

Scrutiny & Overview Committee Agenda



To: Councillor Sean Fitzsimons (Chair)
Councillor Jan Buttinger (Vice-Chair)
Councillors Carole Bonner, Patsy Cummings, Stephen Mann and
Vidhi Mohan

Reserve Members: Sherwan Chowdhury, Mario Creatura, Bernadette Khan,
Joy Prince, Sue Winborn and Callton Young

A meeting of the **Scrutiny & Overview Committee** which you are hereby summoned to attend, will be held on **Tuesday, 31 October 2017** at **6.30 pm** in **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**

JACQUELINE HARRIS-BAKER
Director of Law and Monitoring Officer
London Borough of Croydon
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www.croydon.gov.uk/meetings
Monday, 23 October 2017

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

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

AGENDA – PART A

1. Apologies for Absence

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

2. Minutes of the Previous Meeting (Pages 5 - 12)

To approve the minutes of the meeting held on 5 September 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.

5. Fairfield Halls Update Report (Pages 13 - 18)

An update on the refurbishment of Fairfield Halls

6. Update on the response to the OFSTED Inspection of Children's Services (Pages 19 - 36)

7. Cabinet Responses to Recommendations (Pages 37 - 42)

8. Work Programme (Pages 43 - 46)

To consider and approve the Committee's work programme for the municipal year 2017/18.

9. 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

None

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Scrutiny & Overview Committee

Meeting held on Tuesday 5 September 2017 at 6:30pm in The Council Chamber, The Town Hall, Katharine Street, Croydon CR0 1NX

DRAFT MINUTES - PART A

Present: Councillor C Bonner, Councillor J Buttinger, Councillor S Fitzsimons, Councillor S Mann, Councillor V Mohan, Councillor A Butler(Also In attendance), Councillor T Newman(Also In attendance)

Also present: Jo Negrini (Chief Executive Officer), Barbara Peacock (Executive Director of People), Edwina Grant (Improvement Board Chair), Stephen Tate (Director of District Centres and Regeneration).

Apologies: Apologies were received from Jon Robbins and Keeley Smith from the London Fire Brigade Croydon Station.

MINUTES - PART A

A1 Minutes

The minutes of the meeting held on Tuesday 27 June 2017 were approved as a correct record of that meeting.

A2 Disclosure of Interest

There were none.

A3 Urgent Business (if any)

There was no urgent business to consider.

A4 Exempt Items

The allocation of business between Part A and Part B was agreed as stated in the agenda.

A5 Question Time: Leader of the Council

The item began with a presentation by the Leader of the Council. It was stated that the case needed to be made to central government for fair funding for Croydon. Economic growth had been fundamental to what the administration had been focussing on – from housing development through Brick by Brick to Westfield Hammerson in the

town centre. Housing standards had been driven up through the landlord licensing scheme and the Don't Mess With Croydon campaign was improving the cleanliness of the borough's streets. Croydon was playing a key role in delivering on the Mayor of London's agenda such as 20mph zones. The administration was also working with the Greater London Authority (GLA) to be designated the borough of culture for 2018/19 year. There had been significant investment in Croydon's cultural offer, including the development of Fairfield Halls, the new leisure centre in New Addington, the launch of Boxpark and the revamped Surrey Street market.

The successes were illustrated by large companies moving their offices to Croydon, and the Council were coupling this with being London Living Wage employers to ensure the jobs coming to the borough were quality well-paid opportunities.

The Leader stated he was proud to be a white ribbon borough campaigning against domestic violence. The July Youth Congress was highlighted as a successful example of engagement with young people in the borough, and it was announced that the Youth Zone had received planning permission and work would start in January 2018 to build the facility. Exam results were also going in the right direction.

The Leader stated that the difficult news had been the recent Ofsted inspection. The service needed to be improved urgently – particularly to impact the front line of the service. The final slide of the presentation detailed the short term steps being undertaken in response to the report.

The Chief Executive noted that officers from Ofsted were worked with whilst still on site at Croydon, to contribute to the transitional plan in place to deal with the shortcomings identified by the inspection. This included the creation of the improvement board. The independent chair of the board had been appointed after careful consideration in identifying someone with experience of working with local authorities on improving their children's services.

The Chair of the improvement board introduced herself to the Committee and stated that there had been a focussed effort to respond effectively to the inspection findings. An encouraging sign was the Council's response to accept the findings and work with the inspectors, rather than in other authorities where the response had been to deny the findings. The Chair stated that her role would be to create an environment where officers and partners reflected on what needed to be done and to create a performance framework. There would be challenges and setbacks along the improvement journey however the Chair stated that she had witnessed a good attitude amongst Council officers to improve and take the steps necessary.

The Committee first moved to questions specifically relating to the Ofsted report. In response to questions from the Committee, the following responses were provided:

- The Chair of the improvement board stated that there would be clear communication to ensure that Members and the wider public were kept updated on the board's progress. The Chair stated that she would rigorously maintain her independence, and intended to stay in post until clear signs of improvement within service were in place.
- The Chair of the improvement board explained that the commissioner appointed by the Department for Education (DfE) would review progress by the Council and determine whether it was capable of delivering the improvement journey of its own accord. The commissioner would then write to the Minister to determine whether central government intervention was required.
- The Chief Executive stated that press statements had reported the situation with the commissioner incorrectly; Croydon was still delivering its children's services and the commissioner was reviewing whether the Council could implement the changes. The entire executive leadership were on the improvement board as it was being treated a corporate-wide issue; senior Members from both parties sat on the board as well. A key partner brought into the process was the Achieving for Children organisation, who would work alongside officers and sit on the board.
- The Leader stated that a key challenge to social worker recruitment was the higher salaries available at neighbouring "inner London" boroughs. Recruitment had been discussed with the Ofsted inspectors and while funds had been allocated to cover recruitment in the short term, a longer-term sustainable plan was required.
- The Executive Director for People stated that retention of social workers was the key issue, and that it was important to highlight the excellent work of existing staff members. A vision for a strong workforce strategy was required, that looked at salary options but also career progression structures. A significant amount of staff engagement had been undertaken and would feed into the future plans.
- The Executive Director for People stated that there was a push to convert the excellent agency staff to permanent contracts. Caseloads had been identified as a key issue and another social work team had been established to ease the pressure.
- The Leader stated that a large number of inspected authorities across the country had received poor ratings for their children's services and it was a challenging service to performance manage. The data provided needed to be reviewed and absolute assurance of the data's accuracy was

needed. The improvement board would be essential in ensuring this. Councillor Gatland was thanked for her role on the improvement board, and the need for cross party cooperation on the issue was crucial.

- The Chief Executive stated that assurance on the data provided was crucial to ensure proper performance management, particularly of front line services. The Ofsted report was critical of the data quality and the improvement board had already considered the issue in considerable detail and it would be a big piece of work to get the data up to the standards required. The lessons learned through this process could be rolled out across the Council at large.
- The Executive Director for People stated a culture shift within the service was an important aspect of the improvement plan. A culture of openness and confidence to challenge needed to be fostered within the department. This attitude should embrace partnerships as well, such as the safeguarding board.
- The Leader stated that the issue identified by the Ofsted report stretched over two administrations in Croydon. The borough also suffered unique pressures such as per head of population underfunding from central government and a high number of unaccompanied asylum seeking children. The overriding focus was ensuring the safety of the borough's children. It was stated that good leadership was displayed by working with Ofsted and not disputing the findings; cross-party support was crucial.
- The Leader stated that the data received had to be robust, and Members needed additional training sessions to support their role as corporate parents.
- The Executive Director for People stated that a large number of looked after children were placed in Croydon from other boroughs, in addition to a large number of Croydon's own looked after children. It was important to ensure that the strengths of the service not be overlooked – with areas of the service recognised nationally and internationally. The shortcomings with missing young people identified in the report would be properly analysed and addressed. However, prior to the Ofsted report, a head of service role looking at targeted groups such as vulnerable teenagers had already been created and the officer appointed to that role was due to start in the forthcoming month. The issue was being treated on a partnership basis alongside the Police and the new Chair of the safeguarding board had been consulted.
- The Chief Executive stated that an important lesson had been learnt to foster a cultural change towards openness particularly in a department like children's services that relied

on trust to performance manage effectively. Officers had received a clear steer from the administration to be upfront about the Ofsted report, such as being proactive with the press and publicly apologising to the affected families. Confidence was expressed that the Council would deliver on the improvement journey.

- The Executive Director for People stated that it had been a painful experience to be publicly informed that the service had let children down, and sincere apologies had been proffered for the failings. The response, however, has been to learn lessons and a determination to fix the service. A culture change was one of the most important changes moving forward, to create a climate of passion for the service as well as openness and a confidence to challenge.
- The Leader stated that it was accepted that changes should have been implemented more rapidly in the service. Since the report the issues identified had been tackled head-on and quickly.
- The Executive Director for People stated that the new IT roll-out in the service would include tablets and smart phones to allow for enhanced mobile working for social workers. It was a hardware, not software, upgrade.
- The Leader stated that the safeguarding board had to rely on data and input from a range of partners and these bodies had also been criticised in the Ofsted report.
- The Chief Executive stated that the new chair of the safeguarding board had previously been the chair of an improvement board at another local authority and therefore held the skill sets needed to shape the safeguarding board to be effective during the improvement journey.

The Committee **CONCLUDED** that the Ofsted findings were a corporate issue that would affect not only all Council departments, but would also impact on the work of all Scrutiny Committees.

The Committee **RESOLVED** that:

1. The Scrutiny and Overview Committee lead on scrutinising the progress of the overarching improvement plan;
2. The Children and Young People's Scrutiny Sub-Committee hold a standing item to focus on key themes in the improvement plan;
3. The Streets, Homes and Environment Sub-Committee and Health and Social Care Sub-Committee both receive reports detailing their roles in scrutinising the delivery of aspects on the improvement plan and what lessons can be learned in support of their areas of work.

The Chair of the Committee stated that scrutiny Members would

need to work hard outside of formal meetings to rise to the challenge of properly scrutinising the improvement plan. As part of this process, the Chair committed to working with officers to:

- Identify training for Scrutiny Members on both Children's and Adults' social care;
- Identify improved performance reporting on both of those areas;
- Identify how Members could access expert advice

At the conclusion of this section of questioning, the Committee moved to questions to the Leader's broader portfolio. In response to Committee questions, the Leader responded with the following:

- The new Surrey Street market pitches were now 81% booked, and the investment into the area had been a success with the market becoming a place to be at the evenings and weekends.
- The Westfield Hammerson development was currently in negotiation with the GLA and would then move to the Council's Planning Committee.
- Looking over the previous four years, the administration had fulfilled many of its manifesto pledges which had made a real impact to residents' lives and attracted businesses to the borough. There had been a resurgence of confidence in Croydon.

The Chair closed the item and thanked the Leader and officers present for attending the meeting.

A6 Fire Safety in Croydon Homes

The Director of District Centres and Regeneration introduced the item with a presentation that provided an overview of the work the Council had undertaken since the Grenfell Fire. It was noted that Croydon was the first borough to announce the installation of sprinklers in all its tower blocks. Stronger action was also being taken to enforce fire safety and a good relationship with private landlords had been fostered to ensure unsafe cladding was replaced. All of the borough's schools were also being reviewed to ensure proper fire safety measures were in place.

In response to questions from the Committee, the Director stated the following:

- Emergency evacuation plans had been put in place for vulnerable residents living in tall buildings.
- All communal areas in blocks were being reviewed to identify potential risks, for example communal furniture and parked

mobility scooters.

- Fire prevention of advice was produced by the Council and the Fire Brigade and organisations such as residents' associations were used to help distribute the information to tenants.
- The electrical wiring in the Council's housing stock was being reviewed and where necessary it would be updated to ensure it was secure and safe. However tenants were responsible for the wiring in their own properties.
- Officers were looking at other local authorities to consider how best to fund schemes such as sprinkler systems. All possible funding options were being considered.
- Officers acknowledged that a fine balance was needed between the need for clear evacuation routes in tower blocks and the need to securely park mobility scooters near flats. There was no clear answer to the issue and Members were reassured that the issue was being looked at carefully.
- The Council worked with housing associations to ensure that high standards of safety were being upheld in properties they managed. In the rented private sector there was close cooperation with the Fire Brigade to review safety measures. However there was grey area in duties towards privately owned (non-rental) residential properties.
- There was a good working relationship between the Council and the Fire Brigade and close cooperation in challenging areas. The Landlord Licensing Scheme was a good example of cooperation between the two parties where concerns are raised by tenants.
- There was currently and independent review of the fire safety regulations nationally, and a preliminary report from the review was due in the autumn of 2017.

The Cabinet Member for Homes, Regeneration and Planning added that where residents in privately rented accommodation raised concerns, the Council would liaise with the Fire Brigade to ensure the matter is dealt with appropriately. Whilst short term safety measures had been implemented, it was stated that a longer-term plan would need additional central government funding to be sustainable.

The Cabinet Member and officers present were thanked for the presentation and responding to questions from the Committee.

A7 Cabinet responses to scrutiny recommendations

The Committee **NOTED** the Cabinet responses.

A8 Work Programme 2017/18

The Head of Democratic Services and Scrutiny guided the Committee through the proposed work programme for the municipal year. It was noted that the schedule would be subject to change in light of the Ofsted report.

The Committee **NOTED** the work programme.

A9 [The following motion is to be moved and seconded as the “camera resolution” where it is proposed to move into part B of a meeting]

Not required.

MINUTES - PART B

None

The meeting finished at 8.56pm.

Agenda Item 5

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| REPORT TO: | Scrutiny Committee October 31st 2017 |
| SUBJECT: | Fairfield Halls |
| LEAD OFFICER: | Shifa Mustafa, Executive Director: Place Paula Murray, Creative Director Colm Lacey, Director of Development |
| CABINET MEMBER: | Councillor Alison Butler, Deputy Leader (Statutory) and Cabinet Member for Homes, Regeneration and Planning Councillor Timothy Godfrey, Cabinet Member for Culture, Leisure and Sport |
| PERSON LEADING AT SCRUTINY COMMITTEE MEETING: | Paula Murray: Creative Director, Place Colm Lacey: Director of Development, Place |

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| ORIGIN OF ITEM: | A request for an update from the Chair of Scrutiny |
| BRIEF FOR THE COMMITTEE: | This report accompanies a presentation to this Committee. It summarises an update on the refurbishment of Fairfield Halls plus the mobilisation and engagement plans of the incoming operator BHLive. |

1. EXECUTIVE SUMMARY

Initial enabling works have been completed in the Fairfield Halls and Vinci, the main contractor appointed, are on site and undertaking main works. A series of tours were conducted of the site in September and will be repeated in coming weeks and months. BHLive the incoming operator for the Fairfield Halls have appointed a Venue Director and begun a programme of engagement and developing communications in preparation for handover.

2. FAIRFIELD HALLS: REFURBISHMENT

2.1. Works Update

The initial Enabling works package comprising of targeted strip out of MEP and Asbestos removal was completed in June 2017. Completion of these works were timed with the appointment of the main contractor – Vinci Construction Ltd.

Vinci have progressed on site over the past 4.5 months undertaking works as follows:

- **Site set up** – Installation of welfare and site facilities.
- **Site review** – Review and sign off, of completed Enabling works. Familiarisation survey of site in relation to proposed works.
- **MEP Works** – Continued MEP strip out of works outside the Enabling works package.
- **Asbestos works** – Removal of previously unidentified Asbestos (The construction process is subject to ongoing Asbestos review)
- **Scaffolding** – Installation internally of small sections of scaffold for exploratory works. External scaffold erection to the North elevation for façade works.
- **Seating** – Ashcroft Theatre – Removal and protection of seating, Concert Hall to follow.
- **Subcontractor packages** – Subcontractor tender packages have all been returned and are being reviewed by Gleeds (External Project Management Consultants) and Vinci Construction Ltd.

2.2. Proposed Works Detail

2.2.1. Externals

- **North Elevation** – A frameless glass extension to the north elevation will provide an improved connection to College Green, providing a new entrance and much improved circulation with a new lift and stairs. Independent access to the Ashcroft Theatre from College Green will be created. Cleaning and refurbishment of the existing signage, stonework and cladding, together with replacement of the existing failed precast cladding, will enhance the original designs.
- **South Elevation** – The existing Arnhem Gallery main elevation will be demolished and re-built to match the existing materials and massing, with improved cladding performance and insulation. This will create a new multi-function space and terrace to be incorporated at second floor level, with a back lit polycarbonate glazed façade and new plant area. The retained portions of the façade will be cleaned and refurbished with a new independent access created to the Arnhem from Barclay Road. The existing failed precast cladding to the high level Concert Hall elevation will be replaced and the existing 'Arnhem Gallery' signage will be cleaned, refurbished and reinstated on the new section of the elevation.
- **East Elevation** – It is proposed to keep the east of Fairfield Halls for the purpose of technical and back of-house activities. The unsightly office extension built in the 1990s will be removed. The loading dock for the Concert

Hall get-in will be replaced with an improved layout and design. The unused kitchen extension will be removed and the kitchen service yard remodelled. There will also be upgrades to the existing sub-station and the introduction of a new energy centre for the future connection to a proposed district heating system.

2.2.2. Internals

- **Ashcroft Theatre** – Refurbished and new seating will be provided with an increased capacity from 750 to 801. A new audience address system will be provided, with general decoration throughout to retained elements.
- **Arnhem Gallery** - The existing Arnhem Gallery main elevation will be demolished and rebuilt providing two new floors of multifunction space, with sprung and semi sprung floors, new lighting and a performance grid. The 1990s extension will be removed.
- **Concert Hall** – The existing renowned acoustics to the Hall will be preserved and enhanced with a new acoustic rear canopy and acoustic banners, together with technical facilities for a greater audience and performer experience. Seating will be refurbished with new retractable choir seating to allow an increased stage area and improved access. The existing lighting is to be refurbished, and the get-in will be improved for easier access.
- **Main Foyer** – A new box office ‘Welcome’ area will be provided with clear and improved circulation, accessibility and wayfinding. Existing heritage architectural features will be enhanced with the original ceiling, lighting design and projecting balconies reinstated. The existing entrance doors and glazing will be replaced and a new informal performance space, bar, café and cloakroom provided.

2.3. Engagement: Site Tours

Last month Fairfield Halls opened on a Saturday for a series of tours of the building work so far. Around 80 people in total were taken across a total of 4 tours throughout the day. One of the tours was opened up to the public via the London Open House scheme and the others were by invitation. The tour participants were particularly taken with how different the building was internally after the strip out that has taken place. There is an intention to run more tours at a suitable point in the build programme again in the near future.

3. FAIRFIELD HALLS: OPERATIONAL

3.1. BHLive Update

A presentation to Cabinet in June this year introduced BHLive the future operator for the Fairfield Halls and gave information on their current business and highlights from their tender documentation. Over the last three months, engagement and recruitment have already begun as part of a mobilisation phase prior to the opening of the venue.

3.1.1. Venue Director

BHLive have appointed Neil Chandler as the Venue Director who is due to start working with them from the middle of November. Neil comes to BHLive from Ambassadors Theatre Group, running the New Wimbledon Theatre and the Bristol Hippodrome. Neil was also Head of Operations for Fairfield Halls from 2009-11 so has some previous experience of the venue. The role of the venue director will be to lead on managing day to day operations, event programming, community engagement and events and business events.

Working jointly, the council will support the new venue director in a whole series of engagement sessions for local partners, stakeholders, community representatives and organisations in the New Year. Some discussions are already underway with the existing head office programming and community engagement heads from BHLive with key cultural organisations and potential promoters.

3.1.2. Employment

The main recruitment drive for Fairfield Halls will commence approximately 6 months from opening, with key positions such as Sales, Marketing, Community, Hospitality, Ticketing, Facilities plus Technical and Stage. It is BH Lives aim to have as much local talent as possible and they will engage with Croydon Works throughout the process. In the interim period BH Live central resource have been busy liaising with key partners to develop and prioritise key elements of the mobilisation plan.

3.1.3. Marketing and Communications

The focus of the Marketing department in the early stages has been in managing the PR generated by the news that the new operator has been appointed. Significant coverage has been generated in all local media and extremely positive customer feedback has been forthcoming on social media platforms. BH Live have been working with the Council to understand the historical customer data and are developing a contact plan over the coming months, being mindful of the General Data Protection Regulations (GDPR) coming in to force in 2018. A landing page has been launched in the short term to capture customer details for ongoing communication, and a new website,

with integrated ticketing, is under construction. Some initial research has been undertaken regarding the Fairfield Halls brand look and feel.

3.1.4. Community Engagement

Paul Griffiths – Group Lead, Community Engagement and Learning, has been focused on building new relationships with key stakeholders in Croydon; meeting with The Brit School, Glenthorne School, Savvy Theatre Company, Croydon Youth Theatre Organisation and Croydon Youth Arts Collective for example. A number of individual schools have also been in contact and several additional future meetings are also in the pipeline.

Paul has also met key Council contacts covering areas such as Arts Participation, Youth Engagement, Fundraising plus Music and Arts. Meetings to date have been mostly exploratory, gaining a wider understanding on the aspirations of the various departments.

3.1.5. Hospitality

Developing the catering proposition is viewed to be critical to the re-launch of Fairfield Halls. BH Live are planning a bespoke range of experiences to suit all customer demographics, ranging from coffees, sandwiches, panini's and light snacks during the day targeting the business, student and office workers – to Street Food on event nights such as gourmet burgers, Mexican, oriental, etc. appealing to diverse tastes. This will be complimented by VIP Hospitality packages, with themed evenings linked to show genre. Current market trends such as Gin and Prosecco will be served via mobile outlets

The new Glasshouse on the side of the building will be the new F&B destination of choice for the cultural quarter with wood-fired pizzas plus craft and local beers.

Fairfield Halls will also look to develop many non-performance experiences such as Corporate Events, exhibitions, award ceremonies, weddings, parties and Town Hall events. Contact has been established with Croydon BIDs and BHLive plan to host events for business events bookers in the coming months.

CONTACT OFFICER: Paula Murray, Creative Director

APPENDIX: None

BACKGROUND DOCUMENTS: None

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Agenda Item 6

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| REPORT TO: | Scrutiny and Overview Committee 31 October 2017 |
| SUBJECT: | Update on the response to the OFSTED Inspection of Children's Services |
| LEAD OFFICER: | Barbara Peacock Executive Director (People) |
| CABINET MEMBER: | Alisa Flemming Cabinet Member for Children, Young People and Learning |

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| ORIGIN OF ITEM: | This item follows the recent OFSTED inspection of the council's children's services. |
| RECOMMENDATIONS | Members are invited to: i) Note the action that has been taken through the transitional action plan in response to the findings of the Ofsted inspection. ii) Comment on the draft Improvement Plan and priorities. |

1. EXECUTIVE SUMMARY

- 1.1 On 4th September 2017, Ofsted published its report providing an overall judgement that Children's Services in Croydon are inadequate. The Local Safeguarding Children Board (LSCB) was also judged inadequate, as inspectors found that the LSCB had not fully established effective arrangements to discharge its statutory functions. The Council fully accepts the findings of the report.
- 1.2 On 4th September 2017, the Minister for Children and Families at Department for Education (DfE) issued Croydon Council with a Direction which requires the council to co-operate with a commissioner. The Secretary of State has appointed Eleanor Brazil as commissioner for Children's Services in Croydon for an initial three-month period, who will make recommendations to the Minister on the best course of action for the service going forward. The Commissioners Report will be submitted to the Minister on 4 December. It will not be a public document at this point and the decision when to publish the Commissioners Report and the Ministers response sits with the Minister. There is no standard agreed timeframe for publication.

- 1.3 At its meeting on 5 September 2017, the Scrutiny and Overview Committee agreed to lead on scrutinising the progress of the overarching improvement plan and that each Children and Young People's Scrutiny Meeting will have a standing item to focus on a key theme in the Improvement Plan. This will enable strong strategic challenge on the whole plan alongside the opportunity to challenge and seek assurance on detailed practice.
- 1.4 This report seeks to provide an update on the action we have taken since the inspection, update all key performance and practice issues, and to provide the committee with an opportunity to comment on the draft improvement plan which we are required to produce for Ofsted and the Department for Education (DfE) in response to the inspection findings. Following comments from the Committee, this will go to the Children's Improvement Board on the 7th November and to Cabinet for final sign off on the 20th November.

2. UPDATE ON THE TRANSITIONAL ACTION PLAN

- 2.1 As a result of the feedback received during the inspection, a corporate improvement programme led by the Chief Executive, was established to develop and deliver a transitional action plan, which has sought to target and take forward priority improvements the first three months after the inspection.
- 2.2 A summary of the action taken since the inspection is set out below:
- 2.3 **Support for the improvement programme**
- 2.3.1 A Shadow Improvement Board, Chaired by the Leader of the Council took place in August to ensure there was strong start to the improvement journey in Croydon and we did not wait until our newly appointed Independent Chair who was commissioned to start in September.
- 2.3.2 An Improvement Board has been established, chaired by an Independent Chair Edwina Grant, which met for the first time in September and will now take place monthly.
- 2.3.3 Membership of the Improvement Board includes the Chief Executive and all Council Executive Directors, the Lead Member for Children and Young People and Lead Member for Finance & Treasury, partnership representatives (police, health, and schools), the new interim chair of the Croydon Children's Safeguarding Board (CSCB), Department for Education Caseworker, the Commissioner appointed by the Minister,

and a front- line staff representative. The membership of the improvement Board will change over time and will be led by our Independent Chair.

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

2.4 Leadership and governance

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

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

2.4.3 A new interim Chair of the CSCB has been appointed and started in September. Di Smith brings considerable experience as an ex DCS but also as a Chair of an Improvement Board in another authority. A development session with the LSCB led by the new Chair has already taken place and clear step forward in starting to set a stronger and clearer direction.

2.4.4 A decision has taken place, with partners, to separate the Charing of the Adult Safeguarding Board and the Children’s Safeguarding Board for the next 2 – 3 years. This is to ensure full attention is given to children’s improvements, whilst ensuring adult safeguarding has the full attention that is needed. Adi Cooper, London Care and Health Improvement Adviser, is acting as the temporary Chair of the adults board whilst we recruit a new Chair. The advert for the new Adult Safeguarding Board Chair is now live.

2.4.5 A meeting has taken place between the Director of Law, Executive Director People, and members of the judiciary to support improvement planning around court work. A number of activities are taking place to progress this work, including a schedule of meetings between the service and the judiciary, development of the court proceedings action plan and data set. Croydon has agreed to be part of the LIFT project with South London and Maudsley NHS, NSPCC and the Judiciary to start 16th

October. Internally a new Head of children's and education law has been appointed and has taken up this permanent role.

- 2.4.6 The LGA is supporting our work with Elected Members. LGA training and support is open to Members and will include a focus on scrutiny.
- 2.4.7 Research on Corporate Parenting Panels is progressing and will be completed and agreed by the Lead Member for Children's Services ready for the next Corporate Parenting Panel in November. New strengthened duties under the Children and Social Work Act 2017 are coming in and Corporate Parenting Panel will need to be strengthened to meet new duties and drive improvement.
- 2.4.8 Work is underway to launch the new Children in Care Council during October half term, including a new membership cohorts of children (8-12 and 13-18). The launch date is 24 October 2017.

2.5 **Workforce actions**

- 2.5.1 An additional team of six social workers and a Unit Manager has been created within Care Planning to manage the workload and take immediate action to reduce caseloads in this part of the service. This is a temporary team for 6 months whilst a longer review takes place in relation to the number of social workers and managers needed to have a workload that allows good social work to take place.
- 2.5.2 A second 'surge team' has been agreed and will be in place in November to address additional demand in the system.
- 2.5.3 A new ASYE forum has been established and the first meeting took place in September. 24 ASYE's have successfully completed their year since Ofsted and a celebration event has been scheduled for 1 December 2017.
- 2.5.4 A retention payment of £1500 has been made to children's social workers, Unit Managers, PAs, Child Protection Chairs and IROs as an interim measure ahead of a review of employment package for social workers to include proposals for pay and benefits. A rolling recruitment campaign is in place, along with a programme of work to convert agency staff to permanent positions.
- 2.5.5 Two new interim Consultant Practitioner posts have been established who will have a focus on audit. Staff are now in post and increasing the focus on auditing to ensure children's lived experiences are much clearer and greater visibility on quality of practice.

- 2.5.6 A Service Leader training programme, commissioned through National College, has commenced and a Unit Manager Development programme started at end of September, with many aspects of the programme being mandatory for staff.
- 2.5.7 Achieving for Children has been commissioned to provide support for the development of a robust quality assurance framework and contribute to our work on a new model of social work practice. Achieving for Children sit on our Improvement Board.

2.6 Social work practice actions

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

2.6.9 An increased focus on auditing is now being established and the additional new auditing capacity has already meant we can and have done more audits.

2.6.10 Two new permanent Heads of Service were appointed during Ofsted. Iain Lowe - Head of Service for Early Help and MASH and Hannah Doubty - Head of Service for Targetted Services. Both join on 30 October. A new interim Head of Service for Quality Assurance - Tom Stevenson has been appointed and will start with u on 1 November. This much strengthened senior team in Children's Social Care will provide capacity to take the service forward.

2.7 Systems and support actions

2.7.1 The roll out of smartphones to all social workers is underway and is on schedule to be completed in October.

2.7.2 A number of changes to CRS have been identified and initial quick wins have been implemented. A number of longer-term options are now being scoped.

2.7.3 A review of Business Support is underway and some immediate actions have been taken to improve support to social work teams. The intention is to free social work time to spend with children and families.

2.7.4 A pilot is underway to test integrated tablet technology and initial feedback has been received to shape further development and consideration in early November 2017.

2.8 Communications actions

2.8.1 There has been focus on increasing staff engagement and there have been many staff engagement sessions. A number of new, on-going staff engagement forums have been launched and first meetings have taken place including:

- Staff Reference Group
- ASYE Forum
- Social Work Forum
- Practice Development Group

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

2.8.2 A varied programme of engagement activities has been taking place to involve staff in designing, prioritising and implementing quick wins and longer terms solutions that will be included in the children's improvement plan. These have included;

- Briefing meetings during the week following the publication of the inspection report

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

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

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

3. WHAT HAS HAPPENED SINCE OFSTED

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

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

| | June 2017 | 30/09/17 |
|--|-----------|----------|
| Numbers of Children on Child Protection Plan | 369 | 444 |
| Numbers of care proceedings | 262 | 281 |
| Numbers of indigenous Croydon LAC | 407 | 441 |

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

On Monday 23 October the breakdown was as follows:

Average caseload in Assessment 31

| | |
|-----------------------------------|----|
| Average caseload in Care Planning | 17 |
| Average caseload in Permanency | 14 |
| Average caseload in Leaving Care | 20 |

We would expect caseloads to be different across the service, however we accept that 31 in assessment is too high and we are seeking to secure additional staff to reduce these numbers.

These are averages and going forward this data will be reported to the Improvement Board and will include the figures for the highest and the lowest numbers so there is much greater transparency.

4. DEVELOPING THE IMPROVEMENT PLAN

- 4.1 We are required to develop and publish a Children's Improvement Plan, which sets out the key priorities and areas of focus for the next 2-years.
- 4.2 For us in Croydon we are clear our Children's Improvement Plan will be the single plan across the council and partners to drive improvement. The improvement programme has significant scale and complexity with work spanning across the service, corporately across the Council and with partners. The plan needs to be fit for the future, and respond not only to Ofsted's specific recommendations, but also to the future needs of our children and young people and future direction of government policy.
- 4.3 We need to be receptive to the feedback from the inspectors that we did not prioritise effectively on practice issues, which created delays in our improvement journey. This means that we will need to focus on making improvement in the right areas which builds the necessary momentum to change the lives of children and young people. In addition, we will need to develop a clear set of priorities so that we focus our resources in the right places.
- 4.4 Inspectors also said that we need to put more focus on improving the lived experiences of children and young people, whilst ensuring there are appropriate systems and processes in place. This means we will need to think carefully about how we put the needs and aspirations of Croydon's children and young people at the heart of our improvement programme.
- 4.5 The ownership of the plan among front-line staff and partners will be key to the delivery of the improvement programme. We will need to balance the complexity and pace of change with the need to engage with staff and partners so that they feel part of our improvement journey. Ongoing communication to the wider children's workforce will be an essential part of the programme, as has been their input into shaping the plan.

Draft Improvement Plan

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

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

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

5. MONITORING THE IMPROVEMENT PLAN

- 5.1 The Overview and Scrutiny Committee has agreed to lead on scrutinising the progress of the overarching improvement plan. In addition, each Children and Young People's Scrutiny Meeting will have a standing item to focus on a key theme in the Improvement Plan.
- 5.2 Following the submission of the improvement plan in December, Ofsted will undertake a programme of quarterly monitoring visits and a re-inspection once the period of monitoring has ended. The quarterly monitoring visits will commence in December and the findings will be reported to the council.
- 5.3 The Department for Education will also provide an additional level of scrutiny to support and challenge the council to improve. The DfE has appointed Eleanor Brazil as the children's commissioner to Croydon for an initial three-months to give advice to ministers about the council's progress on improvements. The children's commissioner will write a report to the minister on her findings, which will be published on the DfE website. It is anticipated this report will be completed early December, 2017. The DfE will review the local authority's progress towards improvement every six months.

6. NEXT STEPS

- 6.1 Following the Overview and Scrutiny Committee meeting, the improvement plan will be considered at the Children's Improvement Board on the 7th November, which will then go to Cabinet for final sign off on the 20th November.
- 6.2 Following Cabinet approval, the improvement plan will be submitted to Ofsted and the Department for Education who will give it final approval.

7. RECOMMENDATIONS

- 7.1 The Sub-Committee is asked to:
- 1) Note the action that has been taken through the transitional action plan in response to the findings of the Ofsted inspection.
 - 2) Comment on the draft Improvement Plan and priorities.

CONTACT OFFICER: Sarah Warman, Programme Director

Appendices:

Appendix 1. Draft Children's Improvement Plan (to follow)

Appendix 2. Children's Improvement Performance Tracker (sample)

Appendix 3. Improvement key performance indicators

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Children's Services Ofsted Improvement Board Performance Tracker

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

Objective – 1. Ensure consistent, high quality social work

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



Objective – 1. Ensure consistent, high quality social work

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

Graph 8

Graph 9

Appendix 3 - Improvement Key Performance Indicators – October 2017

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

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Agenda Item 7

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|------------------------|---|
| REPORT TO: | SCRUTINY AND OVERVIEW COMMITTEE 31 October 2017 |
| SUBJECT: | CABINET RESPONSES TO SCRUTINY RECOMMENDATIONS |
| LEAD OFFICER: | Stephen Rowan Head of Democratic Services and Scrutiny |
| CABINET MEMBER: | N/A |

| | |
|---------------------------------|---|
| ORIGIN OF ITEM: | Appendix A of this report provides Cabinet responses to recommendations made by this Committee at its 7 March 2017 and 24 May 2017 meeting. |
| BRIEF FOR THE COMMITTEE: | To receive and comment on the Cabinet responses |

1. EXECUTIVE SUMMARY

- 1.1 At its 7 March 2017 meeting, the Committee resolved to make a number of recommendations following discussions on the campaign to protect the rights of all its citizens, including the right of EU citizens to vote and participate in local elections; and the Community Safety Strategy. Appendix A lists these recommendations and the Cabinet responses, which were presented at its 18 September 2017 meeting.
- 1.2 At its 24 May 2017 meeting, the Committee resolved to make a number of recommendations following discussions on the implementation of 20mph limit zones in the borough. Appendix A lists these recommendations and the Cabinet responses, which were presented at its 18 September 2017 meeting.

2. RECOMMENDATION

- 2.1 Members are invited to appraise and comment on these responses.

| | |
|------------------------------|--|
| CONTACT OFFICER: | Michelle Gerning Democratic Services 020 8239 4246 |
| BACKGROUND DOCUMENTS: | None |
| APPENDIX A: | Responses to Recommendations |

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| SCRUTINY RECOMMENDATION | DEPARTMENT AND CABINET MEMBER RESPONDING | ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection) | IDENTIFIED OFFICER | ANY FINANCIAL IMPLICATIONS | TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan) | DATE OF SCRUTINY MEETING TO REPORT BACK |
|---|--|--|--------------------|----------------------------|--|---|
| SCRUTINY & OVERVIEW COMMITTEE - At its meeting on 7 March 2017, the Committee RESOLVED to recommend the following:: | | | | | | |
| 1. That Croydon Council should campaign to protect the rights of all its citizens, including the right of EU citizens to vote and participate in local elections. | Resources/ Cllr Hall | Partially accept. While the issue of voting rights is ultimately a national one, this Council considers the ability to have your say in choosing and supporting elected representatives an important part of building community cohesion across all parts of the Borough. For this reason, the Council has, and will continue to invest in and deliver innovative and forward thinking programmes that encourage both voting and voter registration across all the communities that it serves. | Stephen Rowan | None | Ongoing | 31 October 2017 |
| 2. That more contextual information be provided in the Community Safety Strategy that posits Croydon within the broader picture of crime rates in | Place Cllr Ali | Accept | Andy Opie | n/a | Refer to Community Safety Strategy signed off by Cabinet in June 2017 | 31 October 2017 |

| SCRUTINY RECOMMENDATION | DEPARTMENT AND CABINET MEMBER RESPONDING | ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection) | IDENTIFIED OFFICER | ANY FINANCIAL IMPLICATIONS | TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan) | DATE OF SCRUTINY MEETING TO REPORT BACK |
|--|--|---|--------------------|----------------------------|--|---|
| neighbouring boroughs and across London. | | | | | | |
| <p>3. That road safety should be more thoroughly addressed within the Community Safety Strategy as a community safety issue:</p> <p>a. The section should cover crimes associated with illegal use of mobile phones, distracted and inattentive driving, drink and drugged driving, and excessive speeding.</p> <p>b. The strategy should take up the suggestion of the Borough Commander that support on this should come from the relevant Met Police specialist traffic team.</p> | Place Cllr Ali / Cllr King | Accept | Andy Opie | n/a | Refer to Community Safety Strategy signed off by Cabinet in June 2017 | 31 October 2017 |

| SCRUTINY RECOMMENDATION | DEPARTMENT AND CABINET MEMBER RESPONDING | ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection) | IDENTIFIED OFFICER | ANY FINANCIAL IMPLICATIONS | TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan) | DATE OF SCRUTINY MEETING TO REPORT BACK |
|---|--|---|-----------------------------------|----------------------------|--|---|
| SCRUTINY & OVERVIEW COMMITTEE - At its meeting on 24 May 2017, the Committee RESOLVED to recommend the following: | | | | | | |
| 1. That a three year impact assessment be undertaken on the implementation of 20mph limit zones in the borough. | Place Cllr King | Accept | Steve Iles director of streets | Not known at this stage | The completion of the borough wide 20MPH project is expected to be April 2018 and therefore the anticipated impact assessment is expected in Spring 2021 | 31 October 2017 |
| 2. That future consultations should, as far as possible, use one consistent method throughout the borough. | Place Cllr King | Accept – although the council will need to continue to adapt and improve consultations in the light of resident feedback. | Steve Iles director of streets | Nil | Immediate | 31 October 2017 |

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Agenda Item 8

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|----------------------|---|
| REPORT TO: | SCRUTINY AND OVERVIEW COMMITTEE 31 October 2017 |
| SUBJECT: | WORK PROGRAMME 2017-18 |
| LEAD OFFICER: | Stephen Rowan Head of Democratic Services & Scrutiny |

| | |
|------------------------|--|
| ORIGIN OF ITEM: | The Council constitution requires Scrutiny and Overview Committee to agree the scrutiny work programme for the municipal year. |
| PURPOSE: | To agree the scrutiny work programme for future meetings. |

1. EXECUTIVE SUMMARY

The Scrutiny and Overview Committee has a constitutional responsibility to monitor the scrutiny programme each municipal year.

2. WORK PROGRAMME 2016-17

2.1. The Scrutiny Procedure Rules (extracted from the Constitution) state that:

“6.01 ...the Scrutiny and Overview Committee shall be responsible for setting its own work programme and the initial work programme of its Sub-Committees.

6.02 A balanced work programme should be developed including pre- and post-decision scrutiny, monitoring and external scrutiny. As far as reasonably practicable, there should be wide consultation on the work programme with Councillors, Chief Officers, external agencies and the wider community prior to its consideration by the Scrutiny and Overview Committee.”

2.2. The Scrutiny and Overview Committee work programme 2017-18 is attached as **Appendix A**.

3. RECOMMENDATIONS TO THE SCRUTINY AND OVERVIEW COMMITTEE

3.1. Members are asked to agree the Work Programme.

CONTACT OFFICER:

Michelle Gerning
Democratic Service Officer
020 8239 4246
michelle.gerning@croydon.gov.uk

APPENDIX A:

Scrutiny and Overview Work
Programme 2017/18

BACKGROUND DOCUMENTS:

None

Draft Scrutiny Work Programme 2017/18

| SCRUTINY AND OVERVIEW COMMITTEE | | | | | | |
|---|---|---|--|--|--|---|
| 27 June 17 | 5 September 17 | 31 October 17 | 12 December 17 | 30 January 18 | 6 March 18 | 17 April 18 |
| Finance & Treasury Q & A July Finance Paper (include risks and issues) Contract Management | Leader Q & A Fire Safety in Croydon Homes | Fairfield future vision (introduction to the new operator) Children's Improvement Plan | Leader Q & A Budget 18/19 Children's Improvement Plan | Economy & Jobs Q & A Growth Zone Good Employer Scheme Small Business Commission Children's Improvement Plan | Communities, Safety & Justice Q and A Community Safety Strategy Culture Plan Children's Improvement Plan | Devolution Children's Improvement Plan |

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