

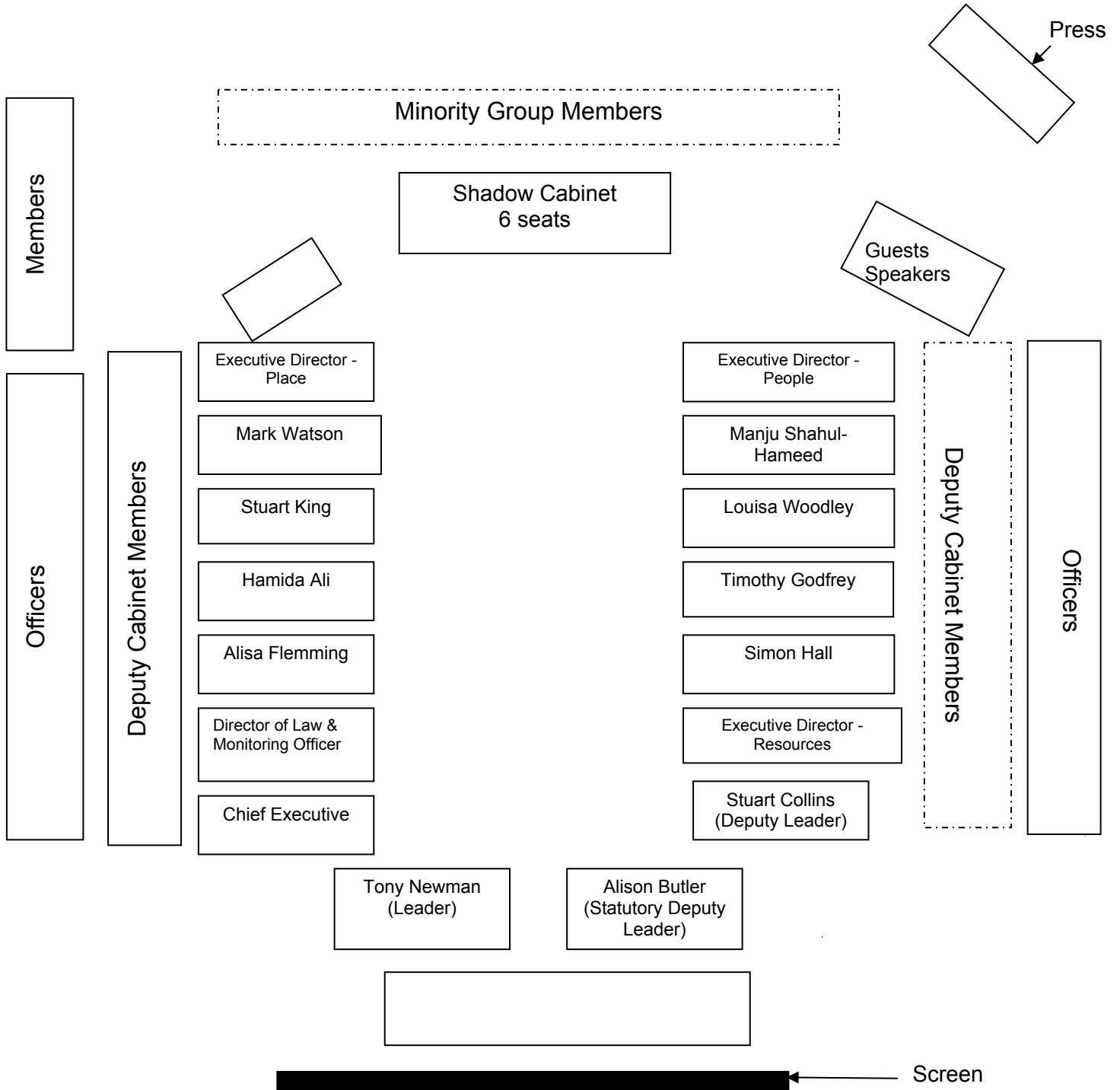


**CABINET
AGENDA**
for the meeting
on
22 January 2018 at
6.30 pm

CABINET SEATING PLAN

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, 22 January 2018 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
12 January 2018

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 7 - 12)

To approve the minutes of the meeting held on 11 December 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: All Cabinet Members

5. Corporate Plan Performance - April to September 2017 (Pages 13 - 90)

Officers: Jo Negrini, Sarah Ireland, Caroline Bruce
Key decision: no

Cabinet Member: Cabinet Member for Finance & Treasury Councillor Simon Hall, Cabinet Member for Families, Health & Social Care Councillor Louisa Woodley

6. One Croydon Alliance: Extension of the Alliance Agreement - Outcomes Based Commissioning (Pages 91 - 140)

Officers: Guy Van Dichele, Richard Simpson
Key decision: Yes

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

7. Education Estates Strategy (Pages 141 - 224)

Officers: Barbara Peacock, David Butler, Denise Bushay
Key decision: recommendations 1.1 & 1.7 are key decisions

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

8. Croydon Cycling Strategy 2018-2023 (Pages 225 - 252)

Officers: Shifa Mustafa, Heather Cheesbrough, Ian Plowright
Key decision: yes

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

9. London Councils Grants Scheme 2018/19 (Pages 253 - 264)

Officers: Julian Ellerby, John Montes
Key decision: yes

10. Stage 1: Recommendations arising from Scrutiny (Pages 265 - 268)

Lead Member: Councillor Sean Fitzsimons, Chair of Scrutiny &
Overview Committee
Officers: Richard Simpson, Stephen Rowan
Key decision: no

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

11. Investing in our Borough (Pages 269 - 274)

Officers: Sarah Ireland, Rakhee Dave-Shah
Key decision: no

12. 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 - NONE

Cabinet

Meeting of held on Monday, 11 December 2017 at 6.30 pm in Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillor Tony Newman (Chair);

Councillors Alison Butler, Stuart Collins, Alisa Flemming, Hamida Ali, Timothy Godfrey, Simon Hall, Stuart King and Louisa Woodley.
Councillor Humayun Kabir deputised for Councillor Mark Watson in a non-voting capacity.

Also Present: Councillor Manju Shahul-Hameed, Jason Cummings, Lynne Hale, Yvette Hopley, Tim Pollard, Phil Thomas, Sean Fitzsimons, Jan Buttinger, Humayun Kabir, Robert Canning, Sherwan Chowdhury, Patsy Cummings, Bernadette Khan, Maggie Mansell, Paul Scott and Jeet Bains

Apologies: Cabinet: Councillor Mark Watson for absence.
The following submitted apologies for absence: Councillors Maria Gatland, Vidhi Mohan, Steve O'Connell, Jason Perry, Helen Pollard.

PART A

95/17 **Part A minutes of the Cabinet meeting held on 20 November 2017**

The part A minutes of the Cabinet meeting held on 20 November 2017 were received. The Leader of the Council signed the minutes as an accurate record.

96/17 **Disclosure of Interests**

There were none.

97/17 **Urgent Business (If any)**

There were no items of urgent business.

98/17 **Quarter 2 Financial Performance 2017/18**

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

RESOLVED to

- i) Note the current revenue outturn forecast at the end of the second quarter of 2017/18 of £797k, this is before exceptional items of £4.3m, resulting in a total overspend of £5.097m, and the actions put in place to reduce the overspend;
- ii) Note the ongoing engagement with and lobbying of Government by the Council for additional funding for Croydon, both in general terms and specifically Unaccompanied Asylum Seeking Children, fire safety measures and mitigation of the impact of the Universal Credit implementation.
- iii) Note the £3.7m collection fund surplus which is released in 2018/19 and will offset a significant amount of the forecast overspend;
- iv) Note the HRA position of a £0.738m forecast underspend against budget;
- v) Note the capital outturn projection of £37.2m forecast underspend against budget;
- vi) Agree the strategy for the flexible use of capital receipts to deliver on going transformation and savings, detailed in section 9 of the report;
- vii) Endorse the proposed introduction of the Care Leavers Council Tax support scheme, detailed in paragraph 8.5 of the report;
- viii) Endorse the additional allocation of the Business Rates Discretionary Relief scheme, detailed in paragraph 8.14 of the report.

99/17

South London Waste Partnership (SLWP) - Looking to the new contract in 2018

A presentation was provided by Councillor Stuart Collins for this agenda item, which is available 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

- 1.1 Note the arrangements for the forthcoming South London Waste Contract with Veolia
- 1.2 Note the enhancements to the current service, including the garden waste service running all year round, and the collection of Christmas trees from kerbside properties
- 1.3 Note the progress on the planned transitional improvements to the environmental service in advance of the new South London Waste Partnership contract.

1.4 Note the Council agreed to bring this Christmas tree collection service forward for January 2018, meaning residents will receive this service a year earlier than anticipated.

100/17

Croydon Growth Zone: Infrastructure Programme

At 8.15pm Councillor Tony Newman, Leader of the Council, left the meeting and Councillor Alison Butler, Deputy Leader (Statutory) and Cabinet Member for Homes, Regeneration and Planning, took the chair for the remainder of the meeting.

A presentation was provided for this agenda item, which is available 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

1. Note the activities underway and planned by the transport, public realm and culture, energy, parking and construction logistics workstreams.
2. Approve Growth Zone funding for the projects in 2018/19 valued at £4million set out in Section 3, paragraph 3.6 of the report.

101/17

Smart City Programme

A presentation was provided by Councillor Humayun Kabir for this agenda item, which is available 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

1. Note progress in the development of the smart city programme.
2. Approve priorities and initial programme of work and next steps as detailed in the report.
3. Approve funding for 2018/19 as detailed in the report.

102/17

Opportunity and Fairness Commission - Update the Council response

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

RESOLVED

To note the Council's actions to date in responding to the issues raised by the Opportunity and Fairness Commission (OFC) (January 2016 Cabinet - minute reference A20/16) and recommend that as part of the review of the Local Strategic Partnership (LSP) the work of the OFC is used to shape a continued borough wide response to those issues.

103/17

The Woodley Review

A presentation was provided by Councillor Louisa Woodley for this agenda item, which is available 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 endorse the report and the recommendations contained in section 2.3 of the report.

104/17

Adults and all age disability service - update

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

RESOLVED to note the contents of the report.

105/17

Investing in our Borough

The Leader of the Council has delegated to the Cabinet the power to make the executive 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 19/10/2017 – 08/11/2017.

106/17

Exclusion of the Press and Public

The following motion was moved by Councillor Alison Butler 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.

107/17

**Part B minutes of the Cabinet meeting held on 20 November 2017
(exempt under paragraph 3)**

The part B minutes of the Cabinet meeting held on 20 November 2017 were received. The Leader of the Council signed the minutes as an accurate record.

The meeting ended at 9.18pm

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Agenda Item 5

For General Release

REPORT TO:	CABINET 22 January 2018
SUBJECT:	Corporate Plan performance – April to September 2017
LEAD OFFICERS:	Jo Negrini, Chief Executive Sarah Ireland, Director of Commissioning & Improvement
CABINET MEMBERS:	<p>Councillor Tony Newman – Leader of the Council</p> <p>Councillor Simon Hall, Finance & Treasury</p> <p>Councillor Alisa Flemming, Children, Young People & Learning</p> <p>Councillor Louisa Woodley, Families, Health & Social Care</p> <p>Councillor Alison Butler, Homes, Regeneration & Planning</p> <p>Councillor Hamida Ali, Communities, Safety & Justice</p> <p>Councillor Mark Watson, Economy & Jobs</p> <p>Councillor Stuart Collins, Clean Green Croydon</p> <p>Councillor Stuart King, Transport & Environment</p> <p>Councillor Timothy Godfrey, Culture, Leisure & Sport</p>
WARDS:	all
<p>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</p> <p>This report details the latest performance for the Corporate Plan 2015-18, Ambitious for Croydon performance framework approved by Cabinet on 19 January 2015. The Corporate Plan and its Ambitious for Croydon performance framework sets the strategic direction and priorities for the Council based on the priorities of our local residents. In addition it provides a borough-wide view of the performance in areas which are delivered by other public sector organisations and statutory partners.</p> <p>The borough-wide view provides an open and transparent foundation for our residents to hold the Council and its partners accountable for the delivery of key outcomes.</p>	
<p>FINANCIAL IMPACT There is no financial impact arising directly from this report</p>	
<p>KEY DECISION REFERENCE NO: This is 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

Recommendations

1. The Cabinet is recommended to:
 - 1.1 Review the performance for the period April to September 2017 as detailed at Appendix 1.
 - 1.2 Note the achievements, progress, and work to date, as detailed in this report, of delivery against the promises set out in the 2015-18 Corporate Plan.
 - 1.3 Note the areas of challenge (where the Council is responsible for performance) and the work underway / proposed to address these areas as detailed in this report and Appendix 1.

2. EXECUTIVE SUMMARY

- 2.1 The purpose of this report is to review performance against our Corporate Plan 2015-18, Ambitious for Croydon performance measures for the period April to September 2017 to enable the Council and our residents to track progress and success in a way that promotes openness, transparency and accountability.
- 2.2 The 20 key outcomes, detailed under 3.1 below, shape the Corporate Plan 2015-18 and the three supporting strategies, Growth, Independence and Liveability.
- 2.3 **Appendix 1** details performance during the reported period. Where measures are subject to a reporting time lag the latest available data has been reported; this may not correspond with the reported time period.
- 2.4 The Corporate Plan and supporting AfC performance framework are now in the final year of delivery and this is an appropriate point to reflect on the performance and achievements to date. The Council has made significant progress in delivering its outcomes with achievements against a backdrop of reductions in funding and increasing demand for services in terms of volume and complexity.
- 2.5 Key successes relate to employment, education, health and tackling homelessness. These are issues that the Opportunity and Fairness Commission identified as key priorities for Croydon residents. In addition the Council has supported business to grow in all of Croydon and ensure that all of our residents have the opportunity to benefit from the rewards of a regenerated Croydon.
- 2.6 The council with its partners has put an emphasis on supporting young people. This includes investment into youth facilities, supporting effective

schools and colleges and creating job opportunities here in Croydon. There are real challenges around youth violence and attainment across all groups and we needed to invest in and improve our Children's services. There is an increasing emphasis on partnership work and performance to understand how we can collectively tackle some of these issues. The borough has a large youth population and we have emphasised that that regeneration and investment provides the best context for young people to live and grow in Croydon..

- 2.7 The Council has worked to strengthening local communities and build resilience. This is through a combination of activities including campaigns like "Don't Mess with Croydon" that focuses on the public realm or "Choose your Future" that supports young people to make positive choices in their lives. We have put time and investment into our cultural offer because of the benefits this can bring for wellbeing as well as investment into the borough. We have also empowered communities through the community ward budgets and devolved decision making through the devolution pilots. The successful work of Gateway has been our response to helping and supporting people facing financial challenges across benefits and housing needs. There has also been a focus on the support for the most vulnerable in our community through building a borough wide response to major issues such as domestic abuse and sexual violence and social isolation. There is a lot more to be done, however the council along with its partners has put in place a lot of strong work that will be important for taking Croydon forward in 2018 onwards.

3. DETAIL

- 3.1 **Measuring our success**-The outcomes that the Council is seeking for the borough and its residents are firmly rooted in the Corporate Plan 2015-18 and its Ambitious for Croydon framework. In order to ensure these key outcomes are achieved for residents and to shape the direction and structure of the Council's work, three principal strategic priorities have been adopted: creating growth in our economy; helping our residents to be as independent as possible; and creating a welcoming, pleasant place in which local people want to live.

The latest available performance for April to September 2017, together with narrative setting the current context and performance improvement plans in place is attached in Appendix 1 of this report.

- 3.2 **Progress against key outcomes**
The overall RAG status of each area showing progress against key outcomes is set out in the table below. The challenges faced and the improvements made, around these areas are detailed within this report.

GROWTH	INDEPENDENCE	LIVEABILITY	Enabling Core
To create a place where people and businesses want to be (G)	To help families be resilient and able to maximise their life chances and independence (A)	To create a place that communities are proud of and want to look after as their neighbourhood (A)	To be innovative and enterprising in using available resources to change lives for the better (A)
To enable more local people to access a wider range of jobs (G)	To help people from all communities live longer, healthier lives through positive lifestyle choices (G)	To create a place where people feel safe and are safe <i>(measures currently being developed as part of Mayors Police & Crime Plan)</i>	To drive fairness for all communities, people and places (G)
To enable people of all ages to reach their potential through access to quality schools and learning (G)	To protect children and vulnerable adults from harm and exploitation (A)	To build a place that is easy and safe for all to get to and move around in (A)	To be open and transparent and put communities at the heart of decision-making (A)
To grow a thriving and lively cultural offer which engages communities and supports regeneration	To help families and individuals be more financially resilient and live affordable lives (G)	To improve wellbeing across all communities through sport and physical activity (G)	To be digital by design in meeting the needs of local people (A)
To provide a decent, safe, affordable home for every local resident who needs one (A)	To prevent domestic and sexual violence where possible, support victims and hold perpetrators to account (G)	To make parks and open spaces a cultural resource (G)	To have the right people with the right skills in the right jobs

3.3 Delivery for Croydon - Corporate Plan Promises -

Progress in delivering Corporate Plan promises during 2017/18 are set out under the three ambitions of Growth, Independence and Liveability and the Council's enabling function, includes:

3.3.1 GROWTH

Neighbourhoods, district centres, planning

Achievements in the last six months

- ✓ Following the Small Business Commission, the Council in partnership with Croydon Business Network launched an action plan to further support SMEs
- ✓ £77,000 of business rate relief given to businesses supporting 82 jobs since April 2017
- ✓ Public realm development nearing completion Thornton health and South

- Norwood and construction underway New Addington to develop a new community and leisure centre along with new housing.
- ✓ Brick by Brick, the independent development company established by the council, remains on track to deliver approximately 1000 units of mixed tenure housing across approximately 50 council owned sites in the borough.
 - ✓ In October 2017, High Street Croydon became pedestrianised as part of a 12 month pilot to boost the night time economy and improve movement around the town centre.
 - ✓ Purley shoppers, traders and visitors can enjoy improved parking facilities now that the £200,000 upgrade to the town's multi-storey car park is complete.

A programme of temporary public realm improvements will be delivered throughout 2017/2018 ahead of a full implementation of public realm projects starting from April 2018. These support the ongoing regeneration and engage parts of the community whilst the main programme takes shape.

The number of SMEs has grown significantly within the borough and the Council continues to ensure further support is available to local businesses. The Croydon Enterprise Loan Fund has a new provider and has increased the lending portfolio to £4m for the next three and a half years.

The Council has implemented a new discretionary business rates relief scheme to promote business growth and create and safeguard jobs. It has also initiated and supported the research of a business-led Small Business Commission to help to identify the support needed to enable business growth within the borough.

A number of projects have been completed already in the town centre including improvements to East and West Croydon bus stations, a new crossing on Wellesley Road and greening of the central spine and the refurbishment of Surrey Street. This programme will continue as part of the implementation of the Croydon Growth Zone. The Council continues to work closely with the Business Improvement District (BID) to identify priorities for investment to support local businesses and ensure thriving district centres.

Jobs and the economy

Achievements in the last six months

- ✓ The Croydon Partnership- Westfield and Hammerson redevelopment has been approved and will create around 7,000 new jobs for local people.
- ✓ Since October 2017, 24 young people have started an apprenticeship with Croydon Council on minimum 12-month contracts.
- ✓ Croydon Works, the Council's jobs brokerage service, continues to ensure residents benefit from the employment opportunities.
- ✓ 147 people have been successfully helped into work, 70 residents

have been on to training courses to develop new or existing skills and more than 1,000 people have engaged with over 120 local employers

The Council continues to build on its ambitious plans for economic growth and the percentage of people of working age on out-of-work benefits has fallen. The Council is supporting local business to develop and grow and secure employment for local people.

HM Revenue and Customs have now moved to Croydon, with 2,500 employees occupying 184,000 square feet of the building at One Ruskin Square. Other organisations with office space in Croydon include EDF Energy, The Body Shop and Superdrug.

Croydon's Good Employer Charter continues to help to boost the local economy through support to the local supply chain, creation of job opportunities and ensuring employees are paid a fair wage. The Council continues to support and encourage the creation of apprenticeships either directly or through Value Croydon in partnership with its contractors and Croydon College.

The Council is the lead accountable body for the South London Work and Health Programme. This is a devolved programme of funding for employment support focused on individuals with health conditions and disabilities. A new provider was appointed in November 2017 and targeted work will take place over the next quarter working with residents on the Shrublands estate. This will be delivered in partnership with Gateway.

Education and learning

Achievements in the last six months

- ✓ Croydon's performance in the Early Years Foundation Stage Profile at age 4 or 5 improved by 3.0% from 2016 to 73.4% and is now above London (73%) and the national (70.7%).
- ✓ Key Stage 2 tests at age 11 showed that in 2017 the percentage of pupils achieving a combined expected level of attainment in reading, writing and mathematics was above both our statistical neighbours and national averages.
- ✓ In November 2017, 90% of our secondary schools were judged to be Good or Outstanding by Ofsted.
- ✓ The number of Croydon parents getting their first-choice primary school in 2017 has risen by 4% over the last year.
- ✓ Almost 50% of secondary aged pupils attend an Outstanding School, significantly higher than the national average of 27%.
- ✓ Croydon Schools A Level results were above the national average at 98.3%, compared to a national result of 97.9%

Improving educational attainment is a top priority of the Council and makes a major contribution to the improvement of life chances and the reduction of inequality. More school places are being created and improvements in educational outcomes will close the gap for vulnerable and underachieving children.

Discussions continue with Croydon College, Brick by Brick and the Council around the detail of relocation of the College within the Fairfield Halls and College Green redevelopment. In addition negotiations continue about the development of a post-16 Special educational needs and disability (SEND) facility on this site.

Croydon College wants to develop an Institute of Technology (IoT), focussing on skills needed in the tech sector. If granted, this IoT will be in partnership with Sussex University, Tech City, Brighton Metropolitan College, Sussex Wired and Richmond College and will provide cutting edge facilities and training in Tech for adults.

Culture

Achievements in the last six months

- ✓ The Westfield and Hammerson redevelopment has been approved and will include leisure facilities, a multi-screen cinema and bowling alley.
- ✓ Surrey Street Market re-opened after refurbishment in September 2017.
- ✓ Croydon Art Society Annual Exhibition, The Royal Photographic Society's Visual Arts Group exhibition, and the 'Discover Your High Street' pop-up exhibition and Museum of Croydon at Croydon Clocktower.
- ✓ A two-day sell out music festival launched Croydon's new Boxpark pop-up food and drink venue.
- ✓ International Playwriting Festival held in the Council Chamber and the Open House London event to celebrate Croydon's architectural offering.
- ✓ Two new exhibitions - 'The Petherick family album' and 'Bones of Croydon'.
- ✓ Borough's first Pridefest in August 2017 - a celebration of south London's LGBT+ community - was the second-largest 'pride' event inside the M25 this year.
- ✓ Club Soda continues to deliver their programme of arts workshops and events run for and by people with learning disabilities.

Plans have been approved for the first major development phase of a new cultural quarter at College Green incorporating the Croydon Clocktower, Surrey Street, Exchange Square and the Minster, to provide a vibrant destination for arts, education and culture, including a refurbished Fairfield Halls and more than 2000 new homes.

The refurbishment of Fairfield Halls into a world class arts and cultural facility is now underway. The Council has secured a new operator and Brick by Brick has also progressed the appointment of a building contractor. This will enable

effective joint working between the operator and building contractor to deliver a facility of the highest standard in 2018.

Development changes are also being implemented to the Braithwaite Hall to accommodate larger audiences and the Council chamber is being made available for some cultural events.

Housing

Achievements in the last six months

- ✓ The number of households approaching the Council as homeless and the number of new homeless applications continue to fall, continuing the trend of the previous 6 month period.
- ✓ Intervention events held for households in B&B have resulted in 81 households moving out of B&B so far this year. Year-end estimates suggest performance will reach 700.
- ✓ One of the most successful achievements has been the reduction in the number of families with children in B&B for more than 6 weeks. This fell from 37 to 10 households by the end of September.
- ✓ 51 empty properties have been returned to use so far this year.
- ✓ The homelessness prevention trailblazer, working closely with DWP, proactively manages the impact of new welfare and benefit changes on customers and helps to prevent homelessness
- ✓ Local Family Offer with targeted approach towards families at risk of financial and housing instability and working with families in a co-ordinated way to achieve positive outcomes.
- ✓ Croydon Choice – choice based lettings service launched

The Council has a clear strategy to deliver more affordable homes. Three limited liability partnerships (LLP) have been created to increase the supply of affordable homes. Also, a resolution has granted key planning applications to enable more affordable homes within the pipeline.

A new charitable body, Croydon Affordable Homes, has been set up to oversee the new LLP, and as a first step, 96 families currently in emergency and temporary accommodation will be offered 12 month tenancies with a further option of a 3 year tenancy.

A major challenge ahead is the implementation of the Homelessness Reduction Act in April 2018 which places significant additional homelessness prevention duties on the council. The Government has provided extra funding which the Council will use to recruit 16 new homelessness prevention posts and a set up a new single homelessness team.

Croydon Choice – the Council's choice based lettings service – has already advertised around 300 homes, attracting a total of 28,230 bids from registered applicants. The dedicated website – www.croydonchoice.org.uk – provides feedback to applicants on their re-housing prospects.

The adopted Local Plan (2013) seeks an average of 35% of new homes to be affordable over the period 2011-2031. Croydon households will get cheaper rents in 340 properties, paying just 65% of the typical private rent, if innovative council proposals for genuinely affordable homes are approved.

3.3.2 INDEPENDENCE

Early interventions

Achievements in the last six months

- ✓ Tracking of over 1,800 troubled families who are receiving a range of interventions.
- ✓ Kitchen Social Hubs provide free meals in the holidays and encourage cooking and eating in a family setting.
- ✓ The community meals project launched in August 2017 is starting to take referrals from meals on wheels drivers to support older isolated people.
- ✓ Croydon Council's 'shared lives' programme, helping people with learning disabilities to live independent lives in the community, continues to grow and was recently rated 'Excellent' by CQC.
- ✓ Walk in our Shoes, a powerful listening exercise with people with learning disabilities, was conducted on behalf of the All-Age Disability service.
- ✓ Over 300 carers and organisations have been involved in the Carers Engagement workshop in 2017.
- ✓ Careline services continues to provide an effective 24 hour response service into people's homes enabling people to continue to live independently in their own homes.
- ✓ Community Connect extends the Gateway approach out into the community and provides solutions for the most vulnerable residents in New Addington and Fieldway.
- ✓ The Food Stop, London's first combined welfare and membership food shop, was launched in October 2017 at an event attended by nearly 400 local residents. It offers residents around £20 worth of fresh fruit, vegetables, meat, dairy and other foods each week for £3.50 per week and membership provides a clear pathway to employment, improved housing options and financial stability.

Early interventions play a vital part in helping families to be healthy, resilient and independent. Over the last two years, much has been done to engage residents in the review, design and implementation of service improvements. As these improvements are embedded this will improve the perception of the level of social contact and services for both service users and carers.

The Council will continue to work with individuals and communities to co-produce services, promoting personalisation, asset based approaches and self help. It will ensure people have the information on local services and enable them to make informed choices.

In September 2017 the Government introduced the extended entitlement of

an additional 570 hours of childcare for all eligible 3 and 4 year olds with eligibility linked to parental employment. Currently in Croydon, 1,191 children are accessing these additional hours. The take-up of funded 2 year old places has stabilised at around 1,200 children per term.

The conception rate in Croydon amongst 15 - 17 year olds is higher than the averages for London and England although there has been a steady decrease in the borough and London wide in recent years. The Sexual Health and HIV partnership board is arranging a dedicated learning session for 2018 to raise awareness of teenage pregnancy in the borough and to develop a Croydon wide action plan to effectively reduce teenage conception.

Croydon is facing pressures in connection with an ageing population and an increase in the number of people with complex care and support needs. Service users' and carers' perceptions of the level of social contact they enjoy and the ease with which they are able to access information on support services remain low. Over the last two years, much has been done to engage residents in the review, design and implementation of service improvements.

A key strategic direction for Croydon is to secure a sustainable future for adults and all age disabilities services. Building on the phase one Transformation of Adult Social Care (TRASC) Programme, the ADAPT programme (phase two 2017-2020) will continue with the delivery of ongoing TRASC projects, whilst ensuring all projects underway and / or emerging should, where relevant, progress against the objectives of the One Croydon Alliance.

The Shrublands project has launched new Digital Hubs at the Shrublands Coffee and Advice Shop, Shirley Community Centre and Shirley Children's Centre. Activities include a teaching programme for local community groups, job searches, digital skills training and employability sessions. Outreach activities include parents and partners programmes, monthly tenancy, benefits and welfare surgeries.

Croydon's youth engagement team deliver weekly outreach sessions for younger people (aged 11 to 12 years). Croydon Works and Gateway staff have met with community leaders and young people to offer employment advice, support and links to job opportunities, with one young person successfully finding work as a result.

Health

Achievements in the last six months

- ✓ Croydon Council's leisure centres offered free summer swimming for under-16s from Monday 24 July to Tuesday 5 September 2017.
- ✓ A dedicated learning session is being planned for 2018 to raise awareness of teenage pregnancy in the borough and to develop a Croydon-wide action plan to effectively reduce teenage conception.

- ✓ The Council's performance in enabling older people leaving hospital to remain at home is now well above target and exceeds the London and England averages
- ✓ As part of the Live Well Programme, there have been 8,000 users of the JustBe Croydon website and over 300 residents have been seen by Live Well Advisors across the borough.
- ✓ Results from 3-month follow-ups have shown over 80% have achieved at least one of their goals in working towards a healthier lifestyle.
- ✓ The 2016 figure of 13.2% for smoking tobacco prevalence is lower than anytime in last 5 years

The main challenges are health inequality across the borough, and late diagnosis of HIV infection and childhood immunisations. Lifestyle advice and support is being brought together through the Live Well programme with both universal and targeted support for populations at higher risk of poor health.

The Council has had a sustained focus on HIV testing, actively promoting through outreach and a number of settings. The most recent data is 2013/2015 therefore the impact of this approach should be seen in refreshed data for 2016/18.

Measures to improve child immunisation include a review of GP call and recall processes to improve uptake of the MMR vaccine. Health promotion messages are being targeted, with focused prompts for vaccination in key populations and a new web based training for practice nurses was rolled out in early in the year.

The Living Independently for Everyone (LIFE) programme will establish an integrated reablement and rehabilitation service across the borough that will operate as a single community based team under one management structure. The focus of the service will be to enable the person to regain their optimum state of wellbeing and to live independently.

Safeguarding

Achievements in the last six months

- ✓ The implementation of the Safeguarding Triage process to ensure that safeguarding resources are focussed on the more serious cases.
- ✓ Ongoing review and improvement of how S42 Safeguarding Enquiries (investigations) are undertaken.
- ✓ Continued focus on Making Safeguarding Personal (MSP), a key part of the Care Act, ensuring that the voice of the person is at the centre of all safeguarding enquiries.
- ✓ The continued focus of the Croydon Safeguarding Adults Board (CSAB) in ensuring that multi-agency performance improvement is at the heart of the Boards agenda.

Protecting children and vulnerable adults from abuse, harm and exploitation is of paramount importance and remains at the top of the national agenda with

changes in legislation and reforms to the inspection framework which place clear responsibilities on Councils to keep people safe. The Council continues to work with partners to ensure the children and vulnerable adults of Croydon are protected.

There has been a significant increase in the number of contacts with adult social care through the Central Duty Team and longer waiting times for social care assessments have resulted. Croydon has the largest care provider market in London and continues to receive and deal with increasing safeguarding concerns.

The Centralised Duty Team is working a system of prioritising new referrals according to risk. 'Level 1' graded cases will be assessed within the 35 days. However, those graded 'Level 2' are often placed on a waiting list which means that they may go over the 35 days set target.

The Council's improvement agenda will focus on delivering personalised, sustainable solutions through an asset-based approach and reducing the need for specialist services. The Council's investment in the Croydon Alliance programme and projects such as CREST, are supporting the personalisation approach to help manage demand.

Following the OfSTED inspection of Children's Social Care in July 2017, published September 2017, there has been an increased focus on key areas for improvement in children's safeguarding. A refreshed vision for children has been developed, high levels of staff engagement have happened and a Children's Services Improvement Plan has been developed. The Council has set up a Children's Improvement Board which is independently chaired and has representatives from across the Council, elected Members and key partners. The focus will be on keeping children safe; improving quality of front line practice and implementing a strong learning culture. There will be an increased focus on recruitment and retention of social workers and first line managers over the coming year.

The number of looked after children (LAC) in Croydon as a proportion of the population is high due to the number of Unaccompanied Asylum Seeking Children (UASC) in Croydon as we are a Gateway authority. As at 31 March 2017, there were 793 looked after children, made up of 400 Croydon looked after children and 393 UASC. The overall number has fallen slightly as at the 31 September 2017 to a total of 780 looked after children, with 441 Croydon children and 339 UASC.

In 2015/2016 the average time between entering care and being placed with an adoptive family was 1,073 days. For 2016/2017 this dropped to an average of 395 days because many children who have waited a long time have now been adopted and children who have been known to the Council for a shorter period of time have been tracked more robustly and placed more quickly

Tackling the cost of living

Achievements in the last six months

- ✓ In 2017/2018, over 5,000 households (including 440 care leavers) have been supported to maximise their income, which equates to over £6.6m extra monies for these households in the year.
- ✓ Nearly 2,000 residents have been assisted with discretionary support, which had aided homelessness prevention and helped where needed access to food and utility vouchers.
- ✓ So far this year, 2017/2018, 322 residents have been assisted into employment, work placements and courses. This compares with the 378 assisted in the full year 2016/2017.
- ✓ Over 400 staff in Gateway, Housing and Resources have been trained to provide budgeting support to residents
- ✓ 1,000 residents have attended various workshops across the borough offering employment, budgeting, debt and Housing Options advice.
- ✓ In the first seven months of 2017/2018, 3,304 residents in receipt of Universal Credit have been supported with personal budgeting support and have been assisted digitally. In 2016/2017, the number for the whole year was 2,200 residents.
- ✓ Croydon Council/Go on Croydon has promoted financial resilience and digital inclusion to community groups in creating 21 digital zones across the borough where residents have benefited from basic digital skills and training.
- ✓ Membership of Croydon's Credit Union has increased to over 4,750.

Changes in welfare benefits, the Benefit Cap, Universal Credit and the Local Housing Allowance freeze have reduced the disposable income of the poorest in the borough. The Council has helped the most severely affected families avoid homelessness and become more financially independent and has supported individuals into employment. The support given has included advice on accessing bank accounts and affordable loan products and providing guidance on saving money through digital services.

The Council is using £800k funds (from Homelessness Grant) to top up its Discretionary Housing Payment fund, to support residents most heavily impacted by Universal Credit. This fund aims to prevent homelessness and to safeguard tenancies in the most vulnerable households.

Domestic abuse & sexual violence and sexual exploitation

Achievements in the last six months

- ✓ External funding of £260,000 secured to strengthen domestic abuse service provision in the three London Boroughs of Croydon, Bromley and Bexley between 2016 and 2018.
- ✓ Referrals to Multi-Agency Risk Assessment Conference continue to rise, implying greater identification of victims of DASV at high risk of harm.
- ✓ 'Operation Raptor 2' was completed by a joint Police and Children Social Care investigation team resulting in 32 drug dealing lines running from

- Croydon being identified.
- ✓ 'Operation MakeSafe' activity has continued with resources specifically targeted to safeguard vulnerable children and to identify perpetrators.
 - ✓ 'Operation Rosario', a Police-led operation to target Child Sexual Exploitation within the borough was implemented resulting in a disproportionate number of young Black women being identified as at risk of CSE.
 - ✓ A multi-agency group ran a presentation and engagement activity with representatives of over 80 churches in the Borough to raise awareness about CSE in the community.

Tackling Domestic Abuse and Sexual Violence (DASV) and child sexual exploitation (CSE) remain high priorities for the Council. DASV is being tackled by the Council through the Family Justice Centre (FJC) and engaging with partners.

Specialist domestic abuse advisors are available at the FJC, within the Best Start localities as well as through specialists based in the police station and in Croydon University Hospital. In addition, there is a duty worker within the Multi Agency Safeguarding Hub (MASH) to increase identification and facilitate a timely and appropriate response to those who are vulnerable and at risk due to domestic abuse.

Training has been provided to all practitioners to address abusive behaviour within families and facilitate positive change among perpetrators. A wide range of agencies have attended this training and the next step is to run safe relationships group programmes for men deemed of low or medium risk to their partners.

Domestic abuse champions will be recruited and trained in the wider community and there will be dedicated leads for domestic abuse in schools and in GP surgeries so that those experiencing abuse will have more timely access to support.

Over the past year a significant amount of activity has been undertaken to prevent Child Sexual Exploitation (CSE) in Croydon. Following the Joint Targeted Area Inspection which highlighted our nationally recognised work to combat and prevent CSE, multi-agency arrangements have been strengthened and the Croydon MASH has been recognised as one of the most effective by the Metropolitan Police Service.

The Council continues to work with neighbouring boroughs to improve intelligence sharing and, in particular, lists of high risk of children placed by other local authorities. The Council continues to work with schools by providing information to students, parents and teachers.

3.3.3 LIVEABILITY

Cleaner and Greener

Achievements in the last six months

- ✓ The team of dedicated Street Champions continues to grow and numbers over 330.
- ✓ The number of Community Clean-ups has gone up since 2016/2017.
- ✓ The number of fly-tips collected within 48 hours has increased. The performance represents a year-on-year improvement and is significantly higher than the 3% of fly tips collected within 48 hours in 2014.
- ✓ Subscriptions to the green garden waste collection service have exceeded expectations and the household reuse and recycling centres continue to recycle the vast majority of materials.
- ✓ To help increase household recycling, a team of monitoring officers have been working to measure tonnage and participation in the kerbside recycling service and identify areas of low performance in order to target these accordingly.
- ✓ The number of fixed penalty notices (FPNs) issued for incorrect disposal of rubbish has decreased and indicates the positive impact of work undertaken to drive behaviour change through a mix of education and punitive measures.

Croydon continues its efforts to create and maintain a cleaner, greener environment, with the “Don’t Mess With Croydon” campaign continuing to impact on waste crime and street cleanliness.

Through the South London Waste Partnership (SLWP), officers have negotiated an improvement in the response times Veolia have for responding to flytipping. Under the new contract, flytips will be cleared within 24 hours of being reported.

As part of the “Take Pride” element of the council’s campaign, a pilot mobile task force has been established to proactively target fly-tipping hotspots and increase the number of Fixed Penalty Notices issued for fly-tipping in order to deter offenders. Other efforts to reduce fly-tipping have included the successful introduction of Time Banded Waste Collections in London Road, Portland Road, Brigstock Road, Upper Norwood Triangle and South Norwood High Street.

The Council has been trialling super-capacity compactor bins, a number of which have been installed in Croydon town centre and other areas of high footfall throughout the Borough. They can take up to eight times the capacity of standard street bins due to a solar-powered compactor inside each bin that automatically compresses the waste.

The SLWP will harmonise waste collection services across Croydon, Kingston, Merton and Sutton, realising substantial cost savings for the four boroughs. The new collection regime is expected to result in at least a 4% increase in recycling performance across the partnership boroughs. The new contract will take effect in April 2018 for Street Cleansing services, and October 2018 for waste collection services.

Policing and crime

Since the Mayor of London published a new Police and Crime Plan in March 2017, the Mayor's Office for Policing and Crime (MOPAC) crime indicators are no longer active and have been removed from this report. Croydon's local priorities have been agreed as violence with injury (non-domestic), burglary and anti-social behaviour.

High harm crimes and protecting vulnerable people will be included in local priorities in every borough across London to ensure that the police and local partners are focused on these most serious and harmful offences against vulnerable people. This includes a focus on child sexual exploitation, violence against women and girls, gangs, knife crime and gun crime.

Roads transport streets.

Achievements in the last six months

- ✓ The opening of the new bus station at West Croydon has increased capacity by 21% and can accommodate 23,000 passengers a day.
- ✓ The street lighting replacement programme has completed with the installation of 23,630 streetlights that are modern and cost-efficient and make our roads brighter and safer.
- ✓ Winning the Public Sector Award at the Urban Design Awards for the Council's Connected Croydon programme
- ✓ Extending the 20mph limit across north-east Croydon and approving the extension to all parts of the borough increasing cycle safety.

The Council has improved transport connections and is delivering road improvements and safety measures across the borough. The first phase of Croydon's public realm improvement programme has already seen £50m invested in creating step-free pedestrian routes that join different areas of the town centre, including transport hubs and shops.

The number of linear metres of cycle lane is below the target. In order to increase capacity, there are plans to effectively integrate walking and cycling into local place plans and the growth zone. Additional staffing resources are being recruited to support the programme delivery. It is anticipated that the implementation of a 20mph speed limit in residential areas across the borough will help to decrease the number of road casualties in future.

Safe walking and cycling are at the heart of Croydon's Transport Strategy and the Council has supported this by rolling out a programme to introduce area wide 20mph speed limits across the borough in order to improve road safety and encourage cycling. Areas 1 and 2 in the north of the borough were implemented in September 2016 and April 2017 respectively. Area 3 is expected to be implemented in Autumn 2017, Area 4 around Christmas 2017 and Area 5 in March 2018.

Sport

Achievements in the last six months

- ✓ Throughout the summer, free swimming was available to children under 16 years of age at all the Croydon leisure centres.
- ✓ 'walking for Health' Croydon's healthy walking scheme, was shortlisted for a Team London award in the sports and healthy living category.
- ✓ Sports fans across the borough were offered the chance to see world-class athletes in the IPC World Para Athletics Championships at hugely discounted prices in June 2017

The existing leisure contract expired in October 2017 and the council is currently in the process of commissioning a new contract which will include challenging KPI's to secure improvement in the health and wellbeing of residents. In the interim the council is working with Fusions Sports and community development team to produce initiatives to attract more adults into our centres and to become more active.

The diverse range of events, offers of free introductory sessions for new members, rewards for people who encourage friends and/or relatives to sign up to participate. are all helping to raise participation rates. Events are tailored for all ages, gender and ability and include swimming, fun inflatable sessions in the pool, water polo, trampolining, walking netball, walking football, basketball, badminton, yoga and dance amongst others.

The Council continues to support satellite clubs, with just over 30 operating. Sports include rugby, taekwondo, dance, table tennis, golf, basketball, athletics, boxing and korfbal, with the aim that clubs become sustainable after funding ceases.

Parks and open spaces

Achievements in the last six months

- ✓ Over 5,000 volunteer days were spent on positive and practical action in parks.
- ✓ The fundraising efforts of residents paid for a new £100,000 playground at South Norwood Lakes.
- ✓ The new BMX track has been built in Norbury Park, provided by the council using money from private housing developments.
- ✓ The ancient Great North Wood that gave its name to Croydon's Norwood

wards was partially revived with a £700,000 grant from the Heritage Lottery Fund.

- ✓ For the second For the second consecutive year, Love Lane in Woodside has been named London's Play Street of the Year – the capital's best street for children to play safely outside.

Croydon is the greenest borough in London with over 127 parks and open spaces. Over 300 hectares of conservation meadows have been managed for wildlife, with hay baled and used by local farmers. Over 450 tenants and their families are growing their own healthy food on six direct-let Allotment sites.

The Council has also supported the grazing of high value conservation sites to maintain biodiversity, including the Downlands Project to provide sheep and cattle at Happy Valley, Sanderstead to Whyteleafe, Foxley and Hutchinsons Bank. A range of improvements have been made to ensure all people can safely enjoy Croydon's green spaces including access and footpath improvements at Toller Lane, Happy Valley, and Foxley Wood.

The Council also launched its 'Croydon Talks Parks' initiative to engage local people in our ambitious plans to secure and improve the borough's green spaces. The Council has continued to deliver a range of initiatives engaging with people including schools to deliver a range of outdoor activities for people who want to take positive action in their local green spaces. Examples include work to support Great North Wood Partnership, The Forest School Partnership and the Great Green Yonder programme.

Nine new Friends of Park Groups have formed increasing the total to 42. These groups comprise volunteers who get actively involved in looking after local green spaces and also fundraise to deliver improvements. Working in partnership with Friends of Park groups, the Council has supported improvements to a number of parks including refurbishment of a pavilion and play areas.

3.3.4 ENABLING

Finance

The forecast revenue outturn at the end of the second quarter of 2017/18 is **£797k**, this is before exceptional items of **£4.3m**, resulting in a total overspend of **£5.097m**, The exceptional items relate to additional costs associated with Unaccompanied Asylum Seeking Children (UASC) and the impact of the failure of Central Government to implement the provisions of the Immigration Act.

Fairness and equality

Achievements in the last six months

- ✓ The Council obtained accreditation as a Flexible Working Borough.
- ✓ “We Stand Together” community event to support communities impacted by hate crime and explore issues that face different communities within Croydon.
- ✓ In-person visits to the council have been reduced by around 30% each year. This has saved on staffing costs and seen customer satisfaction rise from 57% to 98%.
- ✓ Croydon Council received the Local Government Chronicle award for adopting a range of technologies that have made it easier for local residents to access services online.
- ✓ A council-run Croydon event for local businesses to hire applicants with disabilities was staged in October at Croydon College.

The Council developed its Opportunity and Fairness Plan 2016-2020 based on the findings of the Opportunity and Fairness Commission and reset its statutory equality objectives for that period. The equality performance measures have been embedded in the Corporate Plan performance framework, commonly known as Ambitious for Croydon.

The Child Poverty Plan focuses on increasing flexible working opportunities and obtaining accreditation as a Flexible Working Borough. The Good Employer Charter, launched in January 2017, includes a key focus on inclusive employment practises which includes flexible working.

Good overall improvement in life expectancy and reductions in preventable deaths masks significant variation within the borough. Outcomes still tend to be poorer in areas of higher deprivation. Lifestyle advice and support is being brought together through the Live Well programme with both universal and targeted support for populations at higher risk of poor health.

Across the Local Strategic Partnership (LSP), through the Croydon Works programme and Good Employer Charter the Council continues to focus on ensuring that all Croydon residents have access to employment opportunities, education, training or support for job readiness. There is also a focus on equipping the borough to embrace disability in the community.

Through the Croydon Young People-led “Child Poverty Plan” a survey of lone parents identified that the greatest barrier to employment for parents was the lack of job opportunities that fit with their childcare responsibilities. The main focus of the Partnership has been increasing flexible working opportunities in Croydon.

The Good Employer Charter, launched in January 2017, includes a key focus on inclusive employment practises which includes flexible working. In education, the Borough schools continue to perform at or above the English average in key attainment areas. However, there are number of areas in the

Borough where BME communities and Looked After children perform below the English average.

Adult and Community Learning via CALAT shows that achievement rates for both BAME groups and learners with disabilities are above the national average and support for learners remains good.

Open and accountable

As the Council continues to see pressures on its services, the increasing number and nature of FOI requests, year on year, places an additional stress on resources. As services are also now more frequently delivered with partner organisations it is often more complicated to compile full information in a timely manner.

Work continues with services and the Council's Legal team to ensure the right awareness and additional guidance for completion of responses across the organisation is met. Further weekly reporting through the senior management team is also assisting in focusing on cases where it is proving more difficult to provide the right information.

The volume of corporate Stage 1 complaints in the second quarter to 30 September 2017 has decreased by 22% compared to the same time last year. 30% of these Stage 1 complaints were upheld. However, there has been an increase of 18% on complaints escalating to Stage 2 compared to quarter 2 last year.

During quarter 2 the customer commitment was re-launched with a series of activities to re-focus the organisation on delivering our customer promises, to increase satisfaction and reduce complaints. This will form part of an ongoing action plan to ensure that staff are getting the basics of communication and service standards right.

Digital and enabling

Achievements in the last six months

- ✓ The council received the Local Government Chronicle award after adopting a range of technologies that have made it easier for local residents to access services online.
- ✓ Over half the population of the borough – 180,000 people – have now registered online for My Account to enable them to quickly and easily make payments and order services without constantly re-entering personal information.
- ✓ There have been almost 20,000 downloads of the My Croydon smartphone app. These changes alone have saved local taxpayers around £8m, and the plan is to reduce spending on old ways of working by around £1.2m in the coming year.
- ✓ The digital inclusion model The Digital Inclusion model has provided digital skills support, increased digital confidence in over 65's by 42%, increased the number of people with basic digital skills by 12.9% and increased

digital confidence with 70% of small businesses.

The number of transactions completed through 'My Account' has continued to rise, reducing telephone contact. The webchat service ensures customers are retained online. Satisfaction with online services remains higher than the industry standard. The Council's digital inclusion model continues to bring partners and the community together to create self-sustaining solutions.

The Council's transformation programmes, using agency staff to resource transformation projects presents better value for money than utilising costly consultancy services and supports the Council to develop internal capacity to manage these projects in the long-term.

Children and Adult Social Care continue to be the largest overspends in the organisation with the greatest increase in Adult Social Care. Agency staff costs are more expensive than full time equivalent posts so concerted management focus has resulted in over 20 conversions from agency social workers to permanent staff contracts.

With Croydon recognised as having one of the fastest growing technology-based economies in the UK the council has also invested £2m in the development of a tech community centred on TMRW, which has become a hub for entrepreneurs and small businesses keen to take advantage of gigabit internet connectivity and shared expertise.

4. CONSULTATION

- 4.1 No consultation is required.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 There are no financial considerations arising directly from this report; however, attention should be drawn to the areas of high demand detailed in this report which are creating increased pressure on services. With the recent findings of the Ofsted Children's Social Care Inspection and the population expected to grow further in Croydon there could be future financial implications and risk to services.
- 5.2 In addition, the Budget presented by the Chancellor on the 22nd November 2017 failed to announce any changes to the Local Government Funding formula or any additional funding for Social Care in Croydon, therefore putting further pressure on future budgets.

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

6. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER

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

(Approved by Sandra Herbert, Head of Litigation and Corporate Law on behalf of Jacqueline Harris – Baker Director of Law and Monitoring Officer)

7. HUMAN RESOURCES IMPACT

- 7.1 Each project within the AfC portfolio is, and continues to have, its HR considerations individually advised and appraised. There are no other immediate HR considerations that arise from the outcome of this report.
(Approved by: Sue Moorman, Director of Human Resources)

8. EQUALITIES IMPACT

- 8.1 One of the key Ambitious for Croydon outcomes is to “drive fairness for all local people, communities and places”. To support this, the performance framework has been designed to measure the disparities in outcomes and opportunities across the borough.
- 8.2 A suite of fairness and inclusion performance measures based on the Council’s statutory equality objectives, were developed in the light of the OFC’s report. They include measurements of the “gap” in terms of access to employment and housing, homelessness, child poverty, educational attainment, community safety, social isolation and life expectancy.

9. ENVIRONMENTAL IMPACT

- 9.1 There is no environmental impact arising directly from this report; however, the Ambitious for Croydon outcomes reflect the Council’s aspirations to create a place that communities are proud of, and in which people and businesses want to be.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 There is no specific crime and disorder impact arising from this report; however, the administration makes a commitment to ensure that local people are safe, and feel safe.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 This performance report will enable the Council and our residents to track progress and success and enable residents to hold the Council and its partners accountable for the delivery of key outcomes ensuring the best possible outcomes for our residents.

12. OPTIONS CONSIDERED AND REJECTED

12.1 Not applicable

CONTACT OFFICER: Sarah Ireland, Director of Commissioning. And Improvement

APPENDICES TO THIS REPORT

Appendix 1 – Performance for 1 April to 30 September 2017 Corporate Plan performance framework, Ambitious for Croydon

Background documents:

Corporate Plan 2015-18: <https://www.croydon.gov.uk/democracy/dande/policies/corpplans/>

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Ambitious for Croydon

Appendix 1

Corporate plan 2015-18

Performance framework summary report

Latest data for 2017/18 as at September 2017

Key outcomes – measuring performance

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GROWTH – Neighbourhoods, District Centres, planning

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To create a place where people & businesses want to be	The number of small and medium business enterprises (SME's)	12,840 (2013/14)	14,000	14,790	(G)	No comparative data available
	Occupation rates - Office	60% (Dec 2016)	88% by 2021	Update due December 2017	(A)	NA
	Occupation rates - Retail	93% (Dec 2016)	Improve / maintain	Update due December 2017	(G)	NA
	The number of apprenticeship participants within the borough	2510 (2015/16)	2750	Update due November 2017	(G)	Total number of apprenticeship framework achievements (2015/16) London, 46,280 England 503, 900

GROWTH - neighbourhoods, district centres and planning

Croydon's business community continues to grow with 14,790 businesses located within the borough (99.7% of which are SMEs). Croydon Council continues to support and grow our business community through various initiatives including:-

The Small Business Commission - A business led Council initiated commission carried out a large consultation piece in 2017 which resulted in a report launched in September which included a dynamic action plan to support Croydon's SME community. Croydon Council will now be delivering the specified actions with a variety of stakeholders through the Croydon Business Network (a network of business support agencies that include Chambers, FSB, Shaking Hands, Coast to Capital, SINC etc). The delivery of this programme will be showcased in 2018 where the Council will be making 2018 the Croydon Year of Business and delivering a variety of support for business growth through the borough.

Technology sector - The borough is now home to 2,005 companies in Technology, Media and Telecoms sector (ONS data). Over the five years 2011-2016 Croydon's Technology sector has grown by 58%. A key priority for the Council is working with SINC and Croydon Tech City to provide a clear plan of delivery to support and deliver scale up for these businesses - this plan will be delivered in 2018/2019 and will build on the high level report created by Regeneris for the 5 boroughs of the South London Partnership and led by the Economic Growth Team.

The Croydon Enterprise Loan Fund - The fund continues to address the needs of businesses in the borough - supporting businesses to access finance. The fund's primary function is to support businesses unable to source finance in the usual way. This year is the 10th anniversary of the loan fund. The lending portfolio has been increased to £4m for the period up until 2020. The new offer will enhance the existing service by introducing tailored financial services that are sector and/or place specific, with bespoke offerings for fast growing sectors and/or geographical areas such as district centres and Tier 1 Industrial areas.

The Croydon Business Network - The network facilitated by Croydon Council have successfully delivered a programme of business support events and training opportunities through Croydon Business Month (October 2017). Approximately 1000 business delegates have been supported through 50 events. The Economic Growth Team will continue to progress this successful partnership throughout 2018, Croydon Year of Business.

Business rate relief - Discretionary business rate relief scheme has given £77,000 of rate relief to businesses which have supported 82 jobs since Apr 2017.

Growth Zone - In addition to shaping local development, the Council is also driving forward delivery. The Growth Zone has been developed as a collaborative approach between the Council, GLA and TfL to secure investment in the form of the retention of business rate growth in the town centre. It will run for 16 years, with an option to extend by 3 years, and will fund a number of phases of infrastructure delivery, although the focus is on the first five years in order to coincide with major development activity in the pipeline. This will minimise disruption, enable growth to occur earlier and bring forward the benefits of the town centre regeneration.

The programme includes a wide range of infrastructure projects that enable growth in the town centre, largely through the provision of additional transport and highway capacity, but also improve the 'look and feel' of the town centre through significant public realm improvements. Further to this it will oversee the construction and logistics of the programme to minimise disruption in the town centre during the works. Further development of the projects will be undertaken over the next year.

In 2017/18 the Growth Zone saw delivery of a meanwhile programme including the Grange Art Store, the outdoor month long Warhol exhibition which reached an audience of 8,000, pilot Parklets, creative road murals, High Street (experimental) pedestrianisation, 3 major lighting and projection projects with partners including the BIDS and London Lumiere, activation of the College Square (in collaboration with Central St Martin's University), the launch of a Night Time Economy Innovation Fund – 'Good Evening Croydon', and working with partners such as Croydon BID to ensure their projects and interventions are delivered in tandem with the programme.

The next year will see further Growth Zone programme development and delivery with an increased level of community, partner and stakeholder engagement.

District centres - District Centre Regeneration at Croydon focuses on the town centres and neighbourhoods of the borough, working with residents and businesses to create healthy and vibrant high streets and surrounding areas. Taking a total approach to place, a holistic regeneration programme of investment and interventions is being developed.

In South Norwood, the Council has been successful in its bid for funding from the GLA Good Growth Fund that seeks to deliver a community led regeneration plan – building on its role as a devolution early adopter, together with Purley and New Addington. Public realm improvements are nearing completion in South Norwood and Thornton Heath; the latter seeing a comprehensive business support package for local traders together with flank wall art and shop front improvements to enhance the district centre. In New Addington, construction is underway to deliver a new community and leisure centre along with new housing on Central Parade. Moving forward, the council will look at the long term requirements for the wider regeneration of Central Parade West. In Ashburton Park, the council has made significant investments in the locally listed, former library building, Ashburton Hall, to make it an attractive, fit for purpose community facility.

Brick by Brick, the independent development company established by the council, remains on track to deliver approximately 1000 units of mixed tenure housing across approximately 50 council owned sites in the borough. To date, planning permission has been granted on c30 sites throughout the borough with many more at pre-application stage. A key aim of Brick by Brick is to deliver 50% affordable homes across its portfolio of smaller development sites. Some examples of schemes under development by Brick by Brick are highlighted in the section on **Growth-Housing**.

The Council continues to support and encourage the creation of apprenticeships either directly or through Value Croydon in partnership with its contractors and Croydon College. A recent example where apprenticeships have been provided is through the general building contracts where six Croydon apprentices have been employed to work in a range of building trades helping to upgrade Croydon's 14,000 council homes.

GROWTH – Jobs and the economy

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To enable more local people to access a wider range of jobs	% of young people Not in Education, Employment or Training (NEET)	2.9% (G)	2.8%	Next update June 2018	NA	England 4.2% (G) Quartile A DfE data matrix
	The volume M2 of new Grade A commercial space delivered within the borough	New	95,000m ² net additional space (2011 - 2031)	32,433m²	(G)	No comparative data available
	% employment rate <i>Data source Nomis Annual Population Survey data has been reweighted in line with the latest ONS estimates</i>	New	77.30%	78.5% June 2017	(G)	London – 73.7% England – 74.6% (G) June 2017
	% unemployment rate <i>Data source Nomis Annual Population Survey data has been reweighted in line with the latest ONS estimates</i>	New	5.5%	5.2% June 2017	(G)	London – 5.6% England – 4.7% (G) June 2017

GROWTH - jobs and the economy

Employment Rate

Around 203,200 Croydon residents are in employment (78.5%). This means a significantly higher percentage of Croydon's population are employed than is the case for London or England overall. Although this is positive, the borough's residents are more likely to be employed in lower-wage, lower skilled employment; the Council is working with education and training providers to improve pathways into skilled employment. The Council is also working to increase the number of apprentices in the borough, which will lead to better long term prospects for those employees.

Unemployment Rate

Croydon's unemployment rate is 5.2%, which means around 10,800 Croydon residents are unemployed; this is below the London rate but above the England rate of unemployment. The Council has implemented a number of initiatives to improve the unemployment rate, as outlined below.

The Council continues to build on its ambitious plans for economic growth and, according to research, the borough is already on track as the UK's fastest growing economy with annual GVA growth of 9.3%. As the single largest office market outside Central London with 7.9 million ft² of office stock, it is home to a number of international business clusters including Financial Services, Insurance, Engineering, Digital & Tech, and Government. HM Revenue and Customs have now moved to Croydon, with 2,500 employees occupying 184,000 square feet building at One Ruskin Square once construction is complete. This is yet another sign of confidence in Croydon, following on from EDF Energy, The Body Shop and Superdrug which have also taken over new and refurbished offices in the area.

Croydon's Good Employer Charter which aims to boost the local economy through support to the local supply chain, creation of job opportunities are ensuring employees are paid a fair wage goes from strength to strength with 32 organisations obtaining accreditation and a further 43 having pledged to work towards accreditation spreading the best employment practices throughout Croydon. The Charter aims to have 20 businesses accredited by July 2017 and will focus activity on the Council's tier 1 contractors. Croydon's vision for growth is inclusive, with opportunity and fairness at the heart of growth plans and ambition to ensure that all residents are able to share in the success of the borough. As a London Living Wage employer the Council is committed to working with the business community to tackle in-work poverty.

The Council is the lead accountable body for the South London Work and Health Programme, this is a devolved programme of funding for employment support focused on individuals with health conditions and disabilities. The provider – Reed in Partnership has been appointed. Targeted work will take place over the next quarter working with residents on the Shrublands estate to understand their career aspirations and providing activities to move young people closer to work. This will be delivered in partnership with Gateway who have a targeted NEET worker.

The Council continues to use its buying power to secure employment and business opportunities for local people through its Value Croydon initiative. Croydon Works, the Council's employment brokerage service has registered over 1200 residents, delivered work related training to 130 residents in various areas including childcare, customer service, construction, security and employability leading to the successful placement of 240 people in to sustainable employment. A key focus for Croydon works are people furthest from the job market such as the long term unemployed and people with disabilities, Croydon Works is focusing on particular sectors where we will see a growth in jobs over the next year, including construction, retail and hospitality. A new public facing, front office is in development to improve outreach and engagement with local people. Close partnership working between Croydon Works and the Council's Gateway service to ensure residents receive the targeted, holistic support they need to get residents job ready and into employment continues.

GROWTH – Education and Learning

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To enable people of all ages to reach their potential through access to quality schools and learning	Percentage of children at the end of reception year who are judged to be at a good level of development	70.4% (Sept 2016)	71.2%	73.4%	(G)	London 73% England 70.7% Provisional 2016/17 (G)
	% Parents offered one of their top 3 school choices (Primary)	94% (2015/16 entry) (G)	96% (2016/17 entry)	97.7% (2016/17 entry)	(G)	London 94.4% England 96.3% (2016/17) (G)
	% Parents offered one of their top 3 school choices (Secondary)	89% (2015/16 entry) (G)	89% (2016/17 entry)	89.7% (2016/17 entry)	(G)	London 89.1% England 95% (2016/17) (G)
	Educational attainment by the age of 19 at Level 2	88.6% (2014/15 Academic)	86% (2015/16 academic)	87% (2015/16)	(G)	London 87.6% England 85.3% (G)
	Educational attainment by the age of 19 at Level 3	64.4% (2014/15 Academic)	64.9% (2015/16 academic)	64.6% (2015/16)	(G)	London 65.4% England 57.1% (G)
	% of all primary schools given overall effectiveness rating of good or outstanding by OfSTED at most recent inspection	91% (September 2015) (A)	92%	83.1%	(A)	London 94% England 91% (A)
	% of all secondary schools given overall effectiveness rating of good or outstanding by OfSTED at the most recent inspection.	71.4% (June 2015) (R)	82%	90%	(G)	London 89% England 80% (G)
	% of Pupil Referral Units (PRU) given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	100% (March 2015) There were no inspections during 2015/16	100%	No inspections during 2016-17 & 17-18 to date	NA	London 94% England 88%

% of Special schools given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	100% (March 2015) There were no inspections during 2015/16	100%	No inspections during 2016-17 & 17-18 to date	NA	London 95% England 94%
KS2 reading, writing and maths to expected standard	54% (2015/16)	Improve / sustain	63% (2016/17)	(G)	London 66% England 61% Quartile B (G)
Attainment 8 - showing pupils' average achievement in the same suite of subjects as the Progress 8 measure.	48.5 (2015/16)	Improve / sustain	44.7 (2016/17)	(A)	England 44.2 (G) Quartile C
Progress 8 - aims to capture the progress a pupil makes from the end of primary school to the end of secondary school	0.08 (2015/16)	Improve / sustain	0.06 (2016/17)	(A) A progress score of above 0 means the LA is above national average	London 0.22 England 0 (G)
English and mathematics – the percentage of pupils achieving a C grade or better in both English (either Language or Literature) and mathematics. Please note – This indicator changed in 2017 from reporting 9-4 grades to 9-5 grades	60.6% (2015/16)	Not applicable due to grading system change	40.1% (2016/17)	NA	London 47.7% England 42.2% (G)

GROWTH - education and learning

Raising educational standards supports economic growth, personal independence and makes a locality more attractive to potential residents. We are working to ensure local residents have the skills to take up the jobs being created in the borough.

Early Years - An important starting point for learning is the Early Years Foundation Stage which is crucial to ensuring future success. Croydon's performance in the Early Years Foundation Stage Profile at age 4 or 5 improved significantly once again (by 3.0%) from 2016 to 73.4% and is now above London (73%) and the national (70.7%). The Croydon Best Start 0-5 Programme is working to improve outcomes for children in early years across all areas of learning and development.

Primary and Secondary Performance - Key Stage 2 tests at age 11 showed that in 2017 the percentage of pupils achieving a combined expected level of attainment in reading, writing and mathematics was above both our statistical neighbours and national averages. This means that for the second year in a row Croydon's outcomes at the end of KS2 are above the national average and there was also an improvement in outcomes from 2016. Pupil outcomes at the end of key stage one are also above the national average, as is the percentage of children achieving the expected standard in the phonics screening test. Achievement at the end of Key Stage 4 was not as positive as it has been previously, the percentage of pupils achieving a grade 4 GCSE or above in combined English and Mathematics is below the national average. However, the key national indicator of Progress 8, showed that Croydon's young people make better progress during their secondary education than their peers nationally. The Octavo Partnership continues to engage with all schools, offering challenge and support, to improve outcomes further.

Permanent exclusions remain low when compared with London and national indicators. Officers continue to work closely with all schools in the Borough through the Fair Access Process.

In November 2017 90% of our secondary schools are judged to be Good or Outstanding by Ofsted, which is higher than the national average and in line with inner London schools, this is a substantial improvement from 71% last academic year and was above the target that was set. Furthermore, almost 50% of secondary aged pupils attend an Outstanding School, significantly higher than the national average of 27%. There has been a slight decline in the percentage of primary schools that are currently judged good or better overall, although recent inspections indicate a reversal of this decline. Recent inspections of our primary schools have been positive. We are working closely with those schools that currently require improvement, they have been able to access a bespoke package of support which includes specific leadership support.

Post 16 and Higher Education - The Council continues to work with partner organisations to secure the development of a new site for Croydon College on the College Green site. Discussions continue with Croydon College, Brick by Brick and the Council around the detail of relocation of the College within the Fairfield Halls and College Green redevelopment. In addition negotiations continue about the development of a post-16 SEND facility on this site.

Educational attainment by the age of 19 at level 3 is above both national average and the London average. At level 2 attainment in Croydon is above both the London and England averages.

Sussex University has a presence in Croydon working in partnership with Croydon College. Further discussions are taking place with the new VC regarding an increased presence in the borough. In addition, Croydon College has submitted an expression of interest to develop an Institute of Technology (IoT), focussing on skills needed in the tech sector. This IoT will be in partnership with Sussex University, Tech City, Brighton Metropolitan College, Sussex Wired and Richmond College and will provide cutting edge facilities and training in Tech for adults.

Adult and Community Learning - CALAT achievement rates dropped 7% in 2016/17 to 82% which is still above provider averages and reflects a national trend. This was largely due to significant changes in accreditation for functional skills and GCSE courses as well as a slight drop in retention rates. The achievement rates for both BAME groups and learners with disabilities are above the national average and support for learners remains good. Due to the introduction of the apprenticeship Levy the number of apprenticeships delivered by the service has increased and this area of work looks set to grow.

GROWTH - Culture

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To grow a thriving and lively cultural offer which engages communities & supports regeneration	Number of tourism day visits to Croydon (3 year average) <i>(The Great Britain Tourism Survey has changed the way it reports this measures from previous years)</i>	8.22 million (2013-15)	NA	12.5 million (2014-16)	NA The margin of error for these estimates is +/-25% so this means that the change has not been significant.	No comparative data available

GROWTH – culture

Our ambition is to grow a thriving and lively cultural offer which engages both our communities and our visitors and supports regeneration. Plans agreed in November 2014 set out Croydon’s vision for the new Cultural Quarter to help spearhead the town centre regeneration and the centre piece of that, the refurbishment of the Fairfield Halls into a world class venue is underway. The council has secured a new operator, BHLive, to run Fairfield Halls when it reopens following a £30m refurbishment.

Croydon’s cultural calendar is developing strongly with several successful large scale events in the last year: Pride, Croydon Mela, Dance Umbrella Croydon and the outdoor art exhibition Warhol Croydon – all attracting attendance in the thousands. The cultural partnership fund established in 2015 has levered in external funding at a ratio of 1:2.5 in its first year. Croydon has also made a bid to be London’s first Borough of Culture in 2019 on the basis of its strengths, current investment, emerging cultural offer and future potential.

In 2018/19 the council will develop a new set of outcomes and indicators which set both a baseline for engagement in culture and track the impact of the growing cultural offer across the Borough.

GROWTH - Housing

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To provide a decent, safe & affordable home for every local resident who needs one	The number of households accepted as homeless under the Housing Act	1042 cases (R)	930 cases annual 465 cases YTD	384 cases YTD	(G)	No comparative data available
	Number of homeless households living in bed & breakfast and self-contained temporary accommodation.	847 (R)	750 cases	772 cases	(A)	No comparable data available
	Number of households with dependent children and/or pregnant woman with no other dependents in bed and breakfast for 6 weeks or longer	37 (G)	Less than 60 cases	10 cases	(G)	No comparable data available
	Number of market homes started (for sale or rent)	2521 (G)	920 annual 460 YTD	582 YTD	(G)	No comparable data available
	Affordable Housing – the number of affordable homes completed (gross)	334 (A)	495 annual	119 YTD	NA (target is at year end)	No comparable data
	The percentage of private rental housing stock licensed through the selective licensing scheme	81% Launched in October 2015	93%	92%	(A)	No comparable data
	The number of empty properties returned to use	137 (G)	100 annual 50 YTD	50 YTD	(G)	No comparable data

GROWTH - housing

The housing and homelessness crisis facing the borough remains extremely challenging, due to the continuing impact of welfare reforms and the pressure on the available housing stock. Croydon is tackling this through a range of initiatives and the significant impact of this is reflected in the Council's performance:

- Homelessness prevention trailblazer – we are working closely with DWP to proactively manage the impact of new welfare and benefit changes by identifying affected customers and providing employment, benefit and financial support to prevent homelessness
- Local Family Offer – targeted approach towards families at risk of financial and housing instability and working with families in a co-ordinated way to achieve positive outcomes
- Housing messaging – a strong communications push, involving residents, to overcome misconceptions about social housing and homelessness and to provide people with information and support to enable them to develop their own solutions

All of the main indicators of homelessness are showing a positive downward trend, reflecting the impact of successful messaging and pro-active prevention work. The number of households approaching the council as homeless and the number of new homeless applications are both falling, continuing the trend of the previous 6 month period. Homelessness acceptances are on a steady downward trend, with 187 recorded in Q2, which places us well ahead of the target.

Successful prevention work is also impacting on the number of new placements in B&B which have fallen by 24% from 108 per month a year ago to 82. Intervention events held for households in B&B have resulted in 81 households moving out of B&B to other housing solutions so far this year. As a result, we are ahead of our target of reducing B&B households to 750 by the end of the year, estimating our end year performance to now reach 700. One of the most successful achievements has been the reduction in the number of families with children in B&B for more than 6 weeks. This fell from 37 to 10 households by the end of September and, by end of October, successful intervention work had reduced this to zero, for the first time in several years.

A major challenge ahead is the implementation of the Homelessness Reduction Act in April 2018 which places significant additional homelessness prevention duties on the council. The government has recognised the additional burden this imposes on local authorities and allocated additional funding, which we are using to recruit 16 new homelessness prevention posts. We are also creating a new single homelessness team, providing staff training and planning to set up a social lettings agency to create more access to accommodation for council referrals and provide greater support to tenants and landlords.

Work is progressing on a number of initiatives to meet the ongoing lack of affordable long-term accommodation in the private sector. Last year's £15 million investment in the Real Lettings Property Fund has delivered 21 units of private rented accommodation for homeless families to date. A new charitable body has been set up to oversee our new LLP, Croydon Affordable Homes, and as a first step, 96 families currently in emergency and temporary accommodation will be offered 12 month tenancies with a further option of a three year tenancy. This will enable families currently in insecure accommodation to have a stable home and make better life choices. Croydon Affordable Homes will also acquire 250 two & three bed roomed properties to create a portfolio of affordable accommodation for homeless families. Work with the GLA is also progressing to develop an innovative programme of new homes using modular methods of construction to provide an alternative to homeless families living in emergency accommodation.

There are currently 521 affordable homes recorded as being under construction. Affordable housing completions often complete towards the end of the financial year because of many of the schemes are funded.

Croydon Choice – the council’s choice based lettings service – has been live for almost six months. In that time, around 300 homes have been advertised, attracting a total of 28,230 bids from registered applicants. One of the strengths of the dedicated website – www.croydonchoice.org.uk - is that it focuses on giving feedback to applicants on their re-housing prospects. For each bid that is placed, the applicant gets real time feedback on their chances of being successfully shortlisted for the property. In addition, at the end of each month, we publish the outcome of each property advertised, showing how long the successful applicant waited on the housing register. This information is essential to support those in housing need to consider other, quicker, housing options, e.g. in the private rented sector.

The adopted Local Plan (2013) seeks an average of 35% of new homes to be affordable over the period 2011-2031. In 2016/17 the significant number of new homes built under government introduced permitted development rights coupled with the continuing reduction in grant available to deliver new affordable units has meant that the target for 2016/17 was missed. However, it is important to note the following schemes have a resolution to grant planning permission subject to agreeing the final Section 106 Agreement, which will set out and include further provision of affordable housing. These schemes are Purley Baptist Church, Mondial, Land at Derrick Avenue, Land adjacent to 17 Scarbrook Road and 105-107 Purley Downs Road. Already in 2017/18 College Green, Taberner House and a series of Brick by Brick schemes (the Brick by Brick schemes include 235 Affordable units) have been granted planning permission and include affordable provision. Furthermore, additional affordable housing is often delivered through a Registered Provider acquiring a site and planning permission post the original grant of planning permission and affordable housing delivery from this source is not captured in these figures (these figures capture affordable housing provision at the time the planning permission was granted).

Excellent progress has been achieved against the target for returning empty properties to use, with 51 properties returned to use so far this year through the work of a single Empty Property Officer. The recruitment of an additional member of staff is expected shortly which will increase capacity for action to return empty properties to use. The council continues to provide funding of £0.5m a year for this work which is used alongside the remaining funding carried over from the sub-regional programme to fund works to empty properties. A significant development this year has been the use of the council’s compulsory purchase powers to deal with a long-term vacant problem property, clearing the way for similar action, where appropriate, in future.

Selective licensing scheme

New applications are still being made at the rate of approximately 250 per month. ‘Area action’ work is being undertaken with teams concentrating on small areas and visiting all residential properties to locate unlicensed privately rented dwellings – we plan to do this in 15 small areas, four areas have been completed and around 70 unlicensed properties located, and the fifth area is currently in progress. Programmed inspections of all licensed properties are underway and given the large number it is expected that these will be carried out over the full life of the scheme.

INDEPENDENCE – Early interventions

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To help families be healthy and resilient and able to maximise their life chances and independence	The number of families for whom a Troubled Families Outcome payment is achieved	453 (A)	768	206	(R)	No comparative data available
	Conception rate per 1,000 girls (aged 15-17 years) rolling average	26.1 (rolling average March 2015) (G)	27.6	24.2 (rolling average June 2016)	(G)	London 18.5 England 19.2 (R)
	The percentage of carers who reported that they have as much social contact as they would like	31.7% (July 2015) (No target set, London average 35.6%)	35%	27.3% (2016/17)	(R)	London (2016/17) 35.6% England (2016/17) 35.5% (R)
	The percentage of service users who use services who find it easy to find information about support	70.3% (2016/17)	72%	Next survey due 2017/18	NA	London 71.4% England 73.5% 2016/17 (A)
	The percentage of carers who use services who find it easy to find information about support	60.9% (2016/17)	62% (2018/19)	Next survey due 2018/19	NA	London 58.6% England 64.2% 2016/17 (G)
	The percentage of people who use services who reported that they have as much social contact as they would like	42% (2015/16)	43%	42.1% (2016/17)	(A)	London 41. % England 45.2% (2016/17) (G)
	Percentage of three and four year olds accessing funded early education	86% (March 2016)	90%	84% (latest take up figures published June 2017)	(A)	London 84% England 95% January 2017 (G)

	Percentage of eligible two year olds accessing funded early education	77% (March 2017) (G)	80%	86%	(G)	London 71% England 58% January 2017
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INDEPENDENCE - early interventions

The Council wants to enable people and their families to remain, or become as independent as possible. We can do this through the development of strong and supportive communities, and through early intervention and prevention which reduces the escalation of need.

Croydon has the largest population of 0-19 year olds in London at 102,000 and this is predicted to increase over the coming years. Good early intervention is based on strong partnership working with local agencies across Croydon.

Troubled Families Programme - We are currently tracking in excess of 1,800 families who are receiving a range of interventions. The number of PBR outcomes achieved to date is in line with the projections for this point in the programme. We are confident that the trajectory of conversion from attachments to outcome claims will continue to build in the second half of year three of the programme. We continue to explore more innovative ways to raise the profile of the programme.

Conception rate (aged 15-17 years) November 2017 - Despite a steady decrease in recent years, the conception rate in Croydon amongst 15 - 17 year olds is higher than the London and England average.

In August 2017, the Sexual Health and HIV partnership board set up a task and finish group was set up to review Croydon's approach to reducing teenage conception and to identify where improvements could be made. As a result, a dedicated learning session is being planned for 2018 to raise awareness and to develop a Croydon wide action plan to effectively reduce teenage conception.

Three and four year olds accessing the early education offer - Currently in Croydon 1,191 children are accessing the additional 570 hours of entitlement offered by national government. The ability of parents to access this offer is hindered by a complicated online application and reconfirmation processes.

Pressure on places which is being monitored closely and changing the dynamic of the market as providers are struggling financially as their capacity to sell additional hours at a market rate rather than a government set rate has been greatly reduced. This directly impacts on their long term financial sustainability and has implications for local authorities in terms of sufficiency of places.

Two year olds accessing the early education offer - After a slow start, the take-up of funded 2 year old places has stabilised. According to the September DWP list there were 1,357 eligible children which produces an 86% take up rate. The system of promotion and application within Croydon is now well established. Children's centres contact eligible families and promote the wider Best Start Services and childcare providers support families with online applications via Family Space Croydon as well as offering flexible funded spaces.

Adult Social Care Quality of Life perception survey indicators - The adult social care service users and carers perception indicators are based on the national annual survey of service users and the biennial survey of carers (known collectively as the Quality of Life surveys) conducted in 2015 and 2016. Service users' and carers' perceptions of the level of social contact they enjoy and the ease with which they are able to access information on support services remain low. Over the last two years, much has been done to engage residents in the review, design and implementation of service improvements. It is intended that these improvements will improve our performance in these indicators in forthcoming surveys. Specific approaches we have taken are as follows:

- ✓ Older people engagement in OBC and development of Active and Supportive Communities project to connect people to local community resources
- ✓ Our Personal Independence Coordinators (PICs) based in our 6 Integrated Care Networks (ICNs) are providing tailored information, advice and interventions to reduce social isolation in older people
- ✓ Our 'hoarding project' had successfully worked with a number of service users who are socially isolated and hard to reach
- ✓ We are reviewing our front door to ensure that our information and advice services are more accessible and clearer and we are also introducing an e market place to enable service users and carers to access bespoke services and products to enable them to lead independent lives
- ✓ The community meals project launched in August takes referrals from meals on wheels drivers and to support older people who are socially isolated. Support workers work with people to connect them to local community services and sources of support
- ✓ Development of a joint Carers' Strategy; Launch of Croydon Cares website; RAS for carers to facilitate direct payments; Carers Rights Day events which attracted a large number of carers; stabilised funding for our carers organisations and an increase in carers assessments which address the need for carers to have social contact

Community empowerment projects - The Shrublands project has launched new Digital Hubs at the Shrublands Coffee and Advice Shop, Shirley Community Centre and Shirley Children's Centre. Activities include a teaching programme for local community groups, job searches, digital skills training and employability sessions. Outreach activities include parents and partners programmes, monthly tenancy, benefits and welfare surgeries. Croydon's youth engagement team deliver weekly outreach sessions for younger people (aged 11/12); one group member has received a Jack Petchey grant in recognition of their volunteering work. We are also working to arrange boxing sessions for young residents. Croydon Works and Gateway staff have met with community leaders and young people to offer employment advice, support and links to job opportunities, with one young person successfully finding work as a result.

Community Connect extends the Gateway approach out into the community and provides housing financial stability, homelessness prevention support and food poverty solutions for the most vulnerable residents in New Addington and Fieldway where benefit cap and implementation of universal credit are putting families in real crisis. Outcomes to date: 72 families engaged; 29 tenancies sustained (incl. the prevention of 8 evictions); 14 long-term unemployed residents into work and 13 into training. Cost avoidance savings to the council total just under £300,000 to date and £50,305 of funding has been secured from a range of sources. The Food Stop, London's first combined welfare and membership food shop, was launched in October at an event attended by nearly 400 local residents. The Food Stop offers residents around £20 worth of fresh fruit, vegetables,

meat, dairy and other foods each week for £3.50 per week and membership provides a clear pathway to employment, improved housing options and financial stability.

Kitchen Social Hubs are another new early intervention initiative. These provide free meals in the holidays and encourage cooking and eating in a family setting. As well as an opportunity to ensure families are fed and learn about healthy eating, they also enable engagement with families to learn about and address any other issues, at an early stage. The aim is to set up 10 Kitchen Social Hubs within Croydon. Seven have already been identified. Each Kitchen Social Hub will receive £1,200 of grant funding from the Mayor's Fund for London.

INDEPENDENCE – Health

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To help people from all communities live longer healthy lives through positive life choices	The estimated % of smoking tobacco prevalence – adults over 18	17.9% (2015)	17%	13.2% (2016)	(G)	London 15.2% England 15.5% (2016) (G)
	Life satisfaction – average score out of 10 in response to the question, overall how satisfied are you with your life nowadays?	7.45 (2015) (G)	Aim to maintain or improve on previous outturn	7.68 (2016)	(G)	London 7.54 England 7.64 (2016) (G)
	Wellbeing – average score out of 10 to the question, overall to what extent do you feel the things you do in life are worthwhile?	7.73 (2015) (G)	Aim to maintain or improve on previous outturn	7.86 (2016)	(G)	London 7.74 England 7.83 (2016) (G)
	Happiness – average score out of 10 to the question, overall how happy did you feel yesterday?	7.24 (2015/16) (A)	Aim to maintain or improve on previous outturn	7.61 (2016)	(G)	London 7.46 England 7.51 (2016) (G)
	Anxiety – average score out of 10 to the question, overall how anxious did you feel yesterday?	3.12 (2015) (G)	Aim to maintain or improve on previous outturn	3.03 (2016)	(G)	London 3.12 England 2.91 (2016) (G)
	Percentage of children in Reception (aged 4-5) who are classified as overweight or obese	22.24 (2014/15) (A)	23%	21.51% (2015/16 academic)	(A)	London 22% (G)
	Percentage of children in Year 6 (aged 10-11) classified as overweight or obese	38.98 (2014/15) (A)	37.6%	38.92% (2015/16 academic)	(A)	London 38.1% (A)
	Persons presenting with late diagnosed HIV (infected adults)	53.8% (2013-15) (R)	50%	48.7% (2014-16)	(G)	London 33.7% England 40.1% (2014-16) (R)

Proportion of people who use services who have control over their daily life	70% (A)	71%	76%	(G)	London 72.6% England 77.6% (2016/17) (G)
% of older people discharged from hospital to their own home achieving independence	91.8%	92%	95.5% Provisional	(G)	London 85.4% England 82.7% (2015/16) (G)
Life expectancy from birth – Men	80.1 years (2012-14)	Aim to maintain or improve on previous outturn	80.4 years (2013-15)	(G)	London (2013-15) Male 80.2 England (2013-15) Male 79.5 (G)
Life expectancy from birth – Women	83.4 years (2012-14)	Aim to maintain or improve on previous outturn	83.4 years (2013-15)	(G)	London (2013-15) Female 84.1 England (2013-15) Female 83.1 (G)
Vaccination rate (MMR2) for children at 5 years old	73.6% (Q3 2016/17)	90% (national target)	71.3% (Q4 2016/17)	(R)	London: 81.7% England: 88.2% (R)
Alcohol related hospital admissions (rate per 100,000 population (broad))	455 (2014/15)	520.2	523 (2015/16)	(A)	London – 545 (2015/16) England – 647 (2015/16) (G)
The proportion of adults classified as overweight or obese (Sport England measure)	63% (2012 -14)	Aim to maintain or improve on previous outturn	64.7% (2013-15)	(A)	London 58.8% England 64.8% (A)
Under 75 mortality rate from cardiovascular diseases considered preventable (persons)	51.1 (2012-14)	53.9	48.4 (2013-15)	(G)	London 48.1 England 48.7 (G)
The proportion of people who complete psychological therapies (IAPT) who are moving to recovery	49% (Q3 2016-17)	50% National target	45% (Q4 2016/17)	(A)	England – 51% (Q4 2016/17) (R)

INDEPENDENCE - health

Croydon's performance is similar or better than average on a range of health outcome indicators including alcohol related hospital admissions, preventable deaths from cardio vascular diseases and childhood obesity at reception year. Croydon's performance has improved for the several measures of perceived wellbeing and is above the London average for all four of them (Life Satisfaction, Well-being, Happiness and Anxiety).

Improvements in life expectancy and reductions in preventable deaths partly reflect changes in lifestyle over time. Good overall performance however masks significant variation within the borough. Outcomes still tend to be poorer in areas of higher deprivation. Lifestyle advice and support is being brought together through the Live Well programme, an integrated lifestyle programme with the overarching aim of reducing health inequalities across the borough. It has three components:

1. JustBe Croydon - a multi-behaviour advice and support website
2. Just Live Well Croydon - a 12 month face-to-face behaviour change intervention
3. The Live Well Alliance - a borough wide strategic behaviour change alliance promoting and influencing healthy behaviour change

In the past six months there have been around 8000 users of the JustBe Croydon website and over 300 residents seen by Live Well Advisors across the borough. Results from 3-month follow-ups have shown over 80% have achieved at least one of the goals they set at their initial assessment. These goals include quitting smoking, weight loss, improvement in well-being, reduction in risky levels of drinking and increase in physical activity.

While Croydon performs better than London and England averages for obesity in children at Reception year, it performs worse at Year 6. High levels of obesity are likely to lead to an increase in long term health conditions within the population if not tackled. Work to address this challenge includes the development of a borough wide action plan that builds on the successes of the Food Flagship programme and the School Food Plan. There has already been an increase in the uptake of school meals as a result as well as reported increases in families cooking and eating together. Local food businesses are being supported to increase the range of healthy options and improve the quality of food on offer. The action plan will see Croydon become a sugar smart borough, encourage Croydon schools to adopt the daily mile and coordinate and target support at higher risk groups and engage communities in their health

Croydon has a number of other areas of public health challenge. Two are identified in this report: late diagnosis of HIV infection and childhood immunisations.

Croydon has a large number of residents from Sub-Saharan Africa who are more likely to present late with symptomatic HIV infection. HIV testing is now routinely offered within antenatal settings, genitourinary medicine units and the drug and alcohol treatment and support services. There are plans to support GPs to offer testing where HIV is clinically indicated. Throughout the year, HIV testing is proactively promoted within the black African community via a dedicated sexual health worker. Croydon is also part of the Pan London HIV Prevention Programme which delivers outreach activities to populations at greatest risk including free HIV testing. HIV testing campaigns in Croydon aim to raise awareness of HIV and to encourage black Africans and men who have sex with men to have an HIV test. Improved outcomes mean that Croydon no longer has the highest rate in London and now has the 5th highest rate.

Measures to improve immunisation include a review of GP call and recall processes to improve uptake of the MMR vaccine. This includes a review of performance management systems and identification of areas for improvement in collection and reporting. Health promotion messages are being targeted, with focused prompts for vaccination in key populations such as gypsies and travellers and women of child bearing age.

The 2016 figure of 13.2% for smoking tobacco prevalence is lower than anytime in last 5 years and is comfortably meeting the target of 17%. Children and young people are of particular concern as two-thirds of smokers start before the age of 18. Prevalence is affected both by support given to people who want to quit and by wider tobacco control measures. Croydon's smoking cessation programme prioritises groups at increased risk of harm from smoking including pregnant smokers, young people, those with mental health problems, those with long term conditions and people living in deprived areas. Croydon council supported wider efforts to reduce tobacco use in June 2015 when the leader signed the Local Government Declaration on Tobacco Control. Work is underway to bring together our smoking cessation services with other healthy behaviour services into a single offer, Live Well Croydon

Adult Social Care promoting independence indicators - Croydon's performance on indicators relating to personal independence has improved significantly in the last 6 months. The Council has developed an in-house community reablement team as part of a wider transformation of the way we provide reablement and other support services for older people. Our performance in enabling older people leaving hospital to remain at home is now well above target and exceeds the London and England averages. The Living Independently for Everyone (LIFE) programme will establish an integrated reablement and rehabilitation service across the borough that will operate as a single community based team under one management structure. It brings together staff from a number of separate service areas: Reablement, Rapid Response, Intermediate Care, and A&E Liaison services, alongside borough Health and Social Care professionals, clinicians and colleagues, the Falls Service, Careline Plus and Telecare and community organisations and the third sector. The focus of the service will be to enable the person to regain their optimum state of wellbeing, functioning and independence by providing proactive preventative interventions and support at times of greatest need.

INDEPENDENCE – Safeguarding

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To protect children & vulnerable adults from harm and exploitation	Acceptable waiting times for adult social care assessments: For new clients, the percentage from where the time from first contact to completion of assessment is less than 35 days	88.3% (G)	85%	75.4%	(R)	Local measure – no comparable data available
	Percentage of concluded adult safeguarding investigations where action resulted in risk reduction or removal	88.8% (G)	91%	95%	(G)	London – 91% England – 89.4% (2015/16)
	% of Child and Family assessments carried out within required timescales (45 days)	77.7% (A)	95%	78%	(R)	Local measure – no comparable data available
	Average time between a child entering care and moving in with adoptive family (days)	395 days (G)	558 days	435	(G)	England average: 558 days (March 2012-16 adoption scorecard)
	1) The total number of Looked After Children (LAC) cases per 10,000 children within the borough (Local + UASC)	86 (A)	Not appropriate to set a target	83.7	NA	England 62 (2015/16)
	1a) The number of Looked After Children (LAC) cases per 10,000 children within the borough Local			47.2		
	The number of Child Protection Plan (CPP) cases per 10,000 children within the borough	39.5 (A)	Not appropriate to set a target	47.6	NA	England 43.1 (2015/16)

Education, Health and Care (EHC) plan issued within 26 week timescale	100%	100%	100%	(G)	London 33% England 37% (G) Quartile A
Stability of % of children looked after (living with a family for two out of the last two and a half years)	71% (R)	75%	73%	(A)	England average 68% (G)

INDEPENDENCE - safeguarding

Protecting children and vulnerable adults from abuse, harm and exploitation is of paramount importance and remains at the top of the national agenda with changes in legislation and reforms to the inspection framework which place clear responsibilities on Councils to keep people safe. Working with our partners to ensure the children and vulnerable adults of Croydon are protected remains high on the council's agenda.

Adult Social Care assessment and safeguarding indicators - Demand for adult social care continues to increase with more demand for those with complex needs and for safeguarding concerns. Since the introduction of the Care Act where we increasingly act more proportionally to 'demand' and 'need', 100% of 'Level 1' High Priority cases are assessed within 35 days the remainder are assessed according to priority of need and are monitored through our 'In Touch' service.

During 2017-18 the number of safeguarding concerns continues to increase. This is likely to continue as awareness of adult safeguarding grows, which in this context is a positive factor.

Despite the increase there continues to be an improvement in performance as outlined above. Key factors include:

- The implementation of the Safeguarding Triage process has helped to ensure that cases which can be responded to outside of safeguarding procedures are appropriately signposted. This ensures that safeguarding resources are focussed on the more serious cases and that people do not become unnecessarily part of the safeguarding process.
- The ongoing work in improving the safeguarding process – which has included a review of how S42 Safeguarding Enquiries (investigations) are undertaken.
- The continued focus on Making Safeguarding Personal (MSP), a key part of the Care Act, ensuring that the voice of the person is at the centre of all safeguarding enquiries
- The Leadership role of the Croydon Safeguarding Adults Board (CSAB) in ensuring that multi-agency performance improvement is at the heart of the Boards agenda

Over the next couple of months we will be commissioning an independent review of safeguarding practice to ensure that improvements are being embedded into practice.

Safeguarding - The Ofsted SIF inspection which reported in September identified areas for improvement and development. These are now being taken forward through the Improvement Board but the following are key highlights of activity taking place:

- Improvements in the understanding across the strategic partnership of the vulnerabilities related to sexual exploitation and the continued need to develop effective responses.
- We are involving staff in conversations about how to improve and to date have had over 500 staff contributions through a course of “Sprint” sessions. Staff suggestions feed directly into our improvement plan.
- Our priority remains understanding the focus of our work is to continue to improve services and outcomes for children, young people and families in Croydon.

Assessment timeliness - Work on improving assessment timeliness throughout the 2016 - 17 year resulted in:

- A significant increase in the number of assessments completed with 45 days from a very low base of below 50% to 77% a year end. These activities were supported by daily reporting on both overdue and upcoming assessments which enabled managers at all levels to track and challenge performance in this area. Indications in the first quarter of the 2017 – 18 calendar year were that this work was continuing to have a positive impact.
- Following the conclusion of the OFSTED inspection in July 2017, referrals into the Assessment Teams increased markedly and increased staffing resource has been allocated to the Assessment Teams service to assist and it is hoped that this will ensure that new assessments allocated within the service are concluded within timescales.

Number of Looked After Children - The number of looked after children in Croydon as a proportion of the population is high due to the number of Unaccompanied Asylum Seeking Children in Croydon. Currently in Croydon this stands at 83.7 children per 10,000 are Looked After. If figures for UASC were disaggregated the ‘per 10,000 rate’ would be lower than our statutory neighbours. Nationally, approximately 6% of Looked After Children are UASC,

As of October 2017 there were 454 local looked after children and 324 Unaccompanied Asylum Seeking Children (UASC). The number of local children has increased and the number of UASC has decreased.

The formal system for transferring unaccompanied child migrants to other local authorities has been introduced by the Home Office. Its efficacy is variable and Council staff are involved in ongoing discussion with the Home Office.

Adoption Timeliness - The average time between a child entering care and being placed with an adoptive family has dropped significantly over the past year. Given that these figures represent a small number of children, the overall date can change quite dramatically each time a child is placed. There are currently a small number of children who have waited a long time and when they are placed the average number of days will increase.

Stability of Looked after Children - The stability of Looked After Children has remained stable and is above the national average. Senior managers chair regular placement stability meetings to ensure that placements are offered support in order to maximise the opportunities to ensure that children benefit from consistent care.

INDEPENDENCE – Tackling the cost of living

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To help families and individuals to be more financially resilient and live affordable lives	Percentage of Job seekers allowance claimants (as a proportion of the resident population aged 16-64 - working age population)	2% (2016) (A)	2%	0.6% (2017)	(G)	London average 1.4% 2016/17 Croydon average 1% 2016/17 (G)
	The percentage of households in Croydon receiving Council tax support	18.97%	18%	18.75%	(A)	Local measure - no comparable data available
	Number of households engaged with welfare teams who are being provided with debt / budgetary advice	8194 (G)	13,500 annual 6750 YTD	6923 YTD	(G)	Local measure - no comparable data available
	Rate of child poverty (the proportion of children aged under 16 living in low income families) <i>Data source HMRC, August 2015 data expected Spring 2018</i>	21.1% (August 2013)	23%	22.5% (August 2014)	(G)	London average 23.9% England average 19.9% (G)
	% of people working for the council who are paid the London Living Wage	100% (G)	100%	100%	(G)	Local measure - no comparable data available
	Affordability of private rent – median monthly private sector rent as a percentage of the median gross monthly salary	50.8% (March 2015)	NA for information	52.5% (March 2016)	NA	Of the London boroughs (2015) Lowest 42.1% (Havering) Highest 73.8% (Westminster)

INDEPENDENCE - tackling the cost of living

To date in 2017/18, we have supported over 5,000 households to maximise their income, which equates to over £6.6m extra monies for these households per year; this figure includes 440 care leavers. We have assisted nearly 2,000 residents with discretionary support, which has aided homelessness prevention and helped where needed access to food and utility vouchers. The Council are using £800k funds (from Homelessness Grant) to top up our Discretionary Housing Payment fund, to support residents, mainly due to the impact on Universal Credit. This fund targets vulnerable households, a large proportion that contain children to prevent homelessness and safeguard tenancies.

In 2016/17 we assisted 378 customers into employment including those more vulnerable and further from the job market, with a particular focus on customers affected by welfare reform. In 2017/18, we have so far assisted 322 into employment, work placements and courses.

Over 400 staff in Gateway, Housing and Resources have been trained to provide budgeting support to residents. We also deployed a tool kit across all above services containing a budgeting guide, tips and acceptable spend criteria for council support. Staff have been trained on basic public health issues including smoking and healthy eating.

Various workshops have been completed across the borough offering more than 1000 residents; employment, budgeting, debt and Housing options advice. 2,200 residents in receipt of Universal Credit were supported with personal budgeting support and been assisted digitally in 2016/17; in the first seven months of 2017/18, 3,304 residents have been supported.

We have updated our website and made the site more user friendly with clear links and forms. Croydon Council/Go on Croydon have also promoted financial resilience and digital inclusion to community groups in creating 21 digital zones across the borough where residents have benefited from basic digital skills and training.

The council has continued to develop its work with Croydon's Credit Union. Over the last seven months we have continued to see an increase in membership with now over 4,750 members. Our online sign up has doubled and we have launched our jam-jar accounts that encourage saving thereby reducing the impact of pay day lenders.

INDEPENDENCE – Domestic violence and sexual exploitation

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To prevent domestic and sexual violence where possible support victims and hold perpetrators to account	Percentage of domestic violence sanction detections	30.58%	No target set (police measure)	25.52%	NA	No comparable data available
	Number of cases of domestic abuse referred to the Multi Agency Risk Assessment Conference (MARAC)	578	500 annual 250 YTD	291 YTD	(G)	No comparable data available

INDEPENDENCE - domestic violence and sexual exploitation

Domestic Abuse and Sexual Violence (DASV) - DASV remains a major priority for the Council and work continues to address through the Family Justice Centre (FJC) and engaging with partners.

We successfully bid for £260,000 of external funding to strengthen domestic abuse service provision in the three London Boroughs of Croydon, Bromley and Bexley between 2016 and 2018. Referrals to MAR AC continue to rise, implying greater identification of victims of DASV at high risk of harm. 578 were discussed at MARAC in 2016-17, which is 29% higher than the previous year. As of 30 September 2017, 291 cases have been referred to the MARAC which is consistent with the same period in 2016/17.

As part of the effort to hold perpetrators to account, training has been provided to all practitioners to address abusive behaviour within families and facilitate positive change among perpetrators. A wide range of agencies have attended this training and the next step is to run safe relationships group programmes for men deemed of low or medium risk to their partners.

Specialist domestic abuse advisors are accessed at the FJC, within the Best Start localities as community based domestic abuse advisors as well as through specialists based in the police station and in Croydon University Hospital. In addition we have placed a duty worker in within the Multi Agency Safeguarding Hub (MASH) to increase identification and facilitate a timely and appropriate response to those who are vulnerable and risk due to domestic abuse.

Through our recruitment and subsequent training of domestic abuse champions in the wider community, including our own workforce and through having dedicated leads for domestic abuse in schools and in GP surgeries, those experiencing abuse will have more timely access to support.

Child Sexual Exploitation (CSE) - Over the past year work has continued to protect children from being sexually exploited within the borough. This has included reviewing processes within the Local Authority and working with partners to ensure there is good intelligence sharing. As a result there is now a strategic monthly meeting, MACE (Multi-Agency Child Exploitation), chaired by Children's Services with representatives from other agencies including the police, education, health, the youth offending service, gangs team, Safer London and the NSPCC. The group look at patterns and trends which enables them to identify any gaps in provision as well as hotspots. This has enabled the group to start putting together a wider intelligence picture, targeting resources where they are most needed and identifying perpetrators. It has also resulted in a more 'joined up' approach with agencies sharing information, but also in making the links between CSE, children going missing and links to gangs. In addition to this the Council has been working with partners at the Croydon Safeguarding Children's Board on the development of a Pan London data set which will give access to a range of performance information about the profile and patterns of CSE, leading to further safeguarding of vulnerable children and young people. Other activity has been targeted on awareness raising within the community, this has included staff in hotels, local churches (leaders and parishioners), Muslim groups, youth groups along with continued work within schools.

LIVEABILITY – Cleaner and greener

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To create a place that communities are proud of and want to look after as their neighbourhood	The percentage of household waste arising which have been sent by the Authority for reuse, recycling, composting or treatment by anaerobic digestion.	38.6% (R)	40%	39.55%	(A)	London 33.8% England 42.3% 2016/17 provisional (not all boroughs have submitted final year returns)
	The percentage of fly-tips removed within the specified time frame (48 hours)	82.54% (G)	80%	86.73%	(G)	No comparable data available
	The number of fixed penalty notices issued by the council for incorrect disposal of rubbish	845 (R)	1000 annual 500 YTD	376	(R)	No comparable data available

LIVEABILITY - cleaner and greener

Croydon continues its efforts in creating and maintaining a cleaner, greener environment, with the Don't Mess With Croydon campaign continuing to impact on waste crime and street cleanliness. Local residents and businesses continue to work closely with the Council to improve their local environment.

There has been a 21% drop in the number of recorded fly-tips across the borough over the period April to October this year compared with the same period last year. From April to October this year there were 11,876 reported incidents of fly-tipping, down from 15,211 during the same period in 2016. Almost every ward saw a drop in the number of recorded fly-tips comparing these six-month periods, with the biggest percentage drops in South Norwood (39%), Shirley (39%), Ashburton (38%) and Woodside (36%). The largest drop by number of fly-tips was in Selhurst (down by 520 fly-tips, or 35%). For the period April to October there was also been a significant improvement in the percentage of fly-tips removed within 48 hours.

Since the council's [Don't Mess With Croydon – Take Pride campaign](#) began in 2014 to combine enforcement with encouraging local people to get involved in clear-ups, the council has:

- Exceeded its target of clearing 80% of fly-tips within 48 hours – the current rate is 87%
- Prosecuted [171 offenders](#) in court, including two fly-tippers sent to prison
- Seized 32 [vehicles used to illegally store or dump waste](#), many of which the council has since crushed
- Encouraged over 300 people to sign up as community champions, with over 100 clear-ups
- Invested £1.3m into improving street cleaning, from [new litter vacuums](#) to installing 80 solar-powered BigBelly bins
- Tackled shopfront fly-tipping by restricting over 3,400 businesses' waste collection times to between 8am and 5pm

Time Banded Waste Collections has been extended from the north of the borough to areas in the South including South End, Brighton Road and Selsdon.

Performance relating to recycling of household waste has increased slightly based on the same period for the previous year. In the national context of either stagnating or declining recycling rates, Croydon's performance is encouraging and remains above the London average. For 2016/17 Croydon was the 9th highest recycler in London.

Subscriptions to the green garden waste collection service continue to exceed expectations and the household reuse and recycling centres continue to recycle the vast majority of materials brought in. In order to help increase household recycling, a team of monitoring officers have been working to measure tonnage and participation in the kerbside recycling service and identify areas of low performance in order to target these accordingly.

Additionally the new SWLP collection regime in October 2018 is expected to increase the recycling performance by at least 4% across the partnership boroughs. The garden waste will be extended to an all year-round-service, there will be the introduction of a kerbside collection of batteries as part of the kerbside recycling service and the capacity of receptacles for the collection of paper will increase considerably, thereby encouraging people to recycle more.

Resources have been reconfigured to create two specialist teams one focussed on fly-tipping, the other on Trade Waste. Both teams are working proactively to deliver intelligence led responses to identify and tackle illegal disposal of waste, including enforcement action in the form of Fixed Penalty Notices (FPN).

The use of Fixed Penalty Notices (FPN) is a key component of the Council's enforcement policy and bid to reduce environmental crime. FPN issued for environmental offences were down in September at 376 from the same period last year (431). A reduction in the number of FPNs issued can be viewed as a success linked with interventions by the council to encourage residents and businesses to adopt responsible refuse disposal practices. This is evidenced by improved standards of cleanliness in Croydon town centre. The introduction of new technology and changes proposed through the Council's Eyes and Ears programme will ensure that there is a renewed and sustained focus on enforcement activity going forward.

There is a strong focus from the Trade Waste Team on educating businesses about their responsibility to dispose of their waste responsibly. Integral to this is engagement with businesses to ensure that they have appropriate contractual arrangements in place in relation to waste disposal.

The drive to reduce littering has been enhanced through the use of super-capacity compactor bins, a number of which have been installed in Croydon town centre and other areas of high footfall throughout the Borough. They can take up to eight times the capacity of standard street bins due to a solar-powered compactor inside each bin that automatically compresses the waste. These bins reduce the number of times the street cleansing teams are required to empty them, leaving more time to dedicate to other tasks such as street sweeping.

To enhance future service delivery the Council has sourced a new waste contract, as part of the South London Waste Partnership (SLWP). This will harmonise waste collection services across Croydon, Kingston, Merton and Sutton, realising substantial cost savings for the four boroughs and securing a robust set of KPIs with more ambitious targets than Croydon's current contract. The new contract will take effect in April 2018 for Street Cleansing services, and October 2018 for waste collection services.

LIVEABILITY – Policing and crime

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To create a place where people feel safe and are safe	Incidence of antisocial behaviour	9404 (12 month rolling September 2016)	NA	8796 (12 month rolling September 2017)	NA	No comparative data available

LIVEABILITY - policing and crime

The Mayors Office for Policy and Crime (MOPAC) has published a new Police and Crime Plan 2017-2021 which changes the performance framework for policing in London. MOPAC will be adopting a new method for prioritising and scrutinising local (Croydon's) policing priorities. High harm crimes and protecting vulnerable people will be included in local priorities in every borough across London to ensure that the police and local partners are focused on these most serious and harmful offences against vulnerable people. This includes a focus on child sexual exploitation, violence against women and girls, gangs, knife crime and gun crime.

The issues of greatest concern and the highest volume crimes in one borough may be very different to those of another so there will also be a process to agree local priorities. The Safer Croydon Partnership have been liaising with MOPAC over its local priorities and these have been agreed as violence with injury (non-domestic), burglary and anti-social behaviour.

The performance framework and targets are yet to be agreed but will be reflected in future reports. There are currently no police targets set and it's unclear at present when these will be available.

The Safety Croydon Partnership are still in the process of formally agreeing its KPIs for 2017/18 due to the

- introduction of a new Safer Croydon Partnership Strategy 2017-2020
- introduction of a new MOPAC Policing Plan which currently does not have any KPIs (Croydon has a duty to regard the pan-London policing plan)
- re-structure of the Safer Croydon Partnership which is due to be complete in November 2018

The historical measures the partnership monitored previously were largely based on the MOPAC 20/20 targets based on reducing volume crime by 20% across London. These have been dropped by the new Mayor for London and replaced with a different set of objectives that have not been given targets or specific measures.

The partnership is working towards developing its KPIs based on the following activity;

- Publication of crime dashboards by MOPAC from mid-November
- Creation of a Data Analytics task and finish group by the partnership whose remit includes developing a suite of KPIs to monitor delivery, due to make its first report at the Safer Croydon Partnership board on 14th November.

Once the SCP has signed off on a suite of indicators and MOPAC has clarified its monitoring expectations we will be able to submit suitable measures to reflect performance.

LIVEABILITY – Roads, transport and streets

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To build a place that is easy and safe for all to get to and move around in	Road Casualties (3 year rolling average)	1084 (2013-15) (A)	1058	1088 (2014-16)	(A)	No comparable data available
	Percentage of the local authority's principal roads (A-road and M-road network) where maintenance should be considered	6% (2015/16) (A)	5%	Next update due March 2018		London 5% (A)
	Percentage of the local authority's principal roads (B-road and C-road network) where maintenance should be considered	3% (2015/16) (G)	3%	Next update due March 2018		London 9% (G)
	Number of linear metres of cycle lane implemented during the year (including new & upgraded on-carriageway routes and new greenway/quiet ways)	2504 (R)	5350 Annual 2675 (Q2)	1780 (Q2 2017/18)	(R)	No comparable data available
	Percentage of borough roads (% of total road length) where 20mph limits have been introduced	40% (G)	40% YTD 80% annual delivery across 2016-18	40% YTD at Sept 2017	(G)	No comparable data available
	The % of street lights currently in light	99.68% (G)	99%	99.63%	(G)	No comparable data available
	New m ² of road resurfaced during the year	182,509m² (G)	70,000m ² YTD 140,000m ² annual	61,847m² YTD	(A)	No comparable data available
	Proportion of journeys starting in Croydon made by sustainable means (walking or cycling)	26% (A) (2013/14 - 2015/16)	Maintain / Improve	Next update March 2018		Outer London average - 29% London average - 35% (R)

LIVEABILITY - roads, transport and streets

Good transport connections are essential if Croydon is to maximize its position as South London's economic hub. Croydon is well connected, however parts of its extensive tram and train network are nearing capacity and are in need of expansion. To support this the Council secured investment for a range of transport improvements across the borough. Upgrading of East Croydon bus station by the Council and Transport for London (TfL) to provide new shelters, better lighting, signage, improved pedestrian access, seating and tree planting has been completed. A new bus station has been built at West Croydon interchange and the platform at the tramstop has been widened and the look and feel of the surrounding area has been enhanced through environmental improvements.

As part of the Council's Local Implementation Plan, we are currently delivering a range of road improvements and safety measures across the borough including junction improvements, casualty prevention schemes, speed indicator signs and road safety education. Performance relating to highway maintenance continue to improve. The target relating to resurfacing of roads was exceeded for all categories of roads. This will over time feed through to positively impact performance relating to the percentage of A roads where maintenance should be considered, performance for which is slightly below target but is within the top quartile for London.

Road casualties - The overall position is that we are on course to achieve the targeted 12% reduction by 2020. The introduction of 20mph speed restriction on residential roads across the borough has the potential to contribute towards reducing the casualty figures.

Cycle Lanes - Safe walking and cycling are at the heart of Croydon's Transport Strategy and the Council has supported this by rolling out a programme to introduce area wide 20mph speed limits across the borough in order to improve road safety and encourage cycling. Delivery has been concentrated on the Quietway running from Thornton Heath to Sutton via West Croydon, Connect2 schemes and the upgrading of existing cycle routes outside the town centre. The delivery of town centre schemes is being coordinated with emerging growth zones proposals and will be implemented in 2018/19. Bids have been made for further funding including £2m from Central Government, £2m Coast to Capital and £1m Croydon capital to complete the town centre network and deliver the network across the rest of the borough.

20mph speed restriction - 20mph speed restriction has been successfully implemented in Areas 1 and 2 in the north of the borough. The scheme for Area 3 has recently been implemented in November 2017 increasing coverage of the borough from 40% to 60%. Implementation in Area 4 is due to take place in January 2018, increasing coverage to 80% of the borough. The final scheme for Area 5 is scheduled for implementation in March 2018 giving 100% coverage on local residential roads.

Post implementation speed surveys for Area 1 have been undertaken and the results are being evaluated. Post implementation surveys conducted as to the effectiveness of the 20mph zones introduced in Portsmouth, Bristol, and Islington, show that average traffic speeds in 20mph areas were reduced by between 0.4mph and 1.3mph after implementation. In the case of Portsmouth this was shown to lead to a 21% reduction in the number of reported personal injuries. Whilst it may appear that the reductions in average speeds are small, this can be significant in reducing stopping distances and therefore in avoiding collisions. Small decreases in speed can also make a significant difference in reducing the severity of any collision that does occur. It should also be borne in mind that the figures above are average speeds and that top speeds are likely to be more greatly reduced. This is considered to be why the collision rates reported in the Portsmouth area have decreased so significantly even though the average speed of traffic is reported to have only gone down slightly.

M² of road resurfaced - Our 2017/18 road maintenance funding from TfL for our busier A roads has been reduced from £1.3M to £870K and this will impact on the total meterage of roads that will be resurfaced in 2017/18. Furthermore, planned works by utility companies will delay some of our resurfacing scheme until the next financial year.

LIVEABILITY - sport

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To improve wellbeing across all communities through sport and physical activity	Number of people participating in sports and leisure activities at Leisure centres (all groups)	964,405 (G)	850,000 Annual 425,000 YTD	473,330	(G)	No comparable data available
	% Adults (aged 16+) participating in sport & active recreation for at least 30 minutes in the previous 28 days	34.2% (2014/15)	Aim to maintain / improve on previous year (Sport England do not set a target for this measure)	34.7% (2015/16)	(G)	Regional 38% National 35.8% (A)
	Number of community sports clubs	305 (G)	Maintain / Improve	Next update March 2018		No comparable data available

LIVEABILITY - sport

The council continues to promote and support participation in sport for both health and recreational purposes.

There has been a significant increase in the number of people participating in sports and leisure activities at the council's leisure centres. Although we're not matching the regional average current performance relating to the percent of adults participating in sport and active recreation is also up compared to 2015/16 which reflects increased use of the council's leisure centres.

A new 20 year leisure contract has been awarded to GLL, a charitable social enterprise. The new contract will commence in Spring 2018 and involves management of the Council's leisure centres, outdoor sports pitches and tennis courts. A key focus of the new contract will be getting more people to take advantage of what is on offer and become more active as part of a healthier lifestyle. Important benefits for local people arising from the new contract include the following:-

- A full refit of the gym facilities at South Norwood, Thornton Heath, Purley and Waddon with introduction of new state-of-the-art gym and group exercise equipment
- Development of outdoor tennis hubs and outdoor activity programmes
- New membership programme providing a variety of concessions and discounts
- Full compliance by the contractor with the London Living Wage, as well as cooperating with Croydon Works to secure employment opportunities for local people
- Savings of over £1m by 2021

LIVEABILITY – Parks and open spaces

Outcomes	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To make parks & open spaces a cultural resource	Number of events held in parks (including community, charity & commercial)	97 (G)	90 annual 45 YTD	109 (Q2 2017/18)	(G)	No comparable data available
	Positive and practical action in parks – number of volunteer days Breakdown of 2016/17 outturn figures:- Conservation Volunteers Croydon - 1,560 Friends of Parks - 2,740 Idverde & Community Rehab Co. – 1,100	5400 days (G)	4500 days	Next update March 2018		No comparable data available

LIVEABILITY - parks and open spaces

Croydon is the greenest borough in London with over 127 parks and open spaces and we have used these as cultural hotspots and sites for community sport and physical activity parks and open spaces. Over 300 hectares of conservation meadows have been managed for wildlife, with hay baled and used by local farmers. Over 450 tenants and their families are growing their own healthy food on six direct let Allotment sites. The Council has also supported the grazing of high value conservation sites to maintain biodiversity, including the Downlands Project to provide sheep and cattle at Happy Valley, Sanderstead to Whyteleafe, Foxley and Hutchinsons Bank. A range of improvements have been made to ensure all people can safely enjoy Croydon's green spaces including access and footpath improvements at Toller Lane, Happy Valley, and Foxley Wood.

The Council also launched its 'Croydon Talks Parks' initiative to engage local people in our ambitious plans to secure and improve the borough's green spaces. A survey which ran over the autumn gave residents the chance to outline how they use parks and what changes they would like to see made in how they are managed and run. Responses will inform the Council's 'ambitious for parks' programme, which is looking at a wide range of options for the future of Croydon's green public spaces.

Volunteer groups continue to do great work to help maintain and preserve Croydon's parks and green spaces. During 2016/17 Conservation Volunteers Croydon delivered 1,560 conservation volunteer workdays across the borough, Friends of Parks delivered 2,740 and Idverde in partnership with the Community Rehabilitation Company contributed 1,100 days bringing the total for the year to 5,400 volunteer/community days which is significantly above the target of 4,200 days.

The Council has continued to deliver a range of initiatives engaging with people including schools to deliver a range of outdoor activities for people who want to take positive action in their local green spaces. Examples include work to support Great North Wood Partnership, The Forest School Partnership and the Great Green Yonder programme.

Nine new Friends of Park Groups have formed increasing the total to 42. These groups comprise volunteers who get actively involved in looking after local green spaces and also fundraise to deliver improvements. Working in partnership with Friends of Park groups, the Council has supported improvements to a number of parks including refurbishment of a pavilion and play areas.

The Council is also ensuring its green spaces continue to support physical activity. Working in partnership with parkrun and local volunteers, the Council has been able to support the development of three adult parkrun events and a junior event every Saturday at Lloyd Park. Lloyd Park, Park Hill Recreation Ground and Wandle Park will all benefit from cycle routes to improve connections across the borough as part of Croydon's Connect2 walking and cycling route.

ENABLING CORE – Finance

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To be innovative and enterprising in using available resources to change lives for the better	Variance from Revenue Budget after recovery plans (£M)	£0.05m Underspend (G)	1% (either way)	£5.097 m overspend	(R)	No comparable data available
	% Council tax collected (in year)	96.85% (G)	97% annual 55.12% YTD	54.66% YTD	(G)	No comparable data available
	% Non-domestic rates collected (NNDR in year)	99.10% (G)	98.75% annual 56.76% YTD	57.57% YTD	(G)	No comparable data available
	Percentage of agency staff workers covering permanent roles	10.06% (12 month average) (A)	10%	12.12%	(R)	No comparable data available
	Progress with Corporate Plan Outcomes 2015/18 (success of performance measures)	Met – 60% Almost met – 34%	Outcomes delivered by 2018	Next update March 2018	NA	No comparable data available
	Net cost per m2 of Council asset base (main corporate offices)	£177 (G)	£141	Next update March 2018		No comparable data available
	Cash collection rate for housing rent	97.45% (A)	98.5%	95%	(A)	No comparable data available

ENABLING CORE- finance

The forecast revenue outturn at the end of the second quarter of 2017/18 is **£797k**, this is before exceptional items of **£4.3m**, resulting in a total overspend of **£5.097m**, The exceptional items relate to additional costs associated with Unaccompanied Asylum Seeking Children (UASC) and the impact of the failure of Central Government to implement the provisions of the Immigration Act.

People Department continues to have the greatest level of departmental overspend in 2017/18 and this continues to be made up of pressures in children's social care and adult social care and the 0-25 SEND service.

These pressures are mainly demand related and are a continuation of pressures experienced in previous years. The results of the recent Ofsted inspection have also seen demand for services rise.

Children and Adult Social Care continue to have the largest number and greatest spend in relation to agency workers. To drive children service improvement there has been a need to ensure there is appropriate resources and capacity in the service at pace, this has contributed to increasing agency workers offsetting any reductions in other service areas through effective demand management.

To manage the demand for agency workers a number of approaches have been adopted including:

- Launching a new approach to recruitment and retention within social care focussing on children service initially- this includes promoting the whole package of benefits permanent staff access compared to agency worker
- How the agency contract can be used to recruit temporary staff in a more cost effective way
- Using Croydon works to ensure effective use of the local employment market
- A monthly review of the use of agency workers by Executive Directors.

The Council Tax base increased by £750K during the first half of this year, as a result of this, instalments were recalculated so that payments were due in October and November and there is no opportunity to collect any instalments during September. Hence the reason for a lower collection rates. We are confident that we will catch up during October and November when the new instalments are due.

The end of Q2 collection rate for Business Rates is 55.57%, which is 0.81% above forecast. Businesses in Croydon faced a revaluation this year, which increased business rates bills across the borough. As a consequence of the revaluation, the government also announced in the budget three relief schemes to be awarded to businesses: support for small businesses; local discretionary relief; and Pub relief. These reliefs have now been approved will award £1.7m of relief to businesses within the borough in 2017/18.

ENABLING CORE – Fairness and equality

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
	% of people with health conditions or illnesses lasting more than 12 months who are in employment	47.0% (Rolling year to September 2016)	To maintain / improve previous outturn	47.2% (Rolling year to December 2016)	(G)	London 48.7%
	% of 60-64 year olds claiming Job Seekers Allowance (JSA)	Fieldway – 1.3% Selhurst – 1.5% Broad Green – 1.7% New Addington – 1% Thornton Heath – 2.1% South Norwood – 2.9% (March 2016 NOMIS)		Fieldway – 1.29% Selhurst – 1.47% Broad Green – 1.66% New Addington – 0% Thornton Heath – 1.40% South Norwood – 1.43% (March 2017 NOMIS)		Croydon average 0.7% London average 1.7%
	The number of female lone parent households found to be eligible for assistance, unintentionally homeless, and in priority need	530 (G)	To maintain / improve previous outturn	222 (Q2 2017/18)	(G)	No comparative data available
	The number of BME households found to be eligible for assistance, unintentionally homeless, and in priority need	803 (G)	To maintain / improve previous outturn	273 (Q2 2017/18)	(G)	No comparative data available
	Child (0-16 years) poverty in the most deprived wards <i>Based on the Average Rank of the Lower Super Output Areas (LSOAs) making up each ward in the Index of Multiple Deprivation (IMD) 2015</i>	Fieldway – 36.2% Selhurst – 28% Broad Green – 25.4 % New Addington – 31% Thornton Heath – 25.3%		Fieldway – 39 % Selhurst – 28.5% Broad Green – 28.5% New Addington – 33% Thornton Heath – 26%		21.6% child poverty, Croydon ward average August 2014

	<i>Data source HMRC, August 2015 data expected Spring 2018</i>	South Norwood – 25% (snapshot as at 31 August 2013) 20% child poverty, Croydon ward average		South Norwood – 25.5% (snapshot as at 31 August 2014)		
To drive fairness for all communities, people and places	The proportion of Looked After Children (LAC) progress 8 score (progress between KS2-KS4)	New Data due from DfE 14/12/17	First outturn will be used to baseline a target for the next reportable year	-1.62 (2017 data due from DfE 14/12/17)	NA	England -1.46 (R)
	The proportion of Special Educational Need & Disabled (SEND) progress 8 score (progress between KS2-KS4)	New Data due from DfE 14/12/17	First outturn will be used to baseline a target for the next reportable year	-0.94 (2017 data due from DfE 14/12/17)	NA	England -1.03 (A)
	Free school meals eligible at any time in the past six years. (FSM6) progress 8 score (progress between KS2- KS4).	New Data due from DfE 14/12/17	First outturn will be used to baseline a target for the next reportable year	-0.15 (2017 data due from DfE 14/12/17)	NA	England -0.37 (G)
	The proportion of white working class children eligible to free school meals at any time in the past six years. (White FSM6) progress 8 score (progress between KS2- KS4).	New Data due from DfE 14/12/17	First outturn will be used to baseline a target for the next reportable year	-0.48 (2017 Data due from DfE 14/12/17)	NA	England -0.65 (G)
	Black Caribbean children progress 8 score (progress between KS2-KS4)	New Data due from DfE 14/12/17	First outturn will be used to baseline a target for the next reportable year	-0.15 (2017 Data due from DfE 14/12/17)	NA	

	The proportion of Looked After Children (LAC) achieving the expected level at the end of key stage 2	25% (unvalidated)	First outturn will be used to baseline a target for the next reportable year	18.8%	NA	England 25.7 (R)
To drive fairness for all communities, people and places	The proportion of Special Educational Needs (SEN) children achieving the expected level at the end of key stage 2	6.6% (unvalidated)	no target set these measures have been superseded by scaled scores	Unvalidated results EHCP – 6.6% SEN support – 25.9%	NA	London 9% England 7% (G)
	The proportion of free school meal pupils eligible at any time in the past six years (FSM6) achieving the expected level at the end of key stage 2.	41.3% (2015)	Aim to improve on previous outturn	52.5% (2016)	(G)	National 47% (G)
	The proportion of white working class children achieving the expected level at the end of key stage 2	39% (2015)	Aim to improve on previous outturn	51.5% (2016)	(G)	National 44% (G)
	The proportion of black Caribbean children achieving the expected level at the end of key stage 2	42% (2015)	Aim to improve on previous outturn	51.6% (2016)	(G)	England 52.6% (G)
	The number of adults aged 16-64 in the borough who have no qualifications	17,400 (Dec 2015)	Not appropriate to set a target	15,400 (Dec 2016)	NA	No comparative data available

	<p>Proven offences by young people by ethnicity</p> <p>Source : 10-17 years - GLA Ethnic Group population Projections R201White includes : White inc. white British, white Irish, white other.</p>		Not appropriate to set a target	<p>BAME 22,243 59.8%</p> <p>White 14,950 40.2%</p>	NA	<p>London</p> <p>BAME, 407,804 54.6%</p> <p>White , 339,674 45.4%</p>											
To drive fairness for all communities, people and places	<p>The number of young people from BME backgrounds permanently excluded from Croydon schools, academies and free schools based on the number of excluded children</p>	11	Not appropriate to set a target	1 YTD	NA	No comparative data available											
	<p>The percentage of assessments undertaken where Child Sexual Exploitation was a factor</p>	4.5%	Maintain / improve	3.8% YTD	(G)	NA											
	<p>Number of incidences of hate crime</p>	549 (12 month rolling March 2016)	Maintain / improve	551 (12 month rolling March 2017)	NA	No comparative data available											
	<p>Community Cohesion - The perception of people from different backgrounds who say they get on well</p>	NA	NA	<table> <thead> <tr> <th></th> <th>Croydon</th> <th>London</th> </tr> </thead> <tbody> <tr> <td>Definitely agree/ agree</td> <td>73%</td> <td>34%</td> </tr> <tr> <td>Tend to disagree / disagree</td> <td>12%</td> <td>22%</td> </tr> <tr> <td>Neither agree / disagree - Don't know</td> <td>15%</td> <td>43%</td> </tr> </tbody> </table> <p>Croydon residents survey - knowSource: TCCOctober 2016; Base: 1203; Weighted: 1190 London Data store December 2015</p>				Croydon	London	Definitely agree/ agree	73%	34%	Tend to disagree / disagree	12%	22%	Neither agree / disagree - Don't know	15%
	Croydon	London															
Definitely agree/ agree	73%	34%															
Tend to disagree / disagree	12%	22%															
Neither agree / disagree - Don't know	15%	43%															

	Community life – Level of involvement in their local community through volunteering	NA	NA	<p>Croydon</p> <p>Keen to get more involve/would if I had more time 51%</p> <p>I am already involved in the community 13%</p> <p>It's a good idea, but not for people like me / it's not my job 31%</p> <p>None of the above / don't know 5%</p> <p>Croydon residents survey - knowSource: TCCOctober 2016; Base: 1203; Weighted: 1190</p>		
To drive fairness for all communities, people and places	The perception of people from different backgrounds who feel they participate and influence	NA	NA	Residents who would like to have more of a say	White 20%	BME 17%
	The perception of people from different backgrounds who have trust and confidence in public services	NA	NA	Residents who say they want to know what services are doing Residents who want to become actively involved in helping services improve their local area	White 59%	BME 51%
	Reduce the differences in healthy life expectancy at birth between men and women in Croydon in years	Male 63.2 years (2011-13)	Maintain or improve on pervious outturn	Male 63.1 years (2013-15)	(G)	64.1 years (2013/15)
		Female 62.3 years (2011-13)	Maintain or improve on pervious outturn	Female 63.8 years (2013-15)	(G)	64.1 years (2013/15)
	Slope index of inequality in life expectancy at birth within English local authorities, based on local deprivation deciles within each	Male 9.1 years (2011-13)	Maintain or improve on pervious outturn	Male 9.7 years (2013-15)	(A)	No comparative data available

	area for men and women	Female 7.7 years (2011-13)	Maintain or improve on previous outturn	Female 6.1 years (2013-15)	(G)	No comparative data available
	Disability free – life expectancy at birth, for men and for women in Croydon, in years.	Male 64.8 years (2011-13)	Maintain or improve on previous outturn	Male 65.6 years (2012-14)	(G)	Male 64 years (2012-14) (G)
		Female 65.5 years (2011-13)	Maintain or improve on previous outturn	Female 64.4 years (2012-14)	(A)	Female 64.2 years (2012-14) (G)

ENABLING CORE - fairness and equality

Following the findings of the Opportunity and Fairness Commission the Council developed the Opportunity and Fairness plan 2016-20 and reset its statutory equality objectives for that period. The equality performance measures within that have been embedded in the Corporate Plan performance framework, Ambitious for Croydon. The statutory performance indicators reflect issues across the spectrum in relation to fair access focusing on health, wealth and education equality indicators. The indicators are reported every six months. The latest available information and data has been used to update them. As is the nature of these indicators there is at times a significant time-lag between the period of reporting and the latest data available. However they enable the Borough and the Council to focus on the trends and be mindful that changes and improving equality, opportunity and fairness will need a long term focus to ensure there are sustainable outcomes.

Employment - In terms of numbers of Job Seekers Allowance claimants aged between 60-64 years the Borough continues to see reductions in the six most deprived wards and demonstrates and the focus on getting people into jobs and the continuing success of the Croydon Works programme. Historically there have been challenges in terms of the level of skills and qualification in the borough to maximise the opportunities within the job market as well as ensuring there is access to job opportunities for all Croydon residents. This is demonstrated by the latest data in relation to number of the indicators within this area. Through the Croydon Works programme and Good Employer Charter the Council continues to focus on ensuring that all Croydon residents have access to employment opportunities whether that is through education, training or support for job readiness. In addition there is a focus on equipping the borough to embrace disability confident and other support packages to enable the Council, businesses and our suppliers to be able to offer the job opportunities across our communities

Child Poverty - There continues to be deep seated issues in relation to Child Poverty particularly in the six most deprived wards as the latest data for 2014 shows a worsen trend. Families on the margins of poverty are often dependent on in-work and out-of-work benefits. Changes in the benefits system have a significant impact on changes in child poverty rates that may hide the impact of local initiatives. Whilst the measure in this report looks at income poverty, Croydon's Young People-led Child Poverty Plan looks more widely recognising poverty of opportunity and environmental, intellectual and health poverty. The Child Poverty Plan identifies how these are being addressed through the Children and Families Partnership and the wider Council. The Children and Families Partnership's survey of lone parents identified that the greatest barrier to employment for parents was the lack of job opportunities that fit with their childcare responsibilities. Consequently the main focus of the Partnership has been increasing flexible working opportunities in Croydon. The Council obtained accreditation as a Flexible Working Borough. The action plan addresses increasing flexible working within the council both for existing staff and at recruitments and influencing suppliers and other employers within the borough. The Good Employer Charter includes a key focus on inclusive employment practises which includes flexible working. There are 32 accredited businesses and 42 pledges The increasing accreditation spreads good practice and support in ensuring there are inclusive employment practices

Homelessness - The Council's strategic actions and approaches to tackling homelessness are set out in the GROWTH – housing section of this appendix (page 11). The key principle of the preventative Gateway approach, is that it targets those who are most vulnerable. a reduction in the total numbers is a positive direction of travel.

Education - In 2016/17 the Borough schools continued to perform at or above the national average in key attainment areas, including the early years, key stage one and key stage two. At Key Stage 4 the key Progress 8 figure was above the national average, showing that pupils in Croydon secondary schools continue to make better than average progress. The Council has a robust school improvement plan for this academic year outlining our key priorities, including improving outcomes at key stages four and five and closing the achievement gap for our looked after children. We will continue to offer support and challenge to schools in order to improve their performance in these areas.

There are some key factors that contribute significantly to the achievement of our looked after children (CLA), these include Special Educational Needs and the length of time children have been in care. With this in mind, as corporate parents, it is imperative that we champion these pupils and ensure that despite their barriers to learning, we have high expectations of them and continuously monitor the impact of the pupil premium funding so that it is effective in improving their outcomes. This is a key priority for our virtual school team.

The number of statutory school age CLA in Croydon as at November 2017 is a total of 750 children compared to 506 in the London Borough of Greenwich, our nearest statistical neighbour. In addition to this, the UASC population in Croydon as at November 2017 is 348, whilst the London Borough of Greenwich UASC population is 17. The differences in our CLA population with other local authorities makes comparisons more complicated, nevertheless we strive to ensure that our pupils are doing as well as their counterparts across the country..

Although outcomes for Croydon CLA who have been in continuous care for 12 months or more are lower than for all pupils, unvalidated data for 2016/17 shows that they attain in line with their peers nationally. This is an improved picture from the previous academic year: we are starting to close the attainment gap for our pupils and are working hard to improve this further. At the end of key stage 48% (based on unvalidated results) achieved a combined English and mathematics GCSE pass at Grade 4 or above. A large percentage of this cohort are UASC, many of whom have little previous education experience

or provision in place when they enter the care system. These learners go on to make considerable progress, achieving at a level appropriate to their starting point and are successfully supported into suitable courses post 16. The successes enjoyed by our post 16 learners are testament to this and a result of the heavy investment made into this area of work.

We ensure that challenging targets are set for all significant pupil groups, especially any shown to be underperforming. We evaluate the impact of any actions undertaken to close the outcomes gaps at our link adviser visits. (To note: underperforming groups do vary across the schools in our local authority.) All / any groups that are underperforming will also be a focus during any school inspection by Ofsted.

Community Cohesion - Recent national and local events in Croydon has provided a challenging environment for community cohesion however Croydon as a community as come together to support each other with partners across the borough and faiths showing solidarity and providing community assurance. This has included community events such as We Stand Together to provide a forum to support communities impacted by hate crime and explore issues that face different communities within Croydon. Community Cohesion is also a key focus of a sub-group of the Stronger Community Partnership.

As the country witnessed nationally, there has been an increase in reported hate crimes within the borough. The Safer Croydon Partnership has submitted two bids to support victims of Hate crime for MOPAC funding (to be delivered by CVA and Victim Support) for the next two years. Information on our Safer Croydon web pages direct victims of Hate Crime to the Met Police True Vision website.

Health - Differences in life expectancy are a strong indicator of overall fairness. However, they are affected by many determinants including education, income, housing conditions, access to green spaces etc. Lifestyle factors also play a part but are strongly influenced by the wider determinants. A single lifestyle factor - smoking - directly accounts for half of differences in life expectancy. Actions and approaches to tackling this are set out in the INDEPENDENCE –health, section of this appendix.

ENABLING CORE – Open and accountable

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To be open and transparent and put communities at the heart of decision making	Percentage of Freedom of Information (FOI) requests responded to within 20 days	76% (R)	95%	70.4%	(R)	No comparative data available
	The percentage of customer complaints escalating to Stage 2 of the council's formal complaints process	5.63% (G)	10%	10.4%	(A)	No comparative data available
	The number of complaints received by the Information Commissioners office that are upheld (where regulatory action is taken)	0 (G)	0	0	(G)	No comparative data available

ENABLING CORE - open and accountable

FOI request volumes continue to increase. There was a 17% increase in demand from July to August, with a similarly high volume in September. LBC has received 907 FOI requests in the Financial YTD and – if this demand continues – we expect to receive in excess of 2000 requests in 2017/18, an increase of 16% on 2016/17. This, combined with the increasing complexity of FOI requests, has led to an average performance rating of 68% in the Financial YTD. We continue to identify areas for system and process developments, and are actively promoting awareness of FOI requests and their priority throughout the organisation to address this performance.

Process improvements within in the FOI team have led to month on month increases from April to September in the number of responses sent out within the 20 day deadline. More responses went out 'in month' in September than in previous months. The Information Team are also engaging directly with service management teams to identify and address blockages. Additional weekly reports highlighting specific types of FOI requests are being produced to assist services in identifying which requests may cause delays.

Over quarter 1 and 2 the volume of **corporate Stage one complaints** decreased from 850 in 2016/17 compared to 784 in 2017/18 (reduction of 8%).

ENABLING CORE – Digital and Enabling

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Compared to
To be digital by design in meeting the needs of local people	The number of transactions completed through 'My Account'	460,369 (G)	500,000 annual 250,000 YTD	249,251 YTD	(G)	No comparative data available
	The number of customers who have moved to my account (self-serve) as a method of contact.	45,153 (G)	40,000 annual 20,000 YTD	17,639 YTD	(A)	No comparative data available
	The percentage of fly tip reports made electronically (App and My Croydon)	78.4% (A)	80%	77.06%	(A)	No comparative data available

ENABLING CORE – digital and enabling

The number of on-line customer transactions through my account is on track and will hit target at the end of the year with the new revenues and benefits solutions the latest to go live in November and December. This will enable customers to make payments, check their balance, confirm changes in circumstances and address a number of enquiries through up to date information online. Year to date contact for online accounts for 29% of all customer contact, an increase of 5% on last year. Customer satisfaction with our online service remains higher than industry average.

The number of new customers on my account grows at a steady rate. As new services go on line, we are “retaining” these customers by surfacing new functionality, enabling to do more online. This will translate into more transactions with existing customers but the number of new customers will reduce as most customer are already signed-up

Fly tip reports is marginally down on the end of year target but the percentage of overall app reports and my account usage for environmental services are up, indicating customers remain happy with their environmental services online.

The additional on-line services continues to be supported through a partnership approach between the council, third sector and private sector organisations to digital inclusion, which helps ensure all our community has access to the wider benefits digital services provide.

RAG Status key

RED (R)	<ul style="list-style-type: none">• Performance has not met target by in excess of 10%• Where performance differs from comparators by 10% or more
AMBER (A)	<ul style="list-style-type: none">• Performance has not met target but is within 11% of target• Where performance matches one or more comparator within 10%
GREEN (G)	<ul style="list-style-type: none">• Performance has not met target but is within 1% tolerance, met, or exceeds target• Performance has matched one or more comparators
YTD	<ul style="list-style-type: none">• Year to Date – current performance

REPORT TO:	CABINET 22nd January 2018
SUBJECT:	One Croydon Alliance: Extension of the Alliance Agreement Outcomes Based Commissioning
LEAD OFFICER:	Guy Van Dichele, Interim Executive Director of Social Services Richard Simpson, Executive Director of Resources
CABINET MEMBER:	Councillor Hall, Cabinet Member for Finance and Treasury Councillor Woodley, Cabinet Member for Families, Health & Social Care
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:	
<p>The One Croydon Alliance Agreement supports the Council’s key strategic priorities with regard to promoting and sustaining independence, well-being and good health outcomes for Croydon residents. The outcomes are aligned to Ambitious for Croydon promises:</p> <ul style="list-style-type: none"> • creating growth in the economy, • helping residents be as independent as possible, • and creating a pleasant place in which people want to live <p>The One Croydon Alliance integrates health and social care and has a comprehensive framework that is focused on improving outcomes for people. Extensive consultation with local people on what outcomes they wanted took place, and they chose the following:</p> <ul style="list-style-type: none"> • Staying healthy and active for as long as possible • Having access to the best quality care available in order to live as I choose and as independent a life as possible • Being helped by a health and social care team that has had the training and has the specialist knowledge to understand how my health and social care needs affect me • Being supported as an individual, with services specific to me • Having improved clinical outcomes 	
FINANCIAL IMPACT	
<p>The total annual value of services currently in scope within the Alliance is c£180 million per annum. Of this the council is responsible for a contribution of approximately £42 million the rest of the resources are the responsibility of Croydon Clinical</p>	

Commissioning Group. This council spend is split £12 million for directly delivered services (social work assessment, OT, in house day care etc.) and £30 million spent with external providers (mainly domiciliary care, care homes and funding in the voluntary and community sector). The council will maintain its current contractual relationships with providers but in time a new commercial structure will mean more jointly commissioned services and contracting arrangements will emerge as the new models of care and system transformation develops.

The current commercial structure proposals propose a move to capitated payment mechanism from 2021/22 for the Alliance. The aim, as has been through Transition Year (2017) to move to block arrangements for acute and community services in Croydon, which incentivises investment in the right care at the right time for Croydon residents.

There are defined efficiency savings of 5% per annum for social care, after demographic and non-demographic growth has been added.

The aim is to positively impact the whole health and care system. A 10 year financial model is in place, modelling financial impact by Alliance partner organisation. Plans developed to date show total positive system financial impact of:

- Phase 1 – Out of Hospital: £6.5m per annum
- Phase 2a (implementation ready): £5.8m per annum

A number of Phase 2b and Phase 3 transformation are being further developed which will add to this overall impact.

KEY DECISION REFERENCE NO.: FORWARD PLAN KEY DECISION REFERENCE NO.: 0318CAB - 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 Agree to the extension of the One Croydon Alliance Agreement term for a further 9 years, commencing 1 April 2018 to 31st March 2027.
- 1.2 Agree to expand the remit of the Alliance Agreement to ensure the potential for whole system transformation for health and social care. Decisions to materially increase programme scope will be taken as part of the Council's decision making process.
- 1.3 Delegate to the Interim Executive Director of Social Services and the Executive Director of Resources in consultation with Cabinet Member for Families Health and Social Care and the Cabinet Member for Finance and Treasury the signing of the final 9 year Alliance agreement on or around 1/04/2018 and extension / appropriate award of the in scope service contracts.

2. EXECUTIVE SUMMARY

- 2.1 The purpose of this report is to update the Cabinet on the progress of the first year of the One Croydon Alliance ("the Alliance") an Integrated Health and Social Care system consisting of the following partners:

- Croydon Council (as provider and commissioner)
- Croydon Clinical Commissioning Group (CCG)
- Age UK Croydon
- Croydon GP Collaborative
- Croydon Health Services NHS Trust
- South London and Maudsley Mental Health NHS Foundation Trust

And to recommend the extension of the One Croydon Alliance Agreement for a further 9 years with a wider remit of whole system health and care transformation. Cabinet delegated the decision to sign the agreement in December 2016 (*minute ref: A124/16*) to award the Alliance Agreement and award the 'in scope' Service Contract (s) to commence on or around 1 April 2017. The delegated decision was signed in April 2017.

- 2.2 The key purpose of the One Croydon Alliance is to improve the lives of Croydon residents and deliver more effective health and social care outcomes. The transition year programme has demonstrated significant achievements and progress in what can be achieved when the whole system works together in an integrated and focused approach.

- 2.3 The year one transformation components of Living Independently For Everyone (LIFE) service and the Integrated Community Networks (ICN) programme have delivered significant successful outcomes that include 80% of reablement package ceased within 6 weeks compared to 18% prior to the changes and pre-Christmas admission avoidance and length of hospital stay reductions enabling the closure of 56 escalation beds. Intervention at the earliest stage with 180 people through multi-disciplinary working has prevented further escalation of needs and new life opportunities and an additional 200 people seen through the LIFE service since its commencement in October. All of these changes improve the quality and independence of service users. In light of the success of the transition year and the delivery of key transition criteria the report recommends the extension of the One Croydon Alliance agreement for a further 9 years.
- 2.4 The Alliance vision has always been to extend the model of care and approach adopted for over 65s if successful to other areas of the social care and health economy. There has been significant investment in establishing the Alliance and transition year has completed a number of workstreams and proceeded through three checkpoints at given points in May, August and October to provide assurance of progress. The Alliance members are agreed on its governance and has developed a range of appropriate commercial options to support the journey to a mature accountable care system.
- 2.5 Therefore, the Alliance provides an ideal vehicle to further extend social and health care integration, ensuring person centred care that is multi-disciplinary in nature and supports a more sustainable set of public services in Croydon. However it is recognised that any extension of programme scope needs further work to evidence return on investment. Each sovereign organisation needs to use its own governance to make individual decisions about scope and service area. In the Council therefore the decision would follow our usual democratic decision making process. In addition if the Alliance scope grew it is recognised that new partners particularly from the Voluntary and Community Sector would need to be involved and there will be a requirement in the Alliance Agreement to review membership when programme scope changes.

3. DETAIL

- 3.1 A full background and rationale for the decision to sign the original Alliance agreement is contained in the December 2016 Cabinet report at appendix 1.
- 3.2 The signing of the original Alliance Agreement was for a single Transition year with the option to extend for a further 9 years. The purpose for the Transition year was to provide assurance that the chosen overall health and care model would effect a transformation in services to meet the outcomes identified by our over 65's as crucial to delivery of quality health and care services.
- 3.3 The assurance areas identified as necessary for Cabinet to agree an extension were the:
- performance of Year 1 Transformation programmes
 - achievement of Year 1 Transition Criteria / Workstreams

4. Year 1 Transformation Programmes

- 4.1 The transitional transformation programme of LIFE and ICN has demonstrated how an integrated whole system approach to health and social care can improve the lives of Croydon residents and achieve more effective health and social care outcomes proving the concept that health and social care systems integration and the One Croydon model.

LIFE

- 4.2 The LIFE Programme has established an integrated reablement and rehabilitation service across the Borough, comprising services from Adult Social Care, Croydon Health Services and Croydon University Hospital. The long term ambition of LIFE was that it will see key services brought into a new LIFE integrated reablement and rehabilitation service – a new intermediate care service. The iBCF funding has allocated £1.2m in the first year to funding integrated care for the LIFE service care packages. Over the medium term the cascade impact of admissions being avoided and reducing peoples lengths of stay in hospital means people require less intensive and long term care packages and can be reabled back to independence more quickly and successfully. All of this contributes towards the 5% per annum efficiency target for social care for in scope services, alongside improved contracting, equipment provision and care market management.
- 4.3 The integrated service model ensures a one name, one budget one team approach, use of an agreed single eligibility assessment and review process, and increased entry pathways - all working to the same key outcomes. This service will contribute to reductions in systems duplication, in non-elective hospital admissions and bed days, will enable targeted and focussed effective use of more community services upstream for people to reduce high cost packages of care and create capacity with an increase in flow at an earlier stage for people in need of the service. Services are more person and outcome focused improving the person experience of health and care.
- 4.4 A key component of the LIFE service is Discharge to Assess (Home First Pathway 2), and from September 2017 Croydon Health Services NHS Foundation Trust introduced this pathway 2. The service is now live in all wards in CUH, having seen over 185 people in the first 10 weeks of operation. We are seeing a 20% reduction in length of stay for people in hospital and the need for long term care packages post reablement go down significantly (up to 80% in some cases from a previous performance of 18% as shown in the dashboard below). This service ensures people are supported through a multi-disciplinary approach to reduce their length of stay in hospital, assess them in the best place to determine care, and establish outcome focused care plans that aim to reable and maximise independence. The service is receiving referrals from the community and working in A&E to prevent admissions. CHS and Council staff have moved in together at a CHS community site, forming a truly integrated service with high morale.

ICN

- 4.5 The Integrated Community Networks (ICN) Programme is comprised of the following features:
- Huddles (proactive weekly case management by multi-disciplinary team working from GP practices)
 - Complex Care Support (specialist support for issues such as mental health and frailty and support for care homes);
 - My Life Plan (Co-ordinate My Care – shared care record);
 - Personal Independence Coordinators (PICs – person centred support for non-medical issues);
 - Active and Supportive Communities (people and communities as assets)
- 4.6 The key aim is to engage, empower and build-up the Huddles so they are responsive, timely and flexible to individual needs. Huddles focus on preventing admissions and focus on high risk and need people who have more than one long term condition initially and aims to enable individuals to support their own health and independence. Care is organised around the individual, breaking down the boundaries between health and social care and the voluntary and community sector, and between formal and informal support.
- 4.7 An accelerated ICN Huddle programme is being implemented and the number of Huddles rolled out had exceeded business case plans by October 2017, in December over 30 practices had huddles with all 57 GP practices planned to have them by March 2018. Early indications show a potential 14% different in non-elective admissions of patients from early adopter GP practices that have huddles when compared to those without, as shown in the dashboard in 4.10 and figures 1 and 2 below. Professional report significant positive impact for them and their patients working closer together, removing barriers to seamless care.
- 4.8 The development of the voluntary sector model of care to support people with their non-medical needs is in progress, to provide critical access to support, information and guidance that is proactive and preventative in nature, will see reductions in calls for GP consultations and more connected and thriving communities, carers and individuals.
- 4.9 The model of care is developing to support people with more complex needs, requiring additional expertise and input from mental health specialists or community geriatricians.
- 4.10 Impact on activity and outcomes of the Alliance Out of Hospital Programme**

On 1st December 2017, CHS communicated that due to the efforts of the discharge to assess teams, the hospital has 56 fewer escalation beds in use in comparison to the status 10 days before. This means that 56 patients are in the right inpatient beds and CHS would have the potential of saving approximately £10,000 per day.

Figure 1 and Figure 2 shows the OOH Outcomes Dashboards as at 5th December 2017. Figure 1: Out of Hospital Outcomes Dashboard

High Level Metrics	All Croydon GP Registered Population	All Croydon GP Registered Population Against CCG Operational Plans	Croydon University Hospital (Croydon CCG GP registered patients)	TACS HRGs Only (Croydon GP registered population)
Non Elective Admissions	6% (18,063 to 19,267)	-1% (19,497)	3% (13,164 to 13,571)	-3% (7,359 to 7,190)
A/E Attendances (exc planned)	30% (89,039- to 90,015)	-6% (95,673)	86,482 (April to Sept 2017 only)	
Non Elective Bed days	8% (81,806 to 88,402)	10% (80,565)	5% (68,244 to 71,849)	-2% (42,911 to 41,866)
Non Elective Excess Bed days	-16% (4,527 to 3,802)	-15% (4,378)	-24% (3,457 to 2,637)	-25% (2,611 to 1,953)

Period: Apr–Sept 2016 v Apr–Sept 2017

We have included 4 views of high level outcome Indicators covering all population non elective (excluding maternity, baby units and planned follow ups at A/E) .

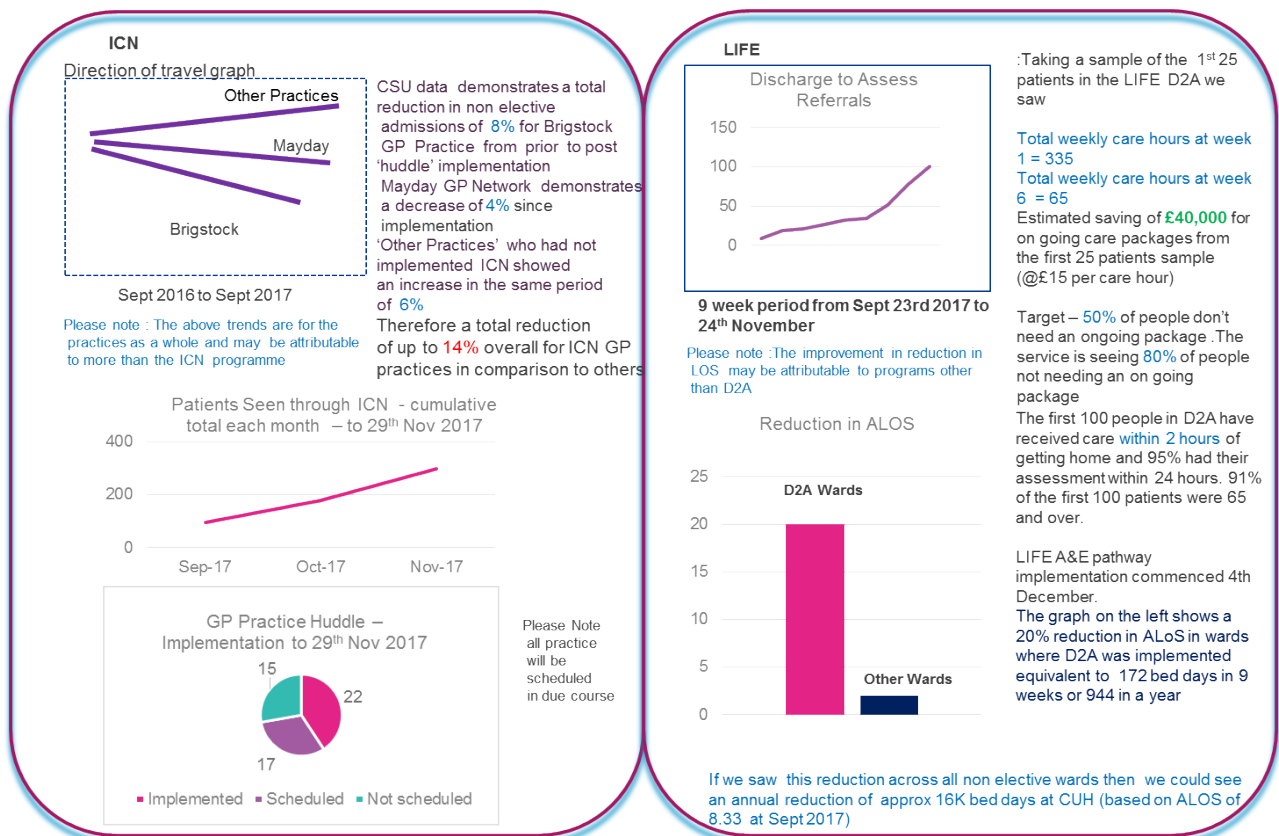
Data is displayed for all Croydon registered GP populations, against CCG plans, for Croydon University Hospital and for the selected HRGS identified to be impacted by TACs & OOH projects.

The CCG financial savings at month 6 (for 2017/18) are £2.5 million as opposed to planned CCG savings of £275k. ▲

These savings are based on TACS HRGs and is a combination of TACS and out of hospital savings

GP Registered Population (April-Sept 2016 v April to Sept 2017)			Croydon University Hospital (April 2017 v Sept 2017)			Social Care Indicators		
Average LOS	5.43	5.44	▶	% Type 1 Attendances	49%	43%	▶	Proportion of older people still at home after 91 days after discharge from hospital into reablement (offered the service) 2016: 1.9%; 1.4% at Q2 2017/18
0-1 day say non elective	8,771	9,274	▼	Attendance /Admission Ratio	3.14:1	2.81:1	▼	Proportion of older people still at home after 91 days after discharge from hospital into reablement 2016: 91.3%; 95.5% in Q2 2017/18
Delayed transfer of care days	4,318	5,167	▼	4 Hour wait	88.8%	90.9% (94.8% on 31/10)	▲	Admissions to Nursing Homes 413.7 per 100k pop in 2016 183.3 per 100K at Oct 2017
% DTOC from Social Care	19% (Sept 2016)	35% (Sept 2017)	▶	Escalation Beds	49 (30 Sept 2017)	10 (5th Dec 2017)	▲	Time taken to ASC Assessment (within 35 days) 80% in 2016 ; 72% in Q2 2017/18

Figure 2: Out Of Hospital High Level Dashboard



4.11 A key component of the ICN programme are the Personal Independence Coordinators (PICs) employed by Age UK Croydon Alliance partner. The PICs

are a member of the core ICN team and are independent of Health and Social Care Services; they work intensively with people with long term conditions. Initial data shows an increasing trend in the number guided conversations and the proportion of people meeting their goals. A case study shows the impact and success of a PIC intervention and is detailed below.

Background

- Robert is 77 years old.
- He lives alone
- Same rented accommodation for 30 years
- His wife was bed bound and he cared for her

In January 2016 he experienced shortness of breath and rapid weight loss

- Admitted to hospital where he stayed for 11 months on and off
- Discharged in November 2016
- Wife passed away in that period
- He did not return to work

Outcomes achieved as a result of PIC intervention:

- Attendance allowance granted
- More independence at home
- Heating installed in some rooms
- Garden work done
- House clean
- Healthy living and gained weight
- Started driving again

4.12 The ICN model is supported by building up our community and preventative services. The model of care aims to do this through aligning our provision of voluntary and community services within each of the six GP networks through appointing Local Voluntary Organisations and opening points of access, building awareness of assets and improving access and capacity.

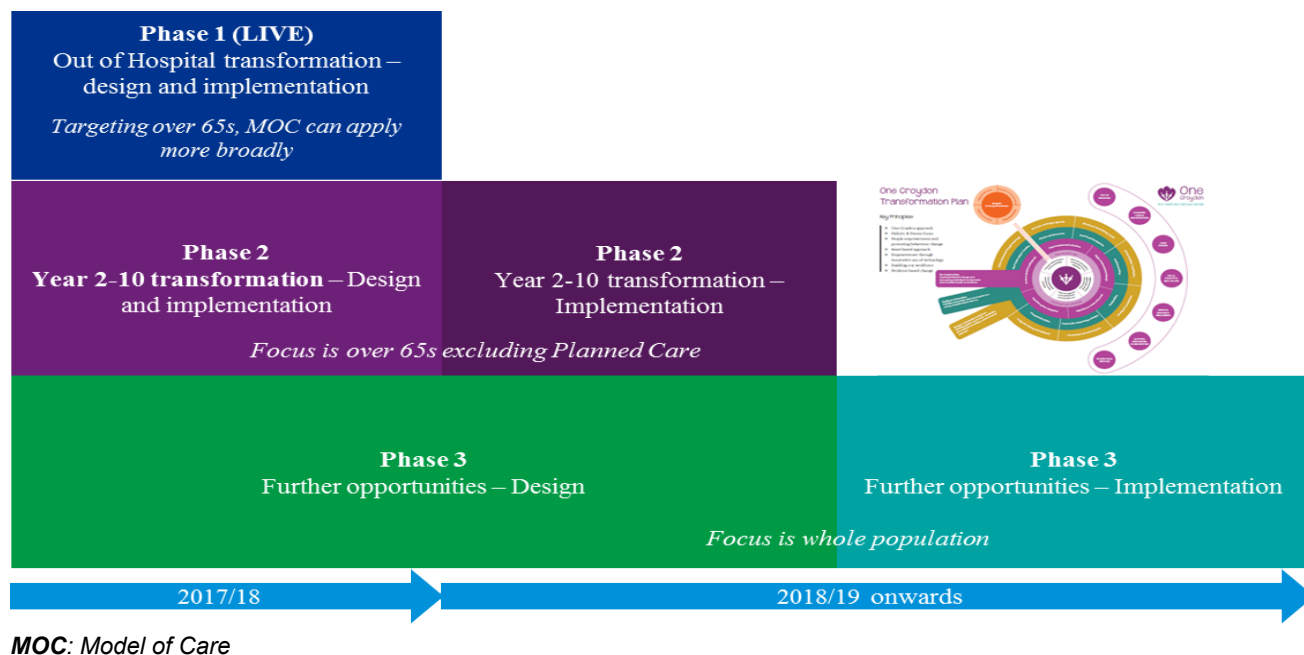
5. Care for Extension

5.1 When developing the Alliance Agreement partners agreed the decision to extend for the full 9 years was to be predicated on the Transition Programme meeting a number of Transition Assessment Criteria for the OOH models of care and a further 10 Transition Workstreams, including the commercial aspects, alliance agreement and contracting, risk share, organisational development and communications and engagement. There has been sufficient progress on the assessment criteria over the transition year to enable the Council to take the extension decision. The impact of transformation on outcomes have been detailed above; below sets out the further case for extension.

Scope of transformation

5.2 It is proposed that the Alliance carries out transformation in phases throughout the 10 year agreement period. The proposed transformation scope aligns with the Alliance vision of achieving whole system transformation. As shown in Figure 3, the transformation phases may run concurrently. It should be noted that transformation is not limited to three phases and further phases may be added to the scope. The total ambition for the Alliance and demonstrates the impact that the Alliance can have during the 10 year contract period.

Figure 3: Alliance transformation scope



5.3 The following provides an overview of the **phase 2 transformation plans** and the potential impact.

Table 1

Workstream	Non-financial benefits of transformation	
Phase 2a		
Planned Care and repatriation	<p>The overall vision of Planned Care is to transform local healthcare whilst promoting and embedding behaviour and cultural change across patients, public, and clinical workforce by introducing new pathways and models of care. Transformation will be induced by:</p> <ul style="list-style-type: none"> • Promoting behaviour change by supporting patients and public take ownership of their health and lifestyle through initiatives such as Health help now, make every contact count and altogether better. • Enabling cultural shift across the clinical workforce through peer review initiatives, shared decision-making guide and GP and consultant joint educational workshops. • Enhancing clinical connectivity to support a multidisciplinary 	£1.4million

Workstream Non-financial benefits of transformation		
	approach which provides a range of skills in the community.	
Falls, Frailty and End of Life	<p>Falls and frailty has a potential to make a significant impact on people’s lives. The plan aims to make Falls ‘everybody’s businesses through a system wide awareness and management to Falls and End of Life. Key aspects of this programme include:</p> <ul style="list-style-type: none"> • Wellness and mental health – part of holistic falls management. • Integrated fall system. • Significant focus on upstream prevention and management. • Focus on development of community based support. • Effective advanced care planning and co-ordination across care organisations and. • Developing the competencies of workforce. 	£0.5million
Care Homes	<p>The vision for the care home market is to create the conditions within the health and care economy that allow homes to provide the highest quality of care to their residents and that this care is affordable. This will be achieved through a number of ways including:</p> <ul style="list-style-type: none"> • Coordinating existing support services, use of technology in identifying risks and connecting with professionals. • Ensuring that there is shared care plans in place. • A commissioning and pricing strategy that will provide greater opportunities for improving outcomes and optimising buying power. • While there are existing initiatives around this, there is scope for enhancing the impact and coverage of workforce development through improved coordination and “branding” of the support services. 	£1.9million
Phase 2b		
Mental Health	<p>The aim of this programme is to ensure there is joined up working with primary care so that people with dementia and severe mental illness have consistent and high quality physical health checks and access to the same treatment as those without mental disorders. Key aspects of this programme include:</p> <ul style="list-style-type: none"> • Improving Mental Health Urgent & Crisis Care – Implementing the Core 24 Standards in Liaison Psychiatry. • Work within integrated care network to practitioners in “multi-agency huddles” and health coaches to provide mental health training and consultation/advice on how to best manage people on their caseload with mental health problems. • Exceed dementia diagnosis and outcomes through collaborative working with primary care and a Dementia 	Calculation of potential financial savings is still in progress.

Workstream	Non-financial benefits of transformation	
	responsive system.	
Active and supportive communities	<p>This workstream recognises that residents do more care and support than the entire formal health and care system. People don't just need; they give. Transforming a model of care means changing the way people use services, not just the way we deliver them. Key system changes that will impact include:</p> <ul style="list-style-type: none"> • One Communication, engagement, information and advice. • Community organisations become the first port of call for information, advice and support. • Management of Social isolation and social inclusion. • Employing technologies to help people understand and manage their health and care. 	Calculation of potential financial savings is still in progress.

5.4 Table 2 lists the proposed initiatives for the **Phase 3 transformation** scope with detailed business cases and potential savings being further developed

Table 2: Indicative Phase 3 transformation scope

Initiative	Potential activity change
1. Locality based care	<ul style="list-style-type: none"> • Locality model: alignment of all health and care provision to localities. • Development of neighbourhood teams within each locality i.e. direct interaction, mentorship and support between domiciliary and community teams. • Increases our coverage much beyond risk patients identified and managed in ICN.
2. ICN and LIFE plus	<ul style="list-style-type: none"> • Reduction in A&E and NEL admissions through expanding the reach of the current ICN team to an additional 5% of the risk stratified population. • Increasing the number of people LIFE teams reach by 35%. For this cohort: <ul style="list-style-type: none"> ○ 50% patients in cohort avoiding admission ○ 50% reduction in Length of Stay for 50% of patient cohort.
3. Addressing social isolation	<ol style="list-style-type: none"> a. Befriending services estimated cost per person of £80 generating benefit of £300 b. Local area coordinators estimate that for every £1 invested, up to £4 of social value is generated. c. Community navigators cost £480/person but generate a benefit of £900/person.
4. Social prescribing	<ul style="list-style-type: none"> • A 100% success rate for all alternative social prescribing services at a cost rate of £100 per patient per year

Initiative	Potential activity change
5. Dutch community model (Buurtzorg)	<p>(Founded in the Netherlands in 2006, Buurtzorg is a unique district nursing system tht is based on giving district nurses far greater control over patient care).</p> <ul style="list-style-type: none"> • 50% reduction in overall hours of care • Costs per patient are approximately 40% less
6. Corporate and back office integration	<ul style="list-style-type: none"> • 25% reduction in overall cost of corporate and back office functions across Council, CHS and the CCG.
7. Embedding urgent and emergency care model	<ul style="list-style-type: none"> • Realisation of Urgent & Emergency Care (U&EC) pathway through change management support and service review

The Alliance Potential

- 5.5 The current model of care, as captured in the Out of Hospital business case, provides the Alliance a head start and develops a robust platform to develop subsequent transformational programmes. When considering a 10-year ambition, the Alliance clinical and professional stakeholders, through a number of forums across the last 1.5 years, have articulated their ambition across a range of areas.
- 5.6 The Alliance’s ambition for whole system transformation was further developed recently and aligned with the wider ambitions of the Croydon Transformation Board and similarly aims to “radically upgrade prevention” to improve the lives of people in Croydon. The ambition also recognises the potential opportunities reflected in the Croydon Strategic Review and Right Care benchmarks.
- 5.7 The vision is for a future where individuals are able and willing to take active responsibility and decisions for their health and wellbeing supported by strong community services and technological solutions. This will result in a shift in resources from more intensive support in hospital and residential care to less intensive services more focused on preventions and early intervention and a reduction in the reliance on acute secondary care solutions and interventions. These areas will be used to check our plans for the right size of ambition and will be further worked up in 2018.

6. Governance Arrangements

- 6.1 To ensure effective decision making the Alliance have reviewed and streamlined the governance framework. Within this proposed framework all strategic decisions of the Alliance are still subject to the governance of the

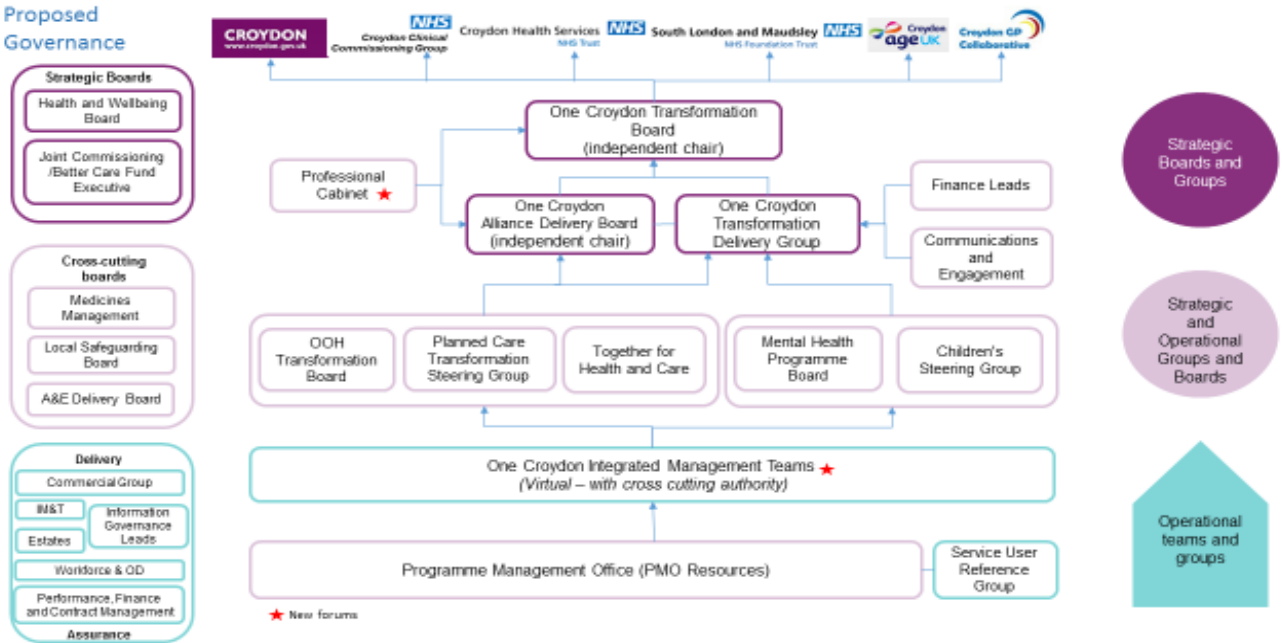
sovereign organisations and in the Council case where applicable will be Cabinet decisions.

6.2 The proposal is a director level Alliance Delivery Board with the Croydon Transformation Board (CTB) holding the vote on key strategic decisions and oversight for the Croydon whole system (subject to sovereign organisations governance). The strengths of the proposed structure are:

- Aligns with the Alliance vision of driving whole system transformation and strengthens the influence of the Alliance on the strategic direction of Croydon.
- Provides the Alliance with the flexibility to adapt to an expansion of Alliance programme scope. For example, if a population cohort is included in the Alliance programme scope, the relevant strategic and operational group can be added on to the governance structure.
- Reduces fragmentation and duplication in the existing governance arrangements.
- Provides oversight to both the implementation and delivery stages of the transformation programmes.
- Enables proactive monitoring of risks and implementation of actions for risk mitigation, through operational engagement.
- Provides assurance to the governing bodies of the Alliance member organisations about the delivery and outcomes of the transformation programmes.
- Integrates the various workstreams and functions such as Finance, operations, contract and performance management, IM&T and workforce strategy across the Alliance organisations to enable continued engagement of stakeholders, information sharing and management of the transformation programme.

The governance structure proposed is set out below:

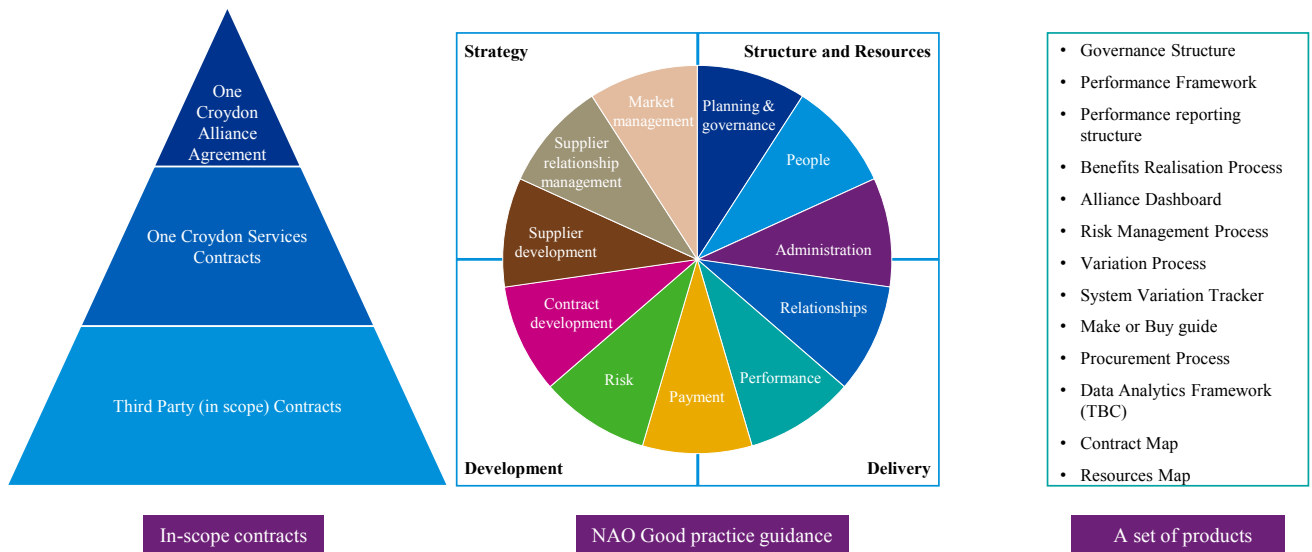
Updated
Proposed
Governance



7. Contract and performance management approach

- 7.1 Each organisation in the Alliance has its own contract and performance management approach, processes and culture. The Alliance contract and performance management approach has been developed collaboratively with the contract managers of the member organisations. It takes in to consideration that organisations need to adhere to their own organisational policies and regulatory requirements while providing assurance to all Alliance members that the system objectives are being realised and that risks are identified and mitigated.
- 7.2 The Contract and Performance Management plan is developed with a vision to:
- Recognise discrete and relational elements of contracts;
 - While achieving information collation and sharing;
 - To enable continuous progress and performance review; and,
 - Support the delivery of a successful transformation programme.
- 7.3 Figure 4 shows the proposed Contract and Performance Management approach. The contracts that are in scope are the Alliance agreement, in-scope Service Contracts between Alliance member commissioners and providers as well as any Service Contracts that commissioners may have with third parties that are not Alliance members (but still fall within the Alliance scope). These in-scope contracts will be managed based on the NAO Good practice guidance and through the use of products or tools that enable monitoring and management of the contracts.

Figure 4: Contract and Performance Management Approach



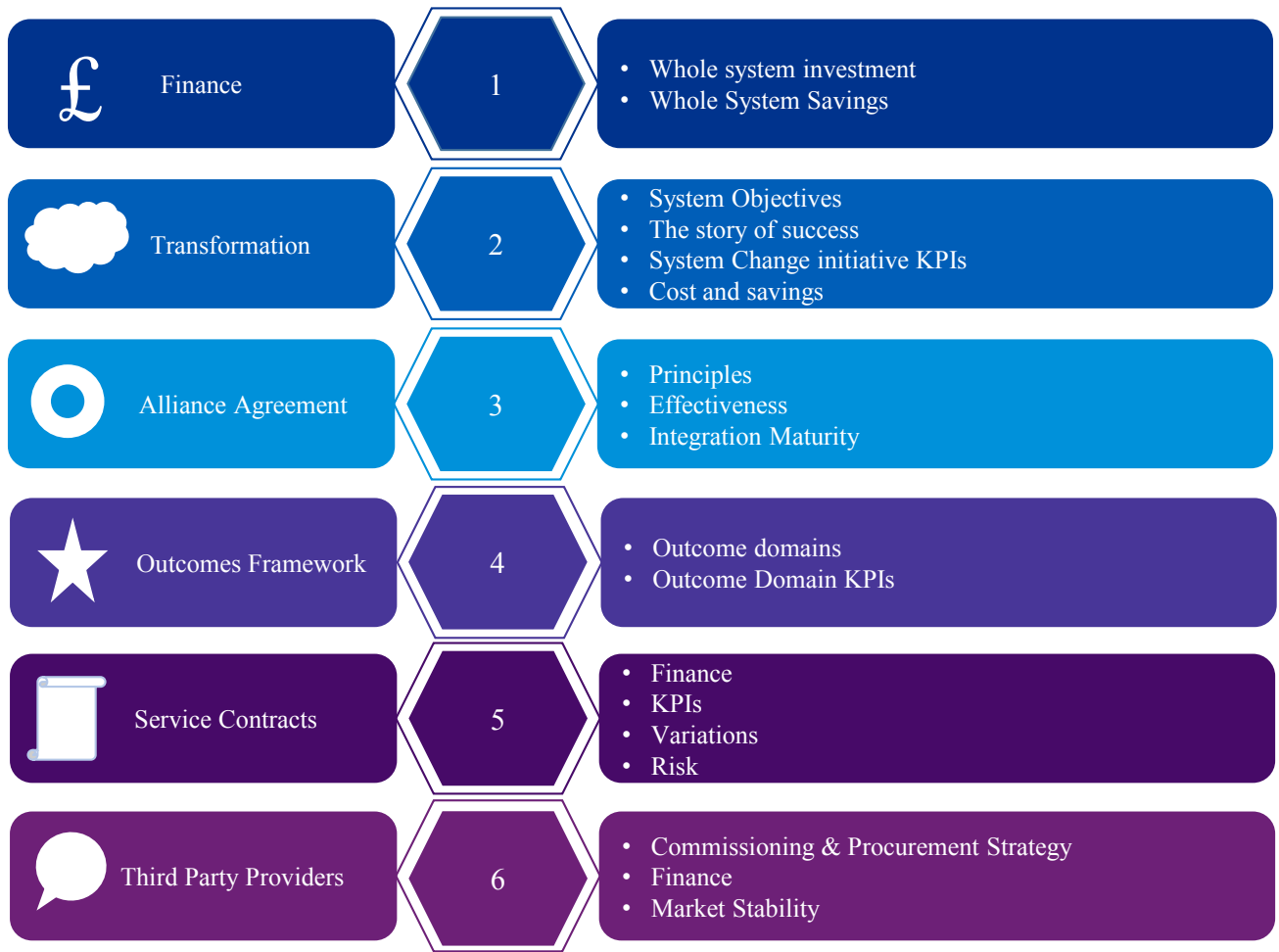
Performance management framework

7.4 One of the key tools that would support monitoring of performance across the in-scope contracts is the Performance Management framework. As shown in Figure 5, the Performance Management framework consists of six categories. Each of the categories has a set of metrics that will be measured and reported against. The performance management framework will be supported by:

- A **data analytics framework** that enables collection and analysis of data from across the system. The data analytics framework is currently being developed and tested for the OOH transformation.
- A **governance structure** (which sits within the proposed governance structure described in section 6) that enables risks and issues to be identified and escalated for resolution/ mitigation.

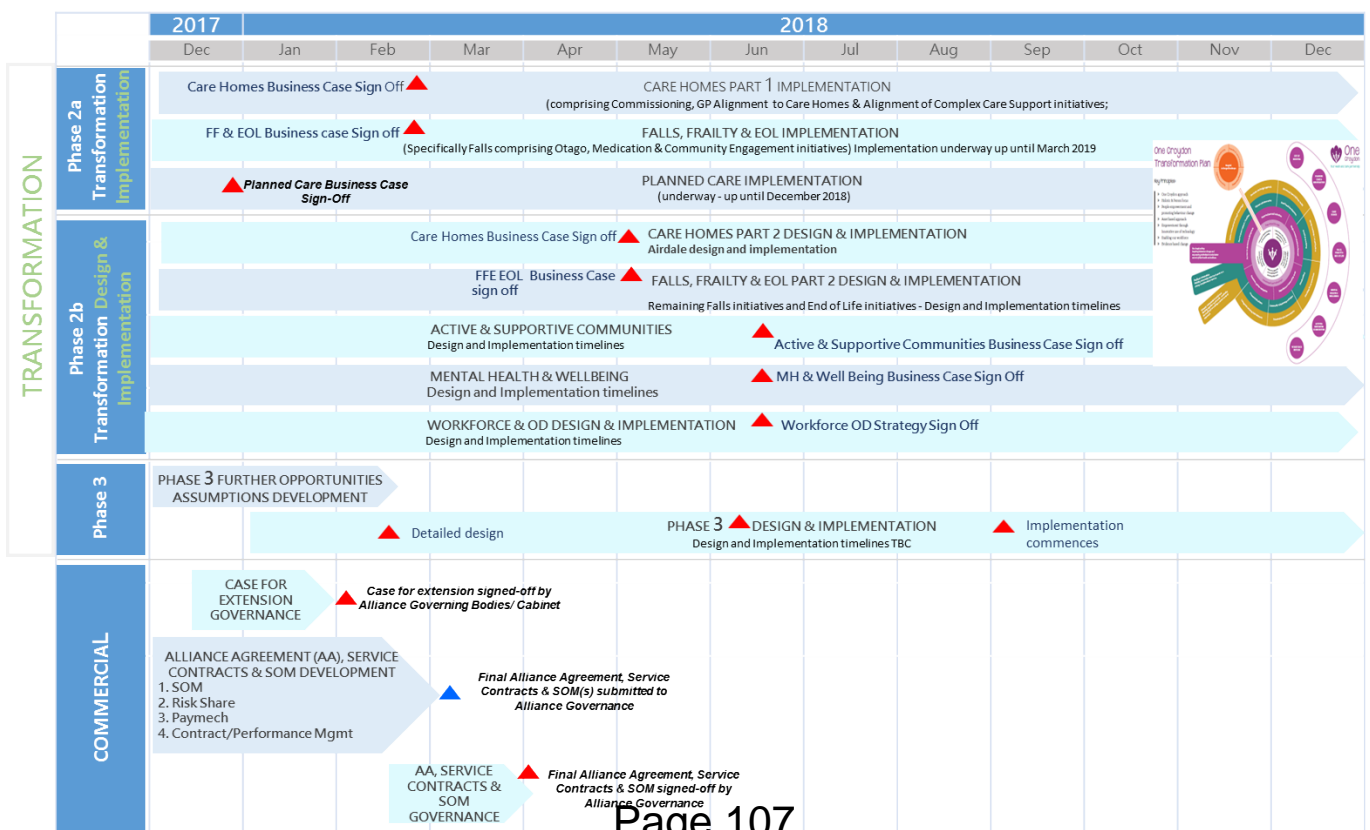
Each of the above components and proposed arrangements are described in the subsequent sections.

Figure 5: Proposed performance management framework



8 Key Programme Milestones

8.1 The following shows the plan for delivering the programme next year.



9. Commercial Proposals

9.1 The Case for Extension sets out the proposed direction for developing the Alliance commercial model. Key elements include:

- Extending the commercial framework provided by the Alliance Agreement
- Addressing misalignment of incentives within current payment mechanisms caused by the combination of PbR contracts for acute services and block contracts community services
- Strengthening performance and risk management
- Developing approaches to risk and gain sharing across the Alliance

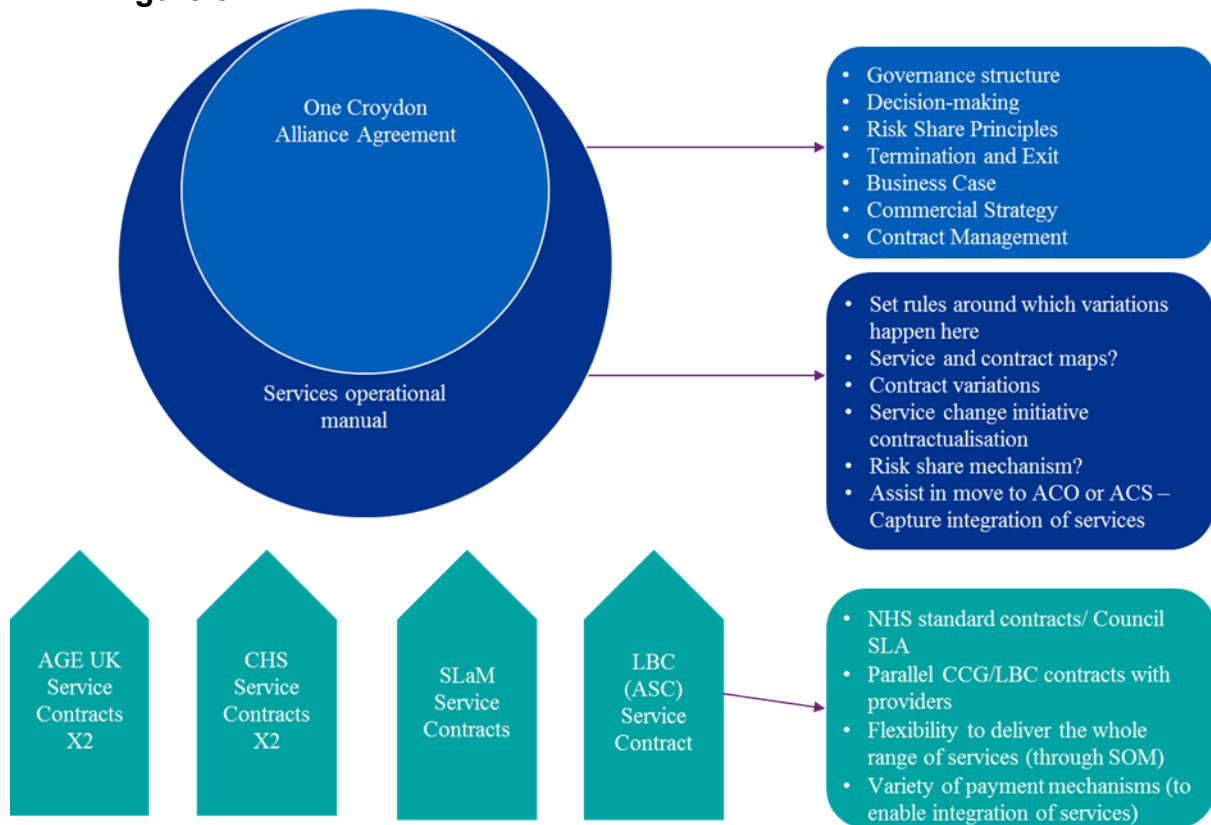
Table 3 – Key milestones for commercial negotiations

Workstream	Key milestones	Timing
Year 2 contract	Confirmation of 2018/19 operational and financial plans by end of January 2018.	February 2018
	Agreement of 2018/19 (Year 2) contracts and risk share.	March 2018
Phase 3 transformation	Development of Phase 3 transformation plans.	June 2018
Year 3-4 contract	Confirmation of 2019/20-2020/21 operational plans. Agreement of 2019/20-2020/21 (Year 3-4) contracts and risk share by March 2019.	October 2018
	Confirmation of 2019/20-2020/21 financial plans.	December 2018
	Agreement of 2019/20-2020/21 contracts and risk share.	March 2019

Proposed Commercial Framework

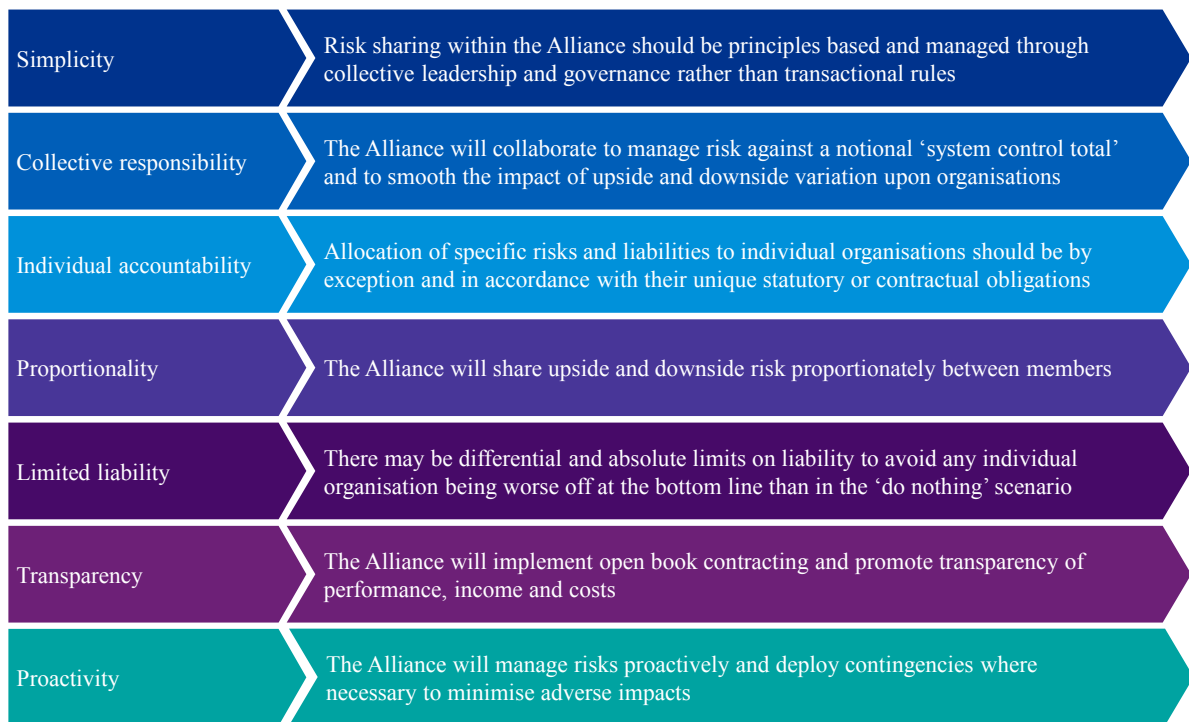
9.2 It is proposed that the Alliance Agreement will be extended from April 2018 Year 2 to provide a commercial framework for continued implementation of Transformation Business cases as shown in the Figure 6 below. This will include the addition of a Services Operations Manual (SOM). The SOM will facilitate the contracting, record of variations of integrated services delivered by multiple Alliance members, as well as common system protocols and risk share.

Figure 6



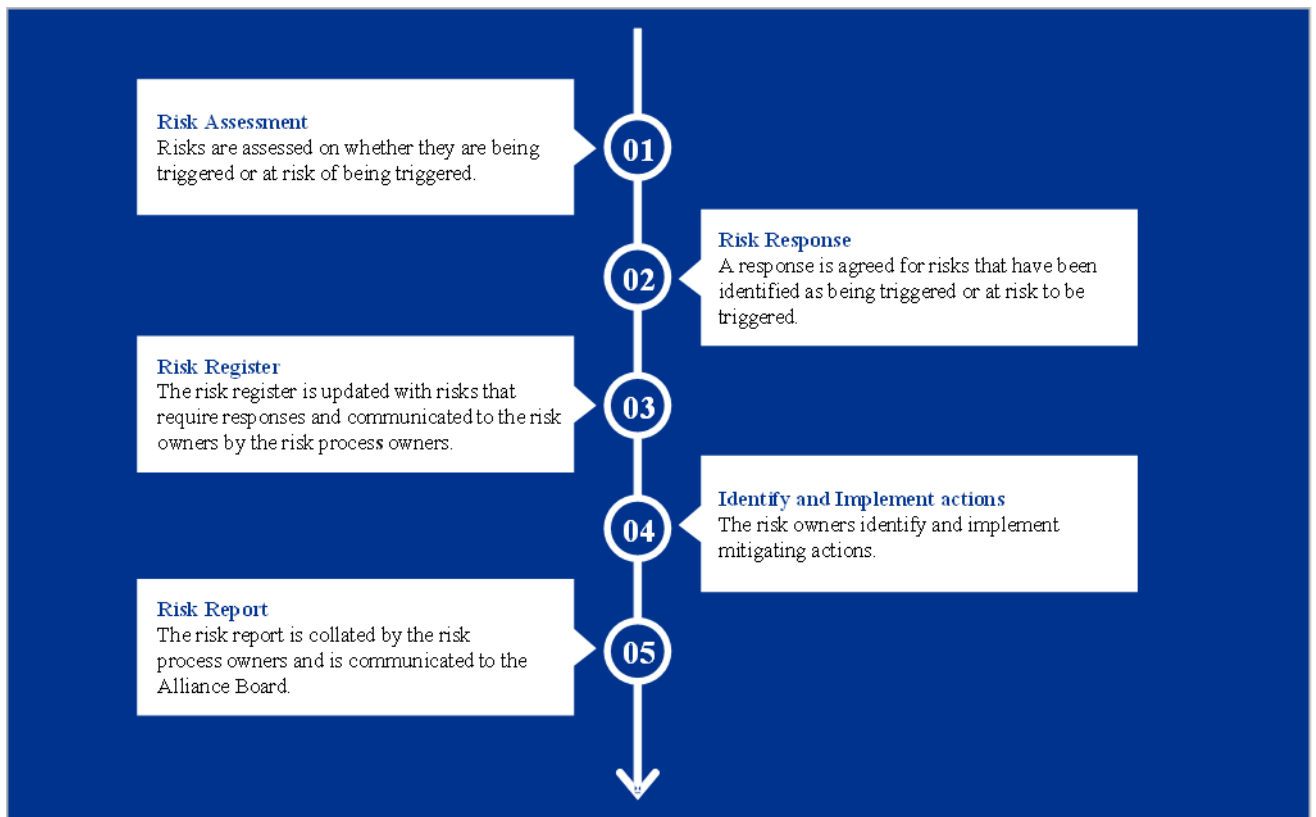
9.3 An Alliance working group has been established to identify opportunities to improve alignment of incentives development and overarching approach to outcomes based payments and risk/gain sharing to improve alignment of incentives. The Alliance working group agreed on a set of design principles and parameters to be used for the risk share against a Notional Alliance Budget, as shown in Figure 7.

Figure 7: Alliance risk and gain share principles



- 9.4 The Alliance has developed an Outcomes Framework to measure achievement of objectives and to demonstrate progress on delivering commitments to the Croydon population. Measuring outcomes and publishing of results is vital for transparency, accountability and to promote shared ownership of goals across the Alliance. This will strengthen non-financial incentives for improvement and should impact very positively on behaviours.
- 9.5 The Alliance Agreement also sets out a clear intention to introduce outcome based payments. In particular in point 2.4 of the Alliance Agreement it states that *"We have agreed to form Our Alliance to progress the work of the Commissioner Participants to introduce outcomes based contracting for the delivery of the Services and, in particular, to establish an improved financial, governance and contractual framework for the delivery of the Services"*. The long term aim is that this forms an integral part of a capitated payment system for the Croydon.
- 9.6 Alliance working provides significant opportunities for collaboration to strengthen performance and risk management. The Alliance has already demonstrated the benefits of such collaboration in the way it has collaborated to reduce Escalation Beds at CHS. Going forward there are opportunities to embed good practice in joint performance and risk management within the Alliance approach to governance and integrated operational management. Figure 8 is a proposed risk management process.

Figure 8: Proposed Risk Management Process



Next Steps

9.7 Engagement with Alliance Members has demonstrated that further work is needed to address the prerequisite conditions described above before contract and risk/gain sharing negotiations can progress. Agreeing contract values (£) for 2018/19 and for future years depends on prior agreement of operational and financial plans for transformation. By agreeing the plans and the contract values (£) the inherent risk of the plan will be more transparent. The Alliance members will then be in a better position to understand the risks and decide on their position.

Table 4: Key milestones for commercial negotiations

Workstream	Key milestones	Timing
Year 2 contract	Confirmation of 2018/19 operational and financial plans by end of January 2018.	February 2018
	Agreement of 2018/19 (Year 2) contracts and risk share.	March 2018
Phase 3 transformation	Development of Phase 3 transformation plans.	June 2018

Year 3-4 contract	Confirmation of 2019/20-2020/21 operational plans. Agreement of 2019/20-2020/21 (Year 3-4) contracts and risk share by March 2019.	October 2018
	Confirmation of 2019/20-2020/21 financial plans.	December 2018
	Agreement of 2019/20-2020/21 contracts and risk share.	March 2019

10. CONSULTATION

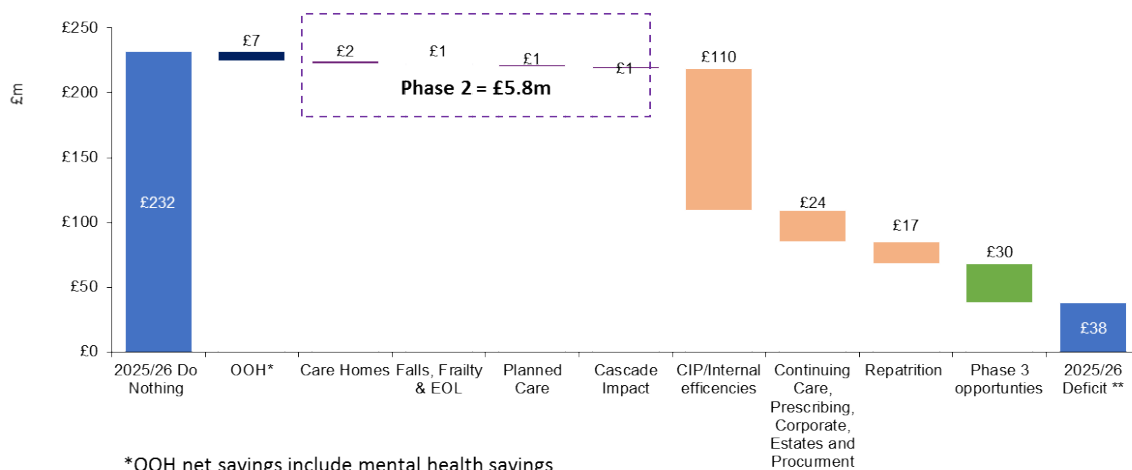
10.1 The outcomes for the original OBC contract were produced by the residents of Croydon in 2014 leading to the 6 'I statements' around which all models of care are designed. The Alliance has an active residents and patients group which meets regularly to consider progress on the current models of care and the design of new ones. As the Alliance partners bring forward additional scope and new models of care further consultation and engagement will be needed.

11. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

11.1 The following demonstrates the potential impact of the transformation phases and efficiencies over a 10 year period on the "Do Nothing" position which shows the health and care system to be unsustainable if transformation and collaboration does not take place.

Financial Bridge Diagram

2025/26 System savings



*OOH net savings include mental health savings

** Further activity and cost reductions required to close the gap, in line with Alliance 10 Year ambition

11.2 The Council's in scope spend is currently c£45m per annum. The council has a 5% savings/efficiency target per year to meet after demographic and non-demographic growth has been added. The following shows the in scope budget as at December 2017.

Indicative projections for OBC in-scope services	2015/16 Actuals	2016/17 Actuals	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Base line spend (£m) included Fixed costs	45.4	46.0	45.4	45.4	45.4	45.4	45.4	45.4	45.4	45.4
+ Demographic Growth (£m)			2.5	3.5	4.5	5.6	6.8	8.2	9.6	11.1
+ Non Demographic Growth (£m)			1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0
+ Inflation ('Do Nothing' base case) (£m)			0.8	1.2	1.7	2.2	2.7	3.3	3.9	4.6
- Council efficiency savings (£m) 5% per year			-2.4	-4.7	-7.1	-9.5	-11.9	-14.3	-16.7	-19.1
Total 'Maximum Affordable OBC Budget' (£m)	45.4	46.0	47.2	47.3	47.5	47.7	48.1	48.6	49.2	49.9

The effect of the decision

11.3 As can be seen from the table above a “do nothing” position for over 65’s would produce an additional £25.5 million budget pressure by year 9. The financial modelling of “a do nothing position” for the council for whole system is currently being worked up. However it is clear that without transformation the pressure on the council’s budget would be significant and possibly not sustainable. Our ability to be able to provide high quality services in adult social care would be extremely challenged. Working together as an Alliance is demonstrating the positive impact across the system, already reducing people length of stay in hospital, avoiding admissions and long term care packages. The positive outcomes through reablement and recovery model are known and we are starting to see a real impact on the residents of Croydon receiving these services and a more motivated multi-skilled workforce working together.

Risks

11.4 The risks of a “do nothing” position are substantially worse than risks presented by the alliance model. However as we change models of care it is clear that initially some activity in social care has risen, and even though we are seeing longer term reductions in the amount of care needed per resident, nonetheless the risk is there. This is however mitigated by the risk share principles and risk management plan as part of the planned final alliance agreement and also the investment plans contained in the out of hospital business case

11.5 In undertaking this transformation there are also delivery risks in terms of the significant cultural changes and new ways of working to deliver the new models of care and the need to ensure over time that funding is shifted from the acute care sector into community, social care and prevention. Within the Alliance programme of work is a detailed workstream in relation to cultural change and organizational development. The risk share and clear criteria for transition from payment by results to capitation are hard wired into the agreements to move forward and the risk share will mitigate the resources risks during block payment period.

Approved by: Lisa Taylor, Director of Finance Assets & Risk

12. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 12.1 The Council has taken legal advice on the proposed extension of the Alliance. External legal advisers (Gowling WLG) have advised that the important feature of the Alliance Agreement structure is that the Alliance Agreement itself is not a contract for the provision of services. It is a collaboration agreement under which the parties agree how they will make collective decisions affecting health and care services in Croydon and setting out the principles of how they will behave and how risks and rewards will be shared etc. The Alliance Agreement itself is therefore outside the scope of the Public Contracts Regulations 2015 (PCR 2015) which are concerned with contracts for services, goods or works.
- 12.2 The underlying services contracts and any associated Service Operations Manuals (see Figure 6 above) are within the scope of the PCR 2015 and consideration will need to be given to ensure that contracts for any new services beyond those for the over-65s are awarded in accordance with the PCR 2015.
- 12.3 Accordingly, the Alliance Partners may agree to expand the scope of the Alliance to consider services beyond services for the over-65s without infringing public procurement law. That will enable the Alliance Partners to consider, plan and re-design services beyond the services provided for over-65s.
- 12.4 Considerations arise when the Alliance Partners (and specifically the commissioners) need to decide on which provider or providers is/are best placed to deliver the services in question. Specifically:
- In awarding any new contracts for the provision of services beyond those for the over-65s, the commissioners will need to consider their obligations under procurement law at the point of awarding the relevant services contract(s). It may be that a competitive tender is needed once commissioners have identified the opportunity and established that an advertised tender is the best means of meeting their requirements. If that is the case then some care will need to be taken to ensure that Alliance Partners are not given undue advantage in bidding for the opportunity by having been involved in pre-tender discussions and plans for the services.
 - Commissioners may require providers bidding for any new services to commit to becoming a member of the Alliance as part of any successful bid. That would ensure that all material providers of services in Croydon are members of the Alliance.
 - It is also possible – and this has been seen in some parts of the NHS – that the commissioners determine that, given the nature of the 'new' services, those services can only realistically be provided by the Alliance Partners. The relevant exemption under the PCR 2015 in these circumstances is that competition is effectively absent. Additionally, commissioners sometimes make use of a Prior Information Notice to advertise their intentions (i.e. to make a direct award to the Alliance) and, in doing so, can mitigate the effects of any potential procurement law challenge. Such a notice meets the requirements of openness and transparency.

Approved by: Sandra Herbert Head of Litigation and Corporate Law on behalf of Jacqueline Harris-Baker Director of Law and Monitoring Officer

13. HUMAN RESOURCES IMPACT

- 13.1 There have been a number of staff consultations, integrating service teams across providers in the alliance. Some staff have co-located in community services. We will continue to need to work to reform and change our workforce for a modern health and social care economy in Croydon.

Approved: Gillian Bevan, Acting Head of HR on behalf of Director of Human Resources

14. EQUALITIES IMPACT

- 14.1 An equalities impact assessment was conducted at the beginning of the Outcomes Based Commissioning process. As programme scope changes, we need to conduct individual impact assessments.

15. ENVIRONMENTAL IMPACT

- 15.1 There is currently no or limited environmental impact.

16. CRIME AND DISORDER REDUCTION IMPACT

- 16.1 There is currently no or limited crime and disorder impact.

17. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 17.1 The work on the new model of care in Croydon is demonstrating positive impact on our residents in terms of outcomes as well as financial impact. The collaborative nature of this works means we can provide person centred care that is multi-disciplinary in nature further our ambition to integrate our health and social care services for Croydon residents.

CONTACT OFFICER: Rachel Soni, Alliance Programme Director, Matt White, Head of Older People's commissioning and Brokerage]

APPENDICES TO THIS REPORT

Appendix 1: Cabinet Report December 2016

BACKGROUND PAPERS: None

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REPORT TO:	CABINET 12 DECEMBER 2016
AGENDA ITEM:	7
SUBJECT:	Outcomes Based Commissioning (OBC) for Over 65s – The Croydon Alliance
LEAD OFFICER:	Executive Director: Barbara Peacock, Executive Director, People Director/Head of Service: Rachel Soni, Head of Adults, Health & Integration; Sarah Ireland, Director of Strategy, Communities & Commissioning & Pratima Solanki, Director of Adult Social Care and Disabilities
CABINET MEMBER:	Councillor Hall, Cabinet Member for Finance and Treasury and Councillor Woodley, Cabinet Member for Families, Health and Social Care
WARDS:	All
<p>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON: Corporate Plan 2015-18</p> <p>Outcomes for Residents of the Borough / CORPORATE PRIORITY / POLICY CONTEXT:</p> <p>The Croydon Alliance Agreement and Contract for Outcomes Based Commissioning (OBC) for over 65s support the Council’s key strategic priorities with regard to promoting and sustaining independence, well-being and good health outcomes for Croydon residents. The outcomes are aligned to Ambitious for Croydon promises:</p> <ul style="list-style-type: none"> • creating growth in the economy, • helping residents be as independent as possible, • and creating a pleasant place in which people want to live <p>OBC integrates health and social care for the over 65s and has a comprehensive outcomes framework that is focussed on improving outcomes for people. Extensive consultation with local people on what outcomes they wanted took place, and they chose the following:</p> <ul style="list-style-type: none"> • Staying healthy and active for as long as possible • Having access to the best quality care available in order to live as I choose and as independent a life as possible • Being helped by a health and social care team that has had the training and has the specialist knowledge to understand how my health and social care needs affect me • Being supported as an individual, with services specific to me • Having improved clinical outcomes 	

OBC brings together a number of recommendations from existing strategies that have been developed, including The Independence strategy 2015-18¹ and Croydon-wide End of Life Strategy 2015² and the emerging Out of Hospital Strategy 2016. The contract for delivery of integrated health and social care will go further than before and takes a pro-active and transformational position. The individual and their family will be at the centre of Croydon's health and care system, ranging from the promotion of good health and well-being, through early intervention and support and, when needed, the delivery of treatment and care services. Croydon's older people and their families should expect to experience seamless, joined- up care and health provision of consistent quality and high standard; services will be arranged around them and their needs, rather than their having to fit in with how health and social care professionals structure or organise services.

FINANCIAL IMPACT

The contractual arrangements for OBC for the over 65s will use a capitated (per head) payment mechanism that incentivises the providers to improve outcomes for the population. This means that the providers will be given a fixed amount (the capitated fee) to cover the costs of health and care from year two for the population rather than being paid directly for activity. The aim is to ensure a financially sustainable economy with a transformed health and care system for Croydon residents.

The contracting options for year one are being defined; that will allow for a transition year to support a secure move to a capitated budget from year two.

The financial projections used to define the Maximum Affordable Budget (c£220m year one; £41m social care and £180m health) have been aligned with 2016 Quarter 3 planning assumptions and models.

The budget includes annual contract inflation, demographic growth and non-demographic growth.

There are defined efficiency savings in the early years of the contract which align with the Council's agreed savings programme plus 5% social care efficiency built in for future years. The financial model projects the 10 year position for the whole system, aiming to demonstrate the 'Do Nothing' scenario against transformation assumptions.

The Croydon Alliance Agreement will set out proportionate risk share arrangements that the Council will share through its position as Provider and Commissioner of adult social care in the Alliance.

KEY DECISION REFERENCE NO.: The recommendations in this report are not key decisions. At the point of awarding the contracts as detailed in this report, this will then constitute key decisions and there will be a requirement for them to be published accordingly.

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

1. RECOMMENDATION

- 1.1 To note the contents of the report and direction of travel for the Outcomes Based Commissioning for Over 65s Programme.

¹ <https://www.croydon.gov.uk/sites/default/files/articles/downloads/Independence%20Strategy%202015-18.pdf>

² <http://www.croydonccg.nhs.uk/news-publications/publications/Documents/End-of-Life-Care-Strategy.pdf>

1.2 Delegate to the Executive Director of People and the Executive Director of Resources in consultation with the Cabinet Member for Families, Health and Social Care and the Cabinet Member for Finance and Treasury the power to make the decisions in two phases set out below:

Phase One

- award of the Alliance Agreement; and
- award of the 'in scope' Service Contract (s) to commence on or around 1 April 2017

Phase Two

- the subsequent inclusion of the fully developed risk and benefit share mechanism into the Alliance Agreement before 31 March 2018

2. EXECUTIVE SUMMARY

2.1 The purpose of this report is to update the Cabinet on the progress of commissioning (with Croydon Clinical Commissioning Group) a 10 year contract to develop an Integrated Health and Social Care system for the over 65s population in Croydon and to also provide Members with the detail about the recommendation to delegate authority to enter into a Croydon OBC Alliance Agreement and award the Services Contracts in scope. As the delegated decisions take place, these key decisions will be published accordingly and further communications issued regarding the development and delivery of the model of care and the contractual arrangements. We would anticipate providing an update report within the next six months.

2.2 Croydon's vision is for all partners (statutory, voluntary & community) to come together to provide high quality, safe, seamless and personalised care to the older people of Croydon that supports them to stay well and independent. Croydon's local residents have specified the outcomes they want to see delivered and commissioners have ensured these are embedded in the outcomes framework that will measure the success of these arrangements over the long term. Engagement of local people who use services is continuing to support the programme and design of Croydon's new models of care.

2.3 In September 2014 Cabinet approved the strategy for the procurement of integrated health and care provision for over 65s using the Most Capable Provider approach permitted under the NHS (Procurement, Patient Choice and Competition) (No.2) Regulations 2013 (2013 Regulations) and to proceed to phase 3 of the 'Improving Health and Social Care outcomes for over 65s programme.

2.4 Evidence and policy to support integration of health and social care systems include:

- The Independent Commission on Whole Person Care ('One person, one team, one system' 2014) that suggested the health and social care system needs to align incentives and performance measures to reward early intervention and prevention and - in the long term – the sustained wellbeing of older people.
- The Five Year Forward View published in October 2014 (the "Forward View") sets out a clear goal that "the NHS will take decisive steps to break down the

barriers in how care is provided between family doctors and hospitals, between physical and mental health, between health and social care”.

2.5 Devolution, announced in the Government’s Spending Review in October 2015 allows local areas to secure more control of their spending, further enabling the integration of health and social care and the subsequent signing of the Devolution Agreement in December 2015. More than 38 cities and regions have submitted bids to government for such powers. The move locally to OBC under the Alliance model, leads Croydon towards a greater ability for a successful bid for devolution, should this be its’ future ambition.

2.6 There are many local challenges in delivering health and social care to the over 65s population including:

- Croydon has both a growing and ageing population, older people represent 13% of Croydon’s total population and this is projected to grow by 10% in the next 5 years. The number of people over 65 living in care homes in Croydon is projected to increase by 24%³, and increasing numbers of people are living with long-term conditions.
- There is great potential for Croydon to improve its performance in terms of care for people over 65.
- People over 65, when compared to the general population, are high users of health (£180M) and social care services (£41M) and currently account for £220M of spend per annum.
- The Council’s Adult Social Care system has significant financial savings targets to achieve as national funding to Local Authorities continues to reduce.
- Croydon CCG and the Croydon Health Services face significant financial deficits, both being placed in financial special measures in September this year by the health regulators, contributing significantly towards a c£60-70m pressure over the whole system.

2.7 The benefits of integrating health and social care through OBC and delivering services for the over 65s population through a whole system include:

- delivers the Council’s Independence Strategy
- supports the Ambitious for Croydon goal of helping residents to be as independent as possible
- a more financially sustainable system for the long-term
- supports the journey to devolution
- shifts delivery from activity to outcomes that people want
- significant system transformation through integration
- maintains local leadership due to ability to work within Croydon’s co-terminus local social and health care economy with one CCG, one Local Authority and one Acute & Community provider.

2.8 Outcomes Based Commissioning and the contracting arrangements set out in this report provide the stepping stones for a different way of delivering services to the residents of Croydon, which could be applied across the wider population. It will bring benefits for the provision of services for over 65’s and learning for the wider system.

³ Croydon CCG Commissioning for Outcomes for over 65s in Croydon, Case for Change, P7

3. BACKGROUND AND RATIONALE

3.1. SEPTEMBER 2014 CABINET APPROVAL SUMMARY

3.1.1. In September 2014 Cabinet approved the progression of the Outcomes Based Commissioning for over 65s process and commencement of the Most Capable Provider Process and noted that a further report would be brought to seek approval to enter into contracts.

3.2. There is a strong case for paying special attention to the group of people who are aged 65 and over. Croydon has a growing and ageing population, placing increased pressures on the health and care system. The total registered population across Croydon CCG's six geographical networks is currently 377,570. Over 65s represent nearly 13% of this population – 47,390 people⁴ and this is expected to grow by more than a fifth in the next 10 years. The pressures on the system from this age group are increasing, and will continue to rise if nothing is done. The number of over 65s living in a care home, for example, is projected to grow by nearly 24% by 2020⁵. A third of this group of people suffer from one or more long term health conditions, imposing significant long term costs on the NHS and Social care to varying degrees. Patients over 65 account for the majority of all hospital emergency bed days, placing a large cost on the system. There is large potential for high rates of emergency bed use by over 65s to be reduced⁶.

3.3. There are also practical reasons for focusing on over 65s as a group. They are a more stable group, with lower rates of migration in and out of the borough. 98% of older Croydon residents are registered with a local GP and so are easy to identify.

3.4. For several years, the Council and CCG have been working in partnership to achieve integration both in commissioning and at the point of service delivery. Recently this has been exemplified in the Better Care Fund (BCF) programme and through the establishment of multi-disciplinary health and social care teams, including the Transforming Adult Community Services (TACS) model. In 2013, to realise further benefits of integration, the Council decided to work with the CCG and commit to a process looking at the whole of the health and social care system for older people. Instead of simply redesigning services and customer journeys, the Council and CCG decided to go back to first principles and ask Croydon people what outcomes they are seeking from the whole system.

3.5. Commissioning for outcomes rather than activity allows services to be delivered in a personalised way, and designed to focus on wellbeing. It enables providers to truly transform care, as it removes existing payment mechanisms that can be barriers to integration. It rewards both value for money and delivery of better outcomes.

3.6. Rationale for an Outcome Based Commissioning approach:

⁴ Croydon CCG Primary and Community Strategy, v3.1

⁵ Croydon CCG Commissioning for Outcomes for over 65s in Croydon, Case for Change, P7

⁶ Imison et al, 2013, 'Older People and Emergency Bed Use: Exploring Variation'. The Kings Fund

- 3.6.1.** OBC puts resources in the right place in the system to maximise value and will deliver outcomes that matter to residents.
- 3.6.2.** Improving health and care services through innovation, collaboration and integration: People, particularly those with long-term or complex conditions interact frequently with health and care services.. OBC improves care to be more joined up across providers and commissioners, providing more consistency in quality of services, as well as being an enabler for whole person care and support.
- 3.6.3.** Realising efficiencies in the system. Outcome based commissioning is based on the premise that there are opportunities to improve efficiencies within the current system. The evidence base from other developed systems (Internationally and in the UK) is showing that capitated and outcomes based contracts with integrated delivery has led to improved outcomes for people and efficiency savings of 10-20% or more, depending on scope⁷.
- 3.6.4.** Croydon Council, Croydon CCG and Croydon Health Services have begun to look at opportunities around health devolution and how this could support Croydon as a place to support delivering against our commitment to our residents. OBC for over 65's fits well with this thinking. .

3.7. VISION

- 3.7.1.** A shared vision has been developed between the Council and Croydon Clinical Commissioning Group for all partners (statutory, voluntary and community) to come together to provide high quality, safe, seamless care to the older people of Croydon that supports them to stay well and independent. People will have a co-ordinated, personalised experience that meets their needs in the context of their family circumstances.
- 3.7.2.** To support this vision, extensive consultation with local people was undertaken to develop the outcomes.
 - Staying healthy and active for as long as possible
 - Having access to the best quality care available in order to live as I choose and as independent a life as possible
 - Being helped by a health and social care team that has had the training and has the specialist knowledge to understand how my health and social care needs affect me
 - Being supported as an individual, with services specific to me
 - Having improved clinical outcomes.
- 3.7.3.** Central to the delivery of the vision is the concept of moving away from counting activity and moving towards realising better outcomes. Improved outcomes are a consequence of effective interventions that build on the individual's strengths and promote personal responsibility. Reducing demand can be achieved by getting it right for the individual the first time; this reflects the Council's Transforming Adult Social Care programme, which aims to manage this process far more effectively, and reduce

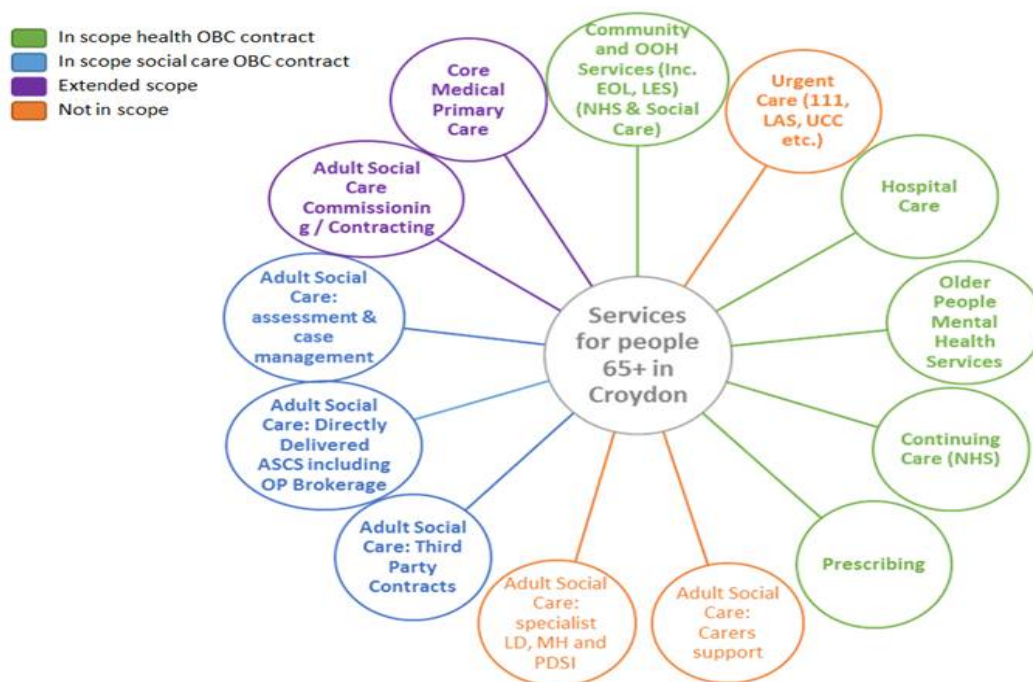
⁷ Croydon CCG Commissioning for Outcomes for over 65s in Croydon, Case for Change, P46

demand while improving people’s experience of care. Importantly, integration for over 65s will be about managing demand in the ‘right place’ at the ‘right time’ in the most efficient part of the system that will provide the best outcome for the person.

4. THE SCOPE OF OBC

4.1. The following diagram in Figure 2 shows an overview of the scope of the over 65s OBC programme. Underpinning this is a comprehensive Contract Map of all Council directly-delivered and commissioned services that are in scope.

Figure 1 – OBC Over 65s Scope



4.2. The social care scope includes directly-delivered adult social care services (ASCS) by the Council, including assessment and case management, budget for direct payments, older people’s brokerage, day services and services such as Careline Plus and Occupational Therapy; the budget for these services will be allocated to the Croydon Alliance.

4.3 It is the intention to delegate the Council’s relevant statutory duties of care and related duties to and between the Alliance Providers as deliverers of services to promote flexibility in the system as it transforms.

4.4 The Council commissions a number of Third Party social care contracts from a range of private and voluntary sector organisations, these include: Integrated Framework for home care, residential and nursing care placements, meals and preventative services. The Council will remain the contracting party and purchaser of these services with the third party providers but will allocate the budget to the Providers in the Alliance to incentivise Providers in the Alliance to maximise the use of the these contracts. Risk share arrangements will be formalised during the transition year through the Alliance Agreement in respect of these budgets. The Council as Commissioner and Provider in the Croydon Alliance will formalise collaborative arrangements for managing these third party contracts to maximise the quality and value for money of these contracts through

the delivery of the new model of care.

- 4.5** Specialist social care services and budget for: people with Learning Disabilities (LD); Mental Health (MH) needs and those with a Physical Disability & Sensory Impairment (PDSI) who happen to be over the age of 65, are out of scope for OBC. Currently the social care budget for people over 65 using specialist LD, MH or PDSI services is held within the working age budget and this is proposed to continue. Services commissioned through Mental Health Older Adults (MHOA) team are in scope.

5.0 SELECTION PROCESS TO FORM THE ALLIANCE

- 5.1** The following Providers were identified by Commissioners as potentially the “Most Capable” following an initial Most Capable Provider (MCP) assessment led by the CCG and the Council as commissioner in April 2015:
- Age UK Croydon
 - Croydon Council Adult Social Care
 - Croydon GP Collaborative
 - Croydon Health Services NHS Trust
 - South London and Maudsley Mental Health NHS Foundation Trust
- 5.2** A Memorandum of Information was issued to the identified providers, inviting them to take part in the next stage of the MCP process for OBC. The providers (together, the Accountable Provider Alliance or APA) accepted this invitation.
- 5.3** The first stage of the Capability Assessment (CA1) assessed how the Providers would work together effectively and how they could collectively develop the required capabilities and competencies to deliver an OBC contract. They submitted a letter of intent and self-assessment, and following Commissioner Evaluation, passed CA1.
- 5.4** The second stage of the Capability Assessment Process (CA2) took place during dialogue and required the APA to submit a final memorandum of understanding, a response to the organisational capabilities toolkit and a vision and roadmap for their delivery model.
- 5.5** The APA submitted documents under the “Capability Assessment 3” (CAP3) evaluation process in January 2016. This was followed by a second submission in February 2016. The Commissioners fed back the results of the evaluation to the Board to Board on 3rd March.
- 5.6** Through further discussions, it was agreed that the CAP3 process would be extended to July 2016 using the proportional intervention set out in the Contract Information Pack (CIP). The MCP process concluded in July 2016 with a log of all remaining conditions. A letter confirming this was issued to the APA on the 12th August 2016.
- 5.7 Transition to a Croydon Alliance Agreement**
- 5.7.1** It was agreed that commercial structure of the Alliance should change to address the conditions specified through the Capability Assessment process. The proposal to form ‘The Croydon Alliance’ with Commissioners joining the Alliance Provider partners was agreed at the Board to Board on 18 August 2016. Commissioners joining is aimed to

be an interim step to enable the Providers in the Alliance to develop into an organisation that can be accountable for the whole health and social care system for the over 65 population through a capitated budget as part of an outcomes based contract.

5.7.2 As part of the shared commitment to meet the conditions it was also agreed that the Commissioners would work together with the APA to develop the system wide financial model.

5.7.3 A key objective for the Alliance Agreement is for the providers to explore the establishment of an Accountable Care Organisation (ACO) which would see the Commissioners leaving the Alliance and the Alliance Agreement transitioning into an ACO contract.

5.7.4 The benefits of a Commissioner/Provider Alliance include:

- Brings Commissioner system management capabilities into the Alliance
- Builds upon the work undertaken by APA whilst maintaining momentum/pace;
- Enable conclusion of the MCP process
- Support assurance with NHS England and NHS Improvement;
- Enable links across to the South West London Sustainability and Transformation Plan (SWL STP)
- Manage and mitigate system risks more effectively;
- Use the Alliance approach developed elsewhere Help in transition of Commissioner function

5.8 The Commercial Structure and Governance of the Alliance

Alliance Agreement

5.8.1 A legally binding Croydon Alliance Agreement has been jointly developed by Commissioners and Providers setting out the principles and roles and responsibilities of all members, as well as terms and conditions covering contractual details such as termination, exit, and default and dispute resolution. The overarching Alliance Agreement commits the Croydon Alliance members to the delivery against the Outcomes Framework, delivery within the maximum affordable budget, methodology for risk and benefit share and the overall governance arrangements. It is proposed that the Council will enter into this agreement as Commissioner and Provider of Adult Social Care with the other parties on or shortly after the 23rd December 2016 with a proposed commencement date of April 2017.

Change Control

5.8.2 The Service Operations Manual (SOM) is the central location for all common elements of the services contracts, it will enable the effective allocation of resources for service redesign to meet the new Model of Care and system transformation objectives, ensuring a live record of specifications and a change mechanism. The SOM will be managed by the Croydon Alliance Board and Programme Delivery function.

Service Contracts and Service Level Agreement

5.8.3. There will be Service Contracts between the Commissioners and Providers in the Alliance for services that are directly-delivered by the Providers in the Alliance to ensure that Croydon Alliance members are accountable for delivery. The new Council service contracts planned to be entered into on or shortly after the 23rd December 2016 with a commencement date of April 2017 are as follows:

- Service Contract with Age UK Croydon merging the four current contracts into one OBC Over 65s Service Contract for:
 - i. Information, Advice and Advocacy currently -£375k per annum value
 - ii. Hospital discharge support to be developed as part of the Model of Care – currently £80k per annum value.
 - iii. Prevention - currently £8k per annum
 - iv. Healthwise – exercise and healthy eating advice for older people - £75k per annum

5.8.4 A Service Level Agreement (SLA) between the Council as Commissioner and the Council as Provider of c.£9m a year will be in place to formalise the arrangements for the Council's directly-delivered adult social care and specify the requirements. This Social Care SLA will set out the roles and responsibilities for both the Provider and Commissioner functions of LBC within the Croydon Alliance.

5.8.5 The remainder of the c.£41m spend in social care contracts are:

- Jointly commissioned services and section 75s with the CCG and Croydon Health Services (CHS), at a value of c£1.3m per annum in value.
- Third party commissioned providers of Adult Social Care – c£30m value. There will be no change to current contractual arrangements. Any recommissioning or contract awards would continue follow the Council's Tender and Contracts Regulations.

5.9 Governance

An Alliance Board has been established as part of the Governance Framework, an independent chair is due to be appointed. The Executive Director of People and Director of Adult Social Care and All Age Disability will both be on this Alliance Board. An OBC Delivery Board will report to it attended by all Alliance members that will establish a way of working that helps to deliver the OBC programme at pace.

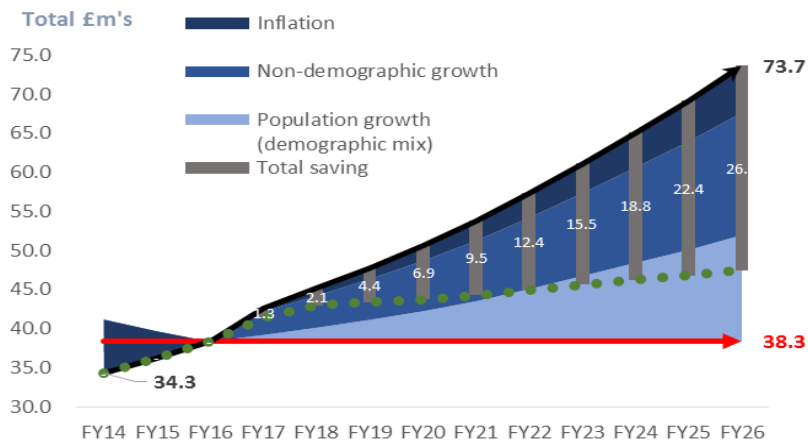
5.10 Contracting

It was agreed at the Alliance Board held on 17 November 2016 that to ensure the OBC contract can be signed to commence on 01 April 2017 that a one year contract with the option to extend by 9 years is the agreed commercial option. This enables the Alliance to have a transition year to develop the capitated outcomes based contract by April 2018. This aligns with the NHS Planning Guidance and is supported by NHS Regulators as both CCG and CHS are in financial special measures. Options for Payment Mechanisms in year 1 are being developed to meet the needs of the Croydon Health and Social Care economy.

FINANCIAL CONTEXT

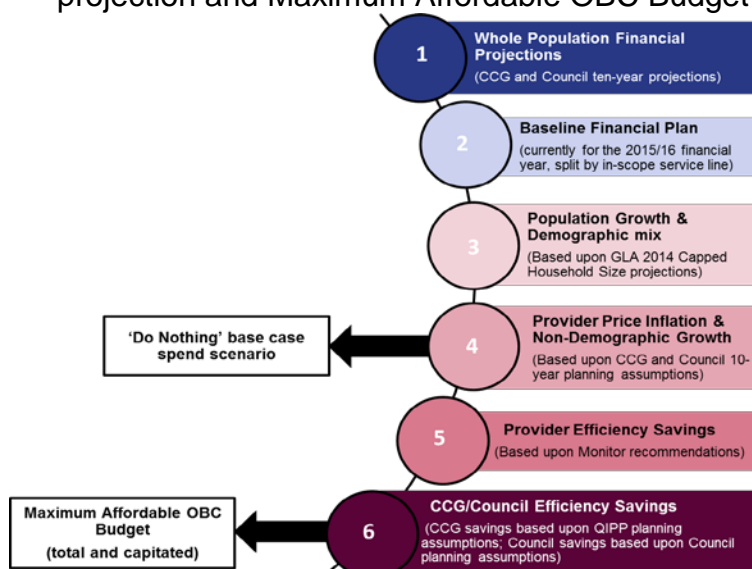
6.1 The current annual spend in scope for OBC over 65s is in the region of £220m. This is broken down as the Council element being £41m and the CCG element is £180m from 2017/18. Over the total contract term, the anticipated total contract value is £2.2b, which equates to £410m for the Council and £1.8bn for the CCG. While completing the Contract Information Pack during the Most Cable Provider Process the financial modelling of the 'Do Nothing Scenario' for social care is shown in figure 4 below. Due to the financial year start dates changing this will change but illustrates the potential financial gap at year 10 in this scenario.

Figure 2: Shows the Do Nothing Scenario against the OBC Model



Indicative: subject to change upon finalisation of 2017/18 financial baseline and any revisions to demographic and financial assumptions or contract scope.

- 6.2 The gap depicted between the 'Do Nothing' and the 'Maximum Affordable Budget' scenarios illustrates the financial challenge faced by the care system in Croydon, which the OBC contract aims to address in some part.
- 6.3 The payment mechanism will include two distinct phases; 1) the Contract Transition phase of duration 1 year and 2) the Transformation phase which will start in year 2.
- 6.4 Key aspects of the methodology and assumptions underpinning the 'Do Nothing' projection and Maximum Affordable OBC Budget are outlined in the illustration below.



7 OUTCOMES FRAMEWORK

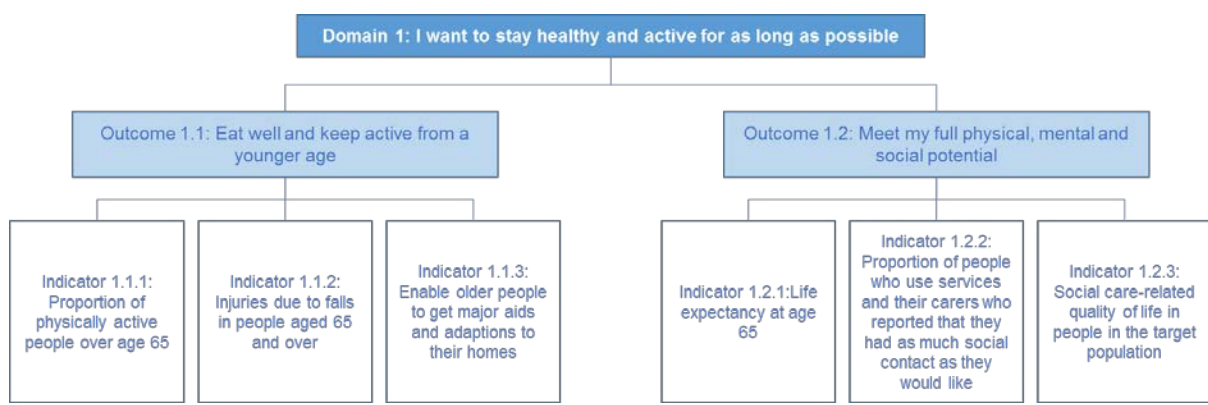
- 7.1 Outcomes Based Commissioning focuses on measuring and rewarding outcomes rather than inputs. Measuring outcomes and aligning incentives will enable the Commissioners to monitor performance across the whole health and care economy and, when combined with appropriate contractual and payment mechanisms, will allow providers to work together to deliver whole person integrated care and achieve a common set of goals.
- 7.2 People in Croydon were consulted with in the development of the five high-level Outcomes; these outcomes reflect the following ‘I’ Statements from the consultation, forming the OBC Outcomes Framework (see background papers) Domains:

Figure 3: OBC Over 65s Outcome Domains:



- 7.3 These outcomes are supported by goals and indicators (incentivised and non-incentivised) that demonstrate achievement. As an illustrative example, presents one domain, the outcomes for this domain and the indicators that will demonstrate the delivery of the outcomes.

Figure 4: Summary of Domain 1 with outcomes and indicators



- 7.4 The indicators have been identified from a range of sources including national Outcomes Frameworks, quality standards, local data sources, national guidance and research on patient experience and outcomes. Many of the indicators draw upon data that is currently collected and reported by the Providers of the Alliance. This approach has been adopted to reduce duplication and the unnecessary development of new indicators which can be time consuming and costly. Where measures will need to be developed or enhanced locally this will be done in the early years of the contract.

- 7.5** In addition to the outcomes framework local indicators will be specified in the Service Level Agreement and the Service Operating Manual, these will include Social Value Performance Indicators and internal measures for ASC operational effectiveness i.e. timeliness of assessments. There is also a requirement for the directly delivered social care providers awarded through OBC to pay the London Living Wage.
- 7.6** Commissioners and Providers have (during dialogue) agreed and formally signed-up to the Outcomes Framework and the formal technical specifications for each of the incentivised indicators have been developed. The specifications include proposed data sources, methodology for calculating the indicator, and recommended sample sizes (where relevant).
- 7.7** The Croydon Alliance will revisit the indicators and outcomes within the framework to ensure that these are amended to include new indicators as appropriate at the end of each phase of the contract e.g. years 3 and 7. Please see background documents for the full Outcomes Framework and Indicators.

8 CROYDON COUNCIL AS PROVIDER AND MODEL OF CARE INITIATIVES

8.1 Croydon Council as Adult Social Care Provider

- 8.1.1** The Council is unique in the Alliance as Provider and Commissioner in the Alliance. The proposed Governance of OBC consists of:
- OBC Alliance Board with an independent chair, with Executive Director People and Director of Adult Social Care and All Age Disability attended by all Alliance Partners senior officers
 - One Council vote, with two representatives (Commissioner & Provider) with unanimous decision making so the Council will have the right of veto as will all partners
 - OBC Programme Delivery Board attended by all Alliance partners to report to the Alliance Board
- 8.1.2** A Joint OBC Contract Management Framework is in development that will ensure the main OBC over 65s contract is managed effectively by the Council and CCG, cross referencing the third party contract management process.
- 8.1.3** An SLA will be entered into at c£9m for year one between the Council as Commissioner and Council as Provider to hold our own Adult Social Care Service to account for the quality and delivery of services within the maximum affordable budget.
- 8.1.4** The Council will sign the Alliance Agreement as one legal entity.

8.2 The Provider Vision:

- 8.2.1** The ambition is to have a significant improvement in care for older people that is better coordinated, of higher quality and is delivered with compassion and respect for dignity. In order to deliver this ambition there will need to be a significant shift in the balance of where care is provided, that focuses on how care can be better provided around the needs of individuals. This will require removing barriers to integrated care and allowing sufficient time to embed locally.

8.2.2 The ageing population and increased prevalence of chronic disease requires a strong reorganisation. It requires a move away from the current emphasis on acute care, toward one of prevention, self-care, consistent standards of primary care, and care that is well co-ordinated and integrated. The introduction of the Croydon Alliance is an opportunity for providers to tackle some of the very real challenges facing health and social care in Croydon and make a real difference to peoples' lives. The vision is to transform services from a focus on illness and crisis intervention, to services that enable individuals to manage their own health and social wellbeing, develop personal resilience, and be independent.

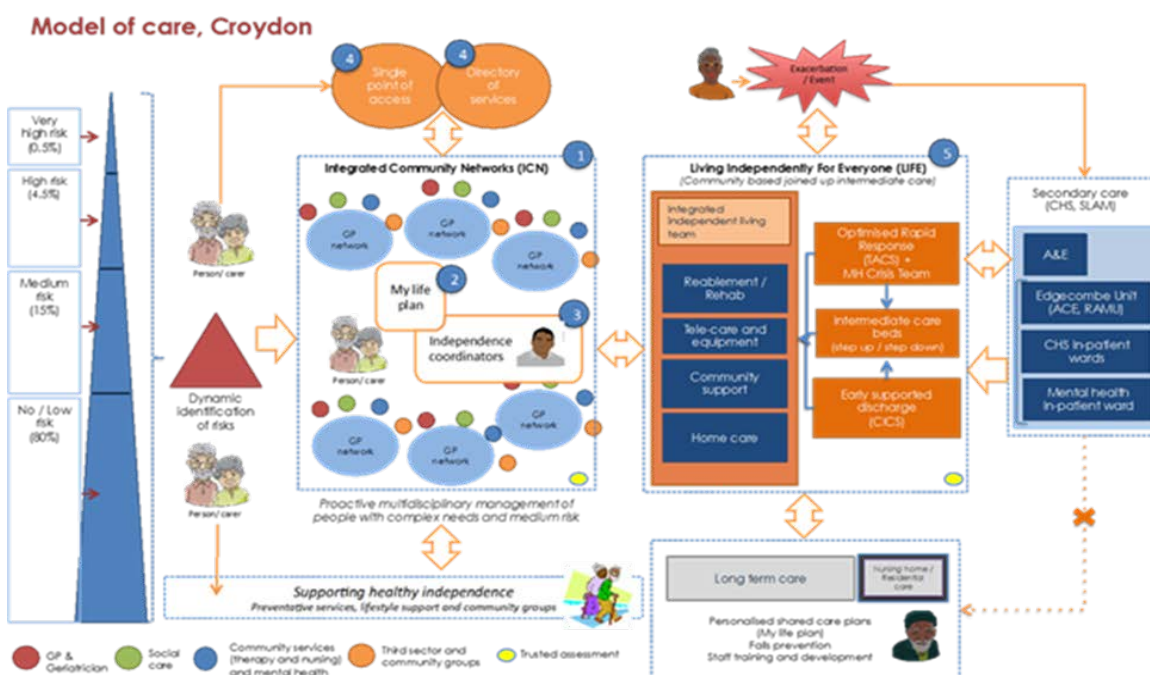
8.2.3 The Voluntary and Community Sector organisations have an important contribution to make in developing new models of care. The result would be to make a reality of care closer to home and reduce the use of acute hospitals and services.

8.3 The Model of Care

8.3.1 The New Model of Care will take forward the ambitions of the Alliance and introduce a whole system transformation through the Model of Care programme. Work has been undertaken to develop the Model of Care which is described in the following initial five initiatives.

- Integrated Community Networks
- My Life Plan
- Personal Independence Coordinators (PIC)
- Point of Access and Information to Voluntary Sector, Health and Council
- Living Independently for Everyone

Figure 5: OBC early Model of Care



8.4 The Model of Care is progressing now before entering the formal Alliance and the benefits for Croydon are already becoming evident. The six new Personal Independence co-ordinators detailed below commenced in Croydon University Hospital and New Addington GP networks on 14 November offering a continual supportive presence for people, ensuring services and support are delivered in a personalised, co-ordinated, relevant and timely way delivering the result that every person has someone to speak to. Successful fast tracking of elements of the Model Care has been possible through the strong relationships developed across partners such as the acceleration of the LIFE service that helps people return home from hospital safely, resulting in the assurance that people are supported to regain their independence. These developments will continue and scale up at pace through transition. The early initiatives are described below.

8.5 Integrated Community Networks

8.5.1 Integrated Community Networks (ICNs), which are aligned to the existing six Croydon GP networks, will bring together health, social care and the Voluntary and Community Sector services together in virtual teams to deliver coordinated care and support. ICNs will focus on preventing ill health and enable individuals to support their own health and independence.

8.5.2 These networks will build on the existing GP multidisciplinary team (MDT) care Practice Development and Delivery Scheme. The networks will be supported to by the creation of two Complex Care Hubs to manage the care of people through proactive case management and care coordination.

8.5.3 The networks will also be supported by the other initiatives to promote self-care and prevention behaviours and wider engagement with voluntary and community services.

8.6 My Life Plan

8.6.1 The vision for a 'My Life' plan (MLP) is for a dynamic care plan based on input from the person through guided conversations. This would include the opportunity for every person over 65 in Croydon (and their carer) to have access to a website / app or hard copy that takes them through a systematic process of developing a personalised MLP.

8.6.2 The initial focus is to prototype the model by ensuring all people assessed as having complex health and care needs to have a shared care plan using the freely available "Coordinated my Care" model. The person will retain control over the information recorded and who will have access to the information in their plan.

8.7 Personal Independence Coordinators (PIC)

8.7.1 The PIC will be a member of the multidisciplinary team (MDT) working in the ICNs. They will be employed by the voluntary sector and independent of social services and the NHS, not part of the person's family or friends. They will work intensively with people with long term conditions, if necessary, on a one to one basis. The PIC and their volunteer support workers will work with the MDT, preventing people from returning to hospital or organising the support person required to enable them to be

discharged from hospital or remain independent in their own home.

8.8 Point of Access and Information to Voluntary Sector, Health and Council

8.8.1 Within each GP network, there will be a point of access and information for all physical, psychological and social needs. A single telephone number and point of contact will be available, supported by a central directory of services. Trained frontline workers will either deal with their issue directly or arrange a discussion/appointment for the person with the relevant service that they require. It will not simply be a signposting service but will provide an active role in care giving.

8.9 Living Independently for Everyone service

8.9.1 A Living Independently for Everyone Service ('one team, one name, one budget') will be introduced. This will include rehabilitation/reablement, telecare and equipment, community support, home care, rapid response, intermediate care beds and early discharge support. These teams require different skills and so will need to remain separate. To the user the service will appear as a single enterprise.

8.9.2 Access to this service will be based on the person's need and will approach person care holistically through a matrix of whether they have a physical, psychological or social need and whether the need is acute, long term or a permanent change in function. All teams and professionals within the service will accept one trusted assessment.

8.9.3 A two phased approach to care will be put in place. The first phase is to stabilise the person and the second to assess the need for longer term care. Voluntary groups will be integrated to support with areas such as transport and hospital to home support. Finally, a review of new telehealth and telecare services will bring to light new ways of using these areas to improve outcomes.

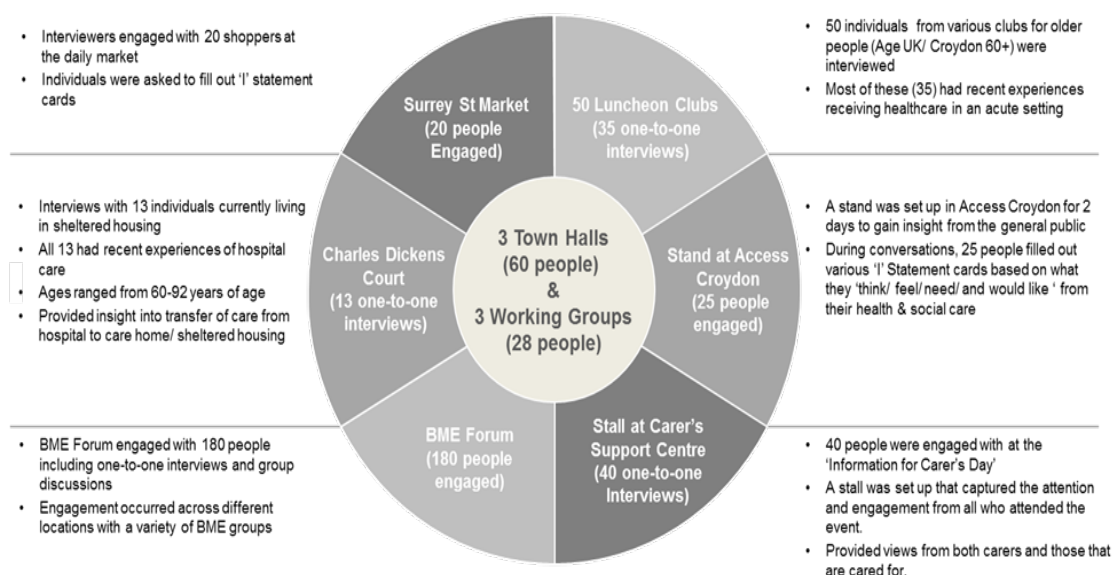
8.9.4 The Model of Care will support system changes that will provide a foundation for the transformation required to successfully develop a wide range of community and out of hospital projects from early intervention and prevention such as falls prevention to more complex care needs including improved End of Life Care.

9 CONSULTATION

9.1 Outcomes based commissioning (OBC) is a way of recognising the importance of working with the community to identify the results they want to see achieved in relation to health and care services; these outcomes then set the framework within which providers of services can design solutions to achieve them.

9.2 In line with the general duty to involve individuals and the wider community, an extensive phase of testing and co-design was put in place. The town hall events and working groups were central to the co-design and these were supported by a number of additional activities that are summarised below. Overall 400 individuals provided input

and the views and opinions gathered were fed back into the process to support the development of and verify the detailed outcome design.



9.3 The outputs from the consultation and engagement exercise set out above directly informed the development of the outcome framework.

9.4 The Service User Specialist Engagement Group has been meeting on a monthly basis with representatives of the OBC Programme and APA, to contribute to the consideration of how the APA would 'meet the needs of the service users' (CIP requirement). Both commissioners and providers have a requirement to involve people and build their feedback into the design, delivery and monitoring of services. The public engagement meetings have been structured to:

- Gain feedback from OBC commissioners on progress in developing the contractual requirements for the new way of working;
- review engagement activity conducted since June 2015 and contribute to the development of further engagement activities;
- hear from APA leads about the development of the Model of Care;
- discuss and contribute to the potential initiatives for year one of the new service and consider the priorities and possible gaps within the initiatives.

9.5 Four members of the group attended a follow up session from the first 'hothouse' sessions in December with other stakeholders, where the next steps in the development of the Model of Care was shared and they worked - with providers - through patient scenarios, to consider how the integrated working of the new model would ensure an effective service, meeting the needs of the people of Croydon.

9.6 Further engagement has taken place in February and March 2016, jointly facilitated by the OBC Engagement Team and APA, with members of the SUSEG in attendance to

support the facilitators. This took place with five groups:

- Carers Partnership Group
- PPG Network Group
- Asian Community Elders Forum
- Gentleman's Probus
- Lahona Community Group

10 COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 10.1** The Solicitor to the Council notes that the below represents the advice received for the Council's external legal advisors.
- 10.2** When the procurement of OBC for the over 65s commenced, the option to use a Most Capable Provider (MCP) process existed by virtue of provisions in the NHS (Procurement, Patient Choice and Competition) (No. 2) Regulations 2013 (now superseded by the 'Light Touch' procurement regime under the Public Contracts Regulations 2015). The MCP process required Commissioners to identify the provider(s) most capable of providing health care services with a view to improving the quality and efficiency of those services while achieving best value for money. It was not a requirement for the Commissioners to formally compete the opportunity, subject to the contract being awarded to those provider(s) who were most capable of delivering the contractual obligations in line with the requirements of the 2013 Regulations.
- 10.3** The Council was able to be involved in the MCP process since that the Public Contracts Regulations 2015 did not, at the time, apply to procurements of health care services. Given that the predominant component of the jointly commissioned OBC arrangements is NHS-funded health care services, legal advice at the time confirmed that the Council was able to join the MCP process being run in accordance with the 2013 Regulations⁸.
- 10.4** The form of MCP process used to procure OBC for the over 65s was devised to ensure that the envisaged OBC contract was procured in a transparent, fair, non-discriminatory and proportionate manner. It comprised an initial process to identify potential MCP providers of the relevant services, followed by three successive assessments to test the capability of these potential MCP provider(s) to work together as an accountable provider and successfully deliver an OBC contract. The potential MCPs came together as an accountable provider alliance (APA) which would work together to respond to the MCP process.
- 10.5** It is noted that Commissioners have always been clear that the outcome of the MCP process could be a determination that the potential MCP providers (i.e. the APA) were not, in fact, capable of delivering an OBC contract and that an OBC contract would therefore need to be competitively tendered.
- 10.6** The outcome of the CAP3 assessment provided sufficient assurance to Commissioners that through the application of conditions the underlying information and systems could

⁸ Legal advice in March 2015 confirmed that the joint commissioning envisaged by the older people's programme is a "contract award procedure that... relates to the procurement of health care services" despite also relating to social care. The procurement is therefore governed by the NHS 2013 Regulations.

be sufficiently developed to enable an OBC contract to be delivered with the support of the Commissioners. This conclusion was strengthened by the changing context of the commissioning of health and care services away from accountable providers to broader, whole-system approaches. Accordingly Commissioners decided to build on the work undertaken by both the APA and Commissioners during the MCP process with a view to initially delivering the services under the aegis of a whole-system Croydon Alliance of which both the Commissioners and the Providers are members.

- 10.7** The Council is advised that in relation to the delegation of statutory functions Section 79 of the Care Act 2014 (the Care Act) permits the Council to delegate most (with limited exceptions) of its Part 1 Care Act functions to other bodies (which includes NHS, third sector and private providers).
- 10.8** Section 8(2) of the Care Act expressly permits the Council to meet the needs of care and support (for adults) by arranging for a person other than it to provide a service or for the Council to directly provide that service.
- 10.9** To the extent that services fall outside of section 8(2) then (subject to any specific statutory restriction) section 1 of the Local Government (Contracts) Act 1997 confers a power on the Council to enter into a contract with a third party to deliver services (in relation to any of the Council's powers or duties the Council exercises). Subject to a review of the final form of service(s) contracts the Council has the power to enter into them.
- 10.10** Section 3 of the Care Act places a duty on the Council to exercise its Care Act (Part 1) functions with a view to ensuring the integration of care and support provision with health-related provision where it considers that this would:
- 10.10.1** promote the well-being of adults in its area with needs for care and support and the well-being of carers in its area,
- 10.10.2** contribute to the prevention or delay of the development by adults in its area of needs for care and support or the development by carers in its area of needs for support, or
- 10.10.3** improve the quality of care and support for adults, and of support for carers, provided in its area (including the outcomes that are achieved from such provision).
- 10.11** In noting the request to delegate the decision to enter into the Alliance Agreement the Cabinet must be satisfied that agreement furthers the integration for care and health on at least one of the grounds set out in paragraph 10.10 and in approving the final form of that agreement the Delegates should also satisfy themselves that this is the case.
- 10.12** The Alliance Agreement is intended to operate for 10 years and as it is designed to promote the integration of social care and health is structured to operate so the Council, Croydon CCG and providers all must agree to operational and strategic matters. Post transition year, that agreement also contains liabilities and obligations

which will bind the Council for up to 10 years.

- 10.13** Officers are in discussions about the final form of the Alliance Agreement with the objective that it ensures: the Council's potential liabilities are proportionate; its statutory discretion is not fettered and that decision making within the Alliance reflects the Council status as both a statutory and elected body. The Delegates in approving the final form of Alliance Agreement should satisfy themselves that these matters have been appropriately addressed.

Approved for an on behalf of: Jacqueline Harris-Baker, Acting Council Solicitor and Acting Monitoring Officer.

11.0 Financial and Risk Assessment Considerations.

- 11.1** The Financial context is set out clearly in section 6 of the report. This outlines the potential cost of the 'do nothing' option for the council and the savings that can be made from an integrated and outcomes based approach. The do nothing approach would result in costs increasing by over £40m in year 10 of the contract and therefore is not an option for the Council.
- 11.2** Currently the Council and the CCG commission a range of interdependent and overlapping services for people over 65s from a number of different providers, some of which are the same as OBC will support the joining up of services, consistency of experience and successful delivery of outcomes. It will support the prevention of increased costs as a result of being unable to achieve the full benefit from greater purchasing power.
- 11.3** Integrating the health and social care system for the over 65s will allow a co-ordinated approach to commissioning and provision which should meet the needs of individuals, produce measureable outcomes and system-wide economies. It will also allow funds to flow across health and social care via the Better Care Fund mechanism.
- 11.4** The Council budgets for the services in scope of this ten year contract are detailed in the table below, and total over £438m over the life of the contract.
- 11.5** The CCG budget is approx. £180m per annum in year one, and therefore the total budget per annum for services to over 65's in Croydon is in excess of £220m.

	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	Yr10	Total
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Maximum Affordable Budget	41.3	42.0	42.4	42.8	43.3	44.0	44.7	45.3	45.8	46.5	438.
	54	72	44	41	47	20	21	54	86	24	563

- 11.6** The base value for the Maximum Affordable Budget is the year zero budget relating to in-scope services for Older People. To this is added:

- 11.6.1** Demographic growth - based on 2014 GLA Capped Housing Size Population projections
- 11.6.2** Non-demographic - growth based on an in-depth analysis of historical changes within social care. It relates to pressures cause by increased propensity for social care, changes in acuity etc. This is independent of the effect of population growth and age profile. The value of this is to be reviewed annually
- 11.6.3** Provider inflation – Inflation for contracts and staff pay has been included at 1%. The percentage granted will be reviewed annually
- 11.6.4** Efficiencies – Years 1 and 2 are a fixed value, in subsequent years 5% is applied.
- 11.7** The maximum affordable budget (MAB) calculated by commissioners is on a per capita basis. This gives a level of certainty to both providers and commissioners and helps manage the deliverability of services. The MAB is adjusted annually to reflect demographic and non-demographic changes.
- 11.8** The Council require its provider element of the contract to achieve a 5% annual saving from years 3 to 10 with a slightly lower amount in the early years while the contract is being established and embedded.
- 11.9** This contract will allow for a new model of care which will enable focus on the community and preventative care thus reducing hospital admissions. This will require additional input for Adult Social Care funded by health using the Better Care Fund as the mechanism. The combining of health and social care budgets in this way will enable efficiencies to benefit both sectors.

Risks

- 11. 10** Croydon CCG and Croydon Health Services were placed into special measures in July this year. Both have to prepare a financial recovery plan which we need to be assured does not have unintended consequences to their partner organisations. These health financial recovery plans and the NHS Sustainability and Transformation Plan (STP) will, it is believed, require savings to be achieved sooner than was originally envisaged which may put considerable pressure on social care.
- 11.11** In recent years Adult Social Care has experienced increasing pressures caused by increases in demand, rising costs and increases in propensity and acuity. These pressures are only likely to increase over time, to do nothing is not an option. Radical change across the health and social care system is the only viable option.
- 11.12** The risk and benefit share agreement is currently being drafted by all the parties involved. This agreement will allow the transfer of funds to the Council for additional costs of social care generated by changes in the system model of care.
- 11.13** In addition, we will ensure that, as part of this contract, the council is not exposed as a Provider or Commissioner to any risks due to CHS or CCG overspends, through the following:
 - 11.13.1** The Council has set its budget and entered this into the draft 10 year financial model. The transition arrangements will set out the management of risk and benefit and how to move resources around the system as required through the development of business cases. Key principles protect the parties in the Alliance

and mitigate against the Council being impacted by a worsening of the Croydon health economy:

- Each organisation retains its own statutory duty
- Where transformation requires one party to accept more demand, this investment will be made through a business case process and mechanisms such as the Better Care Fund
- As Commissioner and Provider in the Alliance we can effectively manage demand.

11.13.2 Being part of the Alliance will support the whole system transformation and sustainability as services move to be delivered in the most efficient part of the system. As we move to a capitated budget this shift will need to increase. Risk share and investment principles will be binding in the Alliance Agreement as it matures during transition. The 'Do Nothing' scenario exposes the Council to a greater risk of cost transfer from its health partners as they need to reduce activity in the acute sector by avoiding admissions and ensuring early discharge. Planning these service changes in partnership provides the least risk so that demand can be planned for and modelled and invested in appropriately.

11.14 The Council with the Alliance partners have agreed the principles for contingency should the Alliance not be able to progress due to any unforeseen circumstances in the health and social care landscape. Seamless services with outcomes focus are central to all plans for future delivery. We would continue to work in partnership across the system to mitigate the impact to our residents should this contracting arrangement not progress as set out, ensuring continuity of services and improvement in outcomes for the over 65's. The commercial structure and contracting arrangements of Service Contracts in place through OBC or the status quo protect continuity of provision and management of the quality of services.

Approved by: Lisa Taylor – Assistant Director of Finance and Deputy S151 Officer

12 HUMAN RESOURCES IMPACT

12.1 There is no immediate HR impact on LBC staff as a result of the recommendations in this report. However in future, the Council would need to determine the most appropriate way to ensure that it optimally adapts to working in this efficient and outcomes driven way; in this regard any proposals that would subsequently have a material impact on staff would need be referred to Human Resources and adhere to the relevant Council policies and procedures.

Approved by: Jason Singh, HR Business Partner on behalf of the Director of Human Resources

13 EQUALITIES IMPACT

- 13.1 As reported to Cabinet in Sept 2015 Section 1 of the equality analysis (EqIA) has previously been completed, and this has been refreshed in line with Phase 3B of OBC.
- 13.2 Evidence that underpinned the refresh of the EqIA included the draft Joint Strategic Needs Assessment (JSNA) that assesses the 'Health and Social Care Needs of Croydon's Older Adults & Carers'. This provides a detailed understanding of the demographic characteristics, social determinants and health and social care needs of Croydon's over 65 population, and carers of people over 65. Following a high level appraisal of current need, the JSNA makes recommendations in areas for improvement.
- 13.3 Another key evidence base used is the 'Croydon Outcomes Framework for Older People's Care, Technical Specification'. This provides details of the indicators and metrics which will demonstrate delivery of outcomes that matter to local people and ensure health equity.
- 13.4 The updated EqIA (please see background papers) will include actions detailing how potential impacts are being responded to and how future arrangements will continue to identify and address equality monitoring and performance requirements.
- 13.5 Consultation with the public and people who use services on the development of the outcomes and development of the programme has been ongoing throughout to ensure a diverse representation of views and experiences. Please see section 9 for the detail.

14 **ENVIRONMENTAL IMPACT**

- 14.2 There are no immediate environmental impacts as a result of this report.

15 **CRIME AND DISORDER REDUCTION IMPACT**

- 15.2 There are no direct Crime and Disorder reduction impacts as a result of this report.

16 **REASONS FOR RECOMMENDATIONS/PROPOSED DECISION.**

- 16.2 The delivery of an integrated health and social care system together with transformed adult social care and acute and community provision that is both financially sustainable and improves outcomes is essential. The Council and CCG as commissioners and the Council and other providers in the Alliance have taken service alignment and service efficiency as far as it can go without fully transforming the system. Without a transformation that moves resources around the system into community provision, the future of health and social care is very unstable.
- 16.3 The financial modelling undertaken shows that there could be a financial gap of c£40m for social care by 2026 in the 'do nothing' scenario. OBC supports the shift from acute services to those closer to home and aims to enable sustainability of our care services to our residents; in ensuing people are not delayed in hospital and avoid admission if at all possible and receive a service at, or close to home that is proactive and preventative in nature with a focus on self-management, independence and good quality outcomes.

16.4 Joining with our partners to develop joint solutions will support our journey towards health devolution and break down the barriers to integration and the delivery of care that is truly person centred.

17 **OPTIONS CONSIDERED AND REJECTED**

17.2 Open procurement for an alliance of providers was considered but rejected to follow a Most Capable Provider process.

CONTACT OFFICER: Rachel Soni, Head of Adults Health & Integration, x 61640

BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972:

Equality Analysis

Croydon Outcomes Framework

REPORT TO:	CABINET 22 January 2018
SUBJECT:	Education Estates Strategy
LEAD OFFICER:	Barbara Peacock - Executive Director, People David Butler – Director, Education and Youth Engagement Denise Bushay - Head of Service, School Place Planning and Admissions
CABINET MEMBER:	Cllr Flemming, Children, Young People and Learning
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:	
<p>The recommendations in this report contribute to achieving priority 3 of the independence strategy to provide people with the best opportunity to maximise their life chances and have a good quality of life through the provision of high quality universal services, including an excellent learning offer.</p>	
FINANCIAL IMPACT	
<p>The overall cost of the Education Capital Programme is estimated at £106.72m over the period 2017/2018 – 2020/2021. This includes a request for additional £3m for Fire Safety works in community schools and as in previous years an additional £2m for Major Maintenance Works for 2020/21. Appendix 1 provides a detailed breakdown of the scheme costs and funding.</p>	
KEY DECISION REFERENCE NO.: 0118CAB (For recommendations 1.1 & 1.7)	
<p>This is a Key Decision as defined in the Council’s Constitution. The decision may be implemented from 1300 hours on the expiry of 5 working days after it is made, unless the decision is referred to the Scrutiny & Overview Committee by the requisite number of Councillors.</p>	

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

1. RECOMMENDATIONS

The Cabinet is recommended to:

School Place Planning

- 1.1 agree Croydon’s School Place Supply Strategy (tables 1, 2 & 3) for the next 3 academic years – 2018/19 to 2020/21 - and the funding to deliver these additional places (Appendix 1 – Capital Programme Budget summary)

- 1.2 note the review of pupil projections undertaken in July – projections vs available school places – Appendix 2.

Special Educational Needs

- 1.3 note update on Croydon's new special free school that has been approved by Department for Education (DfE)
- 1.4 note proposed partnership with Croydon Further Education (FE) college to establish new local post 16 places in an SEN Centre of Excellence
- 1.5 note the continued planned expansion of secondary autism Enhanced Learning Provision at Oasis Coulsdon and Oasis Arena.

School Admissions

- 1.6 agree to recommend to full Council that it determine the proposed Admission Arrangements for Croydon's community schools for the 2019/20 academic year (Appendix 3), including the responses to consultation on the proposed reduction of the PAN for Norbury Manor and Monks Orchard Primary Schools (Appendix 3a) and adoption of the proposed Pan London co-ordination arrangements (Appendix 3b).

School Maintenance and Compliance

- 1.7 approve the proposed Schools' Maintenance Plan for 2017/18 and 2018/19 – Appendix 4 – including an additional £3m for fire safety works in community schools and as in previous years £2m for the 3 year programme for major maintenance work to be carried out in 2020/21.

2. EXECUTIVE SUMMARY

School Place Planning

- 2.1 In accordance with the Education and Inspections Act 2006 ("EIA") the Council has a statutory duty to "secure that sufficient schools for providing— (a) primary education, and (b) secondary education are available for their area" as well as to "secure diversity and increase opportunities for parental choice when planning the provision of school places" in the borough. The Council also has statutory duty to manage a potential surplus of schools places.
- 2.2 The proposed School Places Supply Strategy (tables 1 & 2) is based on officers' projection of the number of additional places that will be required at planning area level, over the next 3 academic years to ensure sufficiency of school places. Over the 3 year period, in the primary educational phase, an additional 8 forms of entry (FE) (240 reception places) will be provided, including 2 new free schools; and 12FE (an additional 360 Year 7 places) through the establishment of 2 new secondary Free Schools. Appendix 2 sets out the Council's projections versus available places.
- 2.3 In consultation / agreement with the School Leadership Team at Norbury Manor School Primary, the Office for Schools Adjudicator (OSA) approved an in-year variation / reduction of the school's PAN, from 90 to 60 for the 2017/18 and 2018/19 academic years. Officers are also in the process of applying to the OSA regarding in-year variation of Monks Orchard Primary school's PAN from 90 to 60. Following statutory consultation, we are recommending the reduction of the PAN for Norbury Manor and Monks Orchard Primary schools, by 1FE, for the 2019/20 academic year. Overall, a total of 29 responses were received during the consultation for both schools regarding the proposed reduction of the schools admission number. The results are mixed with:

Monks Orchard Primary school

- 28% in support of the proposed change
- 38% do not support the proposed change
- 10% not sure

Norbury Manor Primary school

- 31% in support of the proposed change
- 38% do not support the proposed change
- 12% not sure

2.3.1 Respondents were mainly concerned about the impact of the proposal on transfer from nursery to primary, siblings, increase in demand and job losses.

2.3.2 A detailed outcomes report, including the Council's response to concerns is attached at Appendix 3a.

Special Educational Needs and Disability (SEND)

2.4 The Local Authority has a duty to provide education for young people for whom the Education, Health and Care (EHC) Plans are maintained. The local school places need to provide education which is suitable and an efficient use of public resources, having due regard to parental preference. The Council has a vision for young people such that they have access to local education that is good or outstanding.

2.5 Following Croydon's successful bid to DfE for a new Special Free School to be opened in the Borough, officers have now sought and received proposals from potential sponsors. The DfE/Regional Schools Commissioner (RSC) and Croydon will interview shortlisted proposers, determine and national announcements will be made in March/April about the providers appointed to deliver the education in the 19 new schools across the national Wave 12 programme. The school will offer 150 places to children aged 2-19 years, with autism and learning difficulties, with the aim of providing a local pathway from the early years to adulthood. The proposed date for the first phase of the school to be opened is September 2020.

2.6 Over the next 3 years, in addition to the new special free school which will provide 150 places, additional places will be provided through the expansion of existing special schools, Academies and working with the local FE college to provide 75 places including post 19 transition year for those young people with complex needs to provide pathways to independence and supported employment in Croydon.

School Admissions

2.7 The Council is the admissions authority for all community schools within the borough and is therefore statutorily responsible for ensuring that admission arrangements are compliant with the School Admissions Code, 2014. A key part of this is a requirement to determine the Admission Arrangements for its schools annually even if they have not changed from previous years, and to consult on proposed change or at least once every 7 years if there has been no change in that period.

2.8 The Council is also responsible for having in place a scheme for coordinating admission arrangements. Croydon has participated in a Pan London arrangement for the Co-ordinated Admissions rounds for both primary and secondary applications for several years.

- 2.9 There are no proposed changes to the oversubscription criteria currently in place for Croydon's community schools. However there are proposed changes relating to reduction of the PAN for Norbury Manor and Monks Orchard Primary schools for the 2019/20 academic year by 30 reception places each, as part of the community schools' published admission arrangements – Appendix 3.
- 2.10 The Council consulted stakeholders, including parents/carers, on the proposed reduction of Norbury Manor and Monks Orchard Primary schools' PAN between 8 November and 20 December 2017. A detailed outcomes report is attached at Appendix 3a.
- 2.11 The annual school admissions arrangements are part of the Council's policy framework and as such require determination by the full Council. The Council is required by statute and regulations to approve its admissions policies for the schools it is responsible for the 2019/20 academic year (including Published Admissions Numbers – PANs) by 28 February 2018. Accordingly Cabinet is requested to recommend to full Council that it determine the proposed Admission Arrangements for Croydon's community schools for the 2019/20 academic year (Appendix 3), including the responses to consultation on the proposed reduction of the PAN for Norbury Manor and Monks Orchard Primary Schools (Appendix 3a) and adoption of the proposed Pan London co-ordination arrangements (Appendix 3b).

Schools' Maintenance and Compliance

- 2.12 The effective maintenance of school buildings is essential to support and enhance the delivery of education. School buildings are an important part of the Councils' assets. The Council has a duty to ensure that its school buildings meet the minimum standard and premises are maintained so that: they are safe, warm and weather tight and provide a suitable learning environment; emergencies are dealt with promptly and effectively; and the management and procurement of maintenance works is carried out efficiently.
- 2.13 The Council is the employer for community schools, community special schools, maintained nursery schools and pupil referral units and is responsible for larger condition and maintenance works. It has a duty to ensure that appropriate arrangements are in place to monitor and review any preventative and protective measures that have been implemented. The Council, under the current scheme for financing schools, is responsible for items valued at over £10,000 for primary schools and £25,000 for secondary schools.

Schools' Maintenance Plan

- 2.14 The Schools' Maintenance Plan (Appendix 4) contains the planned repairs and maintenance programme for two years (2017/18 – 2018/19). Some of the condition-related works e.g. heating, and electrical, listed in the plan are classified as priority because they have a direct bearing on schools' ability to function and are prioritised to prevent schools from closing. As such, it is important that capital is set aside on an annual basis to address the most pressing of these demands. The Plan has been developed using information from the Council's commissioned condition surveys. The capital allocation proposed by this report will deal with over half of Priority 1 issues identified in maintained schools' condition surveys. As in previous years and as part of forward planning, we are seeking £2m to cover major maintenance in community school buildings.

Fire Safety in Schools

- 2.15 The Council has commissioned a fire safety review of the Croydon's community school estate to gain a comprehensive overview of the fire safety position so that current and future needs can be identified and plans put in place to address any identified issues. This is additional to the fire safety rectification works undertaken as part of the planned maintenance programme. This review will be focusing on the management of fire safety and the condition of the building in terms of fire safety performance. To date, officers have obtained Fire Risk Assessments (FRAs) from community schools and are working with the Homes and Schools Improvement Team to deliver a fire safety regularisation programme to ensure that all community schools are safe and continuously compliant. The FRAs are being used to conduct a desktop analysis of fire safety in schools which will be followed by site visits. We are therefore seeking a total of an additional £3m to cover fire safety works that will be carried out in community schools during 2018/19 (£2m) and 2019/20 (£1m) after this 2 year period, fire safety will be part of the major maintenance programme.

Asbestos Management

- 2.16 School buildings may contain asbestos if any part was built before 2000. The Control of Asbestos Regulations 2012 set out the steps to be followed to manage asbestos in schools, including keeping the management of asbestos under review. Croydon has successfully commissioned full asbestos management surveys within its community schools estate. Where asbestos is present, the necessary works will be undertaken to manage or remove as required. This will be maintained through annual asbestos inspections. .
- 2.17 The delivery of the programme is managed by the Homes and Schools Improvement Team and Facilities Management with oversight from the School Places Team.

3. DETAIL

School Place Planning

- 3.1 Local Authorities are under a statutory duty to secure sufficient education provision within their areas and to promote higher standards of attainment. In its strategic role as commissioner of school places, the Council must respond to changes in demand over time by either increasing or removing school places.
- 3.2 To fulfil its duties, the Council is required to manage the supply and demand for school places by forecasting future demand for school places within the educational planning areas – 6 for the primary phase and 2 for the secondary phase. This may result in the need for additional places when demand increases, or reduction of places when demand decreases. The forecasts of pupil numbers are also essential in providing the Department for Education (DfE) with information to support basic need capital allocations.
- 3.3 The Education Act 2011 changed the arrangements for establishing new schools (now section 6A EIA) and introduced the academy and free school presumption. This means that where a local authority thinks a new school needs to be established, the local authority is under a duty to seek proposals to establish an academy (free school).
- 3.4 Projections vs Available places (Appendix 2)

Based on Croydon's recent School Capacity (SCAP) Survey and forecasts of pupil numbers submitted to the DfE in July 2017, our latest estimates suggest that there will be sufficient places in Croydon primary and secondary schools to accommodate children for the next 3 years. Currently, there is a higher level than necessary of surplus places in some of the primary planning areas. We are currently working with the relevant schools to manage this surplus.

Forecasting demand for school places

- 3.5 In conjunction with our regular review of the demand for school places, we commission the Greater London Authority School Roll Projection service to undertake an annual forecast of the number of pupils who will need a school place in the future. These projections are used by the Council to inform its annual return (SCAP) to the Department for Education (DfE) for assessment of basic need allocation; and to develop strategies to make sure that the right number of places are in the right locations at the right time, which include either creating additional school places or removing places.
- 3.6 A variety of data sources are used to forecast future demand for places in the primary educational phase, such as, historical trends in admissions, current numbers on roll from the school census data and the historic birth rate. For the secondary educational phase, the main sources of data used are the current numbers on roll and historic trends in admissions from Year 6 in primary schools. Child yield – the likely number of pupils that will require an additional school place - from planned housing developments across the borough is also incorporated in our forecasts of future demand for school places.

School Places Supply Strategy

- 3.7 In discharging its duty for sufficiency of school places, the Council works in partnership with different education providers – Academy Trusts/Free Schools and Diocesan Authorities – to determine the need for places and to secure diversity in educational provision across the borough, taking into account parental choice. The need for additional school places is determined by assessing the capacity of existing schools and forecasting future demand for places.
- 3.8 If the demand for school places increases, the Council can expand existing schools on a temporary or permanent basis, or new schools can be established through the free school presumption. If demand decreases, the number of places at existing schools can be reduced through an in-year variation of the schools' admission number via the Office for Schools' Adjudicator or through consultation on the admission arrangements.
- 3.9 The School Places Supply Strategy (tables 1 & 2) –the provision of additional school places takes account of projects previously planned / agreed and includes those that will be provided through the free school route. These places will be in areas where demand for school places can be expected to increase in the future. The demand for school places is unevenly spread across the planning areas, with pressure in some areas and spare capacity in others.

Proposed reduction of Published Admission Number

- 3.10 The growth in Croydon's population over the last decade has put pressure on primary school places, necessitating a huge expansion in capacity. Several new schools were opened and therefore additional places were provided to meet the growth in demand. There has been a 5% drop in birth rate in 2013

which has resulted in falling school rolls and a high level than necessary of surplus places in some of the educational planning areas. It is advisable to have between a 5-10% surplus of places to deal with fluctuation in population, unexpected growth in demand, in-year applications and parental preference.

3.11 A large portion of funding received by schools is directly related to the number of pupils attending the school. Too many vacancies in schools mean that schools will not receive the maximum revenue possible. Therefore we are monitoring the admission numbers in schools with falling rolls.

3.12 To date, an agreement has been reached with the School Leadership Team at Norbury Manor School Primary and the Office for Schools Adjudicator has approved an in-year variation / reduction of the school's PAN from 90 to 60 for the 2017/18 and 2018/19 academic years. Following statutory consultation, officers are recommending the reduction of the PAN for Norbury Manor and Monks Orchard Primary schools by 1FE – 30 reception pupils - for the 2019/20 academic year. Accordingly Cabinet is requested to recommend to full Council that it determine the proposed Admission Arrangements for Croydon's community schools for the for the 2019/20 academic year (Appendix 3), the responses to consultation on the proposed reduction of the PAN for Norbury Manor and Monks Orchard Primary Schools (Appendix 3a) and adoption of the proposed Pan London co-ordination arrangements (Appendix 3b).

3.13 Croydon has a diverse range of educational provision, as outlined below:

- A total of 88 primary schools, of which:
 - 29 are maintained / Community schools
 - 59 are non-maintained: 46 Academies, 2 Free Schools and 11 Voluntary Aided schools
- A total of 23 secondary non-maintained schools, of which:
 - 6 are Voluntary Aided schools
 - 16 are Academies
 - 1 Free school
- A total of 8 Special schools

3.14 Croydon's School Places Strategy for primary and secondary schools is outlined below and in tables 1 & 2:

3.15 **Proposed number of additional places to be provided in the Primary phase to meet demand:**

- 2018/19 academic year, an additional 2FE (60 reception places)
- 2019/20 academic year, an additional 6FE (180 reception places)
- 2020/21 academic year, no additional places planned

Table 1 - Proposed 3 year primary school supply strategy

Planning Area	Academic Year 2018/19	Academic Year 2019/20	Academic Year 2020/21
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North West		New Free School: Ark Bayes Primary 3FE (90 Reception places)	
East		Existing School: Robert Fitzroy Academy: 1FE (30 additional Reception places)	
Central	Existing Free School: Krishna Avanti Primary:1FE (30 additional Reception places)		
South East			
South		New Free School: Collegiate Free Primary: 2FE (60 Reception places)	
South West	Existing School Permanent Expansion: Smitham Primary 1FE (30 additional Reception places)		

In 2018/19, a total of 60 Reception places will be available at Krishna Avanti which is the original intended PAN for the school. This increase has been deferred from 2017/18 to 2018/19.

In 2019/20, Robert Fitzroy Academy will revert to its original higher PAN of 120 Reception places as per the academy's Funding Agreement.

3.16 Proposed number of additional places to be provided in the Secondary phase to meet demand

- 2018/19 academic year, an additional 6FE (180 Year 7 places)
- 2019/20 academic year, no additional places planned
- 2020/21 academic year, an additional 6FE (180 Year 7 places)

Table 2 - Proposed 3 year secondary school supply strategy

Planning Area	Academic Year	Academic Year	Academic Year
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	2018/19	2019/20	2020/21
North			New Free School: Ark Blake: 6FE (180 Year 7 places)
South	New Free School: 6FE (180 Year 7 places)		

The opening of Ark Blake Academy has been deferred from 2019/20 to 2020/21.

3.17 **Special Educational Needs and Disability**

The Council as an education authority has specific duties in relation to provision of education for children with special educational needs (SEN). The main duties include: to identify whether a child for whom they are responsible has SEN; and to assess a child who in their opinion has SEN. If the assessment shows that it is necessary, to make an EHC Plan: determining the child's needs and the educational provision required and to ensure the specific provision set out in the Plan is provided. In addition, in carrying out its duties under Part 3 of the Children and Families Act 2014, local authorities must have regard to the importance of providing children and their parents and young people with the information and support necessary to participate in decisions.

- 3.18 Croydon's vision for young people with special educational needs and disabilities is that these young people are included within the community of Croydon and are given the same opportunities as others to access education to live fulfilled lives, gaining employment and living as independently as possible.

New Special Free School

- 3.19 To meet increased demand for special school places for children with autism and learning difficulties (aged 2 -19) the Council successfully bid for capital funding from the Education and Skills Funding Agency (ESFA) to develop a new free special school. Croydon was one of 19 Councils which were successful in having bids approved. The competition for providers to apply to run these special schools is being coordinated in partnership nationally by the ESFA and locally by Croydon Council.
- 3.20 The process for selecting the special school provider is underway. A local launch to attract a suitable free special school provider was held on 27th September 2017. Potential providers submitted applications by the deadline of 24 November. Currently a process of short-listing is being undertaken, this will be concluded both locally and nationally by the end of December 2017.
- 3.21 Providers who are successful in being shortlisted for Croydon's new special free school will be interviewed in mid-January. Announcements about the appointment of providers will be made nationally by Easter.
- 3.22 The proposed site of the new SEN free school is the Timebridge Community

Centre, Field Way, New Addington, subject to Local Plan adoption in early 2018 and subsequent planning consent. Croydon Council is keen to secure a state of the art building which includes facilities which can be shared with the community. The Council has applied to self-deliver the new building by September 2020 ready for opening.

3.23 The planned increase in specialist places for children with autism continues to be addressed through previously agreed expansion of ELP places. From September 2018, Oasis Academy Coulsdon will have a further 5 places taking the total to 25 places within the ELP. Oasis Academy Arena will increase by 12 ELP places taking the total number of places to 24.

3.24 There will be an increase in commissioned places at Bramley Bank Key Stage 2 Pupil Referral Unit long and short stay provision. The increase is from 18 to 34, with 18 long stay and 16 short stay.

3.25 Bensham Manor Special School

Specialist secondary places at Bensham Manor have been heavily over-subscribed for September 2018/19 with 50 applications for 30 places. To meet sufficiency duties the school will provide additional places for September 2018 in bulge classes within existing facilities.

Post 16 SEN places

3.26 There has been a rise in the number of students with complex Special Educational Needs and Disabilities (SEND), including, in particular, autism. The number of children and young people for whom the Borough maintains an Education, Health and Care Plan (EHCP) has risen from 1800 to 2500 (2010-2017). Currently approximately 70% of these young people who are post 16 attend school or FE college travel outside of the Borough to access specialist SEN provision due to the lack of facilities in Croydon.

3.27 To deliver 75 SEN specialist post 16 education places by 2021. Croydon Council and Croydon FE College are submitting bids for capital funding to develop an SEN post 16 Centre of Excellence which will enable the establishment of the specialist education and training needed to enable young people with SEN to have their needs met in Croydon. This will reduce the number of young people leaving the borough for their education and increase the number of young people with SEND who have real opportunities for sustained employment in or near their local community. There will also be a saving from already increasing transport costs as a result of educating more young people in the borough.

3.28 The Borough's funding for children with an EHCP has become increasingly under pressure due to increased volume and cost. Where the Borough lacks capacity to provide special educational needs education, placements have been made in the independent sector at a high cost. Consequently the Borough's High Needs Block is forecast to overspend by £7.8 million, an increase of more than £3 million on last years' spend. The final report supporting a five year High Needs Funding strategy is awaited, early feedback has signaled key areas for development:

- Increase autism specialist school and Enhanced Learning Provision (ELP) places
- Increase post 16 FE SEN specialist places

3.29 New provision for post-16 SEN students at Croydon College would have the benefits of:

- Enabling students to learn closer to home
- Enabling engagement with local employers
- Reducing demand on the SEN transport budget, resulting in budget savings.

3.30 We are ambitious for our young people with SEND. The FE education provided by Croydon College will be for students with autism and complex learning difficulties and/or disabilities. The development will be phased over a period between 2018/19 - 2020/21. The proposed SEN Supply Strategy is at table 3.

Special Provision Fund Allocation

- 3.31 In March 2017 the Government announced the allocation of a special provision fund for Local Authorities to support capital investment in provision for pupils with special educational needs and disabilities. The funding will be allocated on an annual basis over a three year period 2018-2021.
- 3.32 The fund is to be used to create new places and make improvements to facilities and can be applied to mainstream, special schools, nurseries, colleges and other education provisions. The use of the fund needs to be consistent with the strategic plan that is drawn up for children with high needs and must address the Local Authority's statutory duty under the Children & Families Act 2014 to keep education provision for children with SEN under review including its sufficiency. It will complement the high quality places that have already been delivered including Beckmead College which opened in September 2017.
- 3.33 Croydon's allocated special education provision fund is £968,855 annually; with a total of £2,906,565 being allocated by 2020/21. The allocation is based on projected population growth.
- 3.34 Croydon's Dedicated Schools Grant High Needs Block was overspent at the end of the financial year 2016/17 by £5.7m attributable to increase in numbers of children with an EHC Plan and an over-reliance on independent school sector placements. The latter being principally due to insufficient local specialist education places. A key focus of the approach to application of the special provision fund will be invest to save.
- 3.35 The outcome will be a five year strategic plan which is based on careful analysis of data and the views of stakeholders. The plan will inform future education place planning and short breaks commissioning. The aim is to ensure that investment is focused on development of a coherent pathway that leads to increased numbers of young people with SEN engaged in employment and/or living independently with support in or near their local community.

Demand and Capacity Review

- 3.36 Consultants PPL (Private, Public Limited) have undertaken the 0-25 SEND Demand and Capacity Review which was DfE grant funded. The full report including a recommended approach for future five year modelling of High Needs funded places is due imminently and will be reported in full in the July 2018 Education Estates Report.

Table 3 – Proposed 3 year SEND school places supply strategy

1FE (form of entry) for Special schools usually equates to one class of 8 pupils

The proposed additional 1FE permanent expansion of St Nicholas Special School in 2019/20 would be further to the 1FE 2017/18 permanent expansion

Planning Area	Academic Years 2017/18/19	Academic Year 2019/20	Academic Year 2020/21
Additional SEN provision	<p>Existing schools:</p> <ul style="list-style-type: none"> • 2FE permanent expansion of St Nicholas • Nurture provision in 2 primary schools for pupils with SEMH – 24 places • 2FE temporary expansion of Red Gates (age 4-11) • Beckmead Family of schools – • Chaffinch Brook School – increase to include Year 9 • Beckmead School (Tharreo House) increase of 14 places (social, emotional, mental health and/or anxiety, stress, phobia related learning difficulties). • Beckmead College – 12 places for young people age 14-19 years. KS5 vocational offer (working towards filling 50 places) – new building to open Jan 2017 • ELP at Oasis Coulsdon and Arena increasing by 5 (total 25) and 6 places respectively (total 12). 	<p>Existing schools:</p> <ul style="list-style-type: none"> • 1FE proposed permanent expansion of St Nicholas (age 4-11) <p>Post 16 SEN provision to be developed in partnership with Croydon College on current site – dependent on outcome of capital bid. Proposed numbers from September 2018/19 – 15 post 19 places.</p> <ul style="list-style-type: none"> • Oasis Arena ELP additional 6 places • Proposed special school satellite (15 places) in mainstream secondary to provide local places for YP seeking Bensham Manor places • Enhancement of existing ASD ELP (e.g. Meridian) provision to ensure equity of offer. • Review suitability of secondary specialist arrangements – recommendations to education estates board. • Review early years specialist provision. 	<p>Proposed new Free Special School:</p> <ul style="list-style-type: none"> • 150 places for boys and girls with Autism and Learning Difficulties (age 2-19) – proposed site Timebridge, Fieldway. Opening in September 2020 with 80 places increasing to 150 over the period up to Sept 2023 <p>Visit www.croydon.gov.uk/freeschool/</p> <ul style="list-style-type: none"> • St Nicholas continued expansion X 2 classes each year for 6 years from 2020/21 • Post 16 SEN provision at Croydon FE College (dependent on capital funding) 35 places from Sept 2019 and 70-75 from September 2020. • Review suitability and sufficiency of PMLD/physical disability places (e.g. St Giles) – equipment changes and arrangements for building storage etc.) • Review and ensure sufficiency of Alternative Provision

which was approved at January 2016 Cabinet (therefore it is proposed that the school would ultimately grow by a total of 2FE from the current numbers).

3.37 Since ASD is often associated with learning difficulties, pupils are also often placed in a Moderate Learning Difficulties (MLD) or Severe Learning Difficulties (SLD) school adding to the pressure on places at these schools while a significant number attend specialist ASD schools in the independent sector outside the borough representing 30% of all independent sector placements.

4. School Admissions

4.1 In line with the Schools Admission Code, 2014, Admission Authorities, including Local Authorities are responsible for ensuring that admission arrangements are compliant with the School Admissions Code. This includes consulting on proposed changes to admission arrangements annually and at least every 7 years where there have been no changes. In addition, Admission Authorities are required to determine their admission arrangements on an annual basis. The admission arrangements include the admission criteria (oversubscription criteria) - the priority order used to decide who to admit to a school if there are more applications than available school places.

4.2 Co-ordinated Scheme

The Co-ordinated Scheme is the process by which local authorities co-ordinate the distribution of offers of places for schools in their area. All local authorities are required to co-ordinate the normal admissions round for primary, junior and secondary schools in their area. Schools can take in-year applications directly from parents, provided they notify their local authority of each application and its outcome.

4.3 Croydon has participated in a Pan London arrangement for the Co-ordinated Admissions rounds for both primary and secondary applications for several years. This arrangement allows all boroughs to exchange data and facilitate choice for parents by offering places across borough boundaries within the same parameters and timetable. The Cabinet is recommended to approve the arrangement for the 2019/20 academic year to allow this participation to continue.

Admission Authority

4.4 The Council is the Admission Authority for Community schools as set out in Appendix 3 to this report and is therefore responsible for determining the Admission Arrangements for these schools. Admission Arrangements must be determined annually for the next education year. The Admission Arrangements are part of Croydon's policy framework and must be determined by the full Council.

Admission Arrangements

4.5 Admission Authorities are required to consult on their Admission Arrangements for a minimum of 6 weeks between 1 October 2017 and 31 January 2018. The Council consulted on its 2019/20 Admissions Arrangements for Community schools - Appendix 3 – from 08 November to 20 December 2017. The proposed arrangements are the same as those which applied for the 2018/19 academic year, except for the proposed reduction of Norbury Manor and Monks Orchard Primary Schools' PAN by 1FE each. Cabinet and full Council is recommended to agree/determine the proposed Admission Arrangements for Croydon's community schools for the 2019/20 academic year.

- 4.6 The Council consulted on the proposed reduction of Norbury Manor and Monks Orchard Primary Schools admission number from 08 November to 20 December 2017. A total of 29 completed questionnaires were received for both schools.
- 4.7 Monks Orchard Primary - all respondents (29) commented on the proposed reduction of Monks Orchard Primary School admission number. The results are mixed:
- I support the proposed changes = 8
 - I do not support the proposed changes = 11
 - Not Sure = 3
 - Not affected by/do not want to answer = 7
- 4.8 Norbury Manor Primary - 16 responses received to questions relating to the proposed reduction of Norbury Manor Primary School admission number.
- I support the proposed changes = 5
 - I do not support the proposed changes = 6
 - Not Sure = 2
 - Not affected by/do not want to answer = 3
- 4.9 A detailed consultation outcomes report is attached at Appendix 3a.

5. **Schools' Maintenance and Compliance**

- 5.1 Local Authorities have responsibility to maintain school buildings so that they are safe, warm and weather tight and provide a suitable learning environment, including dealing with emergencies promptly and effectively and managing and procuring maintenance works efficiently. A school's premises comprise of the land and all the buildings provided for the school, including both permanent and temporary buildings and detached playing fields.
- 5.2 As school buildings age, they present age related issues and there is a continuing need to maintain the buildings to the required standard to provide a safe and encouraging learning environment.
- 5.3 The Council is responsible for the larger condition and maintenance works in maintained schools. The Council, under the current scheme for financing schools, is responsible for items valued at over £10,000 for primary schools and £25,000 for secondary schools.
- 5.4 The Schools Compliance and Maintenance Team have a good understanding of our school estate to support clear decision making regarding ongoing repairs and maintenance activities, capital spending and wider property issues.
- 5.5 To enable the Council to determine its schools maintenance priorities, condition surveys have been carried out throughout the relevant school estates to determine the condition of the building and the equipment within each school.
The nature of the building elements and its equipment is recorded and categorised by its state of repair and or its life expectancy.
- 5.6 The School's Maintenance plan has been developed using information from condition surveys commissioned by the Council. These surveys are

comprehensive and identify costed items across each school rated from A (good condition) to D (poor condition) as well as assessing the urgency of each (on a scale of 1 to 4, with 1 being the most urgent).

- 5.7 Priority projects and reactive works include: boilers, heating, roof works, windows and electricals, Gas leak repairs, replacement Water tank remedial electrical works and fire doors replacements.

Fire Safety in Schools

- 5.8 The Regulatory Reform (Fire Safety) Order 2005 requires schools to undertake risk assessments to identify the general fire precautions needed to safeguard the safety of occupants in case of fire, including their safe means of escape. These will include ensuring procedures are in place to reduce the likelihood of fire, and maintenance of gas and electrical equipment.

- 5.9 In conjunction with the Council's Corporate Fire Safety strategy, we have commissioned a full fire safety audit in community schools to provide an overview of the fire safety, focusing on the management of fire safety and the condition of the building in terms of fire safety performance to allow a corporate response and strategy to be considered. This is additional to the fire safety rectification works undertaken as part of the planned maintenance programme.

- 5.10 The main objectives of the audit are as follows:
- Establish the current Fire Safety measures implemented within LBC Schools.
 - Assess Fire Safety against industry regulations and standards
 - Identify any gaps in schools current Fire Safety
 - Recommend and prioritise corrective actions
 - Cost and programme improvement works

- 5.11 In order to achieve the objectives identified above, a survey has been developed which consists of a review of the current fire safety management and a visual non-intrusive inspection of the school using the schools' Fire Risk Assessment (FRAs) to identify potential gaps in each school's current fire safety. This will allow corrective actions to be identified, prioritised and then costed. This will be followed by site visits to undertake the physical visual inspection of the schools' building condition. An additional budget of £3m is being requested to carry out the necessary works based on the schools' Fire Risk Assessment, over 2018/19 and 2019/20, after which fire safety will be part of the major maintenance programme.

Asbestos Management

- 5.12 It is extremely important that any asbestos present in Croydon schools are managed properly. Failure to follow the Control of Asbestos Regulations 2012 and any corrective measures may put the future health of staff, pupils and visitors at risk.

- 5.13 Where asbestos is present, the council take the following steps to manage the asbestos in our schools ensuring they have the following:
- Management survey of asbestos-containing materials (ACMs)
 - Assess the risks associated with ACMs.
 - A plan for managing asbestos.

- Make sure staff and visitors know the risks and precautions they need to take.
- Keep the management of asbestos under continuous review.

5.14 At the time of writing, based on these surveys as uploaded onto the Council's Asset Management database, (TF Cloud) there are D items over these limits to a total value of £4.367m awaiting attention of which £2.65m are in the most urgent category. Accordingly, given a limited budget, those works which actually reach the programme will inevitably be those which are likely to lead to school closure if not addressed. They include items such as heating, roofing and windows replacement.

Proposed Schools' Maintenance Plan – Appendix 4

5.15 All school buildings should facilitate education within a weather tight and safe environment and the purpose of the Councils School Maintenance plan is to achieve this. As school buildings are important long term assets, it is imperative to have a continuous, robust maintenance plan in place for every type of school building to ensure the health and safety of our children and supports educational performance.

5.16 Using TF Cloud, the works have been programmed according to the following criteria:

- D1 needs identification through condition surveys or further inspection. Urgent health and safety issues are items which could lead to school closure (predominantly roofing and heating works).

5.17 The resulting 2017/18 and 2018/19 programme is set out in Appendix 4. The programme for 2018/19 is set at the level of just over £3m per year based on the valuation of identified works. In addition, we are seeking an additional £3m for Fire Safety works that will be carried out in Croydon's community schools for works to be completed between 2018/19 and 2019/20. As in previous years £2m for forward planning for major maintenance work to be carried out in 2020/21. The Central Government published the School's Condition Allocation for 2017/18-2018/19 was £3,771,786). The allocated funding will be added to next year's schools' maintenance budget and the programme of works will be presented to the Cabinet for approval. A more detailed programme for 2019/20 will be provided in the July cabinet update report.

5.18 In reviewing this programme we have increased the proportion of the budget for 2017/18 (£400,000) for the reactive works on major maintenance projects which comprise only the most serious works to emergency and reactive works and included the slippages and retention of £650,000 from last year's work.

Reactive works

5.19 Plans will be put in place to use any of the provisions for emergency and reactive works that may be unspent in the final months of the financial year on smaller projects from the programme.

5.20 As in previous years, the programmes set out in this report are based on estimated costs and not tendered prices. The Executive Director, People, should retain the delegated authority to vary the programme to reflect actual prices and new urgent issues that may arise, including authorising spend against the allowance for emergency and reactive works.

- Procurement
- 5.21 Once the updated programme has been agreed, the relevant schools concerned will be engaged in detail on the works in advance of final procurement. The procurement strategy will be set for each scheme ensuring best value for money and added social value.

6. CONSULTATION

- 6.1 N/A

7 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

7.1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000
Capital Budget available				
Permanent Expansion – Primary places	35,094	11,639	896	
Secondary places	689			
SEN places	4,626	16,750	8,612	969
Major maintenance	2,724	3,020	2,000	2,000
Fire safety works		2,000	1,000	
Other education schemes	5,750	2,118	6,833	
Effect of decision from report (Total)	48,883	35,527	19,341	2,969
Funding sources				
School Condition Funding	7,316	3,770		
Basic Needs	5,841*	0	6,833	
EFA Invest to Save	0	969	969	969
S106	963			
Borrowing		30,788	11,539	2,000

Total	48,883	35,527	19,341	2,969
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*includes amounts slipped from 2016/2017

The effect of the decision

7.2 The use of free schools to provide school places within the borough has led to a reduction in the requirements from the future capital programme.

The Council has not been granted any Government funding for the delivery of school places in 2018/2019. Slippage has meant that the grant for Basic Needs and Schools Condition Funding has been carried forward into 2017/2018. Additional Government funding available in 2018/2019 is an allocation from the School Conditions fund. The government's Soft Drinks Levy may result in a further allocation in 2018/2019, but this has not been confirmed. There will also be a further Basic Need Allocation in 2019/2020. The majority of the funding for 2018/2019 will be provided through Council borrowing.

Risks

7.3 If the proposed expansion projects are not approved, there is likely to be a shortage of primary school places and SEND for the 2018/2019 and 2019/2020 academic years, resulting in the Council not fulfilling its statutory duty.

Additional budget is being sought for fire safety measures in order to carry out the works as identified in the Fire Risk Assessments. The total cost of this work has yet to be fully quantified and will be updated in future budget requests. If this work is not carried out, there would remain gaps in schools' fire safety measures.

Future savings/efficiencies

7.4 If additional free school providers are interested in opening schools in Croydon, the cost to the Council could be reduced further in the future years. Also the Council borrowing requirement may also be reduced if any further funding is allocated by the Department for Education. The fall in birth rate and associated demand for school places would however result in reduced demand and this would be monitored closely to make future savings.

7.5 The provision of more school places within the borough will result in a reduction in the need for young people to travel outside of the borough, which will result in financial savings to the SEND transport budget.

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

8. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

8.1 The Solicitor to the Council comments that there are no additional legal considerations arising from the recommendations beyond those set out in the

body of the report.

Approved by: Sandra Herbert, Head of Litigation and Corporate Law for and on behalf of Jacqueline Harris-Baker, the Director of Law and Monitoring Officer

9. HUMAN RESOURCES IMPACT

- 9.1 There are no direct HR implications arising from this report. Any resultant future increases or changes in staffing will be handled by schools' governing bodies in accordance with the appropriate school/council policy and procedures.

Approved by: Debbie Calliste, Head of HR – People Department, on behalf of the Director of Human Resources

10. EQUALITIES IMPACT

- 10.1 An equality analysis (Background paper 1) has been undertaken to help us to understand whether people with protected characteristics, as defined by the Equality Act 2010, will be disproportionately affected by the proposed changes and recommendations in the Education Estates Strategy report.
- 10.2 The proposed changes in this report will help the Council meet its statutory duty to provide sufficient school places for protected and non-protected groups. Croydon schools provide diverse educational provision in terms of type/category, size and educational sponsors. These include special schools, enhanced learning provisions at mainstream schools; and Academies /Free Schools. Pupils are allocated a school place based on the admissions criteria which aims to promote fair access to schools and are compliant with the School Admissions Code.
- 10.3 The proposed strategy is in line with the Council's Equality and Inclusion Policy and will enable the delivery of the following priorities:
- Make Croydon a place of opportunity and fairness by tackling inequality, disadvantage and exclusion.
 - Close gaps in educational attainment by working with local businesses and community groups to enable people of all ages to reach their full potential through access to quality schools and learning.
 - Work in partnership to lift people out of poverty by increasing employment opportunities across the borough ensuring local people have a pathway into employment, education and training.
- 10.4 The proposed strategy is consistent with the Council's general equality duty to have due regard to the need to eliminate unlawful conduct under the Equality Act 2010; to advance equality of opportunity and foster good relations between persons who share a protected characteristic and those who do not.
- 10.5 The equality analysis has found that the Education Estates strategy does not negatively impact on any protected group and that no major change is required as the strategy meets the general and specific equality duties.

11. ENVIRONMENTAL IMPACT

- 11.1 N/A

12. CRIME AND DISORDER REDUCTION IMPACT

12.1 N/A

13. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 13.1 The recommendations of this report are set out to ensure that the Council is compliant with its education duties:
- School Place Planning (s13-14 Education Act 1996) to promote high standards of education and fair access to education; secure sufficient primary and secondary education, including SEN to meet the needs of the population of its area
 - School Admissions (School Admission Code 2014) to determine the Admission Arrangements for its community schools annually
 - School Maintenance - school buildings meet the minimum standard and premises are maintained so that they provide a suitable learning environment.

14. OPTIONS CONSIDERED AND REJECTED

- 14.1 Detailed consideration has been given to how additional school places should be proposed for delivery. Projection information has been used to inform the council of the geographical areas where places should be delivered. Previous Education Estates Report have set out the new schemes to deliver new school places through the free school route.
- 14.2 The proposed reduction in the admission number at Norbury Manor and Monks Orchard Primary schools is due to the disparity between the Published Admission Number and actual number of roll at the schools. The proposed reduction will enable the schools to operate more efficiently and cost effectively. This is part of a wider review of school places across the borough.

CONTACT OFFICER: [Denise Bushay, Head of School Place Planning, Admissions: 0208 604 7231]

APPENDICES TO THIS REPORT

[appendices to be attached to this report must be listed in number order below]

Appendices printed separately:

Appendix 1 – School Places - Capital Programme Budget Summary

Appendix 2 – Projections vs Available school places

Appendix 3 - Proposed Admission Arrangements 2019/20

- proposed reduction of the Published Admission Number (PAN) for Norbury Manor and Monks Orchard Primary schools (Appendix 3a
- proposed Pan London co-ordination arrangements (Appendices 3b & 3c)

Appendix 4 – Proposed Schools Maintenance Plan

Background paper 1 – Equality Impact Assessment

Capital Programme Budget Summary						APPENDIX 1
Planning Area	Provision Location	Cashflow Budgets				
		2017/18	2018/19	2019/20	2020/21	Totals
		£	£	£	£	£
Table 1 - Primary School Places						
Permanent Expansions						
North West	2FE West Thornton Academy, Canterbury Road	7,478,959	4,225,819	-	-	11,704,778
North West	3FE Chestnut Park Academy	826,211	50,000	-	-	876,211
North West	3FE Ark Bayes New Free School (2019-20)	-	-	-	-	-
Central	3FE Harris Academy, Purley Way	5,240,109	584,161	-	-	5,824,270
Central	2FE Heathfield Academy, Aberdeen Road	5,812,153	271,521	-	-	6,083,674
Central	1FE Ark Oval Academy	778,913	-	-	-	778,913
East	1FE St John's C of E	1,648,859	169,742	-	-	1,818,601
East	1FE Heavers Farm	1,315,519	190,701	-	-	1,506,220
South	1FE Christ Church	1,907,585	283,875	-	-	2,191,460
South	2FE Collegiate New Free School (2019-20)	-	-	-	-	-
South West	1FE Chipstead Valley	2,723,136	-	-	-	2,723,136
South West	1FE Woodcote	4,774,668	182,611	-	-	4,957,279
South West	1FE Smitham	2,587,874	5,080,436	-	-	7,668,310
Bulges						
Central	1FE Krishna Avanti Free School 18-19	-	-	-	-	-
East	1FE The Robert Fitzroy Academy 2019-20	-	-	300,000	-	300,000
Various	Contingency Provision	-	600,000	595,798	-	1,195,798
Table 1 Sub-Totals		35,093,986	11,638,866	895,798	-	47,628,650
Table 2 - Secondary School Places						
North	6FE School at Arena	683,115	-	-	-	683,115
North	2.3FE Archbishop Lanfranc - Priority School Building Programme 2 (PSBP2)	5,818	-	-	-	5,818
North	6FE Ark Blake New Free School Morland Road (2019-20)	-	-	-	-	-
North	6FE New Free School - Harris Academy (Site TBC)	-	-	-	-	-
South	6FE Coombe Wood Free School (Wallington County Free School - Site TBC) (2018-19)	-	-	-	-	-
Table 2 Sub-Totals		688,933	-	-	-	688,933
Table 3 - SEN Places						
South	2FE St Nicholas Special School	1,376,646	13,425,000	7,543,385	-	22,345,031
South	2FE(Bulge) Red Gates Special School	1,062,573	391,633	-	-	1,454,206
South	Additional Primary ELP for Boys and Girls with ASD (TBC)	35,000	915,000	50,000	-	1,000,000
South	Enhanced Learning Provision for MLD (14 places) (TBC)	35,000	915,000	50,000	-	1,000,000
South	Proposed New Free School Post 19 Provision for PMLD (TBC)	-	-	-	-	-
South	Proposed New Free Special School (120-150 places) for ASD (Site TBC)(2019-20)	-	-	-	-	-
North	Beckmead School on Tension Road	252,135	-	-	-	252,135
South East	Girls Provision at Salcott Crescent	497,187	134,207	-	-	631,394
Various	Nurture Provision in 3 Primary Schools	1,367,116	-	-	-	1,367,116
Various	Invest to Save Projects	-	968,855	968,855	968,854	2,906,564
Central	Post 16 SEN Provision with FE College	-	-	-	-	-
Table 3 Sub-Totals		4,625,657	16,749,695	8,612,240	968,854	30,956,446
Table 4 - Major Maintenance						
Various	Major Maintenance Works	2,724,358	3,019,870	2,000,000	-	7,744,228
Various	Fire Safety Works (Additional Funding Requirement)	-	2,000,000	1,000,000	-	3,000,000
Various	Major Maintenance Works 2020/21 (Additional Funding Requirement)	-	-	-	2,000,000	2,000,000
Table 4 Sub-Totals		2,724,358	5,019,870	3,000,000	2,000,000	12,744,228
Table 5 - Other Education Schemes						
Various	Actual and Planned Expenditure on Other Education Programme Capital Projects***	5,749,676	2,118,250	-	-	7,867,926
Various	Basic Need Allocation	-	-	6,833,299	-	6,833,299
Table 5 Sub-Totals		5,749,676	2,118,250	6,833,299	-	14,701,225
Totals		48,882,610	35,526,681	19,341,337	2,968,854	106,719,482
					check	106,719,482
					double check	106,719,482
KEY						
	Free schools - primary, secondary and SEN.					
***	This refers to all other planned expenditure within the overall Education Capital Programme and Budget and, in order to be consistent with financial reporting generally, has been included in this Appendix A, as supported by Finance. Other Education Schemes comprise:					
	DDA Works - £0.08m					
	Cypress Juniors Replacement Kitchen Accommodation - £1.39m					
	Fixed Term Expansion (FTE) Schemes - £1.67m					
	Two Year Old Entitlement Schemes - £0.64m					
	Grant Funded Kitchen Works - £0.18m					
	Capitalisation/Asset Resources - £0.39m					
	Other Primary and Secondary Projects - £2.26m					
	Other SEN Projects - £0.87m					
	Beckmead Garden Room - £0.39m					
	Total £7.87m					
of which circa 75% is currently programmed be expended in the current financial year, 2017-18.						

Projections vs available primary school places (Reception) – APPENDIX 2

Planning area	Academic year	Available places (Year R)	Projections (Year R)	Surplus/Deficit	FE	%
North West	2018/19	1530	1392	138	5	9
	2019/20	1620	1387	233	8	14
	2020/21	1620	1406	214	7	13
	2021/22	1620	1410	210	7	13
	2022/23	1620	1404	216	7	13
East	2018/19	1590	1376	214	7	13
	2019/20	1620	1371	249	8	15
	2020/21	1620	1387	233	8	14
	2021/22	1620	1385	235	8	15
	2022/23	1620	1381	239	8	15
Central	2018/19	720	620	100	3	14
	2019/20	720	620	100	3	14
	2020/21	720	640	80	3	11
	2021/22	720	653	67	2	9
	2022/23	720	657	63	2	9
South East	2018/19	360	261	99	3	28
	2019/20	360	265	95	3	26
	2020/21	360	276	84	3	23
	2021/22	360	287	73	2	20
	2022/23	360	293	67	2	19
South	2018/19	630	588	42	1	7
	2019/20	690	580	110	4	16
	2020/21	690	579	111	4	16
	2021/22	690	578	112	4	16
	2022/23	690	577	113	4	16
South West	2018/19	690	619	71	2	10
	2019/20	690	668	22	1	3
	2020/21	690	640	50	2	7
	2021/22	690	637	53	2	8
	2022/23	690	631	59	2	9

Projections vs available secondary school places (Year 7) – APPENDIX 2

Borough wide

Academic Year	Available Places	Projections (Year 7)	Surplus	FE	%
2018/19	4470	4106	364	12	8
2019/20	4470	4257	213	7	5
2020/21	4650	4226	424	14	9
2021/22	4650	4295	355	12	8
2022/23	4650	4355	295	10	6
2023/24	4650	4346	304	10	7
2024/25	4650	4267	383	13	8

Based on School Capacity and Forecast (SCAP) – July 2017

Proposed Community Schools Admission Arrangements 2019/20

The local authority uses the equal preference model for deciding which school is offered. This means that all school preferences are considered together and the admissions criteria applied equally. The order of preference will be used only if it is possible to offer more than one of the preferences. The highest preference offer available will be made, except where the authority is unable to offer any of the preferences, in which case, a place at the nearest school with a place available will be offered.

The criteria outlined below apply only to Croydon community schools.

Should any community school convert to academy status prior to September 2019, the admissions arrangements will apply as published below unless stated otherwise in their funding agreement.

Where the number of applications for a community school is higher than the published admission number, the following criteria will be applied in the order set out below to decide the allocation of places:

Children with an Education, Health & Care Plan (EHCP) or statement of special educational needs that names a school will be admitted to the school before the admissions criteria are applied to all other applicants. (See note 7)

1. **Looked-after children and previously looked-after children** (see Note 1).
2. **Linked schools**
Children who are on the roll of their linked infant school at the time of application. (see Note 2).
3. **Siblings:**
Children with a brother or sister who will be in attendance at the school or the linked infant/junior school at the time of enrolment of the new pupil (see Note 3).
4. **Medical:**
Pupils with serious medical needs for attending a particular school. (See Note 4)

Supporting professional evidence must provide specific reasons why a particular school is the only school that can meet your child's needs and the detriment that would be caused if your child had to attend another school. Your application must be supported by a GP or consultant.

For primary age children, their need to attend a particular school because of a parent's serious and continuing medical condition may also be relevant.

Supporting evidence should be set out on the medical form which is available online at: <https://www.croydon.gov.uk/education/schools-new/school-admissions/in-year-admissions/in-year-admissions-primary> and both the completed medical form and the supporting evidence from the GP or consultant must be submitted with the application (see Note 4). By submitting your evidence to the local authority you consent to this information being shared with the local authority's medical advisor.

5. Distance:

Priority will be given to pupils living nearest to the school as measured in a straight line (see Notes 5 and 6).

Tiebreaker

In the event that the number of applications for places exceeds the number of places available, after application of the admissions criteria, distance will be used to decide between applications. Where distance is the same for two or more applications the authority will use random allocation, which will be independently verified.

Note 1: Looked-after children are defined as 'children in public care at the date on which the application is made'. Previously looked-after children are children who were looked after, but ceased to be so because they were adopted or became subject to a child arrangements order or special guardianship order, immediately after being looked-after. If an application is made under the 'looked-after' criterion, it must be supported by a letter from the relevant local authority children's services department and/or relevant documents.

Note 2: This criteria does not include siblings on the roll of the infant school's nursery class, if it has one.

A list of all infant and junior schools is provided in the table below. The shaded schools are their own admission authority, therefore, please refer to the individual school's admissions policy.

Linked Infant School	Linked Junior School
Beulah Infant	Beulah Junior
Elmwood Infant	Elmwood Junior
The Minster Nursery and Infant	The Minster Junior
Park Hill Infant	Park Hill Junior
St Joseph's Catholic Infant and Nursery	St Joseph's Catholic Junior
St Mary's Catholic Infant	St Mary's RC Junior
Whitehorse Manor Infant and Nursery	Whitehorse Manor Junior
Winterbourne Infant	Winterbourne Junior Girls
Winterbourne Infant	Winterbourne Junior Boys
Wolsey Infant	Wolsey Junior

Note 3: A sibling is defined as a brother or sister, half-brother or sister, step brother or sister, foster-brother or sister or adopted brother or sister whose main residence is the same address as the child for whom the school place application is being made.

Children with siblings allocated a place in the Reception or Year 3 class at a linked junior school to start in September will be eligible for priority under the sibling criterion from 1 August each year when this local authority opens waiting lists for the new academic year.

In the case of in-year admissions, eligibility for sibling priority will apply at the time of an offer.

This criteria does not include siblings on the roll of the school's nursery class, if it has one.

Note 4: All schools have experience in dealing with children with a range of medical needs and all schools are required to make reasonable adjustments in order to do this.

In a very few exceptional cases, however, there may be reasons why a child needs to attend a specific school.

If you feel there are exceptional reasons for your child to be considered for a priority placement at a particular school, you must indicate this in the section provided in your application, and complete the medical form which is available online at:

<https://www.croydon.gov.uk/education/schools-new/school-admissions/in-year-admissions/in-year-admissions-primary> or you can obtain a paper version from your local Croydon primary school or by contacting the council on 020 8726 6400, setting out the reasons to support your case.

All requests for priority consideration on medical grounds must be supported in writing by a doctor or consultant, and this must make clear which school you are making a special case for, the reason why it is necessary for your child to attend this school in particular, and the difficulties it will cause for your child to attend another school.

It is for you to decide how to support your case and what documents to provide, but these must be submitted, together with the completed medical form and supporting statement by the GP/consultant, by the closing date of **15 January 2019**. The admissions team is not responsible for chasing you to submit medical evidence or for contacting professionals for information about your case. Any decision will be based on documents you submit by the closing date.

The local authority, using guidance received from Croydon's admissions panel (this is comprised of professionals from health and education), will decide whether an application for a school is to be prioritised on medical grounds, in light of the medical evidence submitted by the parent for their child to attend this particular school. Claims for priority of admission on medical grounds submitted after a decision on the original application has been made will only be considered if the documents submitted

were not readily available at the time of application or if they relate to a new medical condition. Any submission made after the initial application must be supported by details of how the circumstances have changed since the original application and by further professional evidence.

Applicants who submit supporting information on medical grounds will not be advised whether their application is likely to be successful prior to the offer of places on 16 April 2019. If evidence is received after the closing date of 15 January 2019, it will not be taken into account until after places have been offered on the 16 April 2019.

Note 5: 'Home' is defined as the address where the child normally resides Monday to Friday as their only or principal residence.

Addresses involving child-minding (professional or relatives) are excluded. There have been occasions when parents/carers have tried to use false addresses to obtain a place at a school. To prevent this happening, Croydon Council undertakes checks using an address verification tool called Datatank. If after these checks have taken place, we cannot be satisfied that the address is the parent and child's normal place of residence, the parent/carer will be asked to provide further proof of their home address. In this instance two forms of address verification will be required: a solicitor's letter confirming completion of contract or a tenancy agreement along with a recent utility bill in the applicant's name.

If the parent/carer is found to have used a false address or deliberately provided misleading information to obtain a school place, the offer will be withdrawn.

Should there be doubts about the address to be used, parents/carers may be asked to provide evidence concerning the child's normal place of residence. This could include a court order stating where the child should live during the course of the week. The local authority would expect that the parent/carer with whom the child is normally resident receives the child benefit for the child. This may be used to determine the normal place of residence for the purpose of measuring the home to school distance.

If parents/carers have more than one property they may be required to provide proof of the normal place of residence for the child.

Note 6: The distance will be measured in a straight line from the child's home address to the designated entrance(s) of the school using a computerised measuring system (GIS) and geographical reference points as provided by the National Land and Property Gazetteer (NLPG). Those living closer to the school will receive higher priority.

If a child lives in a shared property such as flats, the geographical references will determine the start point within the property boundaries to be used for distance calculation purposes.

Distance measurements can be obtained using various internet sources however these do not replicate the system used by Croydon Council. Additionally, the distance measurement which can be obtained from the Croydon website using the 'Find It' link on the home page will not always be identical to that of the measurement obtained using the Croydon school admissions measuring tool (known as GIS) as the 'Find It' link is set up to measure to a range of council facilities and is not set up to measure for school admission purposes. It also does not give measurements to three decimal points.

Note 7: Education, Health and Care Plan or Statement of Special Educational Needs

An Education, Health and Care plan (EHCP) is an integrated support plan for children and young people with complex special needs and disabilities. The plan gives a detailed description of the range of difficulties a child is facing and the level and type of provision required to help the child make progress and achieve positive outcomes.

Child minding arrangements:

Child-minding cannot be taken into account when allocating places at oversubscribed community schools.

Children attending a nursery class attached to an infant or primary school

Parents of children attending the nursery class at an infant or primary school must apply for a reception class place in the usual way. These children are not guaranteed a reception place at the school where they are attending the nursery class.

All applications are considered strictly in accordance with a school's admission criteria. Unless otherwise stated, children on the roll of a school's nursery class are not given priority admission into a reception class.

Twins/triplets or other multiple births for admission into an infant class

If you are applying for twins, or children from a multiple birth, and there is only one place available at the school, legislation allows us to admit them all i.e. all siblings from a multiple birth.

Waiting lists

Children who receive an offer at a lower preference school through the normal admission process (admission to Reception and Infant to Junior transfer) will be automatically placed on the waiting list for higher preference schools. Waiting lists for community schools are held for the first term of the reception year and thereafter, applicants are required to complete the local authority's in-year common application form (ICAF) if they wish to remain on the waiting list.

Children who apply for a school place through the in-year admission process and who receive an offer at a lower preference school will not automatically be placed on the waiting list for higher preference schools. Parents/carers would be required complete the waiting list request form available on the LA website in order to be added to waiting lists.

In-year waiting lists are maintained for one academic year and applicants who have been unsuccessful for their preferred school(s) and who wish to remain on the waiting list are required to re-apply the following academic year.

Admission of children below compulsory school age deferred entry to school

Parents can defer the date their child is admitted to the school year but not beyond the point at which they reach compulsory school age and not beyond the beginning of the final term of the school year for which the application was made. Parents can also take up a part-time place until later in the school year but not beyond the point at which they reach compulsory school age.

A child reaches compulsory school age the term after their fifth birthday. Therefore, if you are offered a reception class place at a school, you can opt to defer your child's start date, but they **MUST** start full time school following their fifth birthday by the dates given below:

- Children born on or between 1 September and the end of December must start full time school by the beginning of the spring term in January
- Children born from 1 January to the end of March must start full time school on 1 April
- Children born from 1 April to the end of August must start school at the beginning of the autumn term in September

The local authority's expectation is that a child born between 1 April and 31 August should start the reception class at the beginning of the summer term at the latest. However, parents may choose that their child does not start school until the September (beginning of the autumn term) following their fifth birthday. Parents must note the place cannot be held open beyond the summer term, this will mean that as their child will be a year one pupil when they join, parents will need to apply for a year one school place, using the in-year application form.

Admission of children outside their normal age group

Parents may request that their child is exceptionally admitted outside their normal age group. The admission authority will work with each family to determine whether or not it is in the best interests of their child to be educated outside their chronological year group.

All requests to educate a child outside their normal year group should include written explanation of why this is necessary and where applicable, evidence of the child's circumstances from a relevant professional detailing the child's educational need which makes education outside the normal age group necessary.

Decisions are made on the basis of the circumstances of each case and in the best interest of the child. This includes taking account of the following:

- Parents' views
- Information relating to the child's academic, social and emotional development, where relevant medical history and the views of a medical professional
- Any previous history of being educated outside of their normal age group
- If a child may naturally have fallen into a lower year group, if it were not for the child being born prematurely
- Views of the head teacher of the school(s) concerned

Appendix 3a

Proposal to Reduce Norbury Manor and Monks Orchard Primary schools Published Admission Number for the 2019/20 Academic Year

Consultation Outcomes Report

1. Introduction

- 1.1 The purpose of this report is to provide the Cabinet Member for Children, Young People & Learning, and the School's Leadership Team with the outcomes from the consultation on the proposed reduction of Norbury Manor Primary and Monks Orchard Primary Schools' Published Admission Number (PAN) for the 2019/20 academic year.
- 1.2 The proposal is to reduce the PAN for Norbury Manor Primary School and Monks Orchard Primary School by one form of entry (1FE) – 30 Reception pupils each from September 2019 as part of the community schools' published admission arrangements.
- 1.3 Norbury Manor Primary is a community school located at Abingdon Rd, London SW16 5QR and sits within the North West primary planning area. The school normally admits 3 classes (90 Reception pupils) per year. However, due to a decrease in the demand for school places, we are proposing to reduce the school's PAN to 60 for the 2019/20 academic year.
- 1.4 Monks Orchard Primary School is a community school located at The Glade, Croydon CR0 7UF and sits within the East primary planning area. The school normally admits 3 classes (90 Reception pupils) per year. Due to a decrease in the demand for school places, we are proposing to reduce the school's PAN to 60 for the 2019/20 academic year.
- 1.5 This report is based on responses received during the consultation period following the publication of a statutory notice where anyone with an interest could object, support or comment on the proposal to reduce the PAN for Norbury Manor and Monks Orchard Primary Schools by 30 Reception places each.

2. Background

- 2.1 The growth in Croydon's population over the last decade put pressure on primary school places, resulting in a huge expansion in capacity to meet the growth in demand. Borough-wide, we have since seen a decrease in the birth rate which has contributed to a higher than necessary level of surplus places in some educational planning areas; including the North West and East planning areas, where Norbury Manor and Monks Orchard Primary Schools are situated.

- 2.2 A large portion of funding received by schools is directly related to the number of pupils attending the school. Too many vacancies in schools mean that schools will not receive the maximum revenue possible. We are therefore proposing to reduce the number of available places to enable the schools to operate more efficiently and cost effectively.
- 2.3 Due to the number of vacancies in the Reception year groups at the beginning of the 2017/18 academic year in each school, we expect sufficient places to still be available for local children if the PANs are reduced at Monks Orchard and Norbury Manor Primary Schools.
- 2.4 The council will closely monitor the number of primary applications received. In the event there is an increase in demand for primary school places and an additional classroom is required, Monks Orchard Primary School and/or Norbury Manor Primary School will revert to their original PAN.
- 2.5 The Schools' Leadership Teams, including the Governing Bodies at both Monks Orchard Primary School and Norbury Manor Primary School have agreed to the proposed reduction in PAN.

3. Consultation

- 3.1 In accordance with paragraph 1.42 of the School Admissions Code, December 2014, a statutory notice was published which started a six week consultation period – 08 November to 20 December – which invited anyone with an interest to comment or object to the proposal.
- 3.2 The statutory notice was published in the local Croydon Guardian newspaper and displayed on the school gates at Monks Orchard Primary School and Norbury Manor Primary School. The notice was also displayed in the libraries most local to the schools – Norbury and Ashburton libraries.
- 3.3 A consultation document and questionnaire were used as the basis of informing stakeholders of the proposal to reduce the PAN at Monks Orchard and Norbury Manor Primary Schools.
- 3.4 A range of modes and methods of communication were used to inform and facilitate feedback from stakeholders regarding the proposal. Communication activities included the circulation of the consultation document, including a questionnaire via;
- Email:
 - ✓ Ward Councillors/MPs
 - ✓ Neighbouring Local Authorities
 - ✓ Trade Unions
 - Schools Bulletin:
 - ✓ Bulletin sent to all schools within Croydon
 - Website:

- ✓ Summary of the proposal as well as the consultation document, and questionnaire published on the Croydon website
- ✓ Consultation document and questionnaire on Monks Orchard and Norbury Manor Primary Schools' websites
- ✓ Consultation document and online questionnaire – Get Involved

- Printed documents:
 - ✓ Consultation document/questionnaire available at the schools and from the Council
 - ✓ Statutory Notices displayed on Monks Orchard and Norbury Manor Primary Schools' gates, in the libraries most local to the schools and Croydon Guardian newspaper
- Social Media/Applications:
 - ✓ Twitter
 - ✓ My Croydon App

3.5 Stakeholders were given the opportunity to express their views in writing via a questionnaire – both electronically and via the hard copy attached to the consultation document, by email and post.

3.6 Equality and Diversity Monitoring

As part of the consultation process, respondents were asked to complete an equality and diversity questionnaire, looking at Gender, Age, Ethnicity and Disability. The information collected will help identify any special requirements; promote equality; and improve choice and diversity. This information will only be retained and used for as long as is necessary. Where data is no longer required, it will be destroyed in line with relevant destruction policies and processes.

3.7 Equalities Impact Assessment

An Equalities Impact Assessment (EQIA) has been undertaken for the proposed reduction in PAN at Monks Orchard and Norbury Manor Primary Schools. The equality analysis enables the Council to target its services, and budgets, more effectively and understand how they affect all our communities.

3.8 The conclusion of the EQIA is that reducing the PAN of Monks Orchard Primary School and Norbury Manor Primary Schools is likely to have a positive or neutral impact on protected groups. The full EQIA was attached to the Delivering New School Places report for the 18 October 2017 Cabinet meeting.

4. **Summary of responses**

4.1 All responses were received via questionnaire. Overall, a total of 29 completed questionnaires were received for both schools – Norbury Manor and Monks Orchard Primary.

4.2 A summary of the responses for each school can be found below.

5. Monks Orchard Primary School

5.1 All of the 29 respondents commented on the proposal to reduce the admission number of Monks Orchard Primary School. Of the 29 respondents:

- 8 support the proposed changes
- 11 do not support the proposed changes
- 3 not sure
- 7 not affected by/do not want to answer

5.2 A detailed analysis of the responses relating to Monks Orchard can be found attached below at Annex A.

5.3 Key issues raised regarding the proposed reduction of PAN at Monks Orchard Primary School

- 'There are already over 60 children in the nursery many of whom have siblings in the school and ultimately most families will want to apply for the same school. If numbers are reduced, the most affected are ones that live furthest away and already have a sibling in the school'.
- Plans to increase the amount of housing will increase the demand for school places in the area.
- Potential for the Council to reduce the PAN at Monks Orchard Primary School only to have to then increase the PAN at other local schools following an increase in demand.
- A large amount of money has been spent expanding schools within Croydon.
- 'Job losses for staff'.

5.4 Response to concerns

5.4.1 Admissions criteria/transfer from nursery to primary school/distance

Generally, everyone who applies for a school place at Norbury Manor and Monks Orchard Primary schools will be allocated a place if the school has enough places. We are aware that demand for places at particular schools can vary each academic year so we undertake regular review to ensure that supply at least matches demand. If there are more applications than places available, places will be offered in accordance with the school's Admission criteria:

Children with an Education, Health & Care Plan (EHCP) or statement of special educational needs that names a school will be admitted to the school before the admissions criteria are applied to all other applicants.

1. Looked-after children and previously looked-after children.

2. Linked schools: Children who are on the roll of their linked infant school at the time of application. Note: This criteria does not include siblings on the roll of the infant school's nursery class, if it has one.
3. Siblings: Children with a brother or sister who will be in attendance at the school or the linked infant/junior school at the time of enrolment of the new pupil.
4. Medical: Pupils with serious medical needs for attending a particular school.
5. Distance: Priority will be given to pupils living nearest to the school as measured in a straight line.¹

As the above criteria show, children considered under the sibling criterion are granted higher priority than children measured solely on the distance from their home to the school.

Children attending a nursery class attached to an infant or primary school, must still apply. There is no automatic transfer into Reception class. All applications to a school are considered strictly in accordance with the school's admission criteria. Unless otherwise stated, children on the roll at a school's nursery class are not given priority admission into a Reception class.

It is not always the case that a child in attendance at a nursery, will apply for a Reception place at the linked infant/primary school.

Please note that for children who already have a place at the school in other year groups there will be no change.

5.4.2 Increase in housing/demand for primary places

We understand that housing developments can have a big impact on the demand for school places at individual schools and across the borough. Croydon's place planning methodology takes into account new housing developments and potential pupil yield – the average number of primary pupils that a new housing development can be expected to generate – in their projections for future demand for school places.

Looking at the most recent projections and comparing these to the number of available places following the proposed reduction in PAN at Monks Orchard Primary School, the Council expects there to still be a sufficient number of primary places available to meet demand.

The Council will closely monitor the number of applications received for Monk Orchard. In the event there is an increase in demand for primary school

¹ Extract taken from Croydon's *Applying to Primary 2018/19* prospectus. For full details on the Community Schools Admission Arrangements, please refer to pages 35-39 of Croydon's 2018/19 primary prospectus as published on Croydon Council's website.

places that requires an additional classroom, the school can revert to its original admission number of 90.

5.4.3 Changes in demand

The borough is split into 6 educational planning areas - Central, East, North West, South, South East, and South West – for the primary education phase. It is possible to have surplus places in a school whilst another school is oversubscribed. Parents have a right to express a preference for a particular state school, and all schools (except grammar schools) must offer a place to every child who has applied if they have enough places. But where schools are oversubscribed, the Council, as the admission authority for community schools must use oversubscription criteria to determine admissions in accordance with the School Admissions Code.

If the demand for primary schools places increases and additional classrooms are required in the area, Monks Orchard Primary School will be able to revert to its original admission number of 90, by using the existing capacity within the school.

5.4.4 Loss of jobs

The timing of the consultation on the proposed reduction of admission number at Monks Orchard Primary School for 2019/20 during the 2017/18 academic year, will allow the school sufficient time to review staff structure.

A large portion of funding received by schools is directly related to the number of pupils attending the school. Too many vacancies in schools mean that schools will not receive the maximum revenue possible.

5.5. Key points made in support of the proposed reduction in PAN

- Reducing the PAN will increase the likelihood of schools being able to access the maximum financial support available.
- 'If the proposal means smaller classes, this will benefit the children'.

6. **Norbury Manor Primary School**

6.1 A total of 16 respondents commented on the proposal to reduce the admission number of Norbury Manor Primary School. Of the 16 respondents:

- 5 support the proposed changes
- 6 do not support the proposed changes
- 2 not sure
- 3 not affected by/do not want to answer

6.2 A detailed analysis of the responses relating to Norbury Manor can be found attached below at Annex B.

6.3 Key issues raised regarding the proposed reduction of PAN at Norbury Manor Primary School

- The school is improving and now the Council is reducing the PAN.
- There is a large hostel close to the school where families are placed and children may require a school place.
- A large number of new places have been created in the borough, however, now the Council is proposing to reduce PANs.
- 'There aren't many good non-religious schools available in the area'.
- 'Reduces parental choice'.

6.4 Response to concerns

6.4.1 Reducing the PAN at an improving school

The current admission number for the Reception year group at Norbury Manor Primary School is 90. At the beginning of the 2017/18 academic year, a total of 51 children were registered at the school in Reception.

A large portion of funding received by schools is directly related to the number of pupils attending the school. Too many vacancies in schools mean that schools will not receive the maximum revenue possible. Therefore we are proposing to reduce the number of available places to enable the schools to operate more efficiently and cost effectively.

If the demand for school places increases at Norbury Manor or within its planning area, the admission number can revert to its original number.

6.4.2 Families within temporary accommodation local to Norbury Manor Primary School

The Council's supply strategy allows for some surplus of school places that may be required by children who move into the borough throughout the academic year.

As stated above, if demand increase the school can revert to its original admission number.

6.4.3 New places have been created / proposing to reduce PANs

The growth in Croydon's population over the last decade put pressure on primary school places, necessitating a huge expansion in capacity. Several new schools, and therefore new school places were provided to meet the growth in demand.

A 5% drop in birth rate in 2013, has contributed to a high level than necessary of surplus places in some educational planning areas

6.4.4 Diversity and quality of primary school places

The Council's aim is to provide a diverse education of a high standard. The Education Act 2011 changed the arrangements for establishing new schools and introduced the free school presumption. Where the Council thinks a new school needs to be established in their area, it must in the first instance seek proposals to establish an academy (free school). The Department for Education (DfE) /Education and Skills Funding Agency (ESFA) is the decision maker.

6.4.5 Parental choice

A reasonable level of surplus school places are planned to allow for parental choice. The forecast of future demand for school places indicates that there will be a sufficient number of places to support parental choice.

6.5 Key points made in support of the proposed reduction in PAN

- 'Smaller classes, mean better learning environment for the children'.
- The school may have additional space to utilise in a way they deem best e.g. for children with additional needs.

7. Next Steps

- 7.1 Based on the responses received during the consultation period, balanced against the ability for schools to be able to operate effectively and efficiently whilst remaining financially viable, the Council's Cabinet/ full Council will decide whether the proposal to reduce the PANs of Monks Orchard and Norbury Manor Primary Schools should be implemented.

Annex A

Monks Orchard Primary School – Detailed Analysis of Responses

A total number of 29 completed questionnaires were received during the consultation period of which all 29 responded to questions relating to the proposed reduction of Monks Orchard Primary School's PAN.

Please tell us whether you support/do not support the proposal to reduce Monks Orchard Primary School's PAN from 90 to 60.

Response	Number	%
I support the proposed changes	8	28
I do not support the proposed changes	11	38
Not sure	3	10
I am not affected by/do not want to answer	7	24
Total	29	100

- Of the 8 number of respondents who supported the proposed changes:
 - 2 were a parent/carer of a child at another school
 - Of which 1 was also a local resident
 - 1 was a pupil at another school
 - 2 were a local resident
 - 3 did not declare who they were

- Of the 11 respondents who did not support the proposed changes:
 - 1 was a member of staff at Monks Orchard Primary School
 - 2 were a parent/carer of a child at another school
 - Of which 1 were also a local resident
 - 3 were a local resident
 - 2 selected 'other'
 - 3 did not declare who they were

- Of the 3 respondents who were not sure of the proposed changes:
 - 3 did not declare who they were

Equality and Diversity

Please tell us who you are.

Please tick all that apply*

*35 responses received from 29 respondents answering questions on the proposed reduction in PAN at Monks Orchard Primary School.

Response	Number	%
Member of staff at Monks Orchard Primary School	1	3
School Governor at Monks Orchard Primary School	0	0
Parent of a child/children at Monks Orchard Primary School	0	0

Pupil at Monks Orchard Primary School	0	0
Member of staff at Norbury Manor Primary School	0	0
School Governor at Norbury Manor Primary School	0	0
Parent of a child/children at Norbury Manor Primary School	1	3
Pupil at Norbury Manor Primary School	0	0
Local resident	10	28
Parent/carer of a child at another school	5	14
Member of staff at another school	0	0
Pupil at another school	2	6
Prefer not to say	0	0
Other	2	6
No response	14	40
Total	35	100

Gender

Response	Number	%
Male	3	10
Female	12	42
Transgender	0	0
Prefer not to say	0	0
No response given	14	48
Total	29	100

Age

Response	Number	%
Under 16	0	0
16-18	0	0
19-25	1	3
26-34	3	10
35-44	5	17
45-54	4	15
55-64	1	3
65+	0	0
Prefer not to say	1	3
No response given	14	49
Total	29	100

Ethnicity

Response	Number	%
White British	5	18
White Irish	1	3
White European	1	3

Other white	0	0
Mixed white and black Caribbean	0	0
Mixed white and black African	0	0
Mixed white and Asian	0	0
Other mixed background	0	0
Asian or Asian British: Indian	1	3
Asian or Asian British: Pakistani	1	3
Asian or Asian British: Bangladeshi	0	0
Asian or Asian British: Chinese	0	0
Other Asian or Asian British background	0	0
Black or Black British: Caribbean	2	8
Black or Black British: African	0	0
Other Black or Black British background	0	0
Arabic	0	0
Other	0	0
Prefer not to say	3	10
No response given	15	52
Total	29	100

Disability

Response	Number	%
Yes	2	7
No	10	35
Prefer not to say	1	3
No response given	16	55
Total	29	100

Response	Number	%
Mobility	2	100
Visual impairment	0	0
Hearing impairment	0	0
Mental Health	0	0
Learning difficulties	0	0
Prefer not to say	0	0
Other	0	0
No response given	0	0
Total	2	100

Annex B

Norbury Manor Primary School – Detailed Analysis of Responses

A total of 16 respondents commented on the proposal to reduce the admission number of Norbury Manor Primary School.

Please tell us whether you support/do not support the proposal to reduce Norbury Manor Primary School’s PAN from 90 to 60.

Response	Number	%
I support the proposed changes	5	31
I do not support the proposed changes	6	38
Not sure	2	12
I am not affected by/do not want to answer	3	19
Total	16	100

- Of the 5 respondents who supported the proposed changes:
 - 2 were a parent/carer of a child at another school
 - Of which 1 was also a local resident
 - 2 were a local resident
 - 1 was a pupil at another school

- Of the 6 respondents who did not support the proposed changes:
 - 3 were a parent/carer of a child at another school
 - Of which 2 were also a local resident
 - 2 were a local resident
 - 1 did not declare who they were

- Of the 2 respondents who were not sure of the proposed changes:
 - 1 was a parent of a child/children at Norbury Manor Primary School
 - 1 did not declare who they were

Equality and Diversity

Please tell us who you are.

Please tick all that apply*

*22 responses received from 16 respondents answering questions on the proposed reduction in PAN at Norbury Manor Primary School.

Response	Number	%
Member of staff at Monks Orchard Primary School	1	5
School Governor at Monks Orchard Primary School	0	0
Parent of a child/children at Monks Orchard Primary School	0	0
Pupil at Monks Orchard Primary School	0	0
Member of staff at Norbury Manor Primary School	0	0

School Governor at Norbury Manor Primary School	0	0
Parent of a child/children at Norbury Manor Primary School	1	5
Pupil at Norbury Manor Primary School	0	0
Parent/carer of a child at another school	5	22
Member of staff at another school	0	0
Pupil at another school	2	9
Local resident	10	45
Prefer not to say	0	0
Other	2	9
No response	1	5
Total	22	100

Gender

Response	Number	%
Male	3	19
Female	12	75
Transgender	0	0
Prefer not to say	0	0
No response given	1	6
Total	16	100

Age

Response	Number	%
Under 16	0	0
16-18	0	0
19-25	1	6
26-34	3	19
35-44	5	32
45-54	4	25
55-64	1	6
65+	0	0
Prefer not to say	1	6
No response given	1	6
Total	16	100

Ethnicity

Response	Number	%
White British	5	31
White Irish	1	6
White European	1	6
Other white	0	0
Mixed white and black Caribbean	0	0
Mixed white and black African	0	0

Mixed white and Asian	0	0
Other mixed background	0	0
Asian or Asian British: Indian	1	6
Asian or Asian British: Pakistani	1	6
Asian or Asian British: Bangladeshi	0	0
Asian or Asian British: Chinese	0	0
Other Asian or Asian British background	0	0
Black or Black British: Caribbean	2	13
Black or Black British: African	0	0
Other Black or Black British background	0	0
Arabic	0	0
Other	0	0
Prefer not to say	3	19
No response given	2	13
Total	16	100

Disability

Response	Number	%
Yes	2	12
No	10	63
Prefer not to say	1	6
No response given	3	19
Total	16	100

Response	Number	%
Mobility	2	100
Visual impairment	0	0
Hearing impairment	0	0
Mental Health	0	0
Learning difficulties	0	0
Prefer not to say	0	0
Other	0	0
No response given	0	0
Total	2	100

End

Appendix 3b

PAN-LONDON CO-ORDINATED ADMISSION SYSTEM

Template LA Schemes for Co-ordination of Admissions to Reception/Junior in Maintained Schools and Academies in 2019/20

Contents

Page 2: Definitions used in this document

Page 5: Template scheme for co-ordination of admissions to Reception in September 2019

Page 14: Content of Common Application Form - Reception Scheme (Schedule 1)

Page 15: Template outcome letter -Reception Scheme (Schedule 2)

Page 17: Timetable for Reception Scheme (Schedule 3B)

PAN-LONDON CO-ORDINATED ADMISSION SYSTEM

Template LA Schemes for Co-ordination of Admissions to Reception/Junior in 2019/20

Definitions used in the template schemes

“the Application Year”	the academic year in which the parent makes an application (i.e. in relation to the academic year of entry, the academic year preceding it).
“the Board”	the Pan-London Admissions Executive Board, which is responsible for the Scheme.
“the Business User Guide (BUG)”	the document issued annually to participating LAs setting out the operational procedures of the Scheme.
“the Common Application Form”	this is the form that each authority must have under the Regulations for parents to use to express their preferences, set out in rank order.
“the Equal Preference System”	the model whereby all preferences listed by parents on the Common Application Form are considered under the over-subscription criteria for each school without reference to parental rankings. Where a pupil is eligible to be offered a place at more than one school within an LA, or across more than one participating LA, the rankings are used to determine the single offer by selecting the school ranked highest of those which can offer a place.
“the Highly Recommended Elements”	the elements of the Template Scheme that are not mandatory but to which subscription is strongly recommended in order to maximise co-ordination and thereby simplify the application process as far as possible.
“the Home LA”	the LA in which the applicant/parent/carer is resident.
“the LIAAG Address Verification Register	the document containing the address verification policy of each participating LA.
“the Local Admission System	the IT module for administering admissions in

(LAS)”	each LA and for determining the highest offer both within and between participating Las.
“the London E-Admissions Portal”	the common online application system used by the 33 London LAs and Surrey County Council.
“the Maintaining LA”	the LA which maintains a school, or within whose area an academy is situated, for which a preference has been expressed.
“the Mandatory Elements”	those elements of the Template Scheme to which authorities must subscribe in order to be considered as ‘Participating Authorities’ and to benefit from use of the Pan-London Register.
“the Notification Letter”	the agreed form of letter sent to applicants on the Prescribed Day which communicates any determination granting or refusing admission to a primary or secondary school, which is attached as Schedule 2.
“the Prescribed Day”	the day on which parents/carers outcome are notified of their outcome. 16 April in the year following the relevant determination year except that, in any year in which that day is not a working day, the prescribed day shall be the next working day.
“the Pan-London Register (PLR)”	the database which will sort and transmit application and outcome data between the LAS of each participating LA.
“the Pan-London Timetable”	the framework for processing of application and outcome data, which is attached as Schedule 3.
“the Participating LA”	any LA that has indicated in the Memorandum of Agreement that they are willing to incorporate, at a minimum, the mandatory elements of the Template LA Scheme presented here.
“the Qualifying Scheme”	the scheme which each LA is required to formulate in accordance with The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) Regulations 2012, for co-ordinating arrangements for the admission of children to

maintained primary and secondary schools
and academies.

PAN- LONDON CO-ORDINATED ADMISSIONS SYSTEM

Template LA Scheme for Co-ordination of Admissions to Reception/Junior in 2019/20

All the numbered sections contained in this scheme are mandatory except those marked with an which are highly desirable.*

Applications

1. Applications from residents of Croydon LA will be made on this LA's Common Application Form, which will be available and able to be submitted on-line. This will include all the fields and information specified in Schedule 1 to this Template LA Scheme. These will be supplemented by any additional fields and information which are deemed necessary by this LA to enable the admission authorities in the LA area to apply their published oversubscription criteria.
2. Croydon LA will take all reasonable steps to ensure that every parent/carer who is resident in this LA and has a child in a nursery class within a maintained school or academy - in this LA or any other maintaining LA - is informed about how they can access Croydon LA's composite prospectus and apply online. Croydon LA also uses Decaux boards, libraries and schools to advertise the closing date for applications. Additionally, this LA offers parents support and assistance with their online application at schools and its offices. Parents/carers who do not live in Croydon LA will have access to Croydon LA's composite prospectus which will advise parents/carers to contact their home LA for further information on the application process.
3. The admission authorities within Croydon LA will not use supplementary information forms except where the information available through the Common Application Form is insufficient for consideration of the application against the published oversubscription criteria. Where supplementary information forms are used by the admissions authorities within this LA, Croydon LA will seek to ensure that these only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2014.
4. Where supplementary information forms are used by admission authorities in Croydon LA, they will be available on this LA's website, on the school's website, or a paper copy of the supplementary information form can be requested directly from the school. Such forms will advise parents that they must also complete their home LA's Common Application Form. Croydon LA's composite prospectus and website will indicate which schools in this LA require supplementary forms to be completed and where they can be obtained.

5. Where a school in Croydon LA receives a supplementary information form, this LA will not consider it to be a valid application unless the parent/carer has also listed the school on their home LA's Common Application Form, in accordance with paragraph 2.3 of the School Admissions Code 2014.
6. *Applicants will be able to express a preference for up to six maintained primary schools or academies within and/or outside the Home LA.
7. The order of preference given on the Common Application Form will not be revealed to a school within the area of this LA to comply with paragraph 1.9 of the School Admissions Code 2014. However, where a parent resident in this LA expresses a preference for schools in the area of another LA, the order of preference for that LA's schools will be revealed to that LA in order that it can determine the highest ranked preference in cases where an applicant is eligible for a place at more than one school in that LA's area.
8. Croydon LA undertakes to carry out the address verification process as defined in the Pan-London Coordinated Admissions Scheme. This will in all cases include validation of resident applicants against Croydon LA's maintained nursery and primary school data and the further investigation of any discrepancy. Where Croydon LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **11 February 2019**.
9. Croydon LA will confirm the status of any resident child for whom it receives a Common Application Form stating s/he is currently or previously a 'Child Looked After' and will provide any evidence requested by the maintaining LA in respect of a preference for a school in its area by **5 February 2019**.
10. Croydon LA will advise a maintaining LA of the reason for any application which is made in respect of a child resident in the area of this LA to be admitted outside of their correct age cohort, and will forward any supporting documentation to the maintaining LA by **5 February 2019**.

Processing

11. Applicant residents within Croydon LA must submit their online Common Application Form to this LA by **15 January 2019**.
12. *Supplementary Information Forms for schools in Croydon LA must be returned directly to the relevant school by the date specified by the school.* Under the requirements of the scheme, parents/carers will not have to complete a supplementary information form where this is not

strictly required for the governing body to apply their admission criteria or where this is not a requirement in a school's admission arrangements.

13. *Schools that require a supplementary information form will check that a supplementary information form has been completed for each child. Schools will contact parents/carers who have not completed a supplementary information form. Schools will also check that parents/carers who have completed a supplementary information form have completed the LA's Common Application Form. If a parent has not completed a Common application Form, schools will share this information with Croydon LA.*
14. *Croydon LA will send own admission authority schools details of Croydon residents' applications on **31 January 2019**. On **7 February 2019**, own admission authority schools will receive new lists containing details of resident applications as well as out of borough applications.*
15. *Any changes to the preferences or the order of preference on a Common Application Form made after **15 January 2019** will not normally be considered until after the initial round of allocation – that is after 16 April 2019.*
16. Application data relating to all preferences for schools in the area of a participating LA, which have been expressed within the terms of Croydon LA's scheme, will be up-loaded to the PLR by **5 February 2019**. Supplementary information provided with the Common Application Form will be sent to maintaining LAs by the same date.
17. *Alternative arrangements will be made by Croydon LA to forward applications and supporting information securely to non-participating LAs.*
18. Croydon LA shall, in consultation with the admission authorities within this LA's area and within the framework of the Pan-London timetable in Schedule 3B, determine its own timetable for the processing of preference data and the application of published oversubscription criteria.
19. *Croydon LA will accept late applications only if they are late for a good reason, deciding each case on its own merits. *The latest date that an application that is late for good reason can be accepted for a resident of this LA is **08 February 2019**.*
20. Where such applications contain preferences for schools in other LAs, Croydon LA will forward the details to maintaining LAs via the PLR as they are received. Croydon LA will accept late applications which are considered to be on time within the terms of the home LA's scheme.
21. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **11 February 2019**.

22. *Where an applicant moves from one participating home LA to Croydon LA after submitting an on-time application under the terms of the former home LA's scheme, Croydon LA will accept the application as on-time up until **08 February 2019**, on the basis that an on-time application already exists within the Pan-London system.
23. Croydon LA will participate in the application data checking exercise scheduled between **12 and 26 February 2019** in the Pan-London timetable in Schedule 3B.
24. All preferences for schools within Croydon LA will be considered by the relevant admission authorities without reference to rank order in accordance with paragraph 1.9 of the School Admissions Code 2014. When the admission authorities within Croydon LA have provided a list of applicants in criteria order to this LA, Croydon LA shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked preference to decide which single potential offer to make. This is the 'Equal Preference System'.
25. *Own Admission authority schools must provide Croydon LA with the electronic list of their applicants in criteria order by **01 March 2019**.*
26. Croydon LA will carry out all reasonable checks to ensure that pupil rankings are correctly held in its LAS before uploading data to the PLR.
27. Croydon LA will upload the highest potential offer available to an applicant for a maintained school or academy in this LA to the PLR by **21 March 2019**. The PLR will transmit the highest potential offer specified by the Maintaining LA to the Home LA.
28. The LAS of this LA will eliminate, as a Home LA, all but the highest ranked offer where an applicant has more than one potential offer across Maintaining LAs submitting information within deadline to the PLR. This will involve exchanges of preference outcomes between the LAS and the PLR (in accordance with the iterative timetable published in the Business User Guide) which will continue until notification that a steady state has been achieved, or until **28 March 2019** if this is sooner.
29. Croydon LA will not make any additional offers between the end of the iterative process and **16 April 2019** which may impact on an offer being made by another participating LA.
30. Notwithstanding paragraph 29, if an error is identified within the allocation of places at a maintained school or academy in this LA, Croydon LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Croydon LA will liaise with that LA to attempt to resolve the correct offer and any multiple offers which might occur. However, if another LA is unable to

resolve a multiple offer, or if the impact is too far reaching, Croydon LA will accept that the applicant(s) affected might receive a multiple offer.

31. Croydon LA will participate in the offer data checking exercise scheduled between **29 March and 10 April 2019** in the Pan-London timetable in Schedule 3B.
32. Croydon LA will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **11 April 2019**. (33 London LAs & Surrey LA only).

Offers

33. Croydon LA will ensure that, if there are places available, each resident applicant who cannot be offered a place at one of the preferences expressed on the Common Application Form, receives the offer of an alternative school place in accordance with paragraph 2.11 of the Schools Admissions Code 2014. *This will usually be the nearest school to the child's home address which has a place available, after the allocation of places has been completed.*
34. This LA's notification of the outcome will include the information set out in Schedule 2.
35. Croydon LA will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.
36. Croydon LA's notification information will include the information set out in Schedule 2.
37. Croydon LA will, on **16 April 2019**, publish online the outcome of resident applications. Resident applicants who applied online will be able to view the result of their application online as well as accept or decline their offer. *Croydon LA will not send out outcome letters in the post.*
38. *Resident applicants who are not successful in their application will be offered the right to appeal.*
39. *This LA will provide nursery and primary schools with destination data of its resident applicants by the end of the Summer term 2019.

Late applications

40. **Croydon LA will accept late applications as 'on-time' only if they are late for a good reason, deciding each case on its own merits. Examples of what will be considered as 'good reason' include when a single parent has*

been ill for some time, or has been dealing with the death of a close relative; a family who has just moved into the area or is returning from abroad (proof of ownership or tenancy of a property within Croydon LA will be required in these cases). Other circumstances will be considered and each case decided on its own merits and it is expected that all requests of this nature will be supported with evidence from someone independent of the applicant.

41. *The latest date that an application, that is late for good reason, can be accepted for a resident of Croydon LA will be **08 February 2019**. The date for an out-borough resident is fixed by the relevant home LA and is likely to be different for authorities outside the PAN London scheme.*

42. *Applications which are late for no good reason and those that are received after 08 February 2019 but before 16 April 2019 will not be considered in the initial allocation round but will be allocated a place after all on-time preferences have been processed. If the application is from a resident of Croydon LA and they cannot be offered a place at one of their preferences, they will be considered for a place at other maintained schools or academies in this LA that have vacancies, in accordance with the school's admissions criteria. If the application is from a resident of another LA, their application will only be considered for the schools to which they have applied.*

Post Offer Process

43. Croydon LA will request that resident applicants accept or decline the offer of a place by **30 April 2019**, or within two weeks of the date of any subsequent offer.

44. *If resident applicants do not respond by this date, Croydon LA or the school, where it is its own admission authority, will make every reasonable effort to contact the applicant to find out whether or not they wish to accept the place. Only where the applicant fails to respond and the admission authority can demonstrate that every reasonable effort has been made to contact the applicant, will the offer of a place be withdrawn.*

45. Where an applicant resident in Croydon LA accepts or declines a place in a school maintained by another LA by **30 April 2019**, Croydon LA will forward the information to the maintaining LA by **7 May 2019**. Where such information is received from applicants after **30 April 2019**, Croydon LA will pass it to the maintaining LA as it is received.

46. Where a place becomes available in an oversubscribed maintained school or academy in Croydon LA's area, it will be offered from a waiting list ordered in accordance with paragraph 2.14 of the School Admissions Code 2014.

47. Where a waiting list is maintained by an admission authority of a maintained school or academy in this LA's area, the admission authority will inform this LA of a potential offer, in order that the offer may be made by the home LA.
48. When acting as a maintaining LA, Croydon LA will inform the home LA, where different, of an offer for a maintained school or Academy in this LA's area which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.
49. When acting as a maintaining LA, Croydon LA and the admission authorities within it, will not inform an applicant resident in another LA that a place can be offered.
50. When acting as a home LA, Croydon LA will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the Common Application Form than any school already offered.
51. When acting as a home LA, when Croydon LA is informed by a maintaining LA of an offer which can be made to an applicant resident in this LA's area which is ranked lower on the Common Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.
52. When acting as a home LA, when Croydon LA has agreed to a change of preference order for good reason, it will inform any maintaining LA affected by the change. In such cases, paragraphs 48 and 49 shall apply to the revised order of preferences.
53. When acting as a maintaining LA, Croydon LA will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.
54. When acting as a maintaining LA, Croydon LA will accept new applications (including additional preferences) from home LAs for maintained schools and academies in its area.
55. *Acceptances and declines from out-borough residents will be passed onto the appropriate schools once received by Croydon LA.*
56. This LA's admission authorities will maintain a waiting list for at least one term until 31 December 2019. This LA will accept waiting lists requests from other LAs' residents through the maintaining LA.

Waiting lists

Croydon LA will maintain waiting lists for each school in its area with the exception of Voluntary Aided Schools who will maintain their own waiting

lists. Applicants on the waiting list will be notified by Croydon LA if a place becomes available and will be asked to confirm their acceptance. Where the place is accepted, any lower preference previously offered will be withdrawn.

57. Resident Applicants who receive an offer at their first preference school will not be placed onto a waiting list for a lower preference school unless there has been a change in circumstances which would need to be supported with relevant evidence. *In accordance with the Pan London agreement and to ensure that Croydon meets its duty to continue to coordinate admissions beyond National Offer Day and comply with the parents' highest possible preference, Croydon will ensure that waiting lists do not contain lower ranked preferences except where it has received a parent's request for a child to be placed on the waiting list for a lower preference school with a valid reason.*

First preference offers will be automatically recorded as accepted. Parents are required to notify the LA in writing if they wish to decline an offer.

58. *Resident applicants who are unsuccessful in receiving an offer at one of their preferred schools will be given the opportunity to make late applications to schools they did not originally apply for.*
59. *Applications received after 16 April 2019 will be added to the waiting lists for the schools in this LA. Waiting lists will be ordered in accordance with each school's admission criteria.*
60. *Admission authorities for each school within Croydon LA will share details of their waiting lists with this LA.*
61. *When a vacancy occurs at a school within this LA, the first child on the waiting list will be considered for the place. Croydon LA will liaise with the admissions authority for the school and advise the parent/carer or home LA of the offer.*
62. *Where the first child is a resident of this LA, Croydon LA will issue notification of the outcome to the parent, provided that the school is ranked higher on the Common Application Form than any other school already offered.*
63. *When acting as a maintaining LA, Croydon LA will inform the home LA, where different, of an offer for a maintained school in this LA's area which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.*
64. *When acting as a maintaining LA, Croydon will not inform an applicant resident in another LA that a place can be offered.*

65. *Own Admission Authority schools within Croydon LA will not inform any applicant that a place can be offered.*
66. *Waiting lists for schools in Croydon LA will be held for the first term of the Reception Year only, until **31 December 2019**. Applicants wishing to remain on a school's waiting list after this date must apply using the LA or school's In- Year Application Form in accordance with each admission authority's arrangements. This is to ensure that this LA has the most up to date information for an applicant, including a correct proof of address as at the time of the new application.*
67. *Waiting lists will be maintained and places allocated as they become available, in accordance with each admissions authority's published admission and oversubscription criteria, and without regard to the date the application was received or when a child's name was added to the waiting list.*

Applications for places in Reception after 31 December 2019 and applications to year groups other than to the Reception class.

68. *Applications for places in Reception after 31 December 2019 and to year groups other than the normal year of entry to primary school will be treated as in-year admissions (except in the case of applications for transfer from Year 2 in infant schools to Year 3 in junior schools – please refer to Croydon's primary prospectus 'Admissions to primary schools 2019/20' for more information).*
69. *Applications will be made and considered in line with the local Authority's admission arrangements. Please refer to Croydon's website and in-year guidance for more information.*
70. *Once an offer is made applicants will only be added to a waiting list if the parent/carer requests this in writing.*

**PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME
SCHEDULE 1**

**Minimum Content of Common Application Form for Admissions to
Reception/Junior in 2019/20**

Child's details:

Surname
Forename(s)
Middle name(s)
Date of Birth
Gender
Home address
Name of current school
Address of current school (if outside home LA)

Parent's details:

Title
Surname
Forename
Address (if different to child's address)
Telephone Number (Home, Daytime, Mobile)
Email address
Relationship to child

Preference details (x 6 recommended):

Name of school
Address of school
Preference ranking
Local authority in which the school is based

Additional information:

Reasons for Preferences (including any medical or social reasons)
Does the child have an Education, Health and Care Plan Y/N*
Is the child a 'Child Looked After (CLA)'? Y/N
Is the child formerly CLA but now adopted or subject of a 'Child Arrangements Order or 'Special Guardianship Order'? Y/N
If yes, name of responsible local authority
Surname of sibling
Forename of sibling
DOB of sibling
Gender of sibling
Name of school sibling attends

Other:

Signature of parent or guardian
Date of signature

* Where an LA decides not to request this information on the CAF, it must guarantee that no details of a child with an Education, Health and Care Plan will be sent via the PLR.

PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME

SCHEDULE 2

**Template Outcome Letter for Admissions to Reception/Junior in
2019/20**

From: Home LA

Date: **16 April 2019**
(prim)

Dear Parent,

Application for a Primary/Junior School

I am writing to let you know the outcome of your application for a primary school. Your child has been offered a place at X School. The school will write to you with further details.

I am sorry that it was not possible for your child to be offered a place at any of the schools which you listed as a higher preference on your application form. For each of these schools there were more applications than places, and other applicants has a higher priority than your child under the school's published admission criteria.

Offers which could have been made for any schools which you placed lower in your preference list, were automatically withdrawn under the co-ordinated admission arrangements, as a higher preference has been offered.

If you would like more information about the reason that your child was not offered a place at any higher preference school, you should contact the admission authority that is responsible for admissions to the school within the next few days. Details of the different admission authorities for schools in the borough of X are attached to this letter. If the school is outside the borough of X, the admission authority will either be the borough in which the school is situated, or the school itself.

You have the right of appeal under the School Standards & Framework Act 1998 against the refusal of a place at any of the schools for which you have applied. If you wish to appeal, you must contact the admission authority for the school within the next few days to obtain the procedure and the date by which an appeal must be received by them.

Please would you confirm that you wish to accept the place at X School by completing the reply slip below. If you do not wish to accept the place, you will need to let me know what alternative arrangements you are making for your child's education.

You must contact this office if you wish to apply for any other school, either in this borough or elsewhere.

*Please return the reply slip to me by **30 April 2019 (prim)**. If you have any questions about this letter, please contact me on _____.*

Yours sincerely

(First preference offer letters should include the paragraphs in italics only)

**PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME
SCHEDULE 3B**

Timetable for Admissions to Reception/Junior in 2019/2020

Tues 15 Jan 2019	Statutory deadline for receipt of applications
Tues 5 Feb 2019	Deadline for the transfer of application information by the Home LA to the PLR (ADT file)
Mon 11 Feb 2019	Deadline for the upload of late applications to the PLR.
Tues 12 – Tues 26 Feb 2019	Checking of application data
Thu 21 Mar 2019	Deadline for the transfer of potential offer information from the Maintaining LAs to the PLR (ALT file).
Thur 28 Mar 2019	Final ALT file to PLR
Tues 29 Mar- Wed 10 Apr 2019	Checking of offer data
Thurs 11 Apr 2019	Deadline for on-line ALT file to portal
Tues 16 April 2019	Outcomes published online.
Tues 30 Apr 2019	Deadline for receipt of acceptances
Tues 7 May 2019	Deadline for transfer of acceptances to maintaining LAs

PAN-LONDON CO-ORDINATED ADMISSION SYSTEM

**Template LA Scheme for Co-ordination of Admissions to Year 7 in
Maintained Schools and Academies in 2019/20**

Contents

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Page 12: Content of Common Application Form -Year 7 Scheme (Schedule 1)

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Page 16: Timetable for Year 7 Scheme (Schedule 3A)

PAN-LONDON CO-ORDINATED ADMISSION SYSTEM

Template LA Scheme for Co-ordination of Admissions to Year 7 in 2019/20

Definitions used in the template schemes

“the Application Year”	the academic year in which the parent makes an application (i.e. in relation to the academic year of entry, the academic year preceding it)
“the Board”	the Pan-London Admissions Executive Board, which is responsible for the Scheme
“the Business User Guide (BUG)”	the document issued annually to participating LAs setting out the operational procedures of the Scheme
“the Common Application Form”	this is the form that each authority must have under the Regulations for parents to use to express their preferences, set out in rank order
“the Equal Preference System”	the model whereby all preferences listed by parents on the Common Application Form are considered under the over-subscription criteria for each school without reference to parental rankings. Where a pupil is eligible to be offered a place at more than one school within an LA, or across more than one participating LA, the rankings are used to determine the single offer by selecting the school ranked highest of those which can offer a place
“the Highly Recommended Elements”	the elements of the Template Scheme that are not mandatory but to which subscription is strongly recommended in order to maximise co-ordination and thereby simplify the application process as far as possible
“the Home LA”	the LA in which the applicant/parent/carer is resident
“the LIAAG Address Verification Register”	the document containing the address verification policy of each participating LA
“the Local Admission System”	the IT module for administering admissions in

(LAS)”	each LA and for determining the highest offer both within and between participating LAs
“the London E-Admissions Portal”	the common online application system used by the 33 London LAs and Surrey County Council
“the Maintaining LA”	the LA which maintains a school, or within whose area an academy is situated, for which a preference has been expressed
“the Mandatory Elements”	those elements of the Template Scheme to which authorities must subscribe in order to be considered as ‘Participating Authorities’ and to benefit from use of the Pan-London Register
“the Notification Letter”	the agreed form of letter sent to applicants on the Prescribed Day which communicates any determination granting or refusing admission to a primary or secondary school, which is attached as Schedule 2
“the Prescribed Day”	the day on which parents/carers are notified of their outcome. 1 March (secondary) in the year following the relevant determination year except that, in any year in which that day is not a working day, the prescribed day shall be the next working day.
“the Pan-London Register (PLR)”	the database which will sort and transmit application and outcome data between the LAS of each participating LA
“the Pan-London Timetable”	the framework for processing of application and outcome data, which is attached as Schedule 3A
“the Participating LA”	any LA that has indicated in the Memorandum of Agreement that they are willing to incorporate, at a minimum, the mandatory elements of the Template LA Scheme presented here.
“the Qualifying Scheme”	the scheme which each LA is required to formulate in accordance with The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) Regulations 2012, for co-ordinating

arrangements for the admission of children to maintained secondary schools and academies.

PAN LONDON CO-ORDINATED ADMISSIONS SYSTEM

Template Scheme for Co-ordination of Admissions to Year 7 in 2019/20

All the numbered sections contained in this scheme are mandatory, except those marked with an which are highly desirable.*

Applications

1. Croydon LA will advise home LAs of their resident pupils on the roll of this LA's maintained primary schools and academies who are eligible to transfer to secondary school in the forthcoming academic year.
2. Applications from residents of Croydon LA will be made on this LA's Common Application Form, which will be available and able to be submitted on-line. This will include all the fields and information specified in Schedule 1 to this Template LA Scheme. These will be supplemented by any additional fields and information which are deemed necessary by Croydon LA to enable the admission authorities in the LA area to apply their published oversubscription criteria.
3. Croydon LA will take all reasonable steps to ensure that every parent/carer who is resident in this LA and has a child in their last year of primary education within a maintained school or academy, either in Croydon LA or any other maintaining LA, is informed how they can access Croydon's composite prospectus and apply online. Parents/carers who do not live in Croydon LA will have access to this LA's composite prospectus which will advise parents/carers to contact their home LA for further details on the application process.
4. The admission authorities within Croydon LA will not use supplementary information forms except where the information available through the Common Application Form is insufficient for consideration of the application against the published oversubscription criteria. Where supplementary information forms are used by the admissions authorities within Croydon LA, the LA will seek to ensure that these only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2014.
5. Where supplementary information forms are used by admission authorities in Croydon LA, they will either be available on the school's website, on the LA's website or a paper copy of the supplementary information form can be requested from the school directly. Such forms will advise parents that they must also complete their home LA's Common Application Form. Croydon LA's composite prospectus will indicate which schools in this LA require

supplementary information forms to be completed and where they can be obtained.

6. Where an admission authority in this LA receives a supplementary information form, Croydon LA will not consider it to be a valid application unless the parent/carer has also listed the school on their home LA's Common Application Form, in accordance with paragraph 2.3 of the School Admissions Code 2014.
7. *Applicants will be able to express a preference for six maintained secondary schools or Academies within and/or outside the Home LA.
8. *Croydon LA will advise applicants that they will receive no more than one offer of a school place on 1 March 2019. Applicants will also be advised that a place will be offered at the highest preference school for which they are eligible for a place. If the parent nominates a school outside of a PAN-London LA, Croydon LA will pass relevant details on to that authority and will make every reasonable effort to resolve any multiple offers with them.*
9. The order of preference given on the Common Application Form will not be revealed to a school within the area of this LA in accordance with paragraph 1.9 of the School Admissions Code 2014. However, where a parent resident in Croydon LA expresses a preference for schools in the area of another LA, the order of preference for that LA's schools will be revealed to that LA in order that it can determine the highest ranked preference in cases where an applicant is eligible for a place at more than one school in that LA's area.
10. Croydon LA undertakes to carry out the address verification process as defined in the Pan-London Coordinated Admissions Scheme. This will in all cases include validation of resident applicants against this LA's primary school data and the further investigation of any discrepancy using Council Tax and Electoral Register records. Where Croydon LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **12 December 2018**.
11. Croydon LA will confirm the status of any resident child for whom it receives a Common Application Form stating s/he is currently or previously a 'Child Looked After' and will provide any evidence requested by the maintaining LA in respect of a preference for a school in its area by **13 November 2018**.
12. Croydon LA will advise a maintaining LA of the reason for any application which is made in respect of a child resident in the area of this LA to be admitted outside of their correct age cohort, and will forward any supporting documentation to the maintaining LA by **13 November 2018**.

Processing

13. Applicants resident within Croydon LA must return the Common Application Form, which will be available and able to be submitted online, to this LA by **31 October 2018**.
14. Application data relating to all preferences for schools in the area of a participating LA, which have been expressed within the terms of this LA's scheme, will be up-loaded to the PLR by **13 November 2018**. Supporting documentation provided with the Common Application Form will be sent to maintaining LAs by the same date.
15. Croydon LA shall, in consultation with the admission authorities within its area and within the framework of the Pan-London timetable in Schedule 3A, determine and state its own timetable for the processing of preference data and the application of published oversubscription criteria.
16. *Supplementary information forms must be returned directly to the relevant school by the date specified by the school.* Under the requirements of the scheme, parents/carers will not have to complete a supplementary information form where this is not strictly required for the governing body to apply their admission criteria or where this is not a requirement in a school's admission arrangements.
17. *Croydon LA will send admission authorities details of their applications on **21 November 2018**. Schools that require a supplementary form will check that a supplementary form has been completed for each child and will contact parents/carers who have not completed a supplementary information form. Schools will also check that parents/carers who have completed a supplementary information form have completed the LA's Common Application Form. If a parent has not completed a Common Application Form, schools will share this information with Croydon LA.*
18. *Croydon LA will accept late applications only if they are late for a good reason, deciding each case on its own merits. *The latest date that an application that is late for good reason can be accepted for a resident of this LA is **10 December 2018**.*
19. Where such applications contain preferences for schools in other LAs, Croydon LA will forward the details to maintaining LAs via the PLR as they are received. This LA will accept late applications which are considered to be on time within the terms of the home LA's scheme.
20. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **12 December 2018**.

21. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **10 December 2018**, on the basis that an on-time application already exists within the Pan-London system.
22. *Applications which are late for no good reason and applications received after **10 December 2018** but before **1 March 2019** will be considered after all on-time applications have been processed.*
23. Croydon LA will participate in the application data checking exercise scheduled between **13 December 2018 and 2 January 2019** in the Pan-London timetable in Schedule 3A.
24. All preferences for schools within Croydon LA will be considered by the relevant admission authorities without reference to rank order to comply with paragraphs 1.9 of the School Admissions Code 2014. When the admission authorities within Croydon LA have provided a list of applicants in criteria order to this LA, this LA shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked preference to decide which single potential offer to make. This is the 'Equal Preference System'.
25. *Schools must provide Croydon LA with an electronic list of their applicants ranked in criteria order by **14 January 2019**.*
26. Croydon LA will carry out all reasonable checks to ensure that pupil rankings are correctly held in its LAS before uploading data to the PLR.
27. Croydon LA will upload the highest potential offer available to an applicant for a maintained school or academy in this LA to the PLR by **1 February 2019**. The PLR will transmit the highest potential offer specified by the Maintaining LA to the Home LA.
28. The LAS of this LA will eliminate, as a Home LA, all but the highest ranked offer where an applicant has more than one potential offer across Maintaining LAs submitting information within deadline to the PLR. This will involve exchanges of preference outcomes between the LAS and the PLR (in accordance with the iterative timetable published in the Business User Guide) which will continue until notification that a steady state has been achieved, or until **14 February 2019** if this is sooner.
29. Croydon LA will not make an additional offer between the end of the iterative process and **1 March 2019** which may impact on an offer being made by another participating LA.
30. Notwithstanding paragraph 24, if an error is identified within the allocation of places at a maintained school or academy in this LA,

Croydon LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Croydon LA will liaise with that LA to attempt to resolve the correct offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, this LA will accept that the applicant(s) affected might receive a multiple offer.

31. Croydon LA will participate in the offer data checking exercise scheduled between **15 and 22 February 2019** in the Pan-London timetable in Schedule 3A.
32. Croydon LA will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **22 February 2019**. (33 London LAs & Surrey LA only).

Offers

33. Croydon LA will ensure that, if there are places available, each resident applicant who cannot be offered a place at one of the preferences expressed on the Common Application Form, receives the offer of an alternative school place in accordance with paragraph 2.11 of the School Admissions Code 2014. This will usually be the nearest school to the child's home address which has a place available, after the allocation of places has been completed.
34. Croydon LA will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.
35. This LA's online notification will include the information set out in Schedule 2.
36. On **1 March 2019**, *all resident applicants who applied online will be able to view their outcome online as well as accept or decline their offer. Croydon LA will not send outcome letters in the post.*
37. *Croydon LA will provide primary schools with destination data of its resident applicants by the end of the Summer term 2019.

Post Offer

38. Croydon LA will request that resident applicants accept or decline the offer of a place by **15 March 2019**, or within two weeks of the date of any subsequent offer.

39. Where an applicant resident in this LA accepts or declines a place in a school within the area of another LA by **15 March 2019**, Croydon LA will forward the information to the maintaining LA by **22 March 2019**. Where such information is received from applicants after **15 March 2019**, this LA will pass it to the maintaining LA as it is received.
40. Where a place becomes available in an oversubscribed maintained school or academy in this LA's area, it will be offered from a waiting list ordered in accordance with paragraph 2.14 of the School Admissions Code 2014.
41. Where a waiting list is maintained by an admission authority of a maintained school or academy in this LA's area, the admission authority will inform Croydon LA of a potential offer, in order that the home LA can offer the place.
42. When acting as a maintaining LA, Croydon LA will inform the home LA, where different, of an offer for a maintained school or Academy in this LA's area which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.
43. When acting as a maintaining LA, this LA and the admission authorities within it, will not inform an applicant resident in another LA that a place can be offered.
44. When acting as a home LA, Croydon LA will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the Common Application Form than any school already offered.
45. When acting as a home LA, when Croydon LA is informed by a maintaining LA of an offer which can be made to an applicant resident in this LA's area which is ranked lower on the Common Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.
46. When acting as a home LA, when Croydon LA has agreed to a change of preference order for good reason, it will inform any maintaining LA affected by the change. In such cases, paragraphs 42 and 43 shall apply to the revised order of preferences.
47. When acting as a maintaining LA, Croydon LA will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.
48. When acting as a maintaining LA, Croydon LA will accept new applications (including additional preferences) from home LAs for maintained schools and academies in its area.

49. *Resident applicants who receive an offer at their first preference school will not be placed onto a waiting list for a lower preference school unless there has been a change in circumstances which would need to be supported with relevant evidence. In accordance with the Pan London agreement and to ensure that Croydon meets its duty to continue to coordinate admissions beyond National Offer Day and comply with the parents' highest possible preference, Croydon will ensure that waiting lists do not contain lower ranked preferences except where it has received a parent's request for a child to be placed on the waiting list for a lower preference school with a good reason.*

First preference offers will be automatically recorded as accepted. Parents are required to notify the LA in writing if they wish to decline a first preference offer.

Waiting lists

Waiting lists will be maintained by Croydon secondary schools for at least one term until **31 December 2019** and places will be filled in accordance with each school's admission criteria. After this date, parents/carers will need to apply through the in-year application process if they wish their child to remain on a school's waiting list. Parents/carers must also refer to each school's admission policy for more information regarding the management of waiting lists.

Parents/carers' enquiries regarding waiting list positions or appeal procedures must be made directly to the schools.

The PAN London Coordinated Admission Scheme ends on **31 August 2019**. Applications for Year 7 received after this date will be treated as in-year applications. Please refer to Croydon Council's website and the in-year admissions guidance for more information.

**PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME
SCHEDULE 1**

**Minimum Content of Common Application Form for Admissions to Year
7 in 2019/20**

Child's details:

Surname

Forename(s)

Middle name(s)

Date of Birth

Gender

Home address

Name of current school

Address of current school (if outside home LA)

Parent's details:

Title

Surname

Forename

Address (if different to child's address)

Telephone Number (Home, Daytime, Mobile)

Email address

Relationship to child

Preference details (x 6 recommended):

Name of school

Address of school

Preference ranking

Local authority in which the school is based

Additional information:

Reasons for Preferences (including any medical or social reasons)

Does the child have an Education, Health and Care Plan Y/N*

Is the child a 'Child Looked After (CLA)'? Y/N

Is the child formerly CLA but now adopted or subject of a 'Child Arrangements Order or 'Special Guardianship Order'? Y/N

If yes, name of responsible local authority

Surname of sibling

Forename of sibling

DOB of sibling

Gender of sibling

Name of school sibling attends

Other:

Signature of parent or guardian

Date of signature

*Where an LA decides not to request this information on the CAF, it must guarantee that no details of a child with an Education, Health and Care Plan will be sent via the PL|R.

PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME

SCHEDULE 2

Template Outcome Letter for Admissions to Year 7 in 2019/20

From: Home LA

Date: **1 March 2019**
(sec)

Dear Parent,

Application for a Secondary School

I am writing to let you know the outcome of your application for a secondary/primary school. Your child has been offered a place at X School. The school will write to you with further details.

I am sorry that it was not possible for your child to be offered a place at any of the schools which you listed as a higher preference on your application form. For each of these schools there were more applications than places, and other applicants has a higher priority than your child under the school's published admission criteria.

Your child's name has been automatically added on the waiting list for any higher preference school you have been unsuccessful.

Offers which could have been made for any schools which you placed lower in your preference list, were automatically withdrawn under the co-ordinated admission arrangements, as a higher preference has been offered.

If you would like more information about the reason that your child was not offered a place at any higher preference school, you should contact the admission authority that is responsible for admissions to the school within the next few days. Details of the different admission authorities for schools in the borough of X are attached to this letter. If the school is outside the borough of X, the admission authority will either be the borough in which the school is situated, or the school itself.

You have the right of appeal under the School Standards & Framework Act 1998 against the refusal of a place at any of the schools for which you have applied. If you wish to appeal, you must contact the admission authority for the school within the next few days to obtain the procedure and the date by which an appeal must be received by them.

Please would you confirm that you wish to accept the place at X School by completing the reply slip below. If you do not wish to accept the place, you will need to let me know what alternative arrangements you are making for your child's education.

*Please return the reply slip to me by **15 March 2019 (sec)**. If you have any questions about this letter, please contact me on _____.*

Yours sincerely

(First preference offer letters should include the paragraphs in italics only)

**PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME
SCHEDULE 3A**

Timetable for Admissions to Year 7 in 2019/20

Wed 31 Oct 2018	Statutory deadline for receipt of applications
Tues 13 Nov 2018	Deadline for the transfer of application information by the Home LA to the PLR (ADT file).
Wed 12 Dec 2018	Deadline for the upload of late applications to the PLR.
Thurs 13 Dec 2018 – Wed 2 Jan 2019	Checking of application data
Fri 1 Feb 2019	Deadline for the transfer of potential offer information from Maintaining LAs to the PLR (ALT file)
Thu 14 Feb 2019	Final ALT file to PLR
Fri 15 – Fri 22 Feb 2019	Checking of offer data
Mon 25 Feb 2019	Deadline for on-line ALT file to portal
Fri 1 Mar 2019	Outcomes published online.
Fri 15 Mar 2019	Deadline for return of acceptances
Fri 22 Mar 2019	Deadline for transfer of acceptances to maintaining LAs

School	Budget 2017-18 £	Forecast 2017-18 £	Works Description
			HEATING
Beckmead SEN	263,000	340,000	Heating (D1) pipework and radiators previously planned to be carried out in 2 phases over 2017/18 & 2018/19
Bensham Manor	350,000	140,000	Heating (C2) 2x Boilers and gas main replacement
Cypress Infants	150,000	130,000	Heating (C2) pipework and radiators
Cypress Juniors	150,000	130,000	Heating (C2) pipework and radiators
Elmwood Juniors	250,000	50,000	Temporary works only. Heating (D1) pipework and radiators to be transferred to 2 phases in 2018/19 & 2019/20
Howard Primary	260,000	300,000	Heating (C2) Replacement of pipework and radiators, this was designed and tendered in 2014/15 but not done due to other works being carried out in the school.
Monks Orchard	229,000	15,000	New boiler and associated works to Nursery in 2017-18. Remainder Heating (C2) Boiler, Gas main, pipework and radiators to be replaced over two years 2018/19 & 2019/20
Selsdon Primary	100,000	100,000	Heating (C2) Boilers and controls. This is an end of life replacement and requires action in 2017/18
Winterbourne Junior Girls'	260,000	140,000	Heating (C2) main school boilers need replacing with the pipework and radiators to be phased over three years 2017/18, 2018/19 & 2019/20
			ELECTRICAL
Cypress Infants	25,000	25,000	Replacing loose switchgear and distribution boards in switch room (D1)
Tunstall Nursery	25,000	-	Rewiring back to Main Distribution Boards (D1). Transferred to 2018-19
			OTHER WORKS
Cypress Juniors	20,000	20,000	Works to correct water ingress onto stairs and adjacent corridor through retaining wall
Asbestos Management Surveys	118,965	120,000	Survey required to meet statutory H/S requirements in schools. Phase surveys over 2017/18 and 2018/19
Red Gates	100,000	90,000	Re-roofing works
Fire Doors	150,000	150,000	Commissioning fire risk assessments of schools.
Reactive Fund	400,000	324,358	
Slippages	650,000	650,000	Works slipped from 2016/17 programmes and retention fees
Total	3,500,965	2,724,358	

School	Budget 2018-19 £	Works Description
		HEATING
Elmwood Juniors	450,000	Heating (D1) pipework and radiators to be carried out in 2018/19
Gresham Primary	160,000	Heating (C2) Boilers and Controls are a priority and need to be done now, as failure of these is likely to affect the schools heating and potentially shut the school. In addition the pipework and radiators need to be replaced but would have to be carried out over three years 2018/19, 2019/20 & 2020/21
Monks Orchard	443,000	Heating (C2) Boiler, Gas main, pipework and radiators to be replaced in 2018/19
Norbury Manor	225,000	Heating (C2) pipework and radiators. This would complete the heating works that have carried out over past years
Orchard Way Primary	140,000	Heating (C2/3) pipework and boilers require replacement but not considered a priority at this time. Works to be phased over two years 2018/19 & 2019/20
Selsdon Primary	250,000	Year 1 and Reception new boiler, radiators and associated pipework
Winterbourne Infants	320,000	Heating (C2) main school boilers need replacing with the pipework and radiators to be phased over two years 2018/19 & 2019/20
Winterbourne Girls'	210,000	Heating (C2) replacement of pipework and radiators. Works to be phased over two years 2018/19 & 2019/20.
		ELECTRICAL
Beulah Juniors	50,000	Replacing loose switchgear and distribution boards in switch room (D1)
Gresham Primary	50,000	(C2) Incoming main, end of life.LV switchgear, end of life
St.Giles	100,000	(C2) Main fire alarm, obsolete. Boiler room switchgear. Replace HRC fuse boards throughout school
Kenley Primary	50,000	Rewire small power. New fire alarm
Tunstall Nursery	25,000	Rewiring back to Main Distribution Boards (D1). Transferred from 2017-18
		OTHER WORKS
Beaumont Primary	150,000	IKO to carry out a roofing survey in 2017/18
Downsview	50,000	Retaining wall works
Fire Risk Assessments	50,000	Completion of fire risk assessments of schools
Asbestos Management Surveys	c60,000	Survey required to meet statutory H/S requirements in schools. Phase surveys over 2017/18 and 2018/19
Slippage	c800,000	Works slipped from 2017/18 programme and retention
St. Giles (Special)	c50,000	IKO to carry out roofing survey for leaking roof

Sub-Total	3,633,000	
Reactive Fund	363,300	
	(3,996,300)	
Additional Budget Requirement for Fire Safety Works	2,000,000	Works to be ascertained following the current Fire Risk Assessments
Total	5,996,300	

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For General Release

REPORT TO:	CABINET 22 January 2018
SUBJECT:	Croydon Cycling Strategy 2018-2023
LEAD OFFICER:	Shifa Mustafa, Executive Director Place Heather Cheesbrough, Director of Planning and Strategic Transport Ian Plowright, Head of Transport
CABINET MEMBER:	Cllr King, Cabinet Member for Transport and Environment
WARDS:	All

CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:

The cycling strategy provides the detail as to how corporate plan ambitions related to cycling will be delivered over the next five years, in particular:

AMBITION PRIORITY ONE: GROWTH Creating growth in our economy:

Transport

- Improve the transport network across the borough, providing genuine alternatives to the private car.

AMBITION PRIORITY THREE: LIVEABILITY Creating a welcoming place where local people want to live

We want to build a place that is easy and safe for all to get to and move around in

We want to promote sustainable forms of transport and reduce reliance on the private car. This will bring environmental, social and health benefits, as people unable to use a car, walkers and cyclists find it pleasant and safe to move within and between Croydon's places. New zebra crossings and traffic-free cycle lanes will have a part in making roads safer.

We will also promote cycling through more cycle parking at transport interchanges and elsewhere, and a bike hire scheme in Croydon.

FINANCIAL IMPACT

There are no financial implications directly arising from this report.

KEY DECISION REFERENCE NO.: 0518CAB - 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 recommendation below

1. RECOMMENDATION

1.1 The Cabinet is recommended to adopt the Cycling Strategy for Croydon.

2. EXECUTIVE SUMMARY

2.1 The report brings a new cycling strategy for Croydon to Cabinet for endorsement. At the heart of the five year strategy is a network of high quality Quietways and Cycle Highways radiating from the Metropolitan Centre / Growth Zone across the Borough. This is supported by cross Borough plans for increasing cycle storage and parking, working within schools to further promote cycling and a range of other actions to help deliver a cycling culture in Croydon.

3. DETAIL

Background

3.1 The Cycling Strategy 2018-2023 replaces the previous Croydon cycling strategy published in 1998.

3.2 TfL has identified Croydon as the London borough with the greatest potential for cycling, due to the very large number of motorised journeys (mostly by car) which could readily be made by bike if conditions allowed. A large part of these short journeys are focused on the Metropolitan Centre/Growth Zone where conditions for cycling are perhaps some of the most challenging. 3.3 Croydon Council has invested a considerable amount in cycle skills training for both children and adults over many years (circa £200k pa). Whilst this is providing the people of Croydon with an important life skill, it has not resulted in a discernible increase in cycling. The cycle travel mode share in Croydon has remained at 1% for many years.

3.3 The Cycling Strategy will support the recently adopted Air Quality Action Plan and wider health and environment objectives. It will be an important means of delivering the Healthy Streets and Liveable Neighbourhoods objectives of the Mayor of London's recently published draft Transport Strategy. It also has a major role to play in helping to deliver the draft Transport Strategy's 80% sustainable travel (public transport, walking and cycling) mode share target for London by 2041. Central London is already beyond the target. Inner London is near to it. Outer London boroughs like Croydon will need to do the hard work to achieve the target. The draft Transport Strategy expects Opportunity Areas such as the Growth Zone to go beyond the 80% target.

Strategy Outline

- 3.4 TfL's regular 'attitudes towards cycling' surveys repeatedly tell us that it is fear of road danger that is preventing most people from cycling. Therefore this five year strategy has as its focus an initial core network of good quality cycle routes (Quietways on quieter streets and Cycle Highways with segregated or semi-segregated cycle lanes on busier roads) focussed on the Growth Zone (the area of focused growth approximating to the Metropolitan Centre area) to help overcome those fears and tap the considerable cycling potential at, and beyond the Growth Zone. Beyond these first five years, further strategies will need to deliver a wider, network of further Quietways and Greenways (routes connecting to and through Croydon's green spaces).
- 3.5 The strategy also proposes increasing cycle storage and parking, working within schools to further promote cycling and a range of other actions to help deliver a cycling culture in Croydon.

4. CONSULTATION

The Streets, Environment and Homes Scrutiny Sub-Committee

- 4.1 In June the Streets, Environment and Homes Scrutiny Sub-Committee considered a draft of the Cycling Strategy. The Committee resolved to recommend to Cabinet (Minute Ref: A28/17) that:
- '1. The Cycling Strategy be adopted;
 2. Greater emphasis be given to the health benefits of cycling and the lives that could be saved from cycling;
 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;
 4. Greater emphasis be given to schemes to promote cycling among young people and encourage all schools to participate in the Bikeability scheme;
 5. Consider encouraging schools to introduce cycling clubs and competitions; and
 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.'
- 4.2 The draft Strategy has evolved from a version considered by the Scrutiny Sub-Committee, both in response to the Sub-Committee's recommendations and wider consultation feedback. For example, whilst seeking to shorten the draft strategy document, following the Scrutiny Sub-Committee's recommendations, the importance of cycling to improve health has been strengthened within it. Responses to the other recommendations of the Scrutiny Sub-Committee include holding an event to encourage councillors to try electrically assisted pedal cycles. The wider electrically assisted pedal cycle promotional campaign will be developed as part of developing the Strategy's delivery and implementation plan, as will activities to broaden participation in cycling amongst children and young people. The parks byelaws will need to be reviewed, with consideration given to granting a privilege to cycle in certain

parks, as part of the delivery of Greenways (cycling and walking routes connecting to and through the Borough's green spaces). Consultation was previously undertaken into granting a privilege under the byelaws to cycle in certain parks as part of completing the Connect2 cycle/walking route, with an overall positive response. Future proposals to widen such a privilege to other parks would similarly need to be consulted on.

Croydon Cycle Forum

4.3 The Croydon Cycle Forum is a Council facilitated body made up of representatives of organisations with an interest in promoting cycling in Croydon including:

- Croydon Cycling Campaign (part of the London Cycling Campaign)
- Wheels for Wellbeing
- CyclingUK (Cyclist Touring Club)
- Right to Ride Network
- British Cycling

The Forum was consulted on the draft strategy at its March meeting and via a follow-up meeting for Forum members to focus just on the draft strategy. Key messages from the Forum include being clear who the audience for the Strategy is. As the audience is the general public, the Strategy has been reduced in size (from the draft considered by the Scrutiny Sub-committee). It has also been redesigned to be more visually attractive and interesting.

4.4 A further message from the Forum is that the Strategy needs to be clear as to the barriers to cycling in Croydon and how these barriers will be overcome. In response, the draft Strategy has been structured around the barriers of:

Safety: real and perceived risks of cycling and how the strategy will overcome them

Availability: how the Strategy aims to increase access to cycles including helping people store and park cycles

Topography: how the Strategy aims to overcome the real and perceived barrier to cycling posed by Croydon's hills, principally via the promotion of electrically assisted pedal cycles.

4.5 The Forum was clear that ultimately the Strategy must work towards achieving a 'cycling culture' in Croydon.

Wheels for Wellbeing

4.6 Consultation with Wheels for Wellbeing highlighted the need for the Strategy to go well beyond the TfL London Cycle Design Standards and to think about how each and every component of the Strategy might impact on or foster the use of non-standard cycles. The Strategy must overcome barriers to the use of hand bikes, trikes and other non-standard cycles and work to make all cycle skills training, cycling promotional activities, cycling infrastructure, etc. fully inclusive.

Other Engagement

4.7 The draft of the Cycling Strategy was considered by the Council facilitated Mobility Forum. The Forum is made up of members from the Croydon Disability Forum, Croydon Vision, and Disabled Motoring UK etc. As a result of feedback from the Forum, the Strategy includes the objective of avoiding pedestrians and

cyclists sharing the same space, but where such sharing cannot be avoided then blind and partially sighted people should be engaged with during the design process.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

The effect of the decision

- 5.1 There are no financial implications arising from this report, although there will be a cost to implementing the Strategy, which will be met in 2018/19 predominantly from Local Implementation Plan (LIP) funding and Growth Zone funding . At its 11 December 2017 meeting, Cabinet agreed (Minute Ref: 100/17) Growth Zone funding for projects in 2018/19. This included £460,000 for Cycling/Walking routes focussed on the Growth Zone. The Growth Zone is expected to contribute to cycle/walking schemes, combined with funding from other sources.
- 5.2 TfL has announced a reduction in LIP funding to Croydon for 2018/2019, falling from £2.767m to £2.362m for 'Corridors, Neighbourhoods and Supporting Measures' which would have included a programme of cycling schemes. As a result, the Executive Director, Place will be working with TfL to reprofile funding accordingly under the authority delegated by Cabinet in September (when agreeing the Annual Spending Submission to TfL in order to release 2018/19 LIP funding) to make any amendments to the Annual Spending Submission in consultation with the Cabinet Member for Transport and Environment (Minute Ref: A65/17).

Risks

- 5.3 Delivery of the Strategy is dependent on the allocation of Growth Zone and LIP funding plus other funding to be bid for as opportunities arise. Growth Zone Funding for the cycle route delivery is confirmed for 2018/19 but not beyond. Similarly LIP funding is confirmed for 2018/19 but at a lower level than expected. Not having clarity / certainty as to future funding to support implementation of the Strategy is a risk to its implementation.

Future savings/efficiencies

- 5.4 While there are expected to be no direct financial savings or efficiencies, the Cycling Strategy seeks to enable Croydon residents to exercise as part of their daily travel routine. This could lead to reduced care costs incurred by the Council and NHS arising from health conditions linked to inactivity and obesity.

(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 Solicitor to the Council comments that there are no direct legal implications arising from the recommendations beyond those set out within the body of the report.

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

7. HUMAN RESOURCES IMPACT

- 7.1 There are no direct implications for LBC workforce arising from the recommendations in this report .

(Approved by Sue Moorman, Director of Human Resources)

8. EQUALITIES IMPACT

- 8.1 For disabled and non-disabled people, cycling is an aid to mobility. However, barriers need to be removed if the potential of bikes, trikes, hand cycles and other non-standard cycles is to be realised as a means by which disabled people can extend their independent mobility. The strategy aims to remove physical barriers and not introduce new ones. It seeks to ensure that the full spectrum of activities required to encourage safe cycling are inclusive, ultimately leading to an inclusive cycling culture in Croydon.
- 8.2 Whilst research suggests that blind and partially sighted people are not at further risk in areas shared between pedestrians and cyclists, the Strategy acknowledges the concern and fear that blind and partially sighted people can experience regarding sharing in certain circumstances. The Strategy aims to avoid shared facilities, but where they cannot be avoided then looks to involve blind and partially sighted people early in the design process.
- 8.3 An initial Equality Analysis Screening has been undertaken concluding that a full Equality Analysis is required as the Strategy is an opportunity to promote greater equality and have a positive effect in enabling more children and young people, more disabled people, more women and more people from BME groups to cycle and enjoy the access and health benefits of cycling. The information suggesting that these groups are currently underrepresented amongst cyclists (and the causes of it) is largely drawn from the results of TfL's regular attitude towards cycling surveys. Opportunities to achieve inclusive cycling need to be explored through further engagement when facilities are being designed (especially if pedestrians and cyclists sharing space is being considered) and more detailed auditing. The full Equality Analysis is a background document to this report.

9. ENVIRONMENTAL IMPACT

- 9.1 The Strategy has been developed to support the Corporate Plan 'Liveability' objective, in particular the promotion of sustainable forms of transport and reducing reliance on the private car with the aim of bringing about environmental, social and health benefits. It works with the recently adopted Air Quality Action Plan and key environmental and health objectives within the Mayor of London's draft Transport Strategy. In turn it will support the Local Implementation Plan the Council will be required to make in 2018/19 to implement the Transport Strategy within Croydon.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 The Strategy aims for the widening provision of secure cycle parking and storage. It also aims to work with others including the Met Police to improve compliance with speed limits and other traffic regulations.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 To support Corporate Plan 'Growth' and 'Liveability' objectives referenced on the first page of this report.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 The options considered and rejected include doing nothing and a strategy that seeks to deliver a dense network of cycle routes across the whole Borough. The latter was rejected as the priority for action initially needs to be the area of highest growth, namely the Growth Zone and providing cycle infrastructure to tap the significant cycling potential at and around it. Future strategies and delivery plans will need to broaden the reach of the cycle infrastructure network.

CONTACT OFFICER: Ian Plowright, Head of Transport 020 8726 6000 x62927

APPENDICES TO THIS REPORT

Croydon Cycling Strategy 2018-2023

BACKGROUND PAPERS:

LOCAL IMPLEMENTATION PLAN (LIP) 2018/19 ANNUAL SPENDING SUBMISSION
letter from TfL Director of Project and Programme Sponsorship
Surface Transport to the Croydon Chief Executive, 6 December 2017

Equality Analysis for the draft Cycling Strategy

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CROYDON'S
CYCLING
STRATEGY
2018-23

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ON OUR BIKES

Realising Croydon's cycling potential

CROYDON CYCLING STRATEGY 2018-2023



Delivering for Croydon

CROYDON
www.croydon.gov.uk

Why I welcome this strategy

Foreword by Councillor King

Croydon is facing an obesity-linked health crisis. Our children are growing up in a society where it has become normal to be overweight.

In Croydon we rebuilt our street environment around the car, which contributed to making us less active. However, the news is not all bad. Of all London boroughs, Croydon has the greatest potential for cycling and walking. This is because we make a great many short journeys by car that could easily be walked or cycled given the right conditions. This strategy sets out how we plan to create those conditions so that everyone will consider cycling, think of it as something they can do and get on their bikes, trikes, hand-cycles or e-bikes.

Being active as part of a daily travel routine is the easiest and most convenient way of getting exercise. It is also free. A person who is active every day significantly reduces their risk of coronary heart disease, type 2 diabetes, certain cancers, depression and Alzheimer's disease. If cycling had just been invented, we would hail it as a wonder cure. And it doesn't just benefit the individual. If we drove less, and cycled and walked more, we would reduce air pollution and carbon to universal benefit. I welcome this strategy and hope it will enable us all to share the health, access, environmental and economic benefits of cycling.

Cllr Stuart King

Councillor Stuart King
Cabinet Member for Transport & Environment



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Happier, healthier, better off.
How getting on our bikes will benefit Croydon.

WHERE WE ARE NOW

Q. How much are Croydonians cycling?

A. Very little. We cycle far less than the London average.

- only about 1% of Croydon's population cycles for at least 30 minutes, five times a week.
- Croydon has fewer regular cyclists than many other parts of London and relatively low cycle ownership compared with many other London boroughs such as Richmond.
- only 1% of journeys starting in Croydon are made by bike.



WHY DOES IT MATTER THAT WE ARE NOT CYCLING?

First, we need to help Croydonians become fitter and healthier.

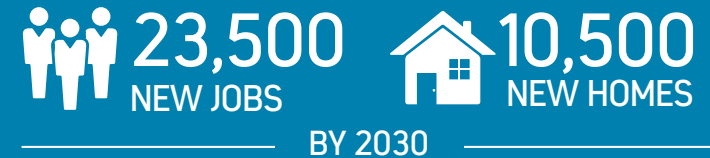
- more than one in three of our ten to eleven year-olds are overweight or obese
- nearly two in three Croydon adults are overweight or obese
- young people in Croydon are growing up in a borough where it's normal to be overweight

We need infrastructure and cultural changes to enable everybody to incorporate exercise into their daily travel routine.



Second, we need to increase cycling to help us deliver sustainable, successful regeneration and growth.

Croydon is growing, and in particular, the Town Centre. What we have called the Growth Zone is an ambitious, economic regeneration, housing growth and infrastructure programme in the Town Centre providing for:



The Borough is set to grow by 30,000 residents over the next 20 years. To make sure Croydon is not only bigger, but also a pleasanter place to live, we need much better public transport, cycling and walking facilities. We must make the Growth Zone and immediate surrounding area suitable for every type of cyclist and potential cyclist, and we must improve cycle connections to all parts of the Borough.

THE PARADOX. WE ARE CYCLING VERY LITTLE, YET HAVE THE HIGHEST POTENTIAL FOR CYCLING OF ALL LONDON BOROUGHES.

Transport for London (TfL) analysed cycling potential – based on the number of trips we could make by bike but currently make by motor transport, mostly by car.

It found that Croydon has the highest potential of all London boroughs. There is considerable scope, especially in and around the Town Centre.

Under 5km

the length of a typical weekday car journey into Croydon Town Centre and a distance most people could easily cycle



400,000+

the number of trips we could make each day by bicycle



6,000

the number of daily trips we actually cycle – about 1% of the potential



300,000+

the number of car journeys made by Croydonians, starting or finishing in Croydon each day, which TfL estimates could be cycled if conditions were suitable





12 GOOD REASONS TO GET ON OUR BIKES

1 Makes us healthier and happier



improves well-being and mental health



connects us to the outside world



reduces stress suffered in traffic hold-ups

20 mins a day

of walking or cycling would save the NHS £1.7bn over 25 years



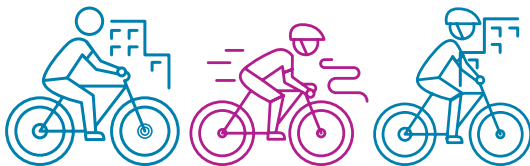
Cancer reduced by **45%**
Heart disease reduced by **46%**
with regular commuter cycling



OBESITY COSTS THE NHS IN CROYDON £190M A YEAR.

2 Changes behaviour for life

There's evidence that children who walk and cycle take this healthy habit into adulthood. Kids who walk or cycle to school also show significantly improved behaviour, attendance and learning.



4 Cheap

After cycling to keep fit and for the fun of it, the reason most Londoners give for cycling more, is to save money, and it is cheaper than the alternatives.

Using their 'cycletoworkcalculator', Britain's largest cycling organisation, British Cycling, estimates that a London commuter who buys a bike for £500 to travel to work would save £565 a year. This assumes they drive a small car 10 miles to and from work each day, with costs of 37p a mile based on Automobile Association (AA) running cost figures. Their bike would pay for itself in under four months, and the cyclist would burn an average of 500 calories a day.



5 Easy

With a trike you do not even have to worry about balancing on two wheels. With the right gears, or an electric e-bike, Croydon's hills are not a problem.



3 Convenient

Once you own a bike, Croydon opens up to you. With increasing cycle hire, you don't even need to own a bike to enjoy the convenience of cycling.

6 Fun

TfL surveyed attitudes to cycling and found most Londoners think cycling is: enjoyable; becoming more popular; a good social activity; makes a positive contribution to quality of life in the Capital.



12 good reasons to get on our bikes continued...

7 Inclusive. Open to all ages and abilities

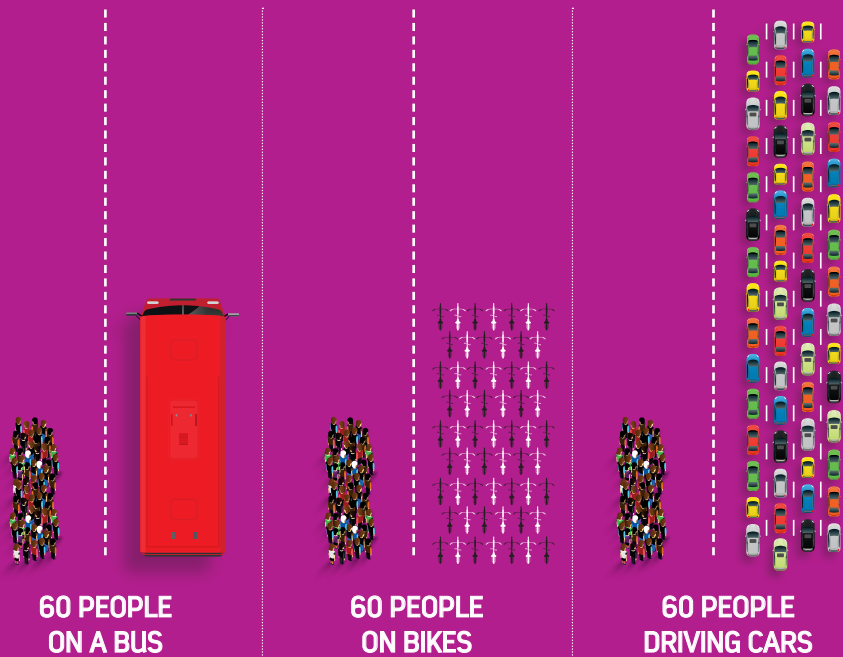
Just as there are many different types of bike so there are many different types of cyclist, and even more potential cyclists. With a bike suited to their needs, most people could share the mobility and health benefits of cycling. At present, however, 44% of Londoners agree that 'cycling is not for people like me' - a viewpoint we must try to change.

9 Value for money

It costs less to implement cycle schemes than to make other types of road improvement and such schemes offer high, to very high value for money. As a DfT survey into the costs and benefits concluded: 'targeted investment can bring very strong returns to society'.



8 A cyclist uses road space more efficiently than any other type of road user except a bus or tram



Cyclists use space larger vehicles can't and can share space where other vehicles can't, such as in parks.

10 Good for our local economy

Did you know: if we make it easier to travel into town centres and easier to make short local journeys by bike, the takings of local shops and services are likely to go up. TfL surveyed 15 town centres and found 'people who arrived on foot or by cycle spent more per month than those who arrived by any other mode of transport'.

Did you know: on average, physically active employees take 25% fewer sick days than their inactive colleagues.

12 Helps combat climate change

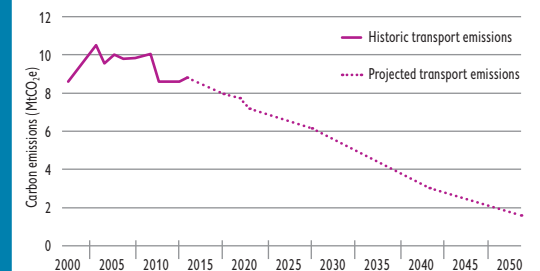
According to the Mayor's London Environment Strategy (Aug 2017 draft for public consultation), transport accounts for around one fifth of London's greenhouse gas emissions, the vast majority from road transport. Greenhouse gas emissions from transport must drop from around 8.6 MtCO₂ a year to 1.5 mtCO₂ a year by 2050 if we are to meet the requirements of the Climate Change Act. More cycling will help us tackle the huge challenge of greenhouse gases.

11 Improves air quality



Road transport in Croydon accounts for 60% of nitrogen oxides and 56% of particulate matter (PM10) emissions. These pollutants risk damaging our health and are especially harmful to small children, older people and those with respiratory problems. Poor air quality is a major challenge for Croydon and a serious problem for Croydonians living by major roads.

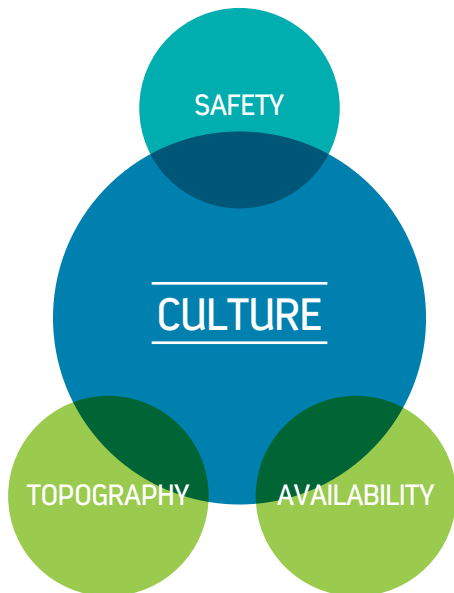
Emission reduction required from transport



THE BARRIERS. WHAT IS STOPPING US FROM GETTING ON OUR BIKES?

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In Croydon, there are four main barriers to cycling: culture, safety, availability and topography. If we are to recover and grow our cycling culture and introduce active, healthy travel as a way of life, we shall have to address each in turn. Cultural change is the single biggest challenge; all other barriers to cycling work against it. If we are to ensure a fully inclusive cycling culture we will need a whole new level of thought and engagement as we deliver our strategy.



CHALLENGE 1: CROYDON NEEDS TO REGAIN ITS LONG LOST CYCLING CULTURE

The problem is that most people don't see cycling as mainstream – a normal way of commuting, visiting the shops or getting to school.

They see private cars as convenient and safe. Many people can't visualise themselves on a bike because they are concerned about personal safety, turning right, and busy and tricky road junctions. They may not feel fit enough to cycle in hillier parts of the Borough.

OUR VISION IS FOR A CULTURE WHERE

- cycling is not synonymous with young, lycra-clad daredevils but seen as something people of all ages, abilities and ethnic groups can do - a safe, convenient, environmentally-friendly and healthy means of transport
- a bike is a more common sight than a car
- drivers appreciate and respect the needs of cyclists and all street users respect each other
- all road users understand that one more bike on the road is roughly equivalent to one less car



CHALLENGE 2: SAFETY

The reason most people don't cycle is concern for their personal safety. They are put off by fast traffic, tricky road junctions, roundabouts, turns and large lorries. They feel vulnerable. They may be capable of riding a bike but wouldn't feel confident enough to cycle to work or into the town centre.

Cycling as a means of transport is much safer than people think. DfT figures show that the health and fitness benefits of cycling outweigh the risk of injury.

- between 2011 and 2015, just one cyclist was killed on Britain's roads for every 29m miles cycled (the equivalent of travelling around the world 1,000 times)
- the life expectancy increase in people who swap driving for regular cycling far outweighs any reduction in life expectancy caused by road traffic collisions or inhaling air pollution
- in 2014, about 64% of people in Britain agreed with the statement that 'it is too dangerous for me to cycle on the road'. Non-cyclists were significantly more worried than cyclists (70% compared with 51%). Women and older people were more concerned than other non-cyclists.

TfL's regular Attitudes Towards Cycling Survey repeatedly shows fear of being involved in a collision as the main reason people give for not taking up cycling.

If we are to bring back a cycling culture, we shall have to address people's safety concerns. Our cycle routes and facilities will have to rival the best in London and be suitable for use by everybody.

THE BARRIERS. WHAT IS STOPPING US FROM GETTING ON OUR BIKES?

CHALLENGE 3: AVAILABILITY

'There's nowhere you can keep a bike safely where we live.'

'I don't feel happy leaving a £500 road bike at the station.'

NOT ENOUGH ACCESS TO BIKES

At just 42%, the proportion of Croydonians aged five and over with a bicycle in their household is lower than in most outer London boroughs. It is particularly low compared to such boroughs as Richmond (68%).

NOT ENOUGH SECURE CYCLE PARKING

One of the reasons people aren't cycling is that there are not enough secure places to park and store bikes at home, work and at the journey's end.

NOT ENOUGH FACILITIES AT THE WORKPLACE

More people would cycle to work if there were showers and changing facilities.

CHALLENGE 4: TOPOGRAPHY

Steep rides put some Croydonians off cycling. Croydon is relatively hilly, rising to Crystal Palace in the north and with the Brighton Road in the south running along a valley bottom.



HOW WE'LL REMOVE THESE BARRIERS TO CYCLING

CHALLENGE 1: ACHIEVING AN INCLUSIVE CYCLING CULTURE

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WE ARE TANTALISINGLY CLOSE TO REGAINING A CYCLING CULTURE

When TfL conducted research into the likelihood of Londoners cycling, it divided London's population into nine groups, each with distinct characteristics. It identified the kinds of household most open to cycling as well as those currently cycling more than average.

Individuals most likely to cycle live in so-called Urban mobility, Suburban moderation and Affordable Transitions households.



We have many such people in Croydon. We just need to remove the barriers to cycling and give them a little encouragement to get them back in the saddle.

Cycling, like healthy eating is a habit. To change people's habits, we need to start them off at an early age and provide inclusive cycle skills training in and out of school. For adults, we'll need to: continue cycling skills instruction and develop bespoke cycle training which helps tackle specific problems such as hills. We'll also need to tailor our instruction to the individual and make it inclusive. Personalised or household travel planning can help people understand what assistance is available to get cycling and just how many of their regular journeys they could make by bike. We have a longstanding programme of Bikeability cycle skills training in Croydon including:



individual lessons: urban and advanced skills



adult group cycle skills sessions and confidence-building rides



school cycle courses



holiday cycling courses for children



scooter and balance bike courses for younger children

It's part of our strategy to require every new school development proposal to include a travel plan and also to help schools improve their existing plans. We'll work to make cycling normal and appealing to kids by a range of initiatives we will monitor and review such as:

- **scooter-pods** - parents or teachers ask for scooter-pods so scooters can be safely stored during the day.
- **pop-up bike markets** – we plan five a year at schools in areas of high deprivation and obesity. This will also encourage recycling of used bikes within the community.
- **a calmer traffic environment around schools** – to make cycling feel safer and more enjoyable



Getting under-represented groups on their bikes.

Women and certain BME (black and minority ethnic) groups are under-represented among cyclists. The good news is that there is no significant difference between the proportion of those Londoners who consider themselves to be disabled who cycle, and the proportion of non-disabled Londoners who cycle. However, there is still a lot more we must do to allow disabled people to use bikes, trikes, handcycles and non-standard bikes as mobility aids. We need to ensure that cycle skills training is accessible to all. Everyone should be able to use our cycle infrastructure.

HOW WE'LL REMOVE THESE BARRIERS TO CYCLING

CHALLENGE 1: ACHIEVING AN INCLUSIVE CYCLING CULTURE

Awareness campaigns and local cycling events

These help change perceptions of cycling among non-cyclists. Events can be organised around Bike Week, Cycle-to-Work day and Love-Your-Bike events. We will review what we do in order to keep it fresh and effective.

At work

We'll require proposals for larger commercial developments to include workplace travel plans. We will work with local businesses on: their travel plans; targets for reducing car use; and actions to achieve those targets. These can include: informing workers of nearby cycle routes; providing showers and clothes lockers; cycle parking.

We'll promote the Cycle-to-Work Scheme as part of the staff travel plan and work with major employers in Croydon. We will look at ways we can improve on the Cycle-to-Work scheme for disabled people who use non-standard bikes.

Leading by example

We'll re-energise Croydon Council's staff travel plan for our main offices to ensure that we are leading the way when it comes to cycling at work and to work.



However, Croydon cannot deliver a cultural step change in cycling in isolation

Our cycling strategy must support the Mayor of London's aspirations for the capital. Long-term, the Mayor aspires to transform London's transport network and deliver a fairer, greener, healthier and more prosperous city for all. This includes investment in new and improved services for passengers, an unprecedented focus on walking and cycling and a pledge to make the entire transport system zero emission by 2050. The Mayor of London expects 80% of journeys made by Londoners to be on foot, bike or public transport by 2041. This requires the biggest change in outer London, and the greatest change of all in areas such as the Croydon Growth Zone.



Liveable Neighbourhoods and Healthy Streets

Over the life of the Mayor of London's Transport Strategy we will be working to deliver two of the Mayor's main objectives, namely Liveable Neighbourhoods and Healthy Streets. More people cycling is key to achieving both, but both will be essential in delivering safer, more enjoyable cycling.

The aim is to:

- improve Londoners' health
- reduce traffic, pollution and noise
- create more attractive, accessible and people-friendly streets where everybody can enjoy spending time and being physically active

HOW WE'LL REMOVE THESE BARRIERS TO CYCLING

CHALLENGE 2: SAFETY

How do we help large numbers of people to overcome concerns for their personal safety so they become more confident in the saddle? **There are four strands to our plan.**

1 Safely connect people and places by adapting the built environment

TfL's research has shown that improved infrastructure plays a key role in encouraging Londoners to cycle more. It also shows that a great many of the journeys we could potentially make by bike are either within Croydon Town Centre or on routes into and out of it. To reduce safety concerns, and tap into this potential, we'll:

- introduce a network of high quality Quietway and Cycle Highway cycle routes, initially concentrating on routes into and within the Town Centre, while re-signposting and re-marking much of the existing cycle route network
- develop a wider network by adding more Quietways, along with Greenways, connecting to and through Croydon's green spaces
- make routes more direct by enabling contraflow cycling for all types of bike on one-way streets



Quietways follow less busy roads



Cycle Highways lead cyclists safely along busier roads



Greenways lead through, to and from green spaces

The funding required is considerable. The rate at which we can access funding will dictate the pace of change, but, ultimately, we are working towards a comprehensive network of routes covering the Croydon borough.

2 20mph speed limit on all but the busiest roads

We will continue to press for enhanced enforcement of the 20mph speed limit and we'll continue to influence driver behaviour through training and publicity.

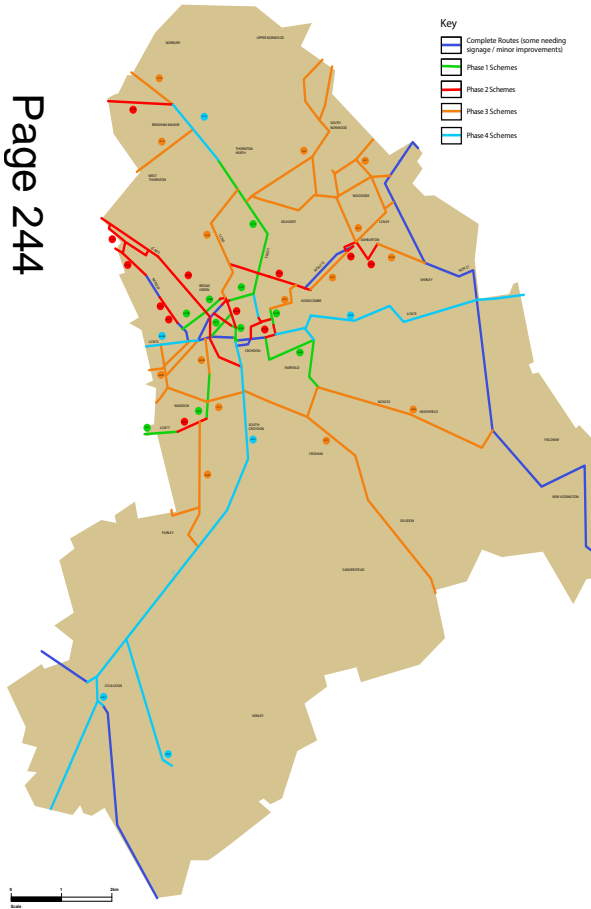


3 Improved safety around larger vehicles

Over the past three years, heavy goods vehicles (HGVs) were involved in over 70% of cyclist fatalities in London, despite HGVs only making up 4% of road miles in London.



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HOW WE'LL REMOVE THESE BARRIERS TO CYCLING

CHALLENGE 2: SAFETY

How we'll minimise risks from construction vehicles

As central Croydon is re-developed and other places grow, inevitably there will be lorries carrying equipment and materials in and out. So when assessing planning proposals, we'll require developers to minimise the number of construction vehicle movements through careful construction logistics planning and freight consolidation. We'll also require them to comply with rigorous safety standards such as:

- the Fleet Operator Recognition Scheme (FORS). This is an industry-led, national and voluntary accreditation scheme that encourages road fleet operators to become safer and more environmentally-friendly through vehicle and driver training standards.
- Construction Logistics and Cyclist Safety (CLOCS) standard and to reduce risks to cyclists even more through careful vehicle route planning and delivery timing.



Through the planning system we will promote the FORS scheme and require membership of it through delivery and servicing plans. We will further reduce risk to cyclists through delivery retiming. We'd require delivery and servicing plans for certain types of development.

Croydon Council will lead by example, making sure our own vehicles and contractors comply with the highest safety standards.

We will continue to actively promote the move to cargo bikes for delivery and servicing, providing bikes to Croydon businesses on a try-before-you-buy basis.

Safer deliveries

London already has the Safer Lorry Scheme and we will continue to support and encourage the Mayor of London to implement the Direct Vision Standard.

Safer Lorry Scheme

lorries over 3.5 tonnes to be fitted with front and side mirrors to give the driver a better view of cyclists and pedestrians around their vehicle and side guards to protect cyclists from being dragged under the wheels in the event of a collision.

Direct Vision Standard

the Mayor's proposal (still under consultation) to rate HGVs from 0 (lowest) to 5 (highest), based on how much the driver can see directly through the cab window, as opposed to indirectly, through cameras or mirrors. From 2020, zero star-rated HGVs would be banned or restricted from entering London.



HOW WE'LL REMOVE THESE BARRIERS TO CYCLING

CHALLENGE 2: SAFETY

Safer buses

We will support and encourage the Mayor of London in his aim for 2030 – zero fatalities caused by collisions with London buses.

As we move to 20mph limits as standard, we'll encourage TfL to extend Intelligent Speed Adaption (ISA) to buses in Croydon.

ISA is innovative technology you can fit into any vehicle to stop it exceeding the speed limit. It either prevents the car, bus, taxi or lorry going over the limit or alerts the driver that he or she is doing so.

We will also support and encourage TfL in the development of its bus safety strategy.

Ensure new tram infrastructure doesn't conflict with cyclists' needs

Our town centre tram network is a wonderful asset but it poses particular challenges to cyclists. We'll work with TfL to ensure that the new tram infrastructure also provides for safer cycling for users of all types of bike.



4 Cycle skills training

Cycling is a life skill and good cycling skills are a key way of making cycling safer.

We will continually look at ways to improve our cycle skills training. In particular, we will work to ensure that training is available to all, and that neither disability nor culture is a barrier to participation.

For those progressing from cycle skills training, we fund guided group rides to help people improve their cycle skills and confidence. We will look at how we can make these rides inclusive.



HOW WE'LL REMOVE THESE BARRIERS TO CYCLING

CHALLENGE 3: AVAILABILITY

Insufficient access to bikes and lack of secure parking are more barriers to cycling.

Improving access to bikes

We will further roll out Brompton cycle hire hubs at local rail stations and elsewhere and look to include electric hire bikes.

We will consider working with the providers of dockless cycle hire to set up schemes which could serve areas with greatest cycling potential.

Secure parking

When looking at new development proposals, we'll continue to require cycle parking in line with London Plan standards. These set minimum levels of cycle parking at homes and destinations. We'll also investigate ways we can ensure that the parking provided is: safe, secure, of good quality, and includes parking for non-standard bikes including those used by disabled people.

We will continue our programme of providing on-street parking in places where there is a demand and start to include parking for non-standard bikes.

We will look to work with TfL and others to develop a scheme similar to Blue Badge car parking to ensure that non-standard cycle parking spaces are reserved for cycles belonging to disabled people.

We recognise that many Croydonians don't live in the type of house or flat where it's easy to provide secure off-street parking. Therefore, we aim to progressively:

- roll out secure on-street and on-estate, covered cycle parking such as bike hangars
- look at ways we can provide parking for electric bikes, known as e-bikes, and non-standard cycles
- look at options for use in communal areas in blocks of flats
- develop affordable cycle hubs – places where people can hire bikes at short notice or leave their own bikes safely and collect them later
- look at ways to provide secure cycle parking and other facilities for hand bikes, trikes and non-standard adapted bikes to make cycling available to everyone.



HOW WE'LL REMOVE THESE BARRIERS TO CYCLING

CHALLENGE 4: TOPOGRAPHY

We cannot make Croydon flat but for would-be cyclists needing to navigate our hills, we can give specialised advice on the best kind of bicycle to hire or buy. We can offer training to build cycling fitness and bespoke travel plans to give more confidence on steep rides. Rechargeable e-bikes are likely to be the answer as they give people the power and confidence to tackle hills.



THE MAINSTAY OF OUR CYCLING STRATEGY

We are initially working to deliver a network of high quality cycle routes concentrated on the Growth Zone. These routes will help us achieve a pleasanter, not just a bigger, Town Centre.

In the longer term we need a comprehensive network of routes and cyclable streets across the Borough. To pull off such a complicated undertaking, we shall have to overcome major hurdles. We'll need to seize opportunities as they arise and also create openings, and it won't happen overnight.

Routes for less experienced cyclists - QUIETWAYS

Quietways are exactly what they sound. We have surveyed and looked into the costs of a potential network of quieter routes to suit less confident cyclists or people who prefer to ride on less busy residential roads. Quietways will lead to and from the central Growth Zone. We will work with residents and everyone concerned to design the very best.

Making life easier on busier roads – CYCLE HIGHWAYS

We'll complement Quietways with a number of Cycle Highways on busier roads. The aim will be to segregate cyclists from other traffic as much as possible while ensuring that the segregated cycle lanes can also be used by cyclists on hand bikes, trikes, wheelchair bikes and other non-standard cycles.

It will be most challenging where Cycle Highways are on roads passing through district and other centres; here demand and need for kerbside parking (at least in the medium term) will remain high.

We'll push for 20mph speed limits to become the norm at these locations to help calm traffic and help cyclists claim their space within the street.

Cycle Highways will cross some very tricky junctions such as the A23 junctions at Lombard roundabout and Purley Cross. We'll work with TfL to find solutions just as we're currently working with them on proposals for Fiveways, Waddon.



THE MAINSTAY OF OUR CYCLING STRATEGY

We must not underestimate the many obstacles we shall have to overcome to create Cycle Highways including:

- narrow carriageways in many places
- some major streets already have cycle lanes but they are nothing like the segregated and semi-segregated routes to which we aspire
- on some streets, trees and essential parking reduce our options
- across the Borough, there are some junctions that are very problematic and off-putting to cyclists. It's in Croydon Council's gift to improve some but to make others more accessible, we would need to co-operate with TfL and we may need to await major proposals for junction redesign.

Bridges and underpasses can also cause problems. They can create bottlenecks and typically, the road layout does not provide a safe and pleasant cycling environment. Over time, as opportunities arise, we want to address these as part of this strategy.



Making the most of our green spaces with Cycle Greenways

In Croydon we are very lucky. Over a third of our Borough is open space. South Norwood Country Park is just one of the areas where people are already cycling, both as a way of getting from A to B and also for fitness, pleasure and relaxation. The Connect2 route is connecting people on bikes to the Town Centre via Wandle Park, Park Hill Park and Lloyd Park.

We plan to lead the Borough's cyclists through green spaces wherever possible with a network of walking and cycling routes called Greenways and have already done considerable research to check this is feasible.

Croydon Council will allow considerate cycling in the majority of parks. Whether residents are heading to a specific destination or cycling for pleasure, they can follow Greenways to get to and through parks and other green spaces.



CYCLING AS PART OF A LONGER JOURNEY

Croydon is the borough with the most 'within borough' commuting which illustrates just what great potential we have for cycling to work. The number of people living and working in the Borough far exceeds the number living in Croydon and working in central London. However, many Croydonians do commute into central London and most do so by train. The Borough has 10 stations each used by over one million passengers. This suggests considerable potential for cycling to and from the station (see table below) as part of longer journeys. We envisage:

- partnering with TfL, Network Rail and train operators to look at opportunities for closer rail-cycle integration
- docking stations or lockers at the busiest stations (which tend to be in town centres) to support the town centre and healthy and sustainable access to rail. Beyond the Town Centre we'll concentrate on the district centres such as Norbury, South Norwood and Coulsdon
- cycling hubs with secure parking, servicing equipment and easy, low cost cycle hire at the busiest stations



More than 22m passengers enter and exit East Croydon station every year.

East Croydon is one of the UK's busiest stations. A quarter of station users travel less than one kilometre to the station and a further 36% travel between one and three kilometres. Yet, for many of these short journeys, walking is the best way to get to the station.

Croydon's busiest stations

Station	Entries and exits 2016/17 [million]
East Croydon	22.6
West Croydon	5.5
Norwood Junction	4.4
Norbury	3.5
Thornton Heath	3.4
Purley	3.0
Selhurst	1.5
Coulsdon South	1.3
South Croydon	1.1
Sanderstead	1.0





HOW WILL WE MEASURE OUR PROGRESS?

We will measure our progress by monitoring and reporting:

- **Inputs** in terms of how much we spend per head of population on cycling investment
- **Outputs** in terms of:
 - **Cycle Parking**
 - number of on-street parking spaces
 - number of on-street secure storage spaces
 - number of off-street secure storage spaces

we deliver including spaces and storage for non-standard cycles

- Cycle Routes

- Cycle lane/route implemented during the year (including new & upgraded on-carriageway routes and new Greenway and Quietways). This is one of our 'Ambitious for Croydon' Performance Indicators for which targets are set each year.

Ultimately we want to help more people cycle and make cycling safer. Therefore we will report **outcomes** in terms of:

- The proportion of journeys by Croydon residents made by bike. (The Transport Local Implementation Plan set a target in 2012 to increase the proportion of trips made by bike from 1% in 2006/07-2008/09 to 3.5% in 2025. When last measured (2013/14 to 2015/16) Croydon was still at 1% and this Strategy has been put in place to try and ensure that we hit the target)
- Cyclists road casualties as:
 - of cyclists killed or seriously injured
 - of cyclists reported slightly injured

Our aim over the five years of this Strategy is to treble the amount of cycling with no increase in cyclist casualties.

The guiding principles that will help us achieve our vision.

We'll

- implement inclusive cycle facilities in line with TfL's London Cycling Design Standards seeking the views of disabled people. When creating routes on busier roads, we'll segregate or partially segregate them from cars, buses and trucks ensuring that we do not create barriers to users of non-standard cycles
- put cycle routes where people want them through a network of cycle routes on quieter roads
- support the growth of Croydon town centre with a network of cycle routes and make the areas that are difficult to navigate by cycle, safer and easier
- make town centre streets pleasanter so they can be enjoyed by pedestrians and cyclists alike
- avoid pedestrians and cyclists sharing the same space except where necessary, and where necessary seek the views of blind and partially sighted people as part of the design process
- mark cycle routes clearly so they are easy to find and follow
- provide routes that are completely, rather than just partially, suitable for all types of bikes, trikes and hand cycles
- ensure one-way streets are cycle-able in both directions by users of standard and non-standard bikes
- make sure secure cycle parking and all other cycle facilities are suitable for hand bikes, trikes and non-standard, adapted bikes
- ensure our cycle skills training and confidence building guided rides are fully inclusive and open to all
- maintain the existing cycle route network and provide for future maintenance of planned routes
- subject our policy and programmes to external and independent scrutiny
- increase cyclists' confidence. At the same time as improving driving standards, we'll improve cyclists' standards and confidence with community-led training and personalised travel plans
- aim eventually to prioritise the creation of cycle routes across Croydon:
 - segregated or semi-segregated Cycle Highways on some of the busiest roads
 - Quietways, along less busy streets
 - Greenways, which will connect Croydonians to and through parks

The major hurdles that lie ahead

- funding and resources
- our ability to create opportunities
- the willingness of our partners to help us overcome major difficulties and seize opportunities as they arise.



**Of all London boroughs, Croydon
has the highest cycling potential**

TFL ANALYSIS OF CYCLING POTENTIAL 2017

Agenda Item 9

For General Release

REPORT TO:	Cabinet 22 January 2018
SUBJECT:	LONDON COUNCILS GRANTS SCHEME 2018/19
LEAD OFFICERS:	Julian Ellerby Director of Strategy and Partnerships
CABINET MEMBERS:	Councillor Hamida Ali Cabinet Member for Communities, Safety and Justice
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT: Approval of the 2018/19 budget for the London Councils Grants Scheme and Croydon Council's contribution to the Scheme	
AMBITIOUS FOR CROYDON & WHY WE ARE DOING THIS: The Grants to Voluntary Organisations (Specified Date) Order 1992, which came into effect on 2 November 1992 and remains in force, as read with Section 48(3) of the Local Government Act 1985, provides that two-thirds of constituent councils must agree the London Councils Grants Committee's budget by 1 February each year. If it is not agreed, the overall level of expenditure is deemed to be set at the same level as was approved or deemed to be approved for the preceding financial year, in this instance the sum approved for the 2017/18 year, a larger sum than is proposed for 2018/19.	
FINANCIAL SUMMARY: Approval of the Council's contribution of £290,085 to the London Councils Grants Scheme for 2018/19. This amounts to a decrease of £38,186 compared with the Council's net contribution to the Scheme in 2017/18.	
FORWARD PLAN KEY DECISION REFERENCE NO: 0418CAB 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:

- 1.1 In order to meet the deadline of 1 February 2018 for setting the London Councils Grants Scheme budget by two-thirds of constituent Council's, Cabinet is recommended to agree the recommendation of the London Councils Leaders Committee to:
- (a) Approve the London Councils Grants Scheme budget for 2018/19 of £8.668m; and
 - (b) Agree Croydon Council's 2018/19 contribution to the London Councils Grants Scheme budget amounting to £290,085.

2. EXECUTIVE SUMMARY

- 2.1 This report seeks approval for the London Councils Grants Scheme (LCGS) budget in 2018/19 set at £8.7m, and Croydon Council's contribution to that budget of £290,085, being the level recommended by the London Councils Leaders' Committee at their meeting on 5 December 2017.

3. DETAIL

3.1 Budget

- 3.1.1 The London Councils Grants Scheme (the Scheme) was established in accordance with the Local Government Act 1985, following the abolition of the Greater London Council in 1986. The Scheme is now governed by the London Councils Grants Committee and membership comprises all the London Borough Councils and the City of London.

- 3.1.2 Notification has been received from the Chief Executive of London Councils that, following a recommendation as to proposals for expenditure under the Scheme for 2018/19, the London Councils Leaders' Committee agreed on 5 December 2017 to make the following recommendation to constituent Councils:

Overall level of expenditure of £8.668m 2018/19 comprising:

	£m
Grants	8.053

Administrative Expenditure	0.555
London Funders Membership	<u>0.060</u>
	8.668
Income would comprise:	
European Social Fund grant	1.000
Borough contributions	6.668
Transfer from uncommitted Grants Committee reserves	<u>1.000</u>
	8.668

3.1.3 The recommendation to constituent councils from the London Councils Leaders Committee proposes an overall budget in 2018/19 of £8.7 million. This budget will require constituent council contributions of £6.7 million, (£1.0 million less than the gross contribution for the current year). As shown in Appendix A to the London Councils Chief Executive's Circular, in 2017/18 there was a one-off repayment to boroughs from LCGS reserves amounting to £156,000, which had the effect of reducing Croydon's net contribution by £6,817. This means that the gross reduction of £45,003 in Croydon's contribution for 2018/19 is reduced by £6,816 to a net reduction of £38,186. Population changes also affect the levels of contribution due from each constituent council and percentage reduction. Appendix B to the Circular sets out each borough's contribution.

3.1.4 For 2018/19 the apportionment is based on the Office for National Statistics mid-year estimates for 2016 as revised to take account of boundary changes which took place on 1 April 1995 and the overall proposed programme budget as detailed in para 3.1.3 above. For Croydon the net subscription position can be summarised as follows:

2017/18 before any in-year rebate from the LCGS reserves	Impact of repayment to boroughs in 2017/18	Actual 2017/18	Impact of revised grant programme and population changes	Actual 2018/19
£335,088	-£6,817	£328,271	-£38,186	£290,085

3.2 Commissioning 2017-2021

3.2.1 In March 2016, the London Councils Leaders' Committee agreed a revised set of priorities for commissioned services:

- Priority 1: Combatting Homelessness
- Priority 2: Tackling Sexual and Domestic Violence
- Priority 3: Tackling Poverty through Employment (European Social Fund match-funded)

- 3.2.2 The priorities of the scheme are still closely aligned with some of the Ambitious for Croydon priorities.
- 3.2.3 13 projects have been commissioned to deliver pan-London services under Priorities 1 and 2 between April 2017 and March 2021. A full list of these commissioned services is available on the London Councils website at <http://www.londoncouncils.gov.uk/node/30010>. Priority 3 projects were commissioned in 2016 and intended to run until December 2018. The only project under this priority intended to benefit Croydon residents is the London Training and Employment Network.
- 3.2.4 As the second most populous borough and therefore the second highest contributor to the LCGS, it has been difficult in the past to demonstrate that Croydon receives a proportionate benefit from the scheme. However, the 2017-21 grants programme has become more focussed on the needs of both inner and outer London, especially with shifting patterns of homelessness to outer London. It aims to strengthen the monitoring of outcomes of these pan-London services by borough, including more scrutiny of outcomes for equalities protected groups.
- 3.2.5 The LCGS provides monitoring data to demonstrate the benefits to individual boroughs from commissioned services. LCGS data for April to September 2017 (the first two quarters of this programme) compare the indicative levels of delivery per borough based on relevant needs data with the actual proportion of new service users. With regard to Priority 1 homelessness services, the indicative level for Croydon was 3.80% of service users and the proportion of actual service users who were from Croydon was 3.91% (equivalent to around 420 individuals). With regard to Priority 2 sexual and domestic violence, the indicative level was 4.16% of users, and the proportion of actual users from the borough was 2.89% (equivalent to around 1,390 users). These percentages are both lower than 4.4%, the proportion of the total population of London that lives in Croydon. Priority 3 projects, originally scheduled to deliver from October 2016 to December 2018, achieved an overall performance of only 30% of profile.
- 3.2.6 London Councils officers have identified a number of boroughs which are below target and will work with providers and relevant borough officers to address this. In respect of Priority 1 and 2 projects it is worth noting that it is anticipated that there are likely to be some statistical anomalies in the first six months of delivery due to start-up factors. In respect of Priority 3 projects, London Councils has deployed resources over recent months to ensure that delivery partners have the required tools, guidance and support to deliver their services effectively.
- 3.2.7 As part of the programme's Commissioning Performance Management Framework, London Councils officers have provided information to relevant borough officers about the providers and a monthly update to inform them of progress. An online directory of all the funded providers is currently being developed.

3.2.8 Croydon has ensured that the relevant council officers and partners are aware of the new projects funded by LCGS. These projects provide added value and additional specialist support for people with protected characteristics who are facing homelessness or domestic and sexual violence. Croydon's partnership approach embodied in its award-winning People's Gateway Enablement and Welfare Service and its Family Justice Centre lends itself to making maximum use of these services. However, council officers consider that there is still progress to be made to ensure that pan-London projects deliver locally. These projects will need to contact borough lead officers to establish the necessary links. There are examples of projects already having done this. The STAR Partnership, involving Thames Reach, Stonewall Housing and St Mungo's, has coordinated on-street assessments of rough sleepers with mental health issues. The Pan-London Housing, Advice, Resettlement and Prevention service has received referrals of homeless ex-offenders from Croydon's Support Needs Assessment and Placement Service. Training opportunities have been offered through the PLUS Project to volunteers in the faith sector who run the floating shelter that provides spaces for 14 rough sleepers for five months of the year. The Council will continue to work with London Councils to ensure the programme impact is maximised in Croydon.

4. CONSULTATION

4.1 The Council is required by statute to contribute to the London Councils Grants Scheme as set out in paragraph 6 below.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 As set out in paragraph 6 below, the Council is required under statute to contribute to the London Councils Grants Scheme in proportion to the population of the borough. The level of expenditure for the Scheme varies from year to year as does the estimated population of Croydon as a proportion of the total estimated population of Greater London. It is therefore not possible to accurately predict the precise level of the Council's contribution from year to year.

The costs are updated annually and the Council's contribution for 2018/19, based on a population of 382,300 (4.35% of the population of Greater London), results in a gross reduction of £45,003 in the contribution required from Croydon. However, as set out in 3.1.4 above, taking account of the effect of the repayment made from London Councils' reserves in 2017/18, the overall effect is a net reduction of £38,186 from last year.

5.2 Revenue and Capital consequences of report recommendations

Current year	Medium Term Financial Strategy – 3 year forecast		
2017/18	2018/19	2019/20	2020/21
£'000	£'000	£'000	£'000

Revenue Budget available				
Expenditure	328	290	290	290
Income	0	0	0	0
Effect of decision from report				
Expenditure	328	290	290	290
Income	0	0	0	0
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>

Note – future years have been assumed at 2018/19 amounts; this could be subject to change and will reported to Cabinet in the future once confirmed by London Councils.

5.3 Risks

- 5.3.1 If the Council fails to make a decision by the statutory deadline of 1 February 2018 there is a risk that the Secretary of State will order that the 2018/19 budget should be set at the rate agreed for 2017/18. This could result in the scheme having insufficient resources to meet its obligations to current grantees. However, agreement of only 66% of the constituent councils is required for London Councils to set a budget for the scheme. The Secretary of State would only have the power to intervene if eleven councils failed to approve the recommended budget by 1 February 2018.

5.4 Options

- 5.4.1 The Council is required to contribute to the London Councils Grants Scheme under the provisions of the 1985 Local Government Act if the proposals recommended by the Leaders Committee are agreed by $\frac{2}{3}$ of the constituent councils by 1 February 2016.

5.5 Savings/ future efficiencies

- 5.5.1 The Council's contribution to the scheme is updated annually dependent upon the agreed level of expenditure, the population of the borough as a proportion of the total population of Greater London and minor variables such as the use of reserves and balances by the Scheme. The Council may influence the total level of expenditure through its membership of the scheme but is bound by the $\frac{2}{3}$ majority decision of the Grants Committee.

Approved by: Ian Geary, Head of Finance- Resources & Accountancy on behalf of the Director of Finance

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Council Solicitor comments that under Section 48(3) of the Local Government Act 1985 and Regulation 6(8) of the Levying Bodies (General) Regulations 1992, member authorities are required to contribute financially to the Scheme in proportion to their respective populations.
- 6.2 The Grants to Voluntary Organisations (Specified Date) Order 1992 which came into effect on 2nd November 1992 and remains in force, as read with Section 48(3) of the 1985 Act, provides that two-thirds of constituent Councils must agree the London Councils Grants Committee's budget by no later than 1st February annually. If it is not so agreed, the overall level of expenditure is deemed to be set at the same level as was approved or deemed to be approved for the preceding financial year, in this instance the sum approved for the 2017/18 year.
- 6.3 While the Council is not directly responsible for administration of the Scheme, as a participant Council in the Scheme it must still be mindful of its general equalities duty under the Equalities Act 2010 and take such steps as are appropriate to consider this duty. Any such considerations need to be addressed in the equalities impact assessment section below.

Approved by Sandra Herbert, Head of Litigation and Corporate Law, for and on behalf of Jacqueline Harris-Baker, Director of Law and Monitoring Officer.

7. HUMAN RESOURCES IMPACT

- 7.1 There are no direct staffing considerations for the Council arising from this report.

Approved by Sue Moorman, Director of Human Resources

8. EQUALITIES IMPACT ASSESSMENT

- 8.1 London Councils is responsible for assessing the impact of individual funding decisions but constituent councils must consider the overall impact of changes to the budget available to the London Councils Grants Committee.
- 8.2 An initial Equalities Impact Assessment has been carried out on the likely impact of the proposals in the report. This indicates that the Council's decision on this matter will have no significant impact on people with protected equalities characteristics.

9. ENVIRONMENTAL AND CRIME AND DISORDER REDUCTION IMPACTS

- 9.1 There are no additional impacts in these areas arising from the report.

10. REASONS FOR RECOMMENDATIONS

10.1 The main reason for the recommendation set out in paragraph 1 above is that, if the Council failed to agree the recommendations of the London Councils Leaders' Committee, there is a risk that the requisite majority of boroughs could fail to agree the proposals by the statutory deadline and the budget would be deemed to be set at the 2017/18 level which, as is set out within the body of the report, is a greater sum than that which is proposed for the 2018/19 level. This could result in the scheme having insufficient resources to meet its obligations to current grantees.

11. OPTIONS CONSIDERED AND REJECTED

11.1 The options available to the Council are to agree or reject the recommendations of the London Councils Leaders Committee. If rejection is considered, unless the Council was reasonably sure it could secure the support of at least $\frac{2}{3}$ of the constituent councils, it would be futile to seek agreement for an alternative budget. As the Leaders Committee which put forward the proposals is made up of the Leaders of all the constituent councils, it is extremely unlikely a sufficient number would be minded to support an alternative budget to that which they had already agreed.

11.2 For reasons set out in 10 and 11.1 above, rejecting the recommendation made by the London Councils Leaders' Committee is not the proposed option.

Report Author: John Montes, Senior Corporate Strategy Officer (ext.: 61613)

Appendix A - Grants Committee Income and Expenditure Budget 2018/19

Appendix B - Borough Subscriptions 2018/19

Background Document: Initial Equalities Impact Assessment

Grants Committee Income and Expenditure Budget 2018/19

Expenditure	Revised Budget 2017/18 £000	Developments £000	Inflation £000	Original Budget 2018/19 £000
Payments in respect of Grants				
London Councils Grants Programme	6,173	0	0	6,173
Membership Fees to London Funders (for all boroughs)	60	0	0	60
City Bridge trust Liaison	75	-75	0	0
European Social Fund Co-Financing	1,880	0	0	1,880
Sub-Total	8,188	-75	0	8,113
Operating (Non-Grants) Expenditure				
Contractual Commitments				
Maintenance of GIFTS Grants IT system	10	0	0	10
	10	0	0	10
Salary Commitments				
Officers	353	0	0	353
Members	19	0	0	19
Maternity provision	10	0	0	10
	382	0	0	382
Discretionary Expenditure				
Staff training/recruitment advertising	6	0	0	6
Staff travel	2	0	0	2
	8	0	0	8
One-off payment to boroughs	156	-156	0	0
Total Operating Expenditure	556	-156	0	400
Central Recharges	155	0	0	155
Total Expenditure	8,899	-231	0	8,668
Income				
Core borough subscriptions				
Contribution to grant payments	7,173	-1,000	0	6,173
Contribution to non-grants expenditure	495	0	0	495
	7,668	-1,000	0	6,668
Other Income				
ESF Grant Income	1,000	0	0	1,000
	1,000	0	0	1,000
Transfer from Reserves	231	769	0	1,000
Central Recharges	0	0	0	0
Total Income	8,899	-231	0	8,668
Net Expenditure	0	0	0	0

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Borough Subscriptions 2018/19

Appendix B

ONS Mid-2015 Estimate of Population ('000)	%	2017/18 Base Borough Contribution (£)		ONS Mid-2016 Estimate of Population ('000)	%	2018/19 Base Borough Contribution (£)	Base Difference from 2017/18 (£)
Inner London							
241.06	2.74%	213,113	Camden	246.18	2.80%	186,799	-26,314
8.76	0.10%	7,744	City of London	9.40	0.11%	7,133	-612
274.80	3.13%	242,941	Greenwich	279.77	3.18%	212,286	-30,655
269.01	3.06%	237,823	Hackney	273.53	3.11%	207,551	-30,271
179.41	2.04%	158,610	Hammersmith and Fulham	179.65	2.04%	136,316	-22,294
227.69	2.59%	201,293	Islington	232.87	2.65%	176,699	-24,594
157.71	1.79%	139,426	Kensington and Chelsea	156.73	1.78%	118,925	-20,501
324.43	3.69%	286,818	Lambeth	327.91	3.73%	248,814	-38,003
297.33	3.38%	262,859	Lewisham	301.87	3.44%	229,056	-33,804
308.90	3.52%	273,088	Southwark	313.22	3.56%	237,668	-35,420
295.24	3.36%	261,012	Tower Hamlets	304.85	3.47%	231,317	-29,695
314.54	3.58%	278,074	Wandsworth	316.10	3.60%	239,853	-38,221
242.30	2.76%	214,209	Westminster	247.61	2.82%	187,884	-26,326
3,141.18	35.74%	2,777,011		3,189.69	36.30%	2,420,301	-356,710
Outer London							
201.98	2.30%	178,564	Barking and Dagenham	206.46	2.35%	156,660	-21,904
379.69	4.32%	335,671	Barnet	386.08	4.39%	292,953	-42,718
242.14	2.76%	214,068	Bexley	244.76	2.79%	185,721	-28,347
324.01	3.69%	286,446	Brent	328.25	3.74%	249,072	-37,374
324.86	3.70%	287,198	Bromley	326.88	3.72%	248,033	-39,165
379.03	4.31%	335,088	Croydon	382.30	4.35%	290,085	-45,003
343.06	3.90%	303,288	Ealing	343.20	3.91%	260,416	-42,871
328.43	3.74%	290,354	Enfield	331.40	3.77%	251,463	-38,891
272.86	3.10%	241,226	Haringey	278.45	3.17%	211,285	-29,942
247.13	2.81%	218,479	Harrow	248.75	2.83%	188,749	-29,731
249.09	2.83%	220,212	Havering	252.78	2.88%	191,807	-28,405
297.74	3.39%	263,222	Hillingdon	302.47	3.44%	229,511	-33,711
268.77	3.06%	237,610	Hounslow	271.14	3.09%	205,738	-31,873
173.53	1.97%	153,412	Kingston upon Thames	176.11	2.00%	133,630	-19,782
204.57	2.33%	180,853	Merton	205.03	2.33%	155,574	-25,279
332.82	3.79%	294,235	Newham	340.98	3.88%	258,732	-35,503
296.79	3.38%	262,382	Redbridge	299.25	3.41%	227,068	-35,314
194.73	2.22%	172,154	Richmond upon Thames	195.85	2.23%	148,609	-23,545
200.15	2.28%	176,946	Sutton	202.22	2.30%	153,442	-23,504
271.17	3.09%	239,732	Waltham Forest	275.84	3.14%	209,304	-30,428
5,532.55	62.96%	4,891,141		5,598.20	63.70%	4,247,851	-643,290
8,673.73	98.70%	7,668,152	Totals	8,787.89	100.00%	6,668,152	-1,000,000

7,668,152

6,668,152

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REPORT TO:	Cabinet 22 January 2018
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 Streets, Environment and Homes Scrutiny Sub-Committee (7 November 2017) and Children and Young People Scrutiny Sub-Committee (28 November 2017) to provide a substantive response within two months (ie. at the next available Cabinet meeting on **19 March 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. 7 NOVEMBER 2017 – STREETS, ENVIRONMENT AND HOMES SCRUTINY SUB-COMMITTEE RECOMMENDATIONS

3.1 The Committee considered an item on Clean Green Croydon; present was the Cabinet Member for Clean Green Croydon. Subsequent to questions to those present, the Committee came to the following conclusions:

- 1) That work had been ongoing for two years to improve and integrate the IT system.
- 2) That further work needed to be undertaken to ensure residents received notifications following reporting of flytips.
- 3) The new waste contract would introduce a number of service improvements and was welcomed.

The Committee made the following recommendations:

- 1) Leaflets on the bulky waste collections be clarified to include an additional line regarding the cost of white goods collection.
- 2) Members be informed when the integration of ICT systems across enforcement functions has been completed.
- 3) An update be provided to Members as to the issues experienced on IT integration and notifications to the public.

3.2 The Committee considered an item on South London Waste Partnership; present was the Cabinet Member for Clean Green Croydon. Subsequent to questions to those present, the Committee came to the following conclusions:

- 1) That the new waste contract in 2018 was welcomed.
- 2) That the communication strategy was integral in ensuring the successful delivery of the new contract.
- 3) That lessons had been learnt from the challenges experienced in the London Borough of Sutton.

The Committee made the following recommendations:

- 1) A further update on the contract delivery be brought to the Sub-Committee in twelve months.
- 2) The communications strategy be carefully planned for the new bin collections and street cleaning.
- 3) The KPIs for the contract be available to Members so they are aware of the expected standards.

4. 28 NOVEMBER 2017 – CHILDREN AND YOUNG PEOPLE SCRUTINY SUB-COMMITTEE RECOMMENDATIONS

4.1 The Sub-Committee considered multiple items to do with the safeguarding and welfare of children in Croydon; present was the Cabinet Member for Children, Young People and Learning.

The Committee made the following recommendations to Cabinet:

- 4.2 The Annual Report of the Croydon Safeguarding Children Board (Item 5)
- 1) Information be obtained on the achievements and lessons learnt from the Strengthening Families programme, the Troubled Families programme and the social work academy, to be enshrined in future good practice.
- 4.3 Statistics on missing children (Item 6)
- 1) To receive update reports on missing children and Resident Home Interviews (RHI's) at the February and March meetings of the sub-committee.
 - 2) To receive information on safeguarding provision and training at Bed and Breakfast establishments.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

There are no financial implications arising directly from the contents of this report.

6. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER

The recommendations are presented to Cabinet 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, 19 March 2018** is the next available meeting).

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 7 November 2017.

<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=170&MId=342>

Background document 2: Reports to the Children and Young People Scrutiny Sub-Committee on 28 November 2017.

<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=167&MId=1185>

Croydon Council

REPORT TO:	CABINET 22nd January 2018
SUBJECT:	Investing in our borough
LEAD OFFICER:	Sarah Ireland, Director of Commissioning and Improvement Richard Simpson, Executive Director Resources & S151 Officer
CABINET MEMBER:	Councillor Simon Hall Cabinet Member for Finance and Treasury
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:	
<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>	
FINANCIAL SUMMARY: There are no direct costs arising from this report.	
KEY DECISION REFERENCE NO.: There are key decisions mentioned in this report, but approval of the Recommendations would not constitute 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

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 09/11/2017 – 13/12/2017.

1.1.3 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.

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 09/11/2017 – 13/12/2017.
 - 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;
[As at the date of this report there are none]
 - Partnership arrangements to be agreed by the Cabinet at this meeting which are the subject of a separate agenda item;
[As at the date of this report there are none]
 - 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.

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 09/11/2017 – 13/12/2017.
- 3.3 Section 4.3 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
- 3.4 There are no 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.

- 3.5 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
Leaseholder Insurance for a maximum contract term of 5 years	Total contract value £1,230,715	NIL	Resources/ Cllr Simon Hall

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
The Supply of Pool Cars for a term of 1 year and optional 12 month extension	Total contract value £450,000		Resources

CONTRACT EXTENSIONS & VARIATIONS

Contract Title	Value of Contract to Date	Revenue value of Extension Term	Total Revenue value including extension term	Contract Capital Budget	Dept/Cabinet Member
NHS Complaints Advocacy statutory service – extension for a further 12 months	£156,648.57	£43,000	£199,648.57	NIL	People/ Cllr Louisa Woodley
Parent Partnership / Special Educational Needs and Disability Information, Advice & Support Service & Mediation/Dispute Resolution Service for a further 12 months	£179,114	£96,986	£276,100	NIL	People / Cllr Alisa Flemming / Cllr Louisa Woodley

4.3 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 Title	Contract Revenue Budget	Contract Capital Budget	Dept/Cabinet Member
Healthwatch Croydon for a term of 2 years with the option to extend for a further 2 years	Total contract value £740,616	NIL	People/ Cllr Hamida Ali

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 Solicitor to the Council comments that the information contained within this report is required to be reported to Members in accordance with the Council's Tenders and Contracts Regulations and the council's Financial Regulations in relation to the acquisition or disposal of assets.

Approved by Sean Murphy, Head of Commercial and Property Law and Deputy Monitoring Officer on behalf of the 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:

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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](#)

- *Leaseholder Insurance*
- *Healthwatch*

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).

- *Leaseholder Insurance*
- *Healthwatch*