishment, however, the number and level of posts cannot be determined until the end of the procurement exercise. A specialist recruitment partner has been procured to support the recruitment as ICT posts are hard to fill and so offers value for money by minimising the use of contractors.

Approved by:- Sue Moorman, Director of Human Resources

8. EQUALITIES IMPACT

- 8.1 An initial Equality Analysis has been completed and a full analysis will be required as part of the commissioning process. The services will be delivered to support some of the most vulnerable residents in Croydon and as such will need to be assessed as fully meeting their needs in terms of customer care and quality of delivery.

9. ENVIRONMENTAL IMPACT

- 9.1 Assuming the successful eventual outcome will lead to the move to cloud services for the majority of the councils IT infrastructure; the advantages of this will be:
- No refresh of hardware, less disposal of redundant kit
 - What will be decommissioned will be disposed of to WEEE standards, re-used within LBC data centre in BWH to provide a disaster recovery solution.
 - Some decommissioned equipment will be available for resale until the digital inclusion policy.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 None identified

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 None identified.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 Options are detailed in the main body of the report.

CONTACT OFFICER: Matthew Wallbridge Head of ICT and Transformation (for ICT Sourcing Strategy) and Mark Moody, D&E Programme Manager (for A Digital Council)

Background papers: none

For General Release

REPORT TO:	CABINET 20 November 2017
SUBJECT:	South London Work & Health Programme Contract Award
LEAD OFFICER:	Shifa Mustafa Executive Director Place Emma Lindsell Director of Economic Growth
CABINET MEMBER:	Councillor Mark Watson – Economy and Jobs
WARDS:	All

CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:

The service to be provided meets the following Council’s Corporate Priorities:

- Supporting residents (including those with disabilities/health conditions, the long term unemployed and other disadvantaged groups) into sustainable employment by giving them the required individually tailored support.
- Helping residents to be as independent as possible by a more integrated approach to accessing any relevant support services. It will also help residents to achieve financial independence through sustainable employment.
- Improve the Wellbeing of residents.
- The Bidder and their Supply Chain commit to the Council’s Social Values agenda.
- The Bidders and their Supply Chain commit to the Council’s London Living Wage agenda.

FINANCIAL IMPACT

In accordance with the OJEU notice reference 2107/S 044 080966, the outcome of the procurement commits the Council to a maximum expenditure of £13.38M over the next 5 years which can be claimed back from the Department of Work & Pensions (DWP) and the European Social Fund (ESF).

KEY DECISION REFERENCE NO: 2017CAB.

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

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

1. RECOMMENDATIONS

The Cabinet is recommended to:

- 1.1 Appoint Bidder A as the Preferred Bidder for the provision of South London

Work and Health Programme services to the residents of Croydon, Merton, Sutton, Kingston and Richmond. The service is to support residents with disabilities, health conditions, disadvantaged groups and the long term unemployed into sustainable employment and improved well-being.

- 1.2 Subject to fine tuning discussions with the Preferred Bidder being resolved to the Council's satisfaction and there being no material change to the proposed solution, delegate authority to award the final contract and agree all necessary documentation to the Executive Director Place

2. EXECUTIVE SUMMARY

- 2.1 The purpose of this report is to outline the procurement process undertaken for commissioning the South London Work and Health Programme on behalf of the South London Partnership (SLP) and to confirm the recommended Preferred Bidder based on the outcome of the tender evaluations.
- 2.2 The South London Work and Health Programme is intended to support up to 5582 residents of Croydon, Merton, Kingston, Sutton and Richmond into sustainable employment, targeting residents with disabilities and/or health conditions, the long term unemployed and specified disadvantaged groups. The agreed procurement strategy (CCB1284/17-18) was to source a provider through a Competitive Dialogue procedure for an initial 5 year period with the possibility of a further 2 year option to extend.
- 2.3 The funding for the Programme is being derived from a £6.69m grant from the Department of Work & Pensions (DWP) for the initial 5 year period of the Programme. This grant will be match funded by the European Social Fund (ESF) providing a total budget of £13.38M for the Programme's initial 5 year period. The funding was approved due to the DWP's devolving powers and funding to London sub-regions which enables Croydon as the Lead Authority to receive the funding on behalf of the South London Partnership boroughs.
- 2.4 Most Programme costs are being funded through the DWP grant and the ESF match funding which the Council can draw down once the expenditure has been accrued or defrayed. There are some costs which cannot be drawn down such as the Councils legal costs; these costs will be borne by the five members of the South London Partnership and will be shared as set out in the SLP Memorandum of Understanding (MoU) which was agreed and signed by the five SLP Chief Executives earlier in the year.
- 2.5 As the Lead Authority, the Council led the procurement process on behalf of the participating boroughs in accordance with the agreed MOU and the Public Contract Regulations 2015. The MOU sets out the agreement whereby any costs and risks are to be shared amongst the participating boroughs.
- 2.6 This report details the procurement process undertaken and recommends award of contract to the Preferred Bidder A, which submitted the most economically advantageous tender for the provision of the Work and Health Programme. More information is detailed in the Part B report of this agenda.

The Work and Health Programme contract is a Payment by Results (PbR) contract. Approximately 30% of the total contract value will be paid to the Preferred Bidder on a monthly basis throughout the life time of the contract for delivery of agreed service standards. The remaining 70% of the contract value will be paid for each resident who successfully achieves an employment outcome.

- 2.7 The content of this report was endorsed by the Contracts and Commissioning Board on 3rd November 2017 (Ref: CCB1285/17-18).

CCB Approval Date	CCB ref. number
03/11/17	CCB1285/17-18

3. DETAIL

- 3.1. The procurement process commenced during February 2017 following the publication of the OJEU notice. Twelve SSQ submissions were received and, following evaluation based on the pre-determined selection criteria, the five applicants with the highest scores were invited to submit a solution response and participate in the dialogue sessions during July-August 2017.
- 3.2. The Competitive Dialogue enabled the Council to dialogue with the shortlisted bidders on areas where it was unable to adequately describe the required provision or where dialogue could explore a range of potential solutions. These included:
- Operational Delivery
 - Customer Journey including IT
 - Mobilisation
 - Social Value
 - Added Value
 - Performance Management
 - Commercial
- 3.3. Five bidders participated in the dialogue process however, two bidders subsequently withdrew from the process during dialogue. In accordance with the EU Treaty principles and PCR 2015 requirements, the Council considered whether continuing the process with three bidders was sufficient to ensure genuine competition and it was determined that this could be achieved.
- 3.4. The Invitation to Submit a Final Tender (ISFT) was published on 12th September 2017 and the three bids received on 4th October 2017, were comprehensively evaluated on quality and price in accordance with the published award criteria (60% Quality and 40% Price). The process was structured to ensure that the qualitative evaluations were carried out in the absence of any detail relating to price to maintain probity of process and prevent unconscious bias.
- 3.5. The pre-determined award criteria was based on 60% Quality and 40% Price. As agreed in the procurement strategy, the Council standard weightings were not been applied for the following reasons:
- Previous DWP welfare to work programmes have usually placed emphasis on price and these programmes have not always performed

well. This is partly due to the relatively minor focus on the quality of provision offered to participants, resulting in a low success rate. The devolved nature of the programme means that local integration and having a locally meaningful delivery model will be critical to the success of this programme. The level of customer service standards being offered in the tender submissions will be scored accordingly to ensure the performance of the contract is delivering to the participants' needs and eventual success of a central government devolved programme.

- Procuring a professional service which will be provided by the Lead Provider and its supply chain partners based on a long-term arrangement, therefore the key factor will be the fit between the Lead Provider and the Council and this is best tested through quality.
- The budget allocation is fixed therefore, an affordability threshold has been applied whereby any tender submission exceeding this level, will be rejected in its entirety.

3.6. Following receipt of the final Tender submissions, the members of the Evaluation Team proceeded with the assessments of the qualitative and pricing responses. These were evaluated in accordance with the pre-determined Tier 2 and 3 award criteria as per following:

South London Work and Health Programme Evaluation Outcome		Bidder A	Bidder B	Bidder C
Tier Two Criteria: Section A: Approach to Delivery (45%)	Tier Three Weighting Criteria	Score	Score	Score
<i>QA1 Work and Health Delivery Model and its Overall design of the service</i>	20%	16.00%	12.00%	8.00%
<i>QA2 Voluntary participants</i>	9%	5.40%	3.60%	3.60%
<i>QA3 Personalised assessments</i>	10%	6.00%	6.00%	4.00%
<i>QA4 Health and condition management assessments</i>	15%	12.00%	9.00%	6.00%
<i>QA5 Employability action plans</i>	4%	2.40%	2.40%	1.60%
<i>QA6 Casework hours</i>	4%	2.40%	1.60%	1.60%
<i>QA7 Specialist services for health needs</i>	12%	9.60%	7.20%	4.80%
<i>QA8 Caseworker approach</i>	4%	3.20%	2.40%	1.60%
<i>QA9 Approach to working with the South London Boroughs</i>	8%	6.40%	3.20%	3.20%
<i>QA10 Securing employment opportunities for participants</i>	2%	1.60%	0.80%	0.80%
<i>QA11 Providing in-work support</i>	2%	1.60%	0.80%	1.20%
<i>QA12 Recruitment, retention, training, development of caseworkers and other participating roles</i>	2%	1.60%	0.80%	0.80%
<i>QA13 Caseworker caseloads</i>	4%	3.20%	1.60%	2.40%

South London Work and Health Programme Evaluation Outcome		Bidder A	Bidder B	Bidder C
QA14 Assessment of Participant's distance travelled towards greater employability and work readiness	2%	1.60%	1.20%	0.80%
QA15 Participants reimbursement of travel & expenses etc.	2%	1.60%	0.80%	0.80%
Sub Total Quality Section A	45%	33.57%	24.03%	18.54%
Tier Two Criteria: Section B: Performance, Organisation and Management (15%)	Tier Three Weighting Criteria	Bidder A Score	Bidder B Score	Bidder C Score
QB1 Added Value	20%	16.00%	8.00%	8.00%
QB2 Performance expectations for the Service Standards	20%	20.00%	12.00%	12.00%
QB3 Programme management, staff resources and organizational structure	5%	3.00%	3.00%	3.00%
QB4 Supply chain partner's details	5%	3.00%	3.00%	3.00%
QB5 Clinical governance arrangements	5%	3.00%	3.00%	2.00%
QB6 Part A: IT Solution	2.5%	1.50%	2.00%	1.50%
QB6 Part B: Proposed IT Systems to be used (Access to reporting; service monitoring data; optimising the Participant's experience during the Work and Health Programme).	2.5%	2.00%	2.00%	1.50%
QB7 Mobilisation Plans	10%	6.00%	6.00%	6.00%
QB8 Contract exist strategy plan	5%	3.00%	3.00%	3.00%
QB9 London Living Wage Accreditation/Commitment	5%	3.00%	3.00%	3.00%
QB10 Business Continuity and Disaster Recovering Arrangements	3%	1.80%	1.80%	1.80%
QB11 Risk Management Procedures	4%	2.40%	2.40%	2.40%
QB12 Social value	13%	10.40%	7.80%	7.80%
Sub Total Quality Section B	15%	11.27%	8.55%	8.25%
Total (Quality Section A & Section B)	60%	44.84%	32.58%	26.79%
Section C: Commercial and Pricing	Weighting	Bidder A Score	Bidder B Score	Bidder C Score
Lower Income threshold	15%	15.00%	14.51%	13.73%
Higher Income threshold	15%	15.00%	13.78%	12.23%
Lowest profit margin	10%	2.66%	10.00%	3.44%
Total (Commercial & Price)	40%	32.66%	38.29%	29.40%
Overall Total	100%	77.50%	70.87%	56.19%

3.7. As a result of a comprehensive evaluation process, the recommendation is to appoint Bidder A as the preferred Bidder for the provision of South London Work and Health Programme services to the residents of Croydon, Merton, Sutton, Kingston and Richmond.

Contract management

- 3.8. Croydon Council has designed and modelled the resource implications of managing and administering the Work and Health Programme across the sub-region. Most costs relating to programme/contract management will be met using management and administration funds from the ESF as authorised by the ESF Managing Authority. A specialist programme/contract management team with experience of managing ESF funded provision will be recruited to ensure the success of the programme and compliance with funding regulations. The MoU between Croydon and the other South London boroughs which details how financial risks of the programme will be shared and how costs that cannot be recovered from ESF will be shared amongst partners.
- 3.9. A SLP governance board will also be created to review contract/programme performance as well as provide a forum for resolution and ongoing discussion about the programme and ensure robust contract management arrangements are in place within the Council, and across partners from other boroughs, and the leading provider.
- 3.10. Additionally, the corporate contract management system currently being introduced will capture important KPIs on a regular basis; this will include performance indicators for Social Value initiatives.
- 3.11. The tender documents were tailored for this contract and legal advice was sought via the Council's external advisors to develop the Terms and Conditions of contract, ensuring transposition of the required terms deriving from DWP and ESF, particularly with regards to performance management and contract management arrangements including reports.

4. CONSULTATION

- 4.1 All five South London Partnership (SLP) boroughs were consulted during the procurement process through the SLP Skills and Employment Working Group (SEWG) with updates provided at SEWG meetings every month. The proposed borough integration plans for the Preferred Bidder to engage with the local services were devised by each individual borough and were included as part of the Specification document which set out the requirements to all Bidders.
- 4.2 Each of the five South London boroughs have nominated a Lead Officer who has been involved throughout the whole procurement process and were responsible for ensuring that any key activities or decisions were communicated and actioned within their own boroughs and amongst their internal stakeholders. Also each borough was asked to nominate staff with the relevant experience to participate in the tender evaluation process, and Croydon, Sutton and Merton Councils submitted nominees to be part of the Evaluation Group. The same members of the Evaluation Group were also involved in the dialogue sessions with all the Bidders.
- 4.3 Updates on progress of the Programme have also been given at regular intervals through the other governance boards/meetings such as the South London Growth Directors meetings, the South London Chief Executive meetings and the South London Leaders meetings.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 The Payment Model for the Programme has been set up so that 30% of the contract value will be paid monthly to the Preferred Bidder over a set period of time in order to ensure that the minimum requirements of the Programme for the residents are being met. The Preferred Bidder will then receive Employment Outcome payments for each Resident that they successfully support into employment. There are up to 2 outcomes payable for residents who are supported into employment. If a resident achieves the lower earnings threshold which is set at the national minimum wage earnings level, the Preferred Bidder will receive a set payment. If the resident is then supported to achieve a higher earnings threshold which is set at the current London Living Wage level, the Preferred Bidder will then receive a second outcome payment. There is also an outcome payment for residents who are supported into sustainable self-employment.

1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Revenue Budget available				
Expenditure	0	0	0	0
Income				
Effect of decision from report				
Expenditure	665	1,927	2,836	2,818
Income	(665)	(1,927)	(2,836)	(2,818)
Remaining budget	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Capital Budget available				
Expenditure	0	0	0	0
Effect of decision from report				
Expenditure	0	0	0	0
Remaining budget	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

2 The effect of the decision

The effect of the decision is that the Council will commit to spending up to £13.38M to enable the Preferred Bidder to set up and deliver services to support the local residents into sustainable employment within South London. Any proportion of the £13.38M budget that is actually spent will be claimed back from the DWP and the ESF, the joint funders of the programme on a 50:50 split; this will result in a nil effect on the Council's revenue budget.

3 Risks

Risk 1: There are ESF eligibility and compliance requirements which need to be adhered to in order to draw down the ESF funding. If the Council or the Preferred Bidder do not adhere to these requirements, ESF funds may be withheld or clawed-back.

Mitigation Measures:

- A Contract Management team is currently being recruited to ensure ESF contract compliance; the team will be responsible for managing the relationship between the Council, ESF and DWP and the relationship with the Preferred Bidder. The team will have experience of successfully managing ESF contracts and ensuring strong performance and compliance with funding regulations during contract delivery

Risk 2: ESF could seek to recover funds from Croydon Council as the leading authority should the commissioned W&H provider significantly under-perform against the contract KPI's.

Mitigation Measures:

- The council will recruit a dedicated Contract Management Team responsible for setting up robust protocols for performance managing and contract monitoring the successful Provider.
- The financial risk to the authority will be minimised through the application of the MoU with other South London Partnership boroughs; the MoU shares financial risks and liabilities proportionally amongst the partners.
- The Council's external legal advisers have drafted the contract terms and conditions and the financial risk is being transferred to the provider. The Bidders all received copies of the terms and conditions during the dialogue process.
- The overall contract value with the provider will be capped so that the overall spend cannot exceed the available funding.
- The MoU signed with ESF allows for performance to be balanced over the lifetime of the programme.

Risk 3: Contract overspend due to over-performance by the provider:

Mitigation Measures:

- Stretching performance targets will be set up in the contract.
- Performance will be capped so it cannot exceed the allocated envelope of funding.

Risk 4: Croydon left out of pocket by activities required as lead accountable body

Mitigation measures

- The MoU between the SLP boroughs sets out (amongst other things) cost share, risks, and responsibilities and set out the roles of the authorities involved.

Risk 5: Reputational risk regarding delivering a service which includes elements of mandating and sanctions.

Mitigation measures

- Ensure senior officers and members are appraised of proposed mandated elements of the programme.
- Ensure clients are aware of responsibilities and roles within programme e.g. DWP will continue to operate sanctions regime, not Croydon.

Risk 6: TUPE – there is an existing national programme which could mean the provider may be liable for TUPE responsibilities.

Mitigation Measures:

- DWP has identified that it is the potential supplier's responsibility to consider whether TUPE applies in the individual circumstances of their tender i.e. the responsibility is with the Preferred Bidder.

Has this project been put on the corporate risk register? Yes

4 Options

The options that were considered were as follows

- Do nothing – do not enter into agreements with DWP and ESF to commission the programme, the impact of this is that South London would have been part of DWP's national programme of support and would not have been specifically tailored to meet the needs of residents.
- Undertake a joint procurement process with the 3 other London sub-regions for a single London programme - this would have meant that the specification requirements for the whole of London would have been identical and would not have allowed us to tailor the programme to the local needs of the South London boroughs.
- Secure a Provider to deliver the programme locally on behalf of the SLP to ensure that delivery meets the needs of each of the 5 boroughs and aligns with local priorities and agendas. This is the chosen option as per the recommendation in the report.

5 Future savings/efficiencies

The Preferred Bidder will use the South London boroughs' integration plans when implementing the contract to avoid duplication with any local services. With the informed consent of the residents, the Preferred Bidder will be able to liaise with various other local partners such as Mental Health Trusts, GPs and Social Services to ensure that there is a joined up coordinated approach to helping residents overcome or manage their barriers to employment more effectively and within shorter timescales.

The provision of support will maximise employment opportunities for the local residents and supports the council in delivering value for money in performance, delivery and cost.

As the expenditure will be covered from grant funding there are no saving opportunities within this report, but the delivery of the programme will be at a net nil cost to the Council.

(Approved by: Luke Chiverton, Head of Finance; Finance, Investment & Risk)

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Solicitor to the Council confirms that the procurement process as detailed in this report is in accordance with the requirements of the Council's Tenders & Contracts Regulations and meets the Council's duty to secure best value as provided under the Local Government Act 1999.

(Approved by Sean Murphy Head of Commercial and Property Law and Deputy Monitoring Officer for and on behalf of Jacqueline Harris-Baker, Director of Law and Monitoring Officer)

7. HUMAN RESOURCES IMPACT

- 7.1 This report makes recommendations involving a new service provision and it is considered that there will not be any Transfer of Undertakings (Protection of Employment) 2006 Legislation requirements or liabilities at the start of the Programme as it is a newly localised commissioned Programme. All Bidders were also asked to seek their own independent TUPE advice.
- 7.2 A small Performance & Contract Management team will be recruited directly by the Council to manage the performance and relationship with the Preferred Bidder. This team will also manage the relationship and reporting requirements with ESF, DWP, Job Centre Plus and any other key stakeholders.
- 7.3 The Council as an employer, will also be a potential beneficiary of local residents seeking work opportunities.

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

8. EQUALITIES IMPACT

- 8.1 Equality considerations were taken into account as part of the requirements defined within the original tender documents (including the Terms and Conditions of Contract) whereby there is a need for the provider to be compliant with the Equality Act 2010.
- 8.2 The Equality Policy 2016 - 20 sets out the Council's commitment to equality and its ambition to create a stronger, fairer borough where no community is held back. The policy reflects the council's statutory duties under the Equality Act 2010 and is supported by the equality objectives set out in the Opportunity and Fairness Plan 2016-2020.
- 8.3 The equality objectives for 2016-20 are aligned to and will support the delivery of the Council's business outcomes set out in its Corporate Plan particularly in relation to:
- **Growth** - creating growth in the local economy and ensuring that all residents in the borough are able to share the benefits
 - **Independence** - taking on an enabling role to help residents to be as independent as possible
 - **Liveability** - creating a welcoming, inclusive and pleasant place in which local people want to live and work and feel safe.

- 8.4 A full Equality Analysis has been undertaken which will be kept under review to ensure that where necessary action is taken to mitigate potential negative equality impacts e.g. access issues for people with restricted mobility.
- 8.5 There is also a requirement from ESF for us as the Lead Authority and for the Preferred Bidder to not only comply with the Equality Act but to also create, submit and maintain a Gender Equality and Equal Opportunities implementation plan. The outline version of this plan has already been submitted to ESF, which has been approved, and the final version will be submitted once the Preferred Bidder has been given the opportunity to make their contribution into the plan.
- 8.6 The contract includes the requirement for the Preferred Bidder and its supply chain partners to pay the London Living Wage as a minimum.
- 8.7 There are also requirements for the Preferred Bidder to deliver Social Value outcomes. These include creating opportunities for local residents such as work placements, guaranteed job interviews, apprenticeships, training and providing support for local schools across South London.

9. ENVIRONMENTAL IMPACT

- 9.1 There is an ESF requirement for the Council and the Preferred Bidder to create, submit and maintain a Sustainable Development implementation plan. The outline version of this plan has already been created and submitted to ESF and the final version will be submitted once the Preferred Bidder has had their own input. The plan covers various areas such as minimising waste, energy efficiency, reducing transportation/travel and staff awareness training.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 There are no adverse Crime and Disorder impacts arising from this report. The expected increase in number of residents becoming employed will have a positive impact across the borough.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 Following the evaluation of the final tender submissions, the evaluated scores are given in the table with Bidder A recommended as offering the most economically advantageous tender.

Bidder	Quality Score	Price Score	Overall Score	Rank
Bidder A	44.84%	32.66%	77.50%	1
Bidder B	32.58%	38.29%	70.87%	2
Bidder C	26.79%	29.40%	56.19%	3

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 All 3 Bidders submitted compliant bids and met the requirements as specified by the Council within the invitation to submit the final tender (ISFT). The recommended Preferred Bidder achieved the highest combined score of 77.50% and is best placed to meet the needs of the residents of Croydon and the four other participating South London boroughs of Merton, Kingston, Sutton and Richmond.

CONTACT OFFICER: Tony Azubike - Project Manager, 0208 726 6000 Ext 60255
Background documents: none

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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