

Council Supplementary Agenda



11. Recommendations of Cabinet to Council for decision (Pages 3 - 292)

To consider the recommendations made by Cabinet since the last ordinary Council meeting relating to the following matters:

- i. Developing Croydon's new Community Safety Strategy;
- ii. The Croydon Renewal Improvement Plan and the Croydon Renewal Improvement Board;
- iii. The Croydon Renewal Financial Recovery Plan and Submission to MHCLG for the Capitalisation Direction; and
- iv. Strategic Review of Companies and other investment arrangements – Brick by Brick Croydon Ltd ("BBB") Shareholder decision – Directors and articles of association

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REPORT TO:	COUNCIL 30 NOVEMBER 2020
SUBJECT:	RECOMMENDATIONS OF CABINET REFERRED TO THE COUNCIL FOR DECISION
LEAD OFFICER:	Jacqueline Harris Baker Executive Director of Resources and Monitoring Officer
WARDS:	ALL
CORPORATE PRIORITY/POLICY CONTEXT: <p>The Recommendations of Cabinet referred to the Council for decision report is prepared in accordance with the Council Procedure Rules at Part 4A of the Constitution.</p>	

1. RECOMMENDATIONS FROM CABINET HELD ON 19 October 2020

Council is asked to approve the following recommendation from the Cabinet meeting held on 19 October 2020:

Developing Croydon's new Community Safety Strategy

- 1.1. Recommends to Full Council that it agree to extend the current community safety strategy until the end of the calendar year 2021 for the reasons detailed in the report.

2. RECOMMENDATIONS FROM CABINET HELD ON 25 November 2020

Subject to decision at the Cabinet meeting to be held on 25 November 2020, Council is expect to be asked to approve the following recommendations:

The Croydon Renewal Improvement Plan and the Croydon Renewal Improvement Board

- 2.1. Agree to recommend to Full Council the approval of the development of the Croydon Renewal Improvement Plan, noting the first high level draft at Appendix A.
- 2.2. Agree to recommend to Full Council the approval for consultation on the terms of reference and membership for the Croydon Renewal Improvement Board at Appendix B.
- 2.3. Agree to recommend to Full Council to delegate to Cabinet in January 2021 approval of the final version of the Croydon Renewal Improvement Plan.
- 2.4. Recommend that the feedback on the terms of reference and membership for the Croydon Renewal Improvement Board following consultation and feedback

from Scrutiny & Overview Committee (S&O), General Purposes & Audit Committee (GPAC), Staff, Partners and MHCLG is presented to Full Council in January 2021.

- 2.5. Agree to recommend to Full Council that the Interim Chief Executive is delegated authority to submit to MHCLG the proposal for a capitalisation direction, in consultation with the Leader of the Council, Cabinet Member for Croydon Renewal, Cabinet Member for Resources and Financial Governance, the Director of Finance, Investment and Risk, and that an update be presented to the next relevant Cabinet meeting when this is completed.
- 2.6. Agree to recommend approval to Full Council; the adoption of the new Council Priorities and Ways of Working in Appendix D and that this replaces the Council's Corporate Plan 2018-2022, which forms part of the Council's policy framework.
- 2.7. Note that the Interim Chief Executive in her statutory role as Head of Paid Service will, in accordance with her Section 4 duty under the Local Government and Housing Act 1989; commence consultation on a restructure of the Council's management arrangements. Following formal consultation, the proposals will be brought back to Cabinet and Full Council for final decision.

The Croydon Renewal Financial Recovery Plan and Submission to MHCLG for the Capitalisation Direction

- 2.8. Note that the in-year savings options approved at Cabinet and Full Council in September 2020 to reduce the forecast overspend this year and amend the 2020/21 budget have been reviewed and revised as part of the quarter 2 financial monitoring from £27.9m to £10.2m.
- 2.9. Note and recommend to Full Council the latest in-year forecast revenue budget overspend of £30m and the further risks that are likely to materialise which could increase the overspend up to £67m in this financial year.
- 2.10. Consider the additional in-year savings for 2020/21 that will be presented to the extraordinary meeting of Full Council on 1 December 2020 to respond to the S.114 notice.
- 2.11. Consider and recommend to Full Council the savings proposals for consultation as set out in this report for the Medium Term Financial Strategy and 2021/24 and note that consultation will begin on 9 December 2020. To note that the outcome of this consultation will be brought back to Cabinet and Full Council as part of the 2021/22 budget setting process in February / March 2021.
- 2.12. Note that the September Cabinet and Full Council noted that an in-year review and future review of the capital programme was underway and that it would be reported back to the November cycle of meetings. Pressure of work has resulted in this report needing to be deferred. It will be reported to the December cycle of meetings.

**Strategic Review of Companies and other investment arrangements
Brick by Brick Croydon Ltd (“BBB”) Shareholder decision – Directors
and articles of association**

- 2.13. The Council is asked to note the recommendations which are to be presented to Cabinet on 25th November 2020 and that Council shall receive a verbal update in respect of the outcome, in accordance with recommendation xii of the "Croydon Renewal Plan and amendments to the 2020/21 General Fund Budget" report to Council of 21st September 2020. The recommendations to Cabinet are as follows:
- a. Note the recommendations set out in the report by PwC, and refer the report to the December meeting of the Scrutiny and Overview Committee for their challenge and assessment. A report from that meeting to be presented at the January Cabinet meeting alongside an action plan.
 - b. Authorise the initial further work required on the options identified by PWC regarding the Council's interest in BBB in order to best inform further consideration of those options at the January Cabinet meeting.
 - c. Agree that funding of BBB shall continue in line with current loan arrangements and conditions, provided that all funding for construction, and completed unit purchases shall be reviewed on a site by site basis.
 - d. Agree that all site transfers to BBB, be halted until the Council has completed the options appraisal.
 - e. The Cabinet, on behalf of the Council, exercising its functions as sole shareholder of BBB is recommended to:
 - f. Approve the special resolutions contained in Appendix [2] to amend the articles of association of BBB to allow quorate meetings to take place with any two Directors present, removing the requirement for an Executive Director to be present and provide for the provision of all unanimous or majority decisions taken by the Directors and minutes of all Directors meetings to the Council as sole shareholder.
 - g. Approve the ordinary resolutions contained in Appendix [2] to appoint two Non-Executive Directors to the Board of BBB (both with a finance background), also noting and agreeing that BBB shall indemnify those new Directors in accordance with the company's articles of association and by utilising the company's own insurance policy.
 - h. Approve the ordinary resolutions contained in Appendix [2] to remove the two current Directors of BBB, in their capacity as Directors (also noting Executive Directors are employees of the company).
 - i. Approve the ordinary resolution contained in Appendix [2] to provide for the right of the Council as sole shareholder to inspect any of the Company's accounting or other records or documents at any time.

3. EXECUTIVE SUMMARY

- 3.1. The Recommendations of Cabinet and Committees referred to the Council for decision report comprises of matters of business formally undertaken by the Leader and Cabinet as well as Committees since the last ordinary meeting of the Council that require Full Council approval.

4. BACKGROUND

- 4.1. Part 4A of the Constitution requires that Cabinet and Committees include any recommendations that it has made to Council within this report.
- 4.2. These rules do not apply to any recommendations contained in the Annual Report of the Scrutiny and Overview Committee.
- 4.3. The Leader or Chair of the Committee making the recommendation may exercise a right to introduce the recommendation; in so doing the Leader or Chair of the Committee shall speak for a maximum of 3 minutes.
- 4.4. The recommendation shall be seconded without any further speakers and if not deferred for debate shall immediately be put to the vote.
- 4.5. Any Member supported by a seconder, may ask that a recommendation be deferred for debate and the recommendation shall immediately stand deferred.
- 4.6. In the event that any Cabinet or Committee recommendations have not been reached when the time limit for the meeting has expired, those recommendations shall immediately be put to the vote without further debate.
- 4.7. Attached at **Appendix 11.1** is the **Developing Croydon's new Community Safety Strategy** report considered at the **Cabinet** meeting held on 19 October 2020. There are no appendices to this report. The relevant appendices to this report is also included. These are **Appendix 11.1A** (Safer Croydon Community Safety Strategy) and **Appendix 11.1B** (Strategic Assessment).
- 4.8. Attached at **Appendix 11.2** is **The Croydon Renewal Improvement Plan and the Croydon Renewal Improvement Board** report to be considered at the **Cabinet** meeting to be held on 25 November 2020. The relevant appendix to this report is also included. This is **Appendix 11.2A** (High Level Draft of the Croydon Renewal Improvement Plan), **Appendix 11.2B** (Draft Croydon Renewal Improvement Board Terms of Reference and Membership), **Appendix 11.2C** (Staff Engagement Report) and **Appendix 11.2D** (Administration Priorities for the Croydon Renewal Plan).
- 4.9. Attached at **Appendix 11.3** is **The Croydon Renewal Financial Recovery Plan and Submission to MHCLG for the Capitalisation Direction** report to be considered at the **Cabinet** meeting to be held on 25 November 2020. The relevant appendix to this report is also included. This is **Appendix 11.23A** (Schedule of additional in-year savings for 2020/21), **Appendix 11.3B** (Schedule of proposals for savings and growth in 2021/24), and **Appendix 11.3C** (Equality Assessment).
- 4.10. Attached at **Appendix 11.4** is the **Strategic Review of Companies and other**

investment arrangements – Brick by Brick Croydon Ltd (“BBB”)
Shareholder decision – Directors and articles of association report to be considered at the **Cabinet** meeting to be held on 25 November 2020. The relevant appendices to this report is also included. These are **Appendix 11.4A** (PwC Report), and **Appendix 11.4B** (Proposed BBB Shareholder resolutions).

CONTACT OFFICER:	Victoria Lower, Senior Democratic Services and Governance Officer – Council & Regulatory Ext. 14377
APPENDIX 11.1:	Development Croydon’s new Community Safety Strategy report
APPENDIX 11.1A:	Safer Croydon Community Safety Strategy
APPENDIX 11.1B:	Strategic Assessment
APPENDIX 11.2:	The Croydon Renewal Improvement Plan and the Croydon Renewal Improvement Board
APPENDIX 11.2A:	High Level Draft of the Croydon Renewal Improvement Plan
APPENDIX 11.2B:	Draft Croydon Renewal Improvement Board Terms of Reference and Membership
APPENDIX 11.2C:	Staff Engagement Report
APPENDIX 11.2D:	Administration Priorities for the Croydon Renewal Plan
APPENDIX 11.3:	The Croydon Renewal Financial Recovery Plan and Submission to MHCLG for the Capitalisation Direction
APPENDIX 11.3A:	Schedule of additional in-year savings for 2020/21
APPENDIX 11.3B:	Schedule of proposals for savings and growth in 2021/24
APPENDIX 11.3C:	Equality Assessment
APPENDIX 11.4:	Strategic Review of Companies and other investment arrangements – Brick by Brick Croydon Ltd (“BBB”) Shareholder decision – Directors and articles of association
APPENDIX 11.4A:	PwC Report
APPENDIX 11.4B:	Proposed BBB Shareholder resolutions
BACKGROUND DOCUMENTS:	None

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REPORT TO:	CABINET 19 October 2020
SUBJECT:	Developing Croydon's new Community Safety Strategy
LEAD OFFICER:	Executive Director Place – Shifa Mustafa Director of Croydon's violence reduction network – Sarah Hayward
CABINET MEMBER:	Cllr Hamida Ali, Cabinet Member for Safer Croydon and Communities
WARDS:	All wards
CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON <i>Include here a brief statement on how the recommendations address one or more of the Council's Corporate Plan priorities:</i> <i>Everyone feels safer in their street, neighbourhood and home</i> Corporate Plan for Croydon 2018-2022	

FINANCIAL IMPACT

The development of a new strategy requires community engagement, outreach and consultation. Planned spend for in the financial year 2020/21 will now be delayed until 2021/22 meaning a small in year saving.

The engagement proposal was in its early stages of development and so was not fully costed but unlikely to be more than £15k when it takes place.

FORWARD PLAN KEY DECISION REFERENCE NO.: Not a key decision

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

1. RECOMMENDATIONS

The Cabinet is recommended to

- 1.1 Recommend to Full Council that it agree to extend the current community safety strategy until the end of calendar year 2021 for the reasons detailed in the report

2. EXECUTIVE SUMMARY

- 2.1 Since 1998, Councils have been required to have a community safety partnership that oversees the development and delivery of a community safety plan or strategy. The strategy requires regular review and updating in light of evidence and trends in safety.

- 2.2 The current community safety strategy runs from 2017 to 2020. Prior to Covid, we were in the very early stages of developing the public collaboration needed to develop a new strategy. The pandemic and associated events meant that we have had to delay that work. We had originally hoped to be able to develop the strategy through autumn this year and spring next year, but it is now clear we will need to delay this work and therefore extend our current strategy to cover the full calendar year 2021.
- 2.3 We have produced the annual strategic assessment of crime in the area and so can update some of our work under the existing strategy.

3. COMMUNITY SAFETY STRATEGY

- 3.1 The council is required to have a Community Safety Partnership Board and a plan that the board is responsible for overseeing. That plan is what we refer to here as the community safety strategy. The existing plan was developed and came in to effect in 2017 and covers the period to 2020.
- 3.2 In Summer 2019, the Council committed to taking a public health approach to violence reduction. In early 2020, the Council started to plan and develop a new community safety strategy, as a result of both the existing strategy coming to an end and to realign our community safety work with our public health approach to violence reduction. This work was paused as a result of the Covid pandemic.
- 3.3 In late May, the Council was able to focus more efforts on business as usual and started to explore how to develop a new strategy in light of ongoing restrictions and the timescales for doing so. It quickly became clear that we would need to extend the existing strategy. We had originally hoped to conclude the development work by early summer 2021.
- 3.4 However it has now become clear that this won't be possible. A particular challenge for this work is the vulnerability and excluded nature of some of the people who most need effective community safety and violence reduction work. There have also been sharp changes in some types of crime, violence and antisocial behaviour during the Covid pandemic. We need to take the time to understand which of these changes are likely to be lasting and therefore need a different level of consideration in the new strategy.
- 3.5 The current strategic priorities in The Safer Croydon Community Safety Strategy 2017/2020 are:-
- Reduce the overall crime rate in Croydon; focus on violent crime and domestic abuse
 - Improve the safety of children and young people
 - Improve public confidence and community engagement.
 - Tackle anti-social behaviour and environmental crime
 - Improve support and reduce vulnerability for all victims of crime; focus on hate crime

4. CONSULTATION

- 4.1 The decision to extend the current strategy doesn't require formal public consultation. However we have consulted strategic partners on this approach through the Safer Croydon Partnership Board (Croydon's Community Safety Partnership).
- 4.2 Developing a new strategy will require both engagement to develop the content, priorities and a formal period of consultation on the strategy. Our normal methods of consultation, including face to face meetings and outreach have been severely impacted by the Covid pandemic and are a major reason for the delay in the developing our new strategy.

5. PRE-DECISION SCRUTINY

- 5.1 The proposal to extend the current strategy has not been to scrutiny as it is not a substantive change to current policy or priority. We do intend to fully involve scrutiny in the development of our new strategy.

6. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 6.1 There will be a small in year saving due to not completing this work in this financial year. This is cost delay rather than cost avoidance. The development of the strategy is estimated to cost £15k when it takes place will be met from the existing revenue budget.

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

7. LEGAL CONSIDERATIONS

- 7.1 Under the Crime and Disorder Act 1998, as amended, responsible authorities are required to work together through Crime and Disorder Reduction Partnerships which have, since 2010 been referred to as Community Safety Partnerships. The Safer Croydon Partnership (SCP) acts as the statutory Community Safety Partnership for Croydon. In this respect Section 6 requires responsible authorities to formulate and implement a Strategy for the reduction of crime and disorder in their area (including anti-social behaviour adversely affecting the local environment) and for combating the misuse of drugs, alcohol and other substances in the area. The SCP is responsible for coordinating the development and implementation of Croydon's Community Safety Strategy. The partnership comprises police, council, fire, probation and health agencies, as well as businesses, community and voluntary sector organisations.
- 7.2 Regulations made under S.6 provide that the Strategy must be published and include the objectives to be pursued and the long term and short term performance targets for measuring the extent to which these objectives have been achieved.

- 7.3 Section 17 of the Crime and Disorder Act 1998 (as amended) imposes a duty on local authorities and police authorities to exercise their functions with regard to effect on crime and disorder. They are required to do all they can to prevent crime and disorder in the area (including anti-social and other behaviour adversely affecting the local environment) & the misuse of drugs, alcohol and other substances.
- 7.4 The function of agreeing, amending or modifying the Community Safety Strategy is a matter reserved to Full Council under the Constitution.

Approved by: Sandra Herbert, Head of Litigation and Corporate Law on behalf of the Director of Law and Governance and Deputy Monitoring Officer

8. HUMAN RESOURCES IMPACT

- 8.1 There is no HR staffing impact in this report. If any should arise these will be managed under the Council's policies and procedures.

Approved by: Jennifer Sankar, Head of HR Place, for and on behalf of Sue Moorman, HR Director.

9. EQUALITIES IMPACT

- 9.1 The decision to extend the current strategy will not have any direct equalities impacts. There are a number of equality considerations and impacts pertaining to community safety and how we respond and address these will be considered as part of the process of developing the new strategy.

Approved by: Yvonne Okiyo, Equalities Manager

10. ENVIRONMENTAL IMPACT

- 10.1 There is no environmental impact

11. CRIME AND DISORDER REDUCTION IMPACT

- 11.1 Section 17 of the Crime and Disorder Act 1998 says that without prejudice to any other obligation imposed on it, it shall be the duty of the Council to exercise its various functions with due regard to the likely effect of the exercise of those functions, and the need to do all that it reasonably can to prevent crime and disorder in its area.
- 11.2 By Section 6 of the same Act the Council and its partners are required to formulate and implement a strategy for the reduction of crime and disorder in the area.
- 11.3 Therefore there are two duties. The first is to formulate and implement a crime reduction strategy. This is about crime which already exists. The second is crime

and disorder prevention. Every function shall be exercised to prevent crime and disorder.

- 11.4 The current strategy was based on evidence at the time and its actions and outcomes are monitored against the best available current evidence of crime trends in the borough.
- 11.5 Delaying the development of the new strategy will allow us to better understand the medium and longer term impacts of Covid on the borough and better reflect these trends in a new strategy.

12. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 12.1 As explained above, the council is required to have a community safety plan but has been unable to develop a new plan as a consequence of Covid.

13. OPTIONS CONSIDERED AND REJECTED

- 13.1 It was considered whether we could develop a new plan to the original timetable. This was quickly rejected due to the timescales and Covid restrictions.
- 13.2 We also considered developing the plan from now through to next year, but the impact of Covid on the Council has meant we've now had to delay development starting until the new financial year.

14. DATA PROTECTION IMPLICATIONS

14.1 WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?

No

14.2 HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED?

No

Approved by Sarah Hayward, Director of Violence Reduction Network

CONTACT OFFICER:

Sarah Hayward, Director of Violence Reduction Network
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APPENDICES TO THIS REPORT:

Appendix 1 – Safer Croydon Community Safety Strategy
Appendix 2 – Strategic Assessment

BACKGROUND DOCUMENTS:

None

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Safer Croydon Community Safety Strategy 2017/2020

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Foreword

The Safer Croydon Partnership (SCP) acts as the statutory Community Safety Partnership for Croydon, as stipulated by the Crime and Disorder Act 1998.

The SCP is responsible for co-ordinating the development and implementation of Croydon's Community Safety Strategy. The partnership comprises police, council, fire, probation and health agencies, as well as businesses, community and voluntary sector organisations.

The Crime Survey for England and Wales published September 2016, estimated 6.7 million adults aged 16 and over, were a victim of at least 1 crime and that 4.6 million offences were reported in 2016, an annual rise of 7%. However, a large proportion of the rise is considered to be due to continued improvements, in crime-recording practices and processes.

The current trend for the total number of offences is up by +3.05% (893 offences) when compared to the previous financial year although the long term picture shows that crime has fallen significantly over the last 10 years. Croydon ranks 6th by volume and 19th by rate per 1,000 populations (1 being highest) when compared with all the other London Boroughs. With regards to specific crimes the trend for acquisitive crimes such as thefts and burglaries are significantly down, however violent crimes are on the increase.

There is a correlation between areas of high deprivation and crime rates in Croydon; more crime is committed in the north of the borough, largely due to a higher population density, and more pockets of deprivation. Vulnerability is becoming increasingly concentrated within certain places and amongst certain individuals. According to the Mayor's Office of Policing and Crime's (MOPAC's) Vulnerable Localities Profile, the top 10 per cent 9 of wards (63) are disproportionately impacted compared to other parts of London. On average, over 3 times more victims of burglary, robbery, sexual offences live in these top 10 per cent compared to the least vulnerable. Repeat victimisation is also a key issue; around one in 10 crimes is committed against people who have been victims of crime in the previous year. Perpetrators of other crimes, such as domestic abuse, have much higher levels of repeat victimisation.

Croydon's reputation as a place is improving, but there is more work to do. The findings from the 2016 Fear of Crime Survey confirms most residents do feel safe, but 23% feel unsafe to some degree. The results of the 2016 Crime Quiz found all of the respondents thought levels of crime and anti-social behaviour in Croydon are much higher than actual reported cases. Therefore, we want to increase public confidence and reduce the fear of crime in Croydon. We believe the best way to do this is to continuously improve the way all of our local partner agencies and services work together delivering solutions to local crime and anti-social behaviour problems.

As we set out our three-year plan, we also need to consider external factors such as a growing and more diverse population, on-going financial pressures, the impact of Brexit, the threat of terrorism, and how crime is changing. For example, burglary offences are reducing but on-line fraud has nearly doubled during the past few years. The National Fraud Intelligence Bureau (NFIB) recorded 119,426 incidents in 2011/12 but this rose to 230,406 in 2014/15 and 85% of all identity fraud now occurs online.

From March 2017, following adoption of the Mayor's Police and Crime Plan MOPAC are proposing to adopt a new method for prioritising and scrutinising local policing priorities. High harm crimes and protecting vulnerable people will be included in local priorities in every borough to ensure that the police and local partners are focused properly 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 key priorities identified in the police and crime plan are:

- **A better criminal justice service for London**
- **A better police service for London**
- **Standing together against hatred and intolerance**
- **Keeping children and young people safe**
- **Tackling violence against women and girls**

MOPAC have recognised that the issues of greatest concern in one borough may be very different to those of another. Therefore, antisocial behaviour and volume crime priorities will be selected by each borough on the basis of their local assessments, crime statistics and local residents' views to result in a manageable level of priorities. The additional priorities agreed with MOPAC for Croydon are violence with injury (non-domestic abuse), ASB and burglary.

This strategy therefore supports the 2017-2021 London Police and Crime Plan and builds on a solid foundation of successful partnership working on crime and anti-social behaviour in Croydon. Given the emphasis on vulnerability and supporting victims it is even more crucial that the Safer Croydon Partnership works collaboratively with the Health and Wellbeing Board, and the Children's and Adults Safeguarding Boards to ensure that there is clear leadership and responsibility where there are issues that may overlap in to different partnership agendas. The community safety strategy presents high level priorities and actions so these will be underpinned by more detailed plans that will be developed with the relevant partnerships.

Taking into account these factors, and the findings from the 2016 Strategic Crime Assessment, public consultation as well as the views from stakeholders, during the next 3 years our strategic priorities will be:-

- **Reduce the overall crime rate in Croydon; focus on violent crime and domestic abuse**
- **Improve the safety of children and young people**
- **Improve public confidence and community engagement.**
- **Tackle anti-social behaviour and environmental crime**
- **Improve support and reduce vulnerability for all victims of crime; focus on hate crime**

We have made good progress against the objectives set out in our last strategy. However, we also recognise that there is still much more to do, but we are determined to work together to make Croydon a safer place to live, work and visit.



Cllr Hamida Ali

Cabinet Member for Safety and Justice and Chair of the Safer Croydon Partnership

Croydon Facts

Croydon is London's southern-most borough and covers an area of 87 square kilometres. It is one of London's biggest local retail and commercial centres, with good rail, tram and road links, more than 120 parks and open spaces and some of London's most expensive housing.

We are just about to embark on a long term Growth Programme which is a partnership between Central Government, Croydon Council, the Greater London Authority and Transport for London. The aim is to finance and deliver an infrastructure programme, at a cost of £495m, which is essential to facilitate growth in central Croydon.

Croydon is a great place to live and work in and to visit, but we still have areas that are among the most disadvantaged in the country.

Croydon's population is changing rapidly. Over the next 25 years, 75,000 more people will be living in the borough. It has one of the largest and fastest growing black and minority ethnic populations in South London (with 100 languages spoken). The population is significantly denser in wards in the north of the borough, with a fifth of all Croydon residents living in just four northern wards.

Croydon has the largest population of 0 to 18 year olds in London at 97,200 residents (mid 2014 population estimate), which makes up 25.8% of the total population of Croydon. The number of residents aged 0-18 years will increase by approximately 8,200 residents by 2021. The Spring 2016 School Census showed there were a total of 56,565 pupils attending state funded schools in Croydon. This is an increase of 889 pupils or just under 2% compared to Spring 2015.

There were 3,701 children in need in Croydon as at 31 March 2015. This equates to 400.8 children in need for every 10,000 children, higher than London and national averages. Croydon also has the highest number of looked after children of any London borough due to the high numbers of unaccompanied asylum seeking children (UASC) looked after by the borough. In 2015 there were 408 UASC looked after children and 385 local looked after children in Croydon.

Croydon is a safe place for most residents; the number of offences fell by over 5,000 in 10 years and is near the London average, but fear of crime is still significant. There are concerns over youth crime, violent crime including domestic abuse and sexual violence, and hate crime. We need to build trust among local people that agencies will deal with the issues that matter most to them.

Key Achievements 2014 – 2017

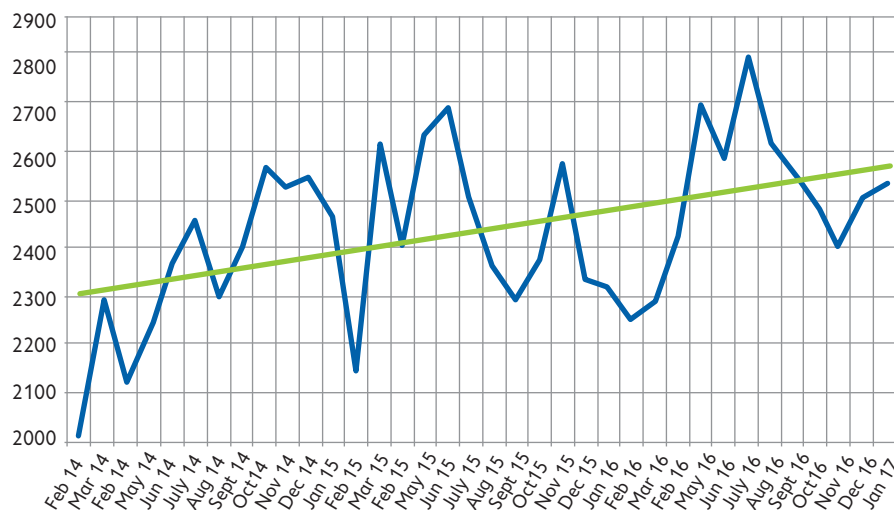
The 2014-2017 strategy set out four main objectives:

- Reduce the overall crime rate in Croydon; focus on violent crime
- Improve the safety of children and young people
- Tackle anti-social behaviour and environmental crime
- Improve public confidence and community engagement.

Reduce the overall crime rate in Croydon; focus on violent crime

Table 1 below shows the short-term trend of Total Notifiable Offences (TNO's) by financial year for the 3 year period from April 2013 to Jan 2017. The chart shows that the short-term trend is increasing.

Table 1 TNO 3 year crime trend rolling 12 months to January 2017



The current trend is up by +3.05% (893 offences) when compared to the previous financial year. Croydon ranks 6th by volume and 19th by rate per 1,000 populations (1 being highest) when compared with all the other London Boroughs.

12 months	Volume	12 months	Volume	Variance	% change
Feb 15 - Jan 16	29235	Feb 16 - Jan 17	30128	+893	+3.05%
Feb 14 - Jan 15	28257	Feb 15 - Jan 16	29235	+978	+3.36%
Feb 13 - Jan 14	28375	Feb 14 - Jan 15	28257	-118	0.41%

The table below shows Croydon police have seen 839 more incidents (29.94% increase) in the number of Violence with Injury incidents since the introduction of the MOPAC 7 performance framework in 2011/12.

MOPAC 7 crime type	Baseline 2011/12	Position at 21 st March 2017	Percentage change
MOPAC 7 total	17333	14609	-15.7%
Burglary	4492	2726	-39.3%
Criminal damage	4544	3296	-7.0%
Robbery	1834	1290	-29.7%
Theft from MV	2871	1977	-31.1%
Theft from person	795	582	-26.8%
Theft of MV	995	1097	-10.3%
Violence with injury	2802	3641	29.9%

(Source: Met Police Daily Dashboard Croydon dated 21st MARCH 2017)

The increase in VWI has not just happened in Croydon but has been seen across many boroughs for the same period. The increases may in part, be due the changes the Metropolitan Police Service made in their recording systems and that all incidents are now being more accurately recorded than previously. All other MOPAC 7 crimes have seen significant decreases since 2011/12.

Domestic Abuse and Sexual Violence

There have been increases in reports of both domestic abuse and sexual violence offences in the last year. Up to date statistics can be found on the following link <https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-research/crime>

Croydon has the highest number of rapes in London. However, this could be due to an increase in reporting due to improved confidence in the police. Croydon has the largest Rape Crisis Centre in London and works closely with the Metropolitan Police Service Sapphire units to bring perpetrators to justice.

A complete review of our response to domestic abuse has been undertaken at both an operational and strategic level. There is a new governance structure and a multi-agency action plan in place to prevent and tackle domestic and sexual violence, links with the voluntary sector have been strengthened and the services available have been firmly embedded within the 'Think Family' model of intervention. An average of 12 service users are seen at the Family Justice Centre (FJC) each day and the highest ever number of high risk cases discussed at the Multi-Agency Risk Assessment Conference (MARAC) in Croydon was recorded in 2015/16 at 448 cases (a 32% year on year increase).

Outcomes:

Our partnership approach is essential to supporting the broad ranging needs of our client group. Universal services such as GPs, health visitors, schools and early years settings are joined up to the domestic abuse services through named leads, trained to help victims access pathways for support. In the past year, 94 schools and 35 GPs have nominated a lead to act as a single point of contact with the council's domestic abuse service. We have seen a 41% increase for year on year referrals as a result.

Provision of support from the drugs and alcohol worker at FJC empowers vulnerable women who may otherwise not seek support at a mixed gender environment for fear of additional risk. As a result, more women with substance misuse issues are accessing support for domestic abuse issues. A thriving women's support group now meets weekly at the centre as a result of this provision.

By working closely with the police, the Independent Domestic Violence Adviser (IDVA) provides immediate support when taken along to domestic abuse call-outs. This was a scheme piloted in 2016 and has led to an IDVA being posted to the Police community safety unit on a full time basis, to support practice within the police station.

An IDVA at Croydon University Hospital, working primarily in the emergency department and maternity ward, completes assessments onsite when pregnant women or those in A&E disclose domestic abuse. Advice is therefore accessed sooner as individuals often lose the impetus to report or seek support once they leave the hospital. In addition to this we have 3 IDVA's embedded within Children's Centres in the Borough.

Coordinated action in partnership with statutory agencies and primary care providers has helped to ensure that those affected by domestic abuse but socially isolated can be reached and helped. A flexible approach has meant that support has been offered at GP surgeries and schools where a perpetrator is most likely to allow their victim to go without excessive monitoring. Through the helpline and forums that support professionals, the reach of the Family Justice Centre has extended beyond the building it occupies enabling more people to access support when affected by domestic abuse.

Improve the safety of children and young people

A Youth Crime Prevention Plan has been implemented and is overseen by the Youth Crime Board. This sets out a range of partnership actions to deliver against the following aims:

- Helping young people change their lives to make Croydon a safer place
- To reduce levels of offending and anti-social behaviour by young people
- To disrupt and reduce gang activity
- To disrupt and reduce the number of vulnerable young people involved in "County Lines" drug dealing

- To adopt a “think family” approach building on the strengths of families and reduces risk factors
- To ensure appropriate plans are in place to safeguard young people who may be vulnerable to violence, sexual exploitation, gangs, bullying and domestic abuse
- To tackle the causes of Serious Youth Violence
- To deter Children and Young People from carrying and potentially using or being a victim of knife crime

There are many projects supporting vulnerable young victims and perpetrators of crime. This includes the Safer London Foundation who deliver workshops and engage with young people at risk of sexual exploitation; RASASC have been working in Croydon schools, colleges and PRU'S, delivering workshops around Consent, Sexual Violence, Myths, Gender stereotypes and providing referral information to young people; the gangs multi agency team targeting those at risk and involved in gang related crime; council and voluntary and community sector based youth services as well as the Youth Offending Service (YOS) itself.

Outcomes:

Reduction in the number of young people enter the criminal justice system for the first time

On target. YOS has continued to have a relatively stable number of first time entrant's with a reduction from 221 to 208 young people. In the last 12 months, the YOS and police have diverted 247 young people from prosecution with a 14% re-offending rate for this group.

Reductions in the numbers of young people re-offending

Good progress has been made with the re-offending rate which has, over the last 12 months, reduced from 47% to 43% but this remains a risk area in terms of performance as it is subject to unpredictable changes in performance.

Improved identification and targeting of young people involved in gang activity and are provided opportunities and support to exit gangs

30 young people involved in gang activity have been provided opportunities and support to exit gangs as part of a holistic approach across partner agencies with a focus on identification, diversion and enforcement leading to improved life chances.

To reduce the number of victims of youth crime

The YOS contacted 498 victims in 2015/16, around 80% made contact to seek information, advice and support and engage in a restorative process.

Improved partnership working to protect young people at risk violence, sexual exploitation, gangs, bullying and domestic abuse

The Gangs Manager attends the Multi-Agency Sexual Exploitation (MASE) Panel, Multi Agency Risk Assessment Conference (MARAC), Joint Agency Group (JAG) and Missing Persons Panel to ensure intelligence and operational information is being shared appropriately with each of these multi-agency groups.

Active engagement is also in place, to ensure young people are contributing to solutions in regard to crime issues of concern to them.

Tackle anti-social behaviour and environmental crime

The partnership has improved the information and intelligence sharing around repeat ASB incidents, in relation to victims and locations. This has resulted in an increase in enforcement activity and a reduction of nearly 20% in the number of ASB reports.

- Around 1,000 Fixed Penalty Notices (FPNs) issued each year for the last two years;
- Prosecuted over 150 people as part of the Don't Mess With Croydon campaign (launched 2014)

- Carried out over 2,000 Duty of Care visits on shops across the borough to ensure they are disposing of trade waste correctly
- Around 200 Croydon residents have volunteered to become Community Champions and have removed tonnes of waste from problem areas over the last two years during the 100 community events that have taken place
- The council successfully applied for a three-year injunction to give police enforcement powers over the racing, known as the Croydon Cruise that took place on a weekly basis in Imperial Way. All persons were forbidden from participating in a Car Cruise within the area. In addition, speed humps were installed at the location. The combination of the two interventions has effectively stopped this from taking place, having been a persistent issue at this location for many years.

Improve public confidence and community engagement

The new policing model has seen a total restructure of the way police operate at neighbourhood level, improving its response to local issues and the way that it engages with the community. The borough is currently performing well in terms of treating everyone fairly; however, improvements should be focussed toward raising awareness of the local policing team function, as well as methods of contacting the local policing team.

The SCP has continued to publicise its work and engage with the public to get their perceptions on crime and ASB in the borough. However, we continue to experience negative perceptions in relation to crime and ASB. The most recent surveys are summarised later in the strategy.

A Safer Croydon Communications plan was delivered – ‘Taking Pride in Croydon’ with the following aims:

1. Increase awareness of the work being done to combat crime, based on the 10-point plan. The aim? To challenge perceptions and align people’s thinking with the reality that Croydon is a safe place to live, work and visit.
2. Engage with communities on a targeted localised basis with messages that will inform, help them feel safer and promote civic pride.
3. Build stronger relationships with local press and media organisations.

In addition, specific communications plans have been developed to focus on knife crime, hate crime and DASV, which has delivered a number, campaigns including White Ribbon borough accreditation and focused communications on coercion and control and messages for friends and family on how they can identify and support victims.

Other issues

- SCP has continued to improve its multi-agency approach to the reduction of offending by tackling prolific and priority offenders and identified gang members, incorporating a risk based case management process.
- Safety and security on the transport network remains a strategic priority for the borough with a number of partnership projects underway including Operation Safeway, which is a high profile tactic of engaging with drivers at the most vulnerable junctions, providing education and enforcement where appropriate. The Council and Police Safer Transport Team have also worked in partnership to utilise the various speed detection devices at key locations around the Borough. In addition Transport for London and the Metropolitan Police Service (MPS) work together to run Community Roadwatch - a road safety initiative that aims to reduce speeding in residential areas. If local residents want to take part they can contact their local MPS Safer Transport team, which can be located through the Met Police website.
- Body worn cameras initiative piloted by Croydon police, now being rolled out to all other London Boroughs is proving to be an extremely effective tool in prevention and detection of crime.

Strategic Assessment 2016

The Strategic Assessment interprets and presents the summary findings of an intelligence analysis of data provided by the police, the council and partner agencies. The product identifies current and possible future issues from sound evidence and robust analysis. Its purpose is to help inform the SCP's work programme for the coming year and beyond.

The partnership takes a problem solving approach by analysing data from a combined victim, offender and location perspective.

The diagram below demonstrates problem solving crime prevention theory at its simplest. By addressing or removing one of the three components the chances of a crime occurring are reduced or removed altogether.

Using this approach helps the SCP to:

- Both target and work with offenders and potential offenders to stop and divert them from committing crime
- Provide support, advice and protection to victims, repeat victims and potential victims of crime
- Identify problem locations and reduce the opportunities for crime to occur.



Police Recorded Crime Summary

Table 3 below shows the volume variance and percentage change for the main crime types committed, when comparing the financial 2015/16 year with the previous strategic assessment produced in 2012/13 financial year.

There were 16,809 offences recorded in the financial year 2015/16; 744 offences less than in the financial year 2012/13 a 4% reduction.

Crime type	2012/13	2015/16	Vol. variance	% change
Assault with injury (non DV)	1084	996	-88	-8%
Violence with injury	2739	3389	+650	+24%
Serious youth violence	318	286	-32	-10%
Common assault	1556	2486	+930	+60%
Gun crime	115	67	-48	-42%
Knife crime	607	389	-218	-36%
Domestic violence	2432	3737	+1305	+54%
Racist and religious crime	314	515	+201	+64%
Residential burglary	2909	1687	-1231	-42%
Theft of motor vehicle	921	694	-227	-25%
Theft from motor vehicle	2681	1996	+685	-26%
Personal robbery	1877	567	-1310	+70%
Total	17553	16809	-744	4%



To reflect the current position and provide a complete picture the latest crime figures to 20th March 2017 are provided below.

Table 4 Recorded Crime

Crime category	Offences previous rolling 12 months	Offences current rolling 12 months	Offences % change
TNO	28998	30675	5.8%
Burglary dwelling	1730	1826	5.5%
Criminal damage	3122	3296	5.6%
Robbery - person property	646	1207	86.8%
Robbery - mobile phone	273	519	90.1%
Theft from motor vehicle	1993	1977	-0.8%
Theft of motor vehicle	905	1097	21.2%
Theft person	529	582	10.0%
Theft – mobile phone	330	298	-9.7%
Violence with injury domestic abuse	1234	1311	6.2%
Violence with injury non domestic abuse	2173	2330	7.2%
non domestic abuse	2173	2330	7.2%
Sexual offences - rape	304	335	10.2%
Sexual offences - other	435	483	11.0%
Gun crime	80	105	31.3%
Lethal-barreled gun discharge	8	7	-12.5%
Knife crime	338	658	94.7%
Knife crime victims (U25 non DA)	61	100	63.9%

Key Findings

Offence profile

- All violent crimes have seen increases in the last year.
- Racist and religious hate crime has seen an increase
- Gun crime and knife crime saw reductions up until 15/16 but have then seen large increases in the last year.
- Residential burglary, and personal robbery have seen a marked reductions up until 15/16 with a small increase in 16/17
- Theft of a motor vehicle and theft from a motor vehicle have both seen reductions up to 15/16 with increases in 16/17.
- Robbery saw a 70% reduction between 12/13 and 15/16 but has then seen a large increase in 2016/17
- Domestic abuse continues to see an upward trend across London. In the rolling year to December 2016 there were 3800 domestic abuse offences recorded. Croydon is ranked 7th highest for domestic abuse, with 21 incidents per 1,000 population in the rolling year to December 2016
- Fly tipping has also increased and is a concern for the public; however this may be a consequence of our successful 'Don't Mess With Croydon Campaign resulting in more people being aware of the problem
- The current trend shows that anti-social behaviour has dropped significantly over the last few years but has seen a small increase in the last year

Victims

- There were 10,698 victims of crime in Croydon. Of those victims, there were slightly more females than males
- The peak age range for victims are aged 20 to 24, the most vulnerable age group are aged 15 to 34.

Offenders

- There were 2783 offenders of those there were more male offenders than female
- The offenders most likely to commit offences of violence are aged 15 to 29. Offenders aged 15 to 19 are most likely to commit knife crime offences.
- Offenders most likely to commit offences of violence are aged 15 to 29

Locations

- Croydon town centre is the key crime hot spot together with the northern wards, primarily due to their large population and transport links.

Time and day

- Across the week the peak time for all offences is from 3pm to 7pm and 8pm to 1am, and the peak days for crime are Sunday and Saturday

Road Safety

Since 2000, there has been a general long term downward trend in collision

and casualty rates for all road users. Casualty data for 2016 is not currently available and are unlikely to be finalised for use by Local Authorities until around April 2017. As such, 2015 is the latest full year for which data is available at time of writing.

The number of people killed or seriously injured in road traffic collisions in Croydon during 2015 is at an all-time low, having dropped from the previous record low of 71 in 2014, to 65 in 2015. The three year rolling average has fallen to 69.0, and is below the target figure of 87.8 for the year 2020.

The Metropolitan Police service and Croydon Council are committed to reducing the number of road traffic collisions and subsequent casualties and will continue to work together to address issues of speeding and provide physical solutions or enforcement action where there are high numbers of recorded collisions, complaints or high degrees of non-compliance. We will also work in partnership to explore opportunities to reduce the illegal use of mobile phones, distracted and inattentive driving and drink and drugged driving.

Public Engagement summary

The Safer Croydon Partnership undertook two separate engagement exercises in 2016 to gauge views on crime and safety. This included the annual crime survey as well as a crime quiz to test people's assumptions on how much crime actually takes place in the Borough.

The findings are drawn from an on-line survey, which started on 19 September and ended 20th November 2016. There was a sample size of 567 respondents but only people over 18 years were questioned. Respondents were also self-selecting in that they chose to complete the questionnaire, which means it cannot be representative of all views. However, they do provide a helpful steer on local opinions.

- The previous survey (2013) had 581 respondents, the top 5 crimes of most concern at that time were:

- violent crime
- anti-social behaviour
- youth crime
- robbery
- burglary

In this survey the top 5 crimes of most concern are:

- anti-social behaviour
- burglary
- fly-tipping
- people dealing or using drugs
- violent crime.

- In the previous survey, 386 respondents thought anti-social behaviour in Croydon town centre is a problem; this time 104 neither agreed nor disagreed, 377 agreed anti-social behaviour in Croydon town centre is a problem and 46 did not answer the question.

- In the previous survey 359 respondents, thought crime in Croydon town centre is a problem; this time 161 neither agreed nor disagreed, 323 agreed crime in Croydon town centre is a problem, and 58 did not answer the question.
- In the previous survey, 107 respondents thought Croydon town centre is a safe place for people; this time 165 agreed crime in Croydon town centre is a safe place for people to visit.
- In the previous survey 388 respondents thought the number of police patrols including Neighbourhood Enforcement Officers (NEOs) had increased or not changed in the last 12 months; this time 150 neither agreed nor disagreed, 230 agreed the number of patrols had increased or not changed and 43 did not answer the question.
- Respondents living in Croydon were asked if crime in their local area has increased or decreased in the last year. This question was not asked in the previous survey. 58 did not answer the question, 63 did not live in Croydon, 41 said it had decreased and 255 said it had increased, with 147 respondents saying it had stayed the same.
- In the previous survey, respondents identified the following top 5 crimes in their local area as a problem: graffiti, abandoned vehicles, vehicle related nuisance, noise nuisance and nuisance behaviour. In this survey, fly tipping, burglary, drugs (dealing and using) street drinking and theft were identified as the top 5 local crimes.
- In the previous survey the top 5 comments identified the following issues as a concern:
 - more police patrols
 - praise for the police, council and SCP
 - fear of crime
 - lack of police resources
 - fly tipping.

- In this survey the top 5 comments identified the following issues as a concern:
 - more visible policing in the borough, especially in the Town Centre at night
 - more CCTV coverage for the borough
 - tougher sanctions on fly tipping, littering and spitting
 - more wardens patrolling housing estates
 - tackling ASB in local neighbourhoods.

The SCP note that although crime and anti-social behaviour are reducing, the fear of crime remains a concern for residents; the findings from the 2016 Crime Quiz below evidence the perception of crime is far greater than the reality.

2016 Croydon Crime Quiz findings

A quiz was developed to test people's perceptions of crime and ASB in the Borough. A total of 423 replies were received. Overall, all of the respondents thought levels of crime and ASB in Croydon are much higher than they actually are. Of particular interest:

We asked respondents to think about the number of specific crimes e.g. burglary, robbery, vehicle theft, that take place on average each day in Croydon. The majority of respondents thought the figure was far higher than it actually is.

We asked respondents to think about how many young people (10 to 17) came to the attention of the youth offending service during 2014/15. All of the 353 respondents overestimated the figure. This would indicate public perception of young people and their involvement in crime and ASB is extremely negative.

We asked respondents to rank Croydon compared with other London boroughs, again the majority thought Croydon's crime rate was much higher than it actually is.

Conclusions

Given the wide range of data sets that have been used, the views of the public and the impact of crime on individuals and local communities this matrix has been specifically designed to assist with the decision-making process to identify the strategic objectives for the new 2017/2020 Community Safety Strategy.

The matrix assesses each crime and anti-social behaviour type under 8 different categories as follows:

Volume variance and percentage change for the main crime types

Categories	Definition
Volume	Total number of incidents for the period
Individual impact	The potential vulnerability of and risk and harm to individuals
Community Impact	The potential risk and harm to communities/groups
Environmental impact	The potential risk and harm to public places, retail and residential areas
Public confidence	Whether the public perceived the council and police to be dealing with the things that matter to them, high public confidence in the police and council would have a level of 0 (very low) or 1 (low)
Agency lead	The agency leading
Partnership Capacity	Current level of resources available to tackle the problem
Financial	Having sufficient financial resources in order to be able to operate efficiently and sufficiently well to tackle and reduce crime and ASB

Level of impact	Level of risk
5	Very high risk
4	High risk
3	Medium risk
2	Low risk
1	Very low risk

Levels 1, 2 and 3

Ordinary risk or low/medium risk of harm, sufficient resources and capacity available to tackle the issue/crime.

Levels 4 and 5

Increased potential risk of harm, high or very high risk of harm to individuals and places needing active involvement of more than one agency, low public confidence and potential for negative media reporting.

Table 7. Crime Matrix

Based on all the data gathered for the 2016 Community Safety Strategic Assessment, feedback from public consultation, and input from all partner agencies the SCP's strategic priorities for 2017-2020 are:

- **Reduce the overall crime rate in Croydon; focus on violent crime and domestic abuse**
- **Improve the safety of children and young people**
- **Improve public confidence and community engagement**
- **Tackle anti-social behaviour and environmental crime**
- **Improve support and reduce vulnerability for all victims of crime; focus on hate crime**

In addition the SCP will prioritise child sexual exploitation, violence against women and girls, knife crime and gun crime. MOPAC has set out these priorities to ensure the police and local partners are focused properly on these most serious and harmful offences against vulnerable people across London.

Crime Matrix

Impact categories

	Volume	Individual Impact	Community Impact	Environmental Impact	Public Confidence	Total	Safer Croydon Partnership Priority	Police and Crime Plan Priority	Total	Grand total
Crime										
Violence crime	Level of impact									
Assault with injury (non DV)	4	4	4	3	5	20	3	3	6	26
Violence with injury	3	5	4	2	5	19	5	4	9	28
Serious youth violence	5	5	5	2	5	22	5	5	10	32
Gun crime	3	5	5	3	5	21	3	3	6	27
Knife crime	4	5	5	3	5	22	5	5	10	32
Domestic violence	5	5	3	2	5	20	5	5	10	30
Common Assault	5	3	4	3	5	20	3	3	6	26
racist & religious crime	3	5	3	2	5	18	4	4	8	26
Total impact categories level	32	37	33	20	40		33	32		
Acquisitive crime										
Residential burglary	4	3	4	2	5	18	2	3	5	23
Theft of motor vehicle	3	3	2	1	3	12	2	3	5	17
Theft from motor vehicle	2	3	2	1	3	11	2	3	4	16
Personal robbery	5	5	5	2	5	22	5	5	10	32
Total impact categories level	14	14	13	6	16		11	14		
Anti-social behaviour										
Reported to the police										
Rowdy or inconsiderate behaviour	5	5	5	4	5	24	4	3	7	31
Begging vagrancy	4	3	5	5	3	20	4	2	6	26
Street drinking	3	3	4	3	4	17	4	2	6	23
Vehicle nuisance inappropriate use	4	3	5	5	2	19	5	5	10	29
Littering/drugs paraphernalia	2	2	4	5	3	16	4	2	6	22
Animal problems	2	3	2	2	3	12	1	1	2	14
Prostitution	2	2	2	2	3	11	1	1	2	13
Total impact categories level	22	21	27	26	23		23	16		
Reported to the council										
Fly tipping	5	4	5	5	5	24	5	1	6	30
Harassment/abuse/assault	3	3	3	3	3	15	5	3	8	23
Noise						0	2	1	3	3
Graffiti	5	5	5	5	5	25	4	1	5	30
Total impact categories level	13	12	13	13	13		16	6		

Delivery Framework

The current delivery structure is set out below although this will be kept under review to ensure that it is fit for purpose and delivering successfully against the partnerships priorities:

THE SAFER CROYDON PARTNERSHIP BOARD (SCPB)

The Safer Croydon Partnership Board meets five times a year and is responsible for all community safety matters across the borough. This group provides strategic leadership and makes decisions regarding resources, performance management and future developments. The Cabinet Member for Community Safety is the Chair of the Board. The key responsible authorities include council, police, health, probation, and fire. Members of partner agencies are at a level senior enough to ensure decisions are made and resources are deployed. In addition, the Safer Croydon Board has representation from the voluntary sector as well as local residents.

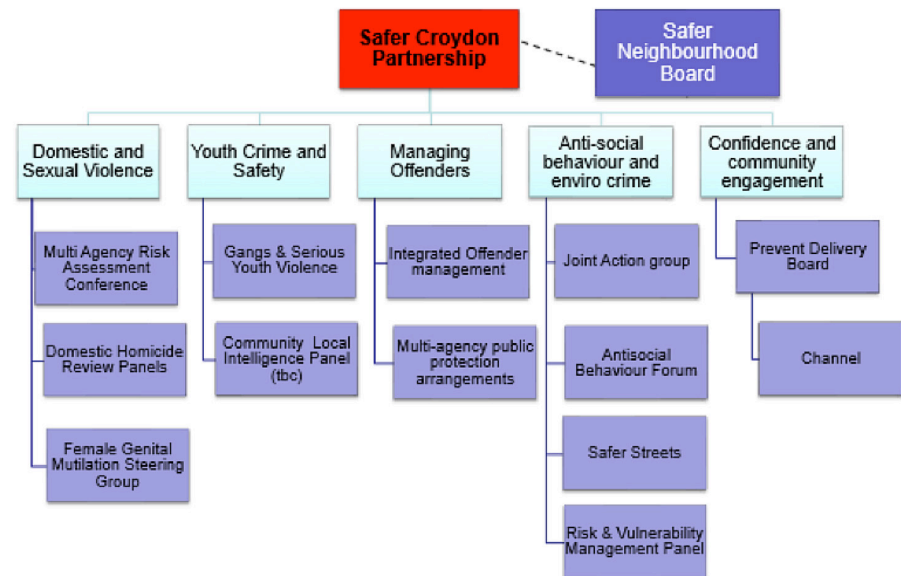
Youth Crime and Safety Board

The Youth Crime and Safety Board has a dual role in acting as the statutory governance board for the Youth Offending Service as well as the strategic board overseeing the delivery of the Youth Crime prevention Plan requires a partnership approach to ensure preventative measures are put into place across all partner agencies. It includes key statutory partners with a number of different council teams involved as well as representation from the voluntary and community sector.

Joint Action Group (JAG)

The JAG is a multi-agency problem solving group tackling anti-social behaviour. Member agencies include, Police Neighbourhood Cluster Inspectors, Youth Offending Services, Youth Outreach, Substance Misuse Outreach Services (for individuals displaying anti-social behaviour linked to alcohol and/or drugs) Croydon Connected (multi-agency gang team) Noise Team, Council and Police ASB Team, Safer Transport Teams, Fire Service, UK Border Agency and Neighbourhood Watch.

Each problem location identified is dealt with by a dedicated team responsible for pulling together short term action plans based on problem solving techniques. These are monitored by the JAG and the Police Borough Tasking Group. On-going hot spot areas, for example the Town Centre, remain as core agenda items.



Integrated Offender Management Group

A multi-agency response to reduce re-offending; by targeting the top 40 most problematic offenders the IOM framework helps to address the problems behind an offender's behaviour by effective information sharing across a range of partner agencies and jointly providing the right intervention at the right time.

Gangs and Serious Youth Violence Group

Oversee the delivery of the Croydon Connected Gangs Strategy. This group has a weekly case management meeting and a stakeholder forum reporting into it.

Domestic Abuse and Sexual Violence Group (DASV)

This group exists to have a strategic oversight of multi-agency responses to domestic abuse within Croydon, working in partnership to provide scrutiny to progress on the delivery of the DASV strategy and ensure the multi-agency management of domestic abuse is victim focused, efficient and effective.

The group brings together managers from key agencies and services whose remit has a direct impact on the domestic abuse and sexual violence strategy. Members are committed to effective partnership working based on trust and open communication and are aware of and understand the organisational frameworks within which colleagues in different agencies work.

Town Centre Group

This has been established to develop both strategic and operational plans to tackle crime and ASB in the town centre, working closely with local businesses, schools colleges as well as pubs and clubs.

Children's Safeguarding Board (CSCB)

The CSCB is responsible for scrutinising safeguarding arrangements across the borough. The CSCB is an independent body and challenges and holds to account the organisations working with children and young people in Croydon. The Children and Families Partnership and the CSCB work together to ensure that children and young people in Croydon

are safe. Further information about the CSCB is available at <https://www.croydon.gov.uk/healthsocial/families/childproctsafe/cscb/infocscboard>

Adults Safeguarding Board

The Croydon Safeguarding Adults Board (CSAB) following the Care Act is now a statutory body with the following functions:

- Assure itself that local safeguarding arrangements are in place as defined by the Care Act
- Prevent abuse and neglect where possible
- Provide a timely and proportionate response when abuse or neglect has occurred.
- The SAB must take the lead for adult safeguarding across its locality and oversee and co-ordinate the effectiveness of the safeguarding work of its member and partner agencies. It must also concern itself with a range of matters which can contribute to the prevention of abuse and neglect such as the:
- Safety of patients in local health services
- Quality of local care and support services
- Effectiveness of prisons in safeguarding offenders

It fully supports such priorities as Hate Crime & Domestic Abuse and is a part of the Cross cutting domestic abuse group. Other areas of importance to the Board include Prevent

Local Strategic Partnership

The Safer Croydon Partnership reports in to the LSP as the overarching partnership for the Borough. The LSP and its sub-groups is currently under review at the time of writing this strategy so it is likely that there will changes to the existing governance arrangements once this is completed.

Case Management

There are also many other case management forums that link into the partnership agenda including MARAC, MAPPA, MASE, Channel Panel, ASB Forum, Channel Panel, IOM panel and Gangs panel that look at specific individuals and put in place plans to reduce offending or victimisation/vulnerability.

Priority 1: Reduce the overall crime rate in Croydon with a focus on violent crime and domestic and sexual violence

Domestic Abuse and Sexual Violence (DASV)

Our approach to tackling DASV involves a combination of partnership approaches that include mobilising the professional and community network, building capacity and capability, shared leadership perspective that drives forward the strategic partnership priorities as well as a client facing service delivered from the specialist domestic abuse and sexual violence service, the Family Justice Centre.

At the Family Justice Centre, victims receive a multi-agency assessment of their needs to avoid the frustrating process of repeating their story to get the help they need from multiple agencies. The centre is open to the public five days a week which allows access to support from services victims might otherwise be reluctant to approach or find challenging to engage with. This is achieved through a multi-disciplinary approach delivered by Independent Domestic Violence and Sexual Violence Advocates (IDVAs), drugs and alcohol worker, housing officer, legal advisors, specialist domestic abuse social worker, health professionals, the police as well as tapping in to information systems from probation and children's social care to ensure victims/ survivors receive rapid and holistic responses.

Rape Crisis South London (RASASC) offer a confidential service to female survivors who have experienced sexual violence, at any time in their lives, from age 5 upwards in an anonymous building close to the centre of Croydon. The office is open week days from 10am to 6pm and for appointments up to 9pm, offering a holistic service which includes long term specialist therapy to facilitate recovery, the Rape Crisis Sexual Violence Helpline open every day of the year, Independent Sexual Violence Advocates who provide information about reporting to the police and support survivors who have reported through the process to the trial itself. Outreach Service working with female survivors involved in sex work, homeless women and ex-offenders, Prevention Training about sexual violence, consent, gender and myths to professionals & workshops in schools and colleges, free therapeutic massages for clients and female self defence training.

DOMESTIC ABUSE AND SEXUAL VIOLENCE - KEY ACTIONS

Set up a Volunteer Coordinator programme to train community members to act as an extension to the professional network and these volunteers to act as community connectors, supporting those who had experienced abuse and have roots within their community

Increase MARAC referrals and reduce numbers of repeats offences

Deliver multi-agency training in DASV

Actively participate in FGM champions network

Ensure the voice of the victim is reflected in assessments and plans.

Ensure the voice of children and young people impacted by domestic abuse and sexual violence is heard and that subsequent plans reflect their views.

Regularly consult with service users to inform practice

Build upon the launch of the local authority's domestic abuse and sexual violence HR policy by integrating information on DASV in the induction process, establishing work based ambassadors and supporting other organisations to do the same

Sign up Croydon schools to have DASV as an integral part of their safeguarding responsibility

Establish leadership for domestic abuse and sexual violence within GPs to enable early identification of need and effective referral to support

Utilise existing structures MASH, MARAC and MAPPA to disrupt perpetrators and manage high risk cases

Increase the use of injunctive and bail measures including DVPOs and establish a mechanism for measuring effectiveness.

Priority 1 continued...

DOMESTIC ABUSE AND SEXUAL VIOLENCE - KEY ACTIONS

Work on capacity and capability of courts to ensure positive outcomes and experiences for victims i.e. family court, DV court, family drug and alcohol courts

Maintain specialist services for DASV ensuring professionals are well trained and have specialist knowledge and skills to be working with victims and perpetrators of DASV

Establish a referral process for sexual violence survivors to receive specialist ISVA support from reporting through to and including a Crown Court trial

Upskill Croydon professionals to identify sexual violence and supporting survivors of sexual violence through specialist training and workshops

Establish streamlined referral pathways for survivors of sexual violence to specialist organisations to help recovery

Establish streamlined referral pathways for survivors of sexual violence to specialist organisations to help recovery

Priority 1 continued...

Violent Crime (non-domestic abuse)

A violent crime is a crime where the offender uses, or threatens to use, violent force upon the victim. The police record violent crime as either 'violence against the person', 'most serious violence' or 'serious youth violence'.

Violent crime is a key concern with 4 of the top 5 crimes identified in the Strategic Assessment, linked to violence.

VIOLENT CRIME - KEY ACTIONS

Reduce the harm caused by gang activity through the multi-agency gangs team
Maintain a visible police and partner presence in hotspots to provide reassurance, improve confidence and reduce offences
Undertake a review of the Council's Licensing Policy to take into account the growth and regeneration of the town centre and the desire to put on my events and continue to ensure that licensed premises operate safely
Establish Working group on use of offensive weapons to provide recommendations to schools
Deliver Gangs awareness training to relevant partner agencies
Engage 100% of young people involved in gangs in 1:1 interventions so that they: <ul style="list-style-type: none"> • are referred into needs-led Education, Training and Employment (ETE) provision • are referred into diversionary activities • are referred into relevant mainstream services including drug/ alcohol, Social Care, CAMHS/Adult Services, Housing, Functional Family Therapy and Troubled Families
Establish structures to ensure joint agency response to targeting of prolific gang and robbery offenders with appropriate civil enforcement interventions
Ensure all young people charged for knife crime receive a weapons awareness programme
Increase work to identify vulnerable people being drawn into county lines – which is the setting up of drug markets across the south of England by London drug dealers
Targeted, intelligence based use of Stop & Search to tackle knife possession

Priority 1 continued...

Reduce re-offending

A high volume of crime is committed by offenders described as ‘prolific or priority offenders’. Providing appropriate monitoring and supervision, and working together with offenders to tackle drug and alcohol abuse, improving their basic skills, tackling their offending behaviour and improving the chances of them getting a job has proven to help break the cycle of offending.

REDUCING RE-OFFENDING – KEY ACTIONS

Manage the small amount of offenders who cause a disproportionate amount of crime. To reduce the numbers of prolific offenders re-offending after 12 months.

Improve the interventions we have in place against the seven pathways of reoffending:

Improve the interventions we have in place against the seven pathways of reoffending:

1. Accommodation
2. Education, training and employment
3. Health
4. Drugs and alcohol misuse
5. Finance, benefit and debt
6. Children and families
7. Attitudes, thinking and behaviour

Tackle the social exclusion of offenders and their families by providing additional support and guidance through mentors.

Establish structures to ensure joint agency response to targeting of prolific offenders with appropriate civil enforcement interventions

Continued work by the Jigsaw team in managing Violent and Sexual Offender Register (VISOR) nominals to prevent re-offending and ensure use of sanctions for non-compliance

Priority 2: Safety of children and young people

Priorities for improving the safety of children and young people include:

- Early intervention and prevention.
- Reducing re-offending
- To reduce levels of offending by young people in particular knife crime
- To disrupt and reduce gang activity
- To ensure young people are safe as possible from violence, sexual exploitation, gangs, bullying and domestic abuse

There are a number of related priorities running through the Croydon Safeguarding Children Board Business plan that link to the community safety strategy priorities. These include CSE, DASV, harmful sexual behaviour, radicalisation, gangs, knife crime and female genital mutilation. The community safety strategy presents high level priorities and actions so these will be underpinned by more detailed plans that will be developed with the relevant partnerships.

The Youth Engagement team respond to community, council or police led hotspot issues around youth crime, ASB and violence to signpost young people to the correct support structures and Early Help council offer.

The Youth Engagement Team mobile vehicle is a community reassurance tool for young people and their families to safely access council staff and the wider community, voluntary and faith sector youth providers. The team particularly focus their work around the Town Centre and other community locations where children and young people gather. The Youth Locality Networks are community based and develop specific locality responses to issues passed through the JAG or police neighbourhood meetings relating to children and young people, those interventions are responsive and flexible to meet the needs of communities.

SAFETY OF CHILDREN AND YOUNG PEOPLE – KEY ACTIONS

Deliver YOS Triage/Out of Court Disposals programme to identify young people suitable for diversion from the criminal justice system and reduce the number of first time entrants.

Joint agency approach to ensure that when young people are sentenced to custody there is a resettlement plan in place when released from custody.

Safer Schools Partnerships to establish up to 21 Safer Schools Partnerships in Croydon to ensure more targeted support for those schools requiring closer police involvement.

Produce 3 specialist resources (knife, gangs, and town centre) for use in schools and youth provision across Croydon. This will be aimed at all pupils in secondary schools. The resource will allow for two 45 minute workshops that will fit in to schools timetables. This will include safety messages for young people in the town centre, which has seen several knife crime incidents recently.

Deliver 100 workshops over the space of a year, to approximately 2000-3000 pupils.

To contact all identified young victims of crime referred to the YOS to offer them relevant support as well as the opportunity to engage in direct or indirect restorative interventions

To obtain feedback from victims who we have made contact with in relation to the service they have received

Improved interrogation of digital and social media to identify the risks children are exposed to and who they may be at risk from

Seek to maximise intelligence being captured on police systems officers re CSE and safeguarding to ensure appropriate tasking

Priority 2 continued...

SAFETY OF CHILDREN AND YOUNG PEOPLE – KEY ACTIONS

Continued improvement in sharing of multi-agency information, making greater use of MASH triaging and enhancing multi agency decision making at an early stage

To ensure a continued multi agency focus on child sexual exploitation to raise awareness of the issue, identify and provide support to victims and enforcement of perpetrators including increased use of Child Abduction Warning Notices and targeting of CSE perpetrators for other criminality

Continued partnership work re missing children to establish push / pull factors and develop trigger plans accordingly
Improve information capture during debriefing of missing children

Street-Based service to engage young people at risk of getting involved in crime and ASB, with a particular focus on the town centre

To reduce the numbers of young people re-offending after 12 months.

Ensure joint agency response to young people involved in gangs and robberies and the use of appropriate civil enforcement interventions

To ensure that there is a co-ordinated and safeguarding focus within schools, police and Council to “County lines” drug dealing in order to identify children at risk and ensure a comprehensive safeguarding and risk management response

Increase the proportion of young people under YOS supervision participating in education, training or employment and living suitable accommodation

Priority 3: Improving public confidence and community engagement

Increasing awareness of the role and work undertaken by the police and council in tackling crime and ASB is perceived to be key to improving public confidence. This is particularly important with respect to Neighbourhood Policing and understanding the role of the local council. The key is to provide local communities with information to improve their understanding of what is being done locally to respond to their crime and ASB concerns. Recorded crime data is after all, affected by the public's confidence and enthusiasm to report crime.

TO BUILD TRUST AND CONFIDENCE – KEY ACTIONS

Increase awareness of the work being done to combat crime and to challenge perceptions and align people's thinking with the reality that Croydon is a safe place to live, work and visit through a sustained communications plan.

Develop a campaign focussed on knife crime to raise awareness of the issue for both young people and parents and professionals

Engage with communities and explore closer working with enforcement partners on a targeted localised basis to increase visibility, improve relationships and develop messages that will inform, help them feel safer and promote civic pride.

Build stronger relationships with local press and media organisations and be proactive in releasing positive news stories

Develop targeted communications for under reported crimes, such as hate crime, DASV, CSE etc. to encourage victims to come forward and get support

Work with the Safer Neighbourhood Board on monitoring police performance and confidence, to oversee the use of stop and search and to support them to effectively engage with young people and develop structure and processes that allow young people to participate meaningfully

Develop a communications plan to systematically engage all Croydon practitioners and the wider public on the DASV agenda

Continue to promote civic pride through the clean and green street champion scheme and increase the number of champions and community projects they are involved in.

Priority 3 continued...

TO BUILD TRUST AND CONFIDENCE – KEY ACTIONS

Work in partnership with the community to monitor road deaths and identify ways to reduce them through schemes as Operation Safeway, Community Roadwatch, use of speed display signs and ANPR systems as well as physical traffic calming measures and targeted enforcement.

Work in partnership with the GLA to develop and deliver Vision Zero for London, a new approach to reducing road danger, setting a greater level of ambition for reducing death and serious injury on our roads.

Work with Neighbourhood Watch to increase the number of watches and explore new ways that they can support their members

Continue to build trust and confidence through a programme of community events, engagement activities and by supporting community networks and relations.

Build relationships with communities using their local asset-base to set up new activities to promote their area, creating opportunities within these relationships to understand how communities prevent crime and support victims

Priority 4: Anti-social behaviour and environmental crime

These include those ‘quality of life’ measures that go a long way to indicate if an area looks and feels safe. Anti-social behaviour causes significant harm to individuals and communities; it can increase the fear of crime and impact on the quality of life for those affected. It also costs individuals, businesses and communities’ money through higher insurance and security costs and fewer local amenities due to the high cost of graffiti removal and repairing damage caused by vandalism.

Key issues include:

- Drug and Alcohol related antisocial behaviour and crime
- Rowdy and inconsiderate behaviour
- Street drinking and begging
- Vehicle nuisance
- Fly tipping
- Arson

ANTI SOCIAL BEHAVIOUR – KEY ACTIONS

London Fire Brigade to continue to work in partnership to deliver Crossfire programme in schools, Fire Cadets and Home Fire Safety Visits

Work in partnership to tackle the specific issues caused in the Town Centre and, in particular, the issues that can be caused by the large numbers of young people congregating after school

Work in partnership with BIDs, businesses and the community to identify and address issues in our district centres across the borough.

Review all of the current public space legislation including four Drinking Ban Zones, Dog Control Orders in all parks and open spaces and 1 x Gating Order in preparation for the new Public Space Protection Orders.

Continue to deliver Don’t Mess with Croydon – Take Pride campaign to raise awareness of a range of environmental issues and to get people to take more responsibility for their local area through enforcement, encouragement and education

Continue to increase enforcement of environmental offences through Fixed Penalty Notices, Prosecutions and the seizure of vehicles.

Improve the look and feel of our high streets through the roll out of time banded waste collection in 19 locations

Priority 4 continued...

ANTI SOCIAL BEHAVIOUR – KEY ACTIONS

Focus on vehicle nuisance and in particular moped related theft and anti-social behaviour

Deliver the Safer Streets programme to target street drinking through providing access to support and treatment and in enforcement of individuals where appropriate.

Ensure the full range of powers are used to prevent ASB and funding including the use of civil orders such as Criminal Behaviour Orders and Injunctions and Community Protection Notices

Priority 5: Improve support and reduce vulnerability for all victims of crime; focus on hate crime

Some communities are at higher risk of becoming victims of crime, or of being exploited by others to commit criminal acts. According to the Mayor's Office of Policing and Crime's (MOPAC's) Vulnerable Localities Profile, the top 10 per cent of wards (63) are disproportionately impacted compared to other parts of London. On average, over 3 times more victims of burglary, robbery, sexual offences live in these top 10 per cent compared to the least vulnerable.

Unfortunately, hate crime is a daily problem for some people who are victimised by a small minority because of who they are. There is no place for hatred and intolerance in our communities. Hate crime is not only distressing for those who experience it, but it makes victims of whole communities. The best way to reduce hate crime is to encourage greater social integration, bringing communities together and celebrating their contribution to society. Hate crimes are still underreported so we must also do all that we can to give communities confidence to report issues and make it as easy and supportive as we can to enable them to do so.

At the furthest extreme of hatred and intolerance is terrorism. Radical groups of all backgrounds continue to target our communities in their efforts to radicalise others. The first line of defence against radicalisation is strong, integrated communities. Safeguarding has always been central to counter-radicalisation strategies such as in the Government's national Prevent programme and it is vital that partners and our communities work together to identify people at risk.

TO SUPPORT VICTIMS OF CRIME – KEY ACTIONS

Croydon Voluntary Action to set up and support a community-led activity base that brings people affected by hate crime together, allowing them to decide how to define their vision of safety and ways of supporting both fellow victims and people at risk of hate crime

Engage local stakeholders - including businesses, schools, GPs, pharmacies, faith-based organisations and charities, as well as the Police – in developing the activity base and building around it an action plan to tackle hate crime

To contact and engage all identified victims of crime by the children and young people referred to the YOS to inform them about sentencing outcomes/OOC disposals, offer them relevant support as well as the opportunity to engage in direct or indirect restorative interventions
To obtain feedback from victims who we have made contact with in relation to the service they have received

Deliver a pilot in collaboration with MOPAC to test a new, whole-school approach to protecting children and young people, providing information and support on safety to teachers and pupils from Year 6 onwards and making personal safety part of everyday learning

Educate, inform and challenge young people about healthy relationships, abuse and consent including engaging men and boys in challenging DASV

Priority 5 continued...

TO SUPPORT VICTIMS OF CRIME – KEY ACTIONS

Victim Support to work with up to 800 children and young people who have been victims of crime and/or bullying by offering advice, practical and emotional support and information through either individual casework or school and community-based engagement initiatives.

Deliver the Empower project to support victims at risk of child sexual exploitation. Support up to 20 young women on a 1 to 1 basis and deliver 4 x 10 week group work programmes, (2 young women and 2 young men) in schools discussing areas such as sex and the law, consent, gender, sexuality, media and stereotypes, peer pressure and conflict negotiation.

Continue to work with Croydon Community Against Trafficking to identify locations where traffickers operate and to support victims. Ensure trafficking is linked to work around County Lines

Continue to raise the profile of Prevent and Channel including the delivery of Operation Dovetail and the delivery of training to front line professionals

Violence Reduction Network

STRATEGIC ASSESSMENT 2019

Delivering for Croydon

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Executive Summary

This report provides analysis on crime and ASB in the borough, specifically violence. The data analysed is for the calendar year 2019 and it should be noted that recent impacts of Covid-19 are not included in the main data set.

Croydon has seen crime rise year-on-year in the last three years with violence representing the largest proportion of all crime in the borough at almost 30%. Violence has reflected this year-on-year increase with a 7% increase in 2019 compared to 2018 and a 12% increase in 2019 compared to two years before. It has been the second highest borough in London for the number of violent offences in the last three years. This report looks at the specific crime types which make up violence and recommend what can be done to reduce these specific crimes and, therefore, overall violence.

The types of analysis conducted in this report include statistical analysis, hotspot analysis, temporal analysis and suspect and victim analysis to name a few. Other types of analysis are also conducted and proposed to be fully implemented into the intelligence process. All of these types of analysis are done to identify patterns and trends to provide strategic direction for the Safer Croydon Partnership in reducing crime, particularly violence, in the borough.

The key findings of this report are the following:

- **The increase in all violence in the borough is significantly due to an increase in violence without injury:** it can be assumed that an increase in violence in the borough means there is an increase in people receiving serious physical harm. However, for the last three years around 60% of all violence is categorised as violence without injury. The increase in overall violence in the borough is significantly due to the rise in violence without injury offences.
- **Domestic abuse is a main factor towards the increase in all violence in the borough:** a third of all violence in the borough is domestic abuse and it has seen a similar year-on-year increase to overall violence. In terms of volume of offences, Croydon is ranked first in the past three years for domestic abuse and even if calculating the rate of offences per 1,000 residents (where Croydon has the second highest household population in London), the borough is ranked seventh, which is still relatively high.
- **There is a high volume of non-domestic violence with injury offences:** Though the increase in the past year has been relatively small, the volume of offences is high compared to other boroughs with Croydon being ranked the third highest in London. The temporal and victim and suspect analysis shows the increase is strongly linked to both youth violence and alcohol-related violence.
- **The involvement of young females in violence:** violence remains to predominantly involve males but the data shows that a significant proportion of female victims and suspects involve those of a younger age. For non-domestic violence with injury (VWI), over a quarter of all female suspects were aged 10-17 and over a fifth of all victims were in the same age category – the largest proportion of all female victims and suspects. Also, even though victims of youth violence are predominantly overrepresented by males, victims aged 14 and 19 years old were overrepresented by females. All those aged 1 to 19 years old treated by the London Ambulance Service also show females were overrepresented of those aged 15 and 16 years old. A significant proportion of victims and suspects involved in youth violence also pose an emerging problem.
- **There are common hotspots of all crime, particularly violence:** Croydon town centre is the primary hotspot for most crime and, specifically, all violent crime types. There are other common hotspots too including Thornton Heath High Street, South Norwood High Street, Purley High Street and parts of London Road.
- **Other types of violence-related data reveals other hotspots:** police crime data is primarily used to identify hotspots of violence. However the use of other types of data, specifically LAS, A & E and weapon sweeps data, reveals other hotspots not initially identified.
- **Youth violence continues to be a factor towards all violence in the borough:** this includes both youth violence and serious youth violence. Even though both types have seen a year-on-year decrease, the borough's ranking for volume of offences is still high (2nd for YV and 5th for SYV). The temporal analysis also shows strong links to other violent types including non-DA VWI and knife crime. The suspect data of youth violence also shows a significant proportion of offences that are linked to domestic abuse which have not been 'flagged' as such, especially females.

- **Knife Crime and SYV are significantly made up of personal robbery offences:** even though there has been a small increase in personal robbery last year compared to 2018, the rate is lower than the London average and Croydon's ranking (both volume and crime rate) is at its lowest in the last three years. Yet despite this, half of all knife crime and 40% of SYV involves personal robbery.
- **There is a significant decrease in self-referrals and those being sign-posted to the FJC:** even though direct referrals have seen an increase of 15% in 2019 compared to 2018, there has been a 12% decrease in self-referrals and those sign-posted to the FJC by an agency is down by a third.
- **There is a common demographic of victims and suspects of violence:** They are highly represented and overrepresented in a demographic including coming from large poor, most likely single parent families with very low income or claiming benefits due to mainly being unemployed. Many families struggle financially with loan repayment or house payments. Many live in overcrowded properties where a high number of children are present. They live in areas where residents feel it is highly affected by crime and vandalism. There is an increased probability they suffer from a range of health issues, both physical and mental. The communities they reside within are made up of residents from a variety of ethnic backgrounds.
- **Particular events and experiences in a young person's life contribute to them being involved in SYV:** life course analysis of a small sample of high risk perpetrators of SYV support the detailed analysis provided in the Vulnerable Adolescents Review¹ that significant events in a young person's life lead to being at risk of being involved in certain types of crime, whether as a victim or perpetrator (or in many cases, both). The brief life course analysis provided in this report showed a wide pattern of life events including domestic abuse, child neglect, older siblings involved in ASB and crime to name but a few.
- **Including crime harm provides more context to violence:** crime count can tell us the amount of crime by type is occurring and what time, where, who to etc. but it doesn't tell us how much harm is being committed. This report uses the Cambridge Crime Harm Index to provide an example of the different picture of overall violence including the identification of new hotspots. Analysis also states that only 2% of victims of domestic abuse in the borough were subject to over 50% of all harm in 2019.
- **Other crime types are significantly increasing:** these crimes include the following:
 - *Sexual offences:* offences are up by 8% compared to 2018 and up by almost a fifth compared to 2017. The borough is also ranked 8th which is highest in three years.
 - *Hate crime:* even though the borough has a lower crime rate compared to the London average, offences are up by over a quarter compared to 2018. The borough is still ranked 8th which is its highest in three years.
 - *Vehicle crime:* overall vehicle crime is up by over a fifth but it's theft from motor vehicle which is mainly contributing to this increase. Theft from motor vehicle is up by over a quarter compared to 2018 and up by over a half compared to 2017. Croydon is ranked 6th in London which is its highest in three years.
 - *Residential burglary:* even though there has only been a small increase of 0.3% compared to 2018, there has been a 10% increase compared to 2017. The borough is also ranked 8th which is its highest in three years.
 - *Shoplifting:* offences are up by almost a quarter compared to 2018. The borough is also ranked 8th which is its highest in three years.
 - *Business robbery:* offences are up by a third compared to 2018 and up by over 40% compared to 2017. The borough is also ranked 4th which is its highest in three years.
 - *Anti-social behaviour:* ASB calls are up by over 10% compared to 2018. Even though the rate is lower than the London average and Croydon's ranking is relatively low and static over the last three years, there has been an increase in rowdy and inconsiderate behaviour and/or nuisance neighbours by over a fifth. The Council's ASB team has also seen a harassment/abuse or assault increase by over 40% compared to 2018. These measures are both clear indicators of violence.

¹ Croydon's Vulnerable Adolescent Review can be found here: <https://croydonlcsb.org.uk/2019/02/croydon-vulnerable-adolescent-review-report-2019/>

The key findings show many types of violence are interlinked with each other as well as other types of crime and ASB. However, there are also isolated challenges of specific types of violence which the borough must tackle. From these findings this report provides the following recommendations:

1. **Domestic abuse should be at the core of the VRN's approach to reducing violence.** There are several reasons for this: the large proportion of overall violence being domestic abuse, the severity and impact on those subject to the abuse and it is common a factor in the lives of those being involved in other types of violence, mainly youth violence and serious youth violence. The significant impact and crossover domestic abuse has on overall violence in the borough makes it vital to centralise it in the VRN's strategy.
2. **Increase awareness of the FJC.** The decrease in self-referrals and agencies sign-posting to the FJC shows that a much wider and improved strategy in increasing awareness of the FJC is required, therefore to ultimately reach more of those at risk of domestic abuse and to ensure they are in safer and secure environments.
3. **Both youth violence and SYV to be priorities of the VRN.** Even though there has been a decrease in both types of violence (albeit with SYV only slightly in the last year), the borough is still ranked highly for volume of offences and the analysis has shown they are both significant drivers of other types of violence e.g. Non-DA VWI.
4. **A focus on knife-enabled personal robbery.** The direct links knife-enabled personal robbery has on overall knife crime and SYV shows that in order to reduce knife crime and SYV in the borough, the VRN should focus on reducing knife-enabled personal robbery. Then in turn both knife crime and SYV will notably fall too.
5. **A greater focus on young females and violence.** It is easy and understandable that the VRN's approach to reducing violence, especially among young people, is focused on males due to the statistics. However, there is emerging evidence that young females are becoming involved in violence, both as victims and perpetrators. Therefore, it is key that greater attention is paid to young females at risk of violence and interventions are devised and delivered to suit them so to prevent them from causing and receiving harm.
6. **Implement the Cambridge Crime Harm Index.** Whether to divert, disrupt or enforce, measures and interventions based on crime count can lack knowledge, focus and direction. By providing a greater focus on harm there is greater context provided on violence. Therefore, this provides greater intelligence, insight and clarity on violence being committed in the borough and also supplies a greater evidence base in coordinating specific priorities and initiatives in preventing violence. This report provides greater detail on how the Cambridge Crime Harm Index can be implemented and used in the VRN's work.
7. **Use micro-hotspots and the strategy of targeting, testing and tracking.** This report details the necessity in targeting specific areas within a hotspot – known as micro-places or micro-hotspots. Micro-hotspots have been proven to be effective in reducing crime in the areas where there is a high crime concentration and therefore reducing crime in the hotspot. Using this approach on Croydon town centre is detailed in this report and emphasises that it will only be effective by targeting the area, testing specific interventions in that area and, most importantly, continuously tracking the specific tasks are being carried out in the area.
8. **Improve our understanding of the demographic links to violence:** The analysis provided by the Acorn system shows there is a clear demographic of victims and suspects highly represented and overrepresented compared to the rest of the borough. These demographic characteristics should be considered and discussed throughout the intelligence gathering, coordinating and decision-making process.
9. **Other data sources are required to provide a clearer picture of violence.** There is a clear reliance on police crime data for performance measurement and analysis of violence. Relying and focusing on one data source restricts the perception of violence in the borough and therefore can be misleading. Attention is focused elsewhere then if a wider range of data sources are used, greater clarity is given as well as other factors of violence are identified. An example of this is using LAS, A & E and weapon sweeps data to uncover other hotspots of violence not identified by police crime data.
10. **Other crimes and ASB should also be prioritised.** Sexual offences, ASB and hate crime should remain priorities for the SCP, which are all types or indicators of violence. Residential burglary, theft from motor vehicle, shoplifting and business robbery should also be considered to be priorities for the SCP due to the significant increases there has been in the borough. However, as these are mostly acquisitive crimes it is possibly more relevant for these crimes to be recommended as priorities for the police in the borough.

Introduction

The aim of this report is to identify the key factors in the rise in crime in the borough, specifically violence. From the key findings of this report, it is reinforced that the evidence-based public health approach currently adopted by the Violence Reduction Network (VRN) is continued and enhanced in order to significantly reduce violence in the borough. Therefore, for this approach to be effective, it is emphasised that it must be data-driven at every stage.

What does this report mean by 'Violence'?

This report is split mainly into two main sections. The first section is on violence and the second section is on other major crimes. 'Violence' can cover a wide range of offences and many research documents differ in what offence types are included and excluded under 'violence'. This report focuses on the broad violent crime category used by the Home Office which is Violence against the Person, and then looks at the specific violent crime types that make up the majority of these offences: Violence with Injury (Non-Domestic), Domestic Abuse, Knife Crime, Youth Violence and Serious Youth Violence. Gun crime is also examined but to a lesser extent due to data limitations.

It can be argued that other crime types should also be included under 'violence', for example, personal robbery, sexual offences and hate crime. However, firstly, a significant number of personal robbery offences involve a young person being a victim and/or a weapon being used or imitated. These types of offences are both included in the definitions of knife crime, youth violence and serious youth violence, which are used in this report. Secondly, a significant number of sexual offences are included in the definitions of knife crime, domestic abuse, youth violence and serious youth violence. However, due to the complexities and seriousness of sexual offences including historical crimes, this report recognises it cannot provide the detailed examination of data required to give thorough and reliable analysis. Thirdly, reliable analysis of hate crime requires data from a wider range of sources which are currently being explored.

There are other high priority crime activities which this report also recognises are heavily linked to violence, specifically gang crime and county lines. These types of crime are looked at in great depth in collaboration with the Council's Gangs Team and other relevant departments in a yearly report, which due to its confidential nature is a restricted document.

The Cost of Violence

The tragic human consequences that comes from violence are obvious and unmatched. Alongside the tragic loss of life and misery experienced by families and communities are high economic consequences. These consequences are in three main cost areas:

- Costs in anticipation of violence e.g. CCTV.
- Costs as a consequence of violence e.g. physical and emotional harm to the victim, health services required, victim services etc.
- Costs in response to crime e.g. costs to the police and criminal justice system.

To put the cost of violence into context with most other major crime types in the borough, by using Home Office figures, calculations show that in 2019 overall violence made up almost 60% of the cost of crime in the borough, costing almost £110 million²:

Major Crime Type	Cost (£) 2015/16 prices	% Total Cost
Arson and Criminal Damage	4,036,420	2%
Burglary	22,224,800	12%
Robbery	13,666,760	7%
Sexual Offences	22,740,560	12%
Theft	2,361,180	1%
Vehicle	14,742,450	8%
Violence Against the Person	109,643,900	58%
Total	189,416,070	100%

² Calculated based on Heeks et al. (2018) *The economic and social costs of crime*. Home Office: London. Costs are calculated by multiplying the number of offences in the borough from MetStats by the unit cost. Note that only certain crime major types have unit costs provided so therefore they have only been calculated. Criminal damage costs have been calculated at an individual level rather than business to maintain consistency as the statistics cannot be broken down by individual and business.

By examining violence against the person into its major types, based violence statistics in the borough in 2019, the costs were the following:

Violence Type	Number of recorded offences	Unit Cost (£) 2015/16 prices	Total Cost (£) 2015/16 prices
Homicide	7	3,217,740	22,524,180
Violence with Injury	3,540	14,050	49,737,000
Violence without Injury	6,304	5,930	37,382,720
Total	9,851	3,237,720	109,643,900

Excluding homicide where the unit cost far outweighs other violent types, the unit cost of violence with injury is almost 2.5 times higher than violence without injury. Also even though the number of violence without injury offences were almost 2 times higher than violence with injury, the total cost of violence with injury is significantly higher (over 30%) than violence without injury. This reinforces the need for a focus on crime *harm* rather than *count*, which is detailed further in this report.

Borough Demographics

A detailed profile of the demographics of the borough is provided at the Croydon Observatory³. There are key demographics of the borough which are useful when reading this report including:

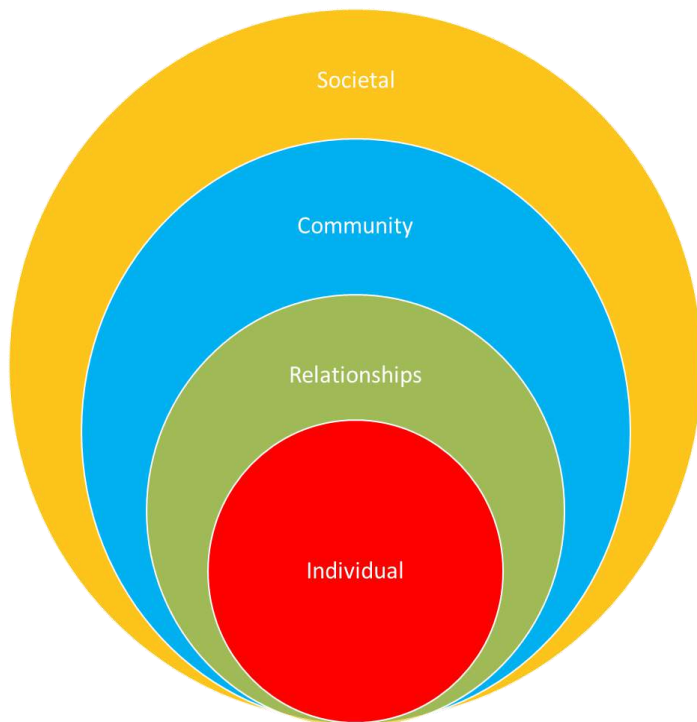
- According to housing-led projections of residents provided by the Greater London Authority (GLA), Croydon has the second highest resident population in London of almost 384,000 residents in 2019.
- Using housing-led projections of residents provided by the GLA, with a resident population of those aged 1-19 being just over 94,000 in 2019, Croydon has the highest number of residents of this age range in London.
- Croydon has a diverse population with a higher proportion of residents from Black, Asian and minority ethnic (BAME) backgrounds than the national average according to both the 2011 Census and GLA housing-led projections.
- According to local area migration indicators in 2018 from the Office of National Statistics (ONS) 17.1% of the borough's population is made up of non-UK residents.
- According to the Index of Multiple Deprivation (IMD) 2019, out of the 220 lower super output areas (LSOA) in the borough, one is in the top 5% most deprived in the country. Five LSOAs are in the top 10% most deprived in the country.
- For the crime domain of the IMD, three of the 220 LSOAs are in the top 5% of the most deprived in the country. Twelve LSOAs are in the top 10% most deprived in the country.

³ The Croydon Observatory can be found at <https://www.croydonobservatory.org/>

The Public Health Approach to Reducing Violence

The Violence Reduction Network (VRN) has been formed in Croydon to specifically reduce violence in the borough with a focus on the most prevalent types of violence. The VRN's plan in reducing violence is built around the public health approach, which is used by the London-wide Violence Reduction Unit set up by the Mayor of London in late 2018 and was originally established by Police Scotland in 2005 and is shown to be very successful in reducing violence⁴.

The public health approach⁵ involves a holistic view of both violence and coercion. It adopts an ecological framework based on evidence that no single factor can explain why some people or groups are at higher risk of interpersonal violence, while others are more protected from it. This framework views interpersonal violence as the outcome of interaction among many factors at four levels:



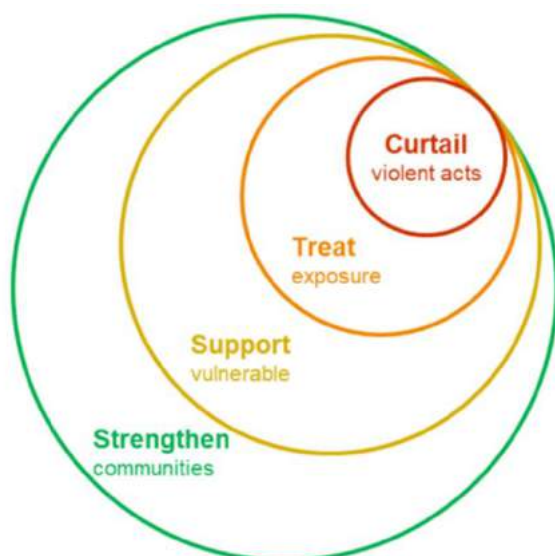
These include economic and social policies that maintain socioeconomic inequalities between people, the availability of weapons, and social and cultural norms such as parental dominance over children and cultural norms that endorse violence as an acceptable method to resolve.

The contexts in which social relationships occur, such as schools, neighbourhoods and workplaces, also influence violence. Risk factors here may include the level of unemployment, population density, mobility and the existence of a local drug or gun trade.

Family, friends, intimate partners and peers may influence the risks of becoming a victim or perpetrator of violence. For example, having violent friends may influence whether a young person engages in or becomes a victim of violence.

Personal history and biological factors influence how individuals behave and increase their likelihood of becoming a victim or a perpetrator of violence including being a victim of child maltreatment, psychological or personality disorders, alcohol and/or substance abuse

A more practical way of showing how the VRN adopts this ecological framework in reducing violence is by embedding the following core actions in its approach:



Curtail violent acts at source, pursuing perpetrators and enforcing action.

Treat those who have been exposed to violence to control the spread.

Support those susceptible to violence due to their exposure to risk factors.

Strengthen community resilience through a universal approach.

⁴ BBC News (2019) – How Scotland stemmed the tide of knife crime <https://www.bbc.co.uk/news/uk-scotland-45572691>

⁵ Local Government Association (2018) – Public Health Approaches to Reducing Violence <https://www.local.gov.uk/public-health-approaches-reducing-violence>

To achieve this there has to be a whole borough and networked approach to tackling violence involving a wide range of relevant partners. It is vital that evidence is at the heart of how the VRN will operate and that both victims and perpetrators are worked with. It is also important that the approach continually evolves and adapts to the changing nature of violence.

Violence against the Person (VAP)

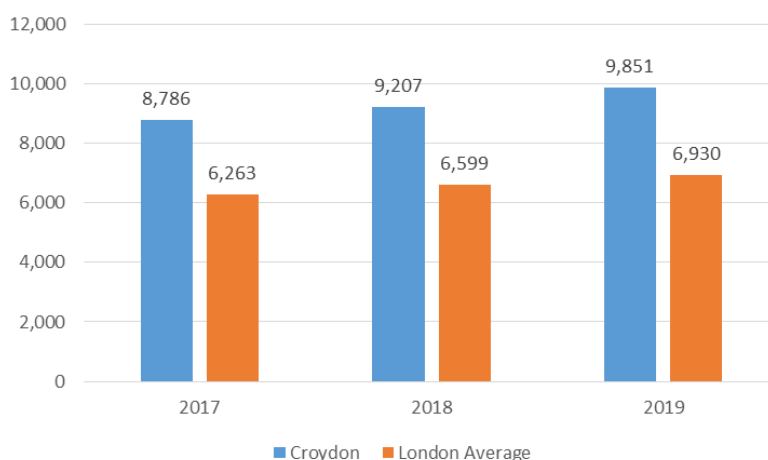
Definition

- The Metropolitan Police Service (MPS) defines Violence against the Person (VAP) as that which 'includes a range of offences from minor offences such as harassment and common assault, to serious offences such as murder, actual bodily harm and grievous bodily harm'⁶.

Statistics

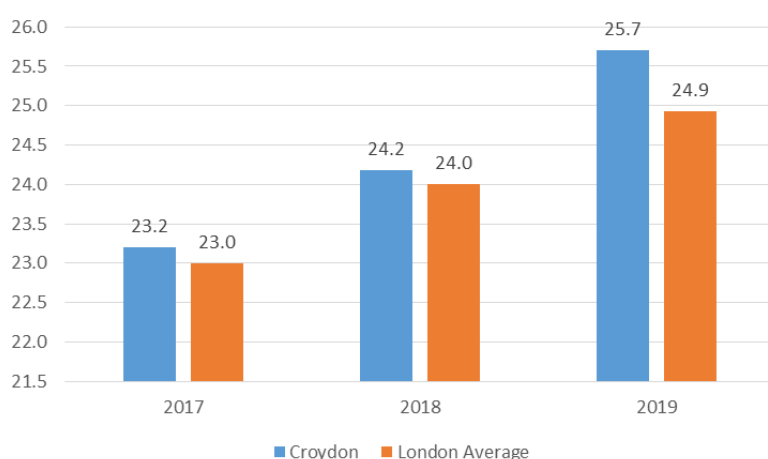
- There was a total of 9,851 VAP offences in 2019, an increase of 7.0% (644 offences) compared to 2018 where there were 9,207 offences recorded. This is a larger percentage increase compared to the London average⁷ where there was a 5.0% increase (331 offences) from 6,599 offences in 2018 to 6,930 offences in 2019. By comparing 2019 to 2017 there has been a 12.1% increase (1,065 offences) in Croydon. Again, this is a larger percentage increase compared to the London average where there was a 10.7% increase (667 offences).

VAP statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 of residents, the rate of offences in the borough has risen year-on-year from 23.2 in 2017 to 24.2 in 2018 to 25.7 in 2019. The London average has also seen a year-on-year increase from 23.0 in 2017 to 24.0 in 2018 to 24.9 in 2019.

VAP crime rate per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Even though there has been an increase of offences in the borough, Croydon's ranking has remained the same in the last three years (2nd). By calculating the rate of offences per 1,000 of residents, the borough's ranking has also remained the same in the last three years (17th).

⁶ Metropolitan Police Service: Crime Type Definitions <https://www.met.police.uk/sd/stats-and-data/met/crime-type-definitions/>

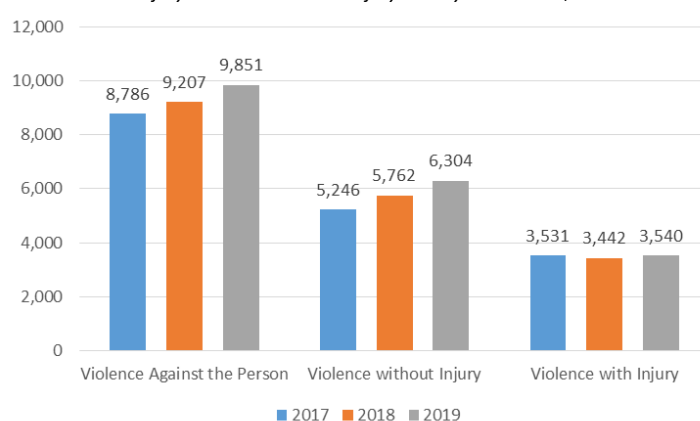
⁷ The 'London average' is defined in this report as the mean average borough in London.

Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2017, 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and the highest crime rate.

	Croydon (Volume)	Croydon (per 1,000)
2017	2	17
2018	2	17
2019	2	17

- VAP is made up of three sub categories: violence with injury, violence without injury and homicide. Violence without injury has a similar trend to VAP where it has been increasing year-on-year, whereas after a decrease in 2018, Violence with Injury saw a rise in 2019. Violence without injury made up 64.0% of all VAP offences.
- In 2019 there was a 9.4% increase in violence without injury compared to 2018 and a 20.2% increase compared to 2017. For violence with injury there was a 2.8% increase compared to 2018 and a 0.3% increase compared to 2017. In Croydon there were nine homicides in 2017, three in 2018 and seven in 2019.

VAP offences and the sub-categories Violence without Injury and Violence with Injury in Croydon in 2017, 2018 and 2019 from MetStats.

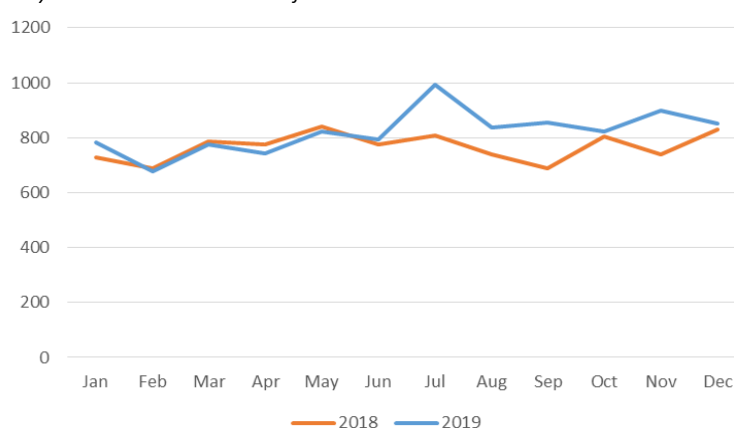


- The majority of VAP offences are made up of Common Assault (31.0%), ABH (24.1%) and Sending letters etc. with intent to cause distress or anxiety (14.8%). In regards to the third crime type, the majority of these crimes are due to threats or malicious posts made on social media or via texting/online messaging.
- 33.7% of all VAP offences were flagged as domestic abuse (DA).
- 17.4% of all VAP offences were alcohol-related and 15.0% of all non-DA offences were alcohol-related.
- The use of social media or online messaging was used in 15.1% of all offences⁸.

Temporal Analysis

- In 2019 the peak months for VAP were July and November. The peak months in 2018 were May and December. There is a similar trend in both 2018 and 2019 for the first six months of the year.

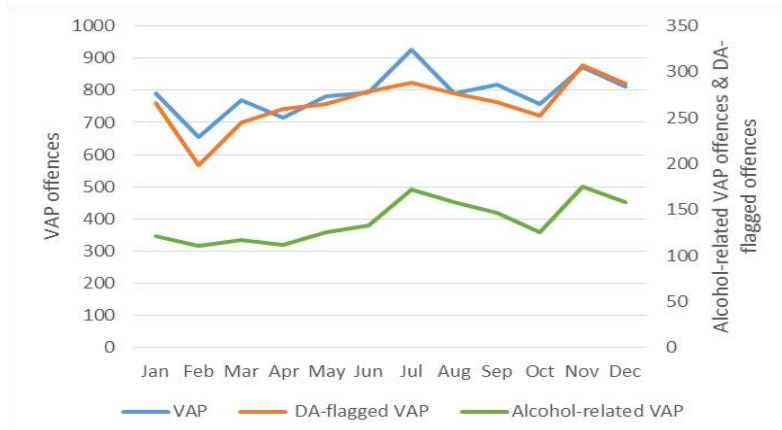
VAP offences committed by month in Croydon in 2018 and 2019 taken from MetStats.



⁸ To extract crimes where the use of social media and online messaging is used, a query is manually built with the use of 'wildcards' i.e. words or a set of words associated with social media and online messaging which are stated in the crime report. As well as the alcohol flags already on CRIS, the use of 'wildcards' are also used for alcohol-related crimes due to the unreliability of the use of alcohol flags.

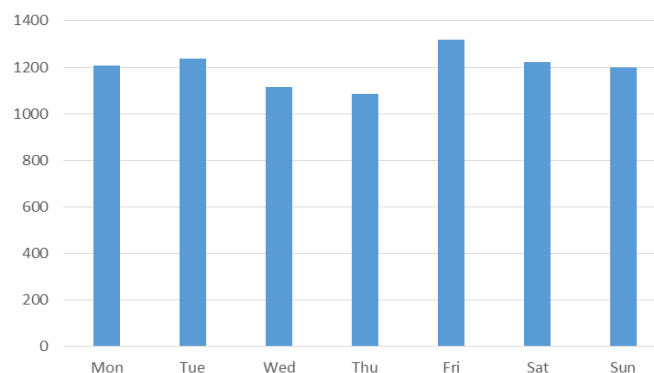
- The large increase in offences in July and November is linked to alcohol-related offences as well as domestic abuse flagged offences.

VAP, DA-flagged VAP and alcohol-related VAP offences by month in Croydon in 2019 taken from CRIS.



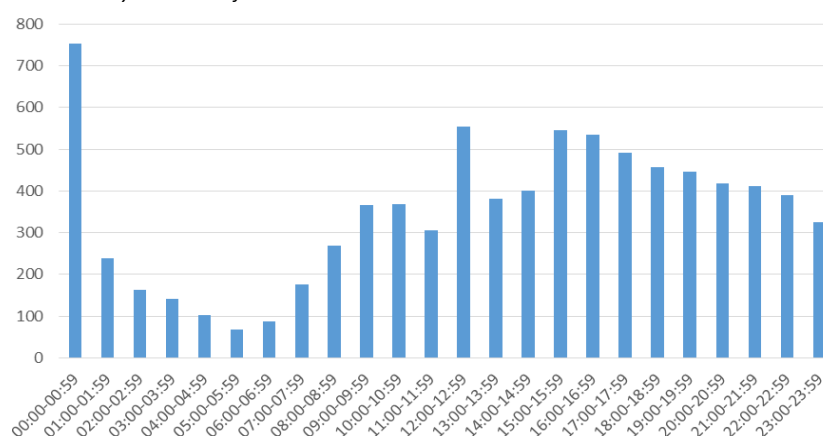
- Offences are fairly consistent throughout the week with the peak days being Tuesday, Friday and Saturday.
- Friday and Saturday correlates with the night-time economy where VAP offences on these days peak from 18:00 to midnight. The rise in offences on Tuesday correlates with the 'after-school' hours of between 15:00 and 19:00.

VAP offences committed by day of the week in Croydon in 2019 taken from CRIS.



- The peak time for VAP offences was between 00:00 and 01:00 and between 12:00 and 13:00. However, it must be noted that many offences that involve electronic communication (e.g. harassment on social media or via texting) that midnight (00:00) and midday (12:00) are the default time(s) it will be recorded as. This is because these types of offences can occur over a period of time and therefore a specific time cannot be provided.
- Other times where a high volume of offences were committed were between 15:00 and 17:00, which correlate with the 'after-school' hours and is reflected by Youth Violence and Serious Youth Violence offences.
- On Friday and Saturday there is also a link to the night-time economy with an increase in offences between 18:00 and 00:00.

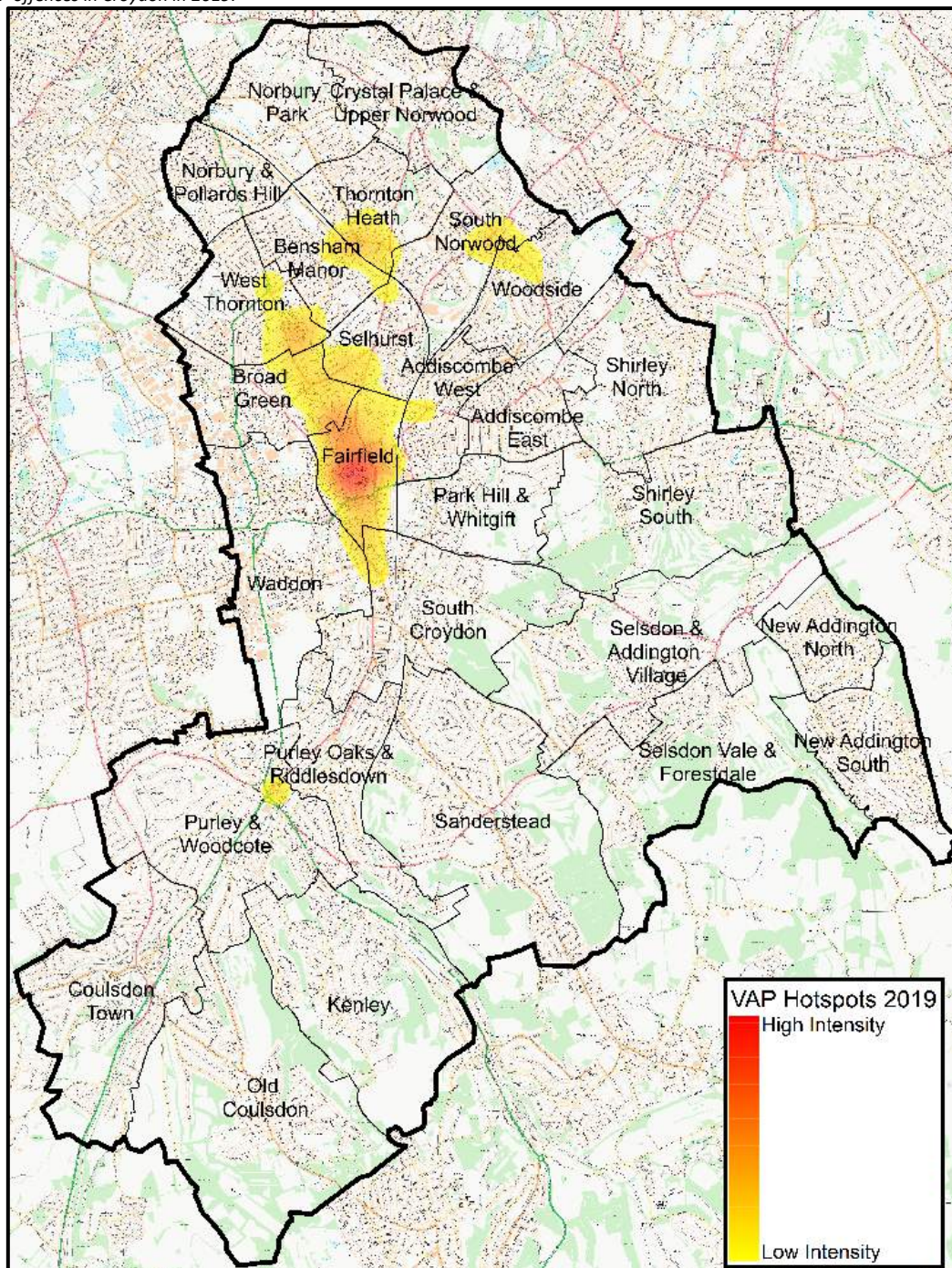
VAP offences committed in Croydon in 2019 by hour taken from CRIS.



Hotspots

- The primary hotspot for VAP is Croydon Town Centre with 17.4% of all mapped VAP offences being committed in this area.
- Secondary hotspots are in and around Thornton Heath High Street, South Norwood High Street and Purley High Street.
- Where the location type was recorded, 20.6% of offences were committed in the street, 17.5% were committed in a flat/maisonette and 10.5% were committed in a terraced property.

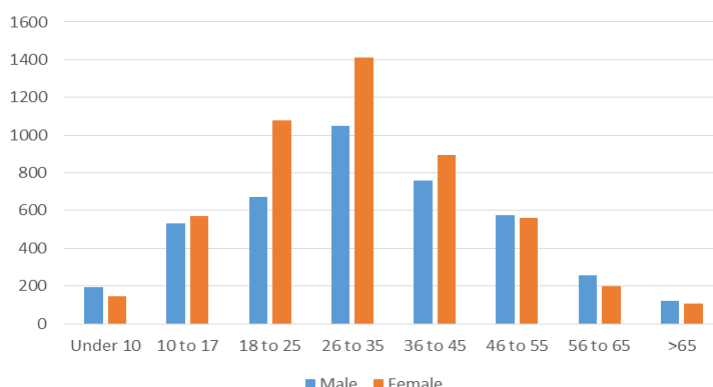
Hotspot map of VAP offences in Croydon in 2019.



Victim Profile

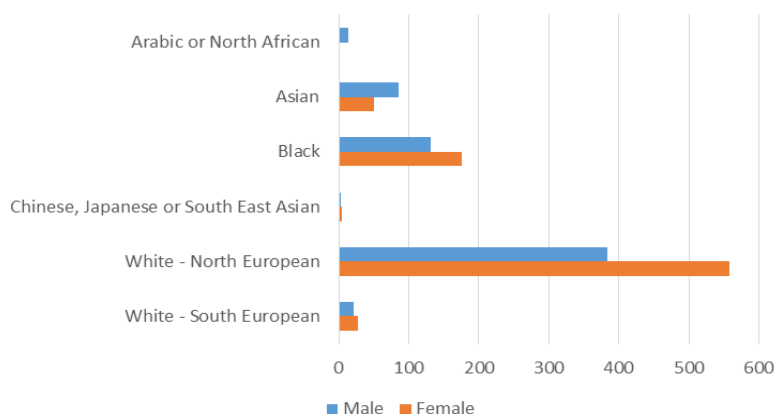
- Out of the crimes where gender was recorded, 54.4% of victims were female and 45.6% were male.
- 27.0% of all victims were aged 26 to 35 years old, 19.2% were aged 18 to 25 years old and 18.1% were aged 36 to 45 years old⁹.
- 28.5% of all female victims were aged 26 to 35 years old, 21.7% were aged 18 to 25 years old and 18.0% were aged 36 to 45 years old.
- 54.9% of females aged 18 to 25 years old and 56.3% of females aged 26 to 35 years old were involved in offences flagged as domestic abuse.
- 25.2% of all male victims were aged 26 to 35 years old, 18.2% were aged 36 to 45 years old and 16.2% were aged 18 to 25 years old.
- 20.1% of male victims and 20.0% of female victims aged 26 to 35 years old were subject to alcohol-related VAP offences.

Victims of VAP in Croydon in 2019 by age and gender from the MPS' Crime Reporting Information System (CRIS).



- **The ethnic appearance types used throughout this document are those provided and used by the police.**
- Of those victims where gender and ethnic appearance were recorded, 64.7% were White - North European and 21.1% were Black¹⁰.
- 50.1% of female victims were White - North European, 34.4% were Black and 9.9% were Asian.
- 45.8% of male victims were White - North European, 31.8% were Black and 16.0% were Asian.

Victims of VAP in Croydon in 2019 by gender and ethnic appearance from CRIS.



- Out of all victims where their home address was identified, 84.3% lived in the borough.
- Out of the victims who did not live in the borough, 11.5% lived in Lambeth, 10.8% lived in Bromley, 10.1% lived in Sutton and 9.2% lived in Merton.

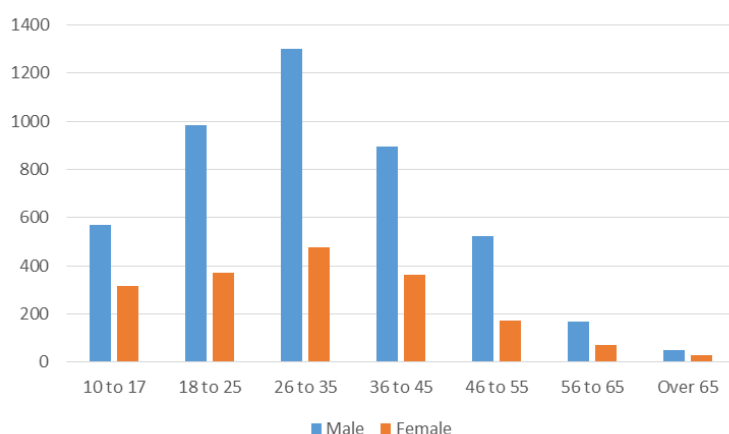
⁹ The written commentary of the breakdown of age and ethnic appearance in this document only details the highest proportions represented which make up the majority of the victims or suspects. The charts and graphs show the full breakdown.

¹⁰ The ethnic appearance categories (also known as identity codes) used are from the MPS' CRIS reporting system. Seven categories are available to choose from including 'Unknown'. The descriptors for each IC code are referenced here <http://policeauthority.org/metropolitan/publications/briefings/2007/0703/index.html>

Suspect Profile

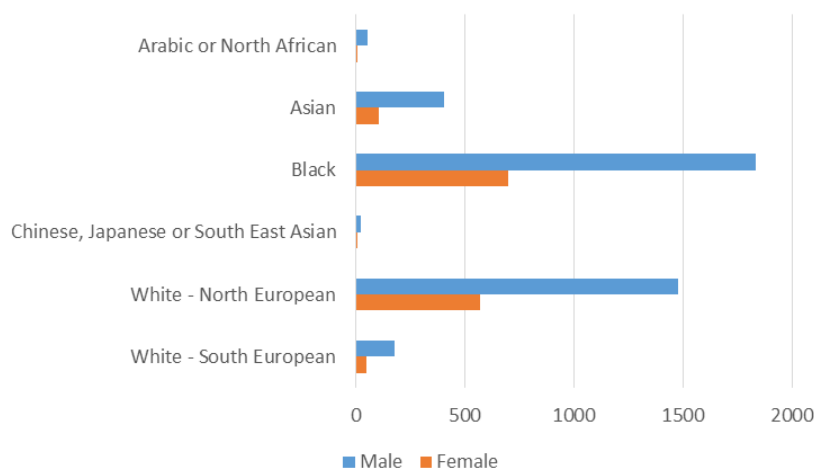
- Out of the crimes where gender was recorded, 71.5% of the suspects were male and 28.5% were female.
- Where the suspect age was recorded, 28.3% were aged from 26 to 35 years old, 21.5% were aged 18 to 25 years old and 20.0% were aged 36 to 45 years old.
- 29.0% of all male suspects were aged 26 to 35 years old, 21.9% were aged 18 to 25 years old and 20.0% were aged 36 to 45 years old.
- 26.5% of all female suspects were aged 26 to 35 years old, 20.7% were aged 18 to 25 years old and 20.1% were aged 36 to 45 years old.
- 50.5% of all male suspects aged 26 to 35 years old, 50.2% of those aged 36 to 45 years old, 47.1% of those aged 46 to 55 years and 37.6% of those aged 18 to 25 years old were involved in offences flagged as domestic abuse.
- 35.1% of all female suspects aged 18 to 25 years old, 33.1% of those aged 46 to 55 years old, 33.0% of those aged 36 to 45 years old and 32.7% of those aged 26 to 35 years old were involved in offences flagged as domestic abuse.
- 22.5% of suspects aged 26 to 35 years old were involved in alcohol-related VAP offences. 24.8% of males in the same age category were involved in alcohol-related VAP offences.

Suspects of VAP in Croydon in 2019 by gender and age from CRIS.



- Where the suspect's ethnic appearance and gender were recorded, 46.8% of suspects were recorded as Black. This was followed by 37.8% who were White - North European. This is reflected when specifically looking at ethnic appearance by gender.

Suspects of VAP in Croydon in 2019 by gender and ethnic appearance from CRIS.



- Out of all suspects where their home address was identified, 80.3% lived in the borough.
- Out of the suspects who did not live in the borough, 16.5% lived in Lambeth, 9.9% lived in Bromley, 8.8% lived in Merton, 8.4% lived in Lewisham and 8.3% lived in Sutton.

Non-Domestic Abuse Violence with Injury (VWI)

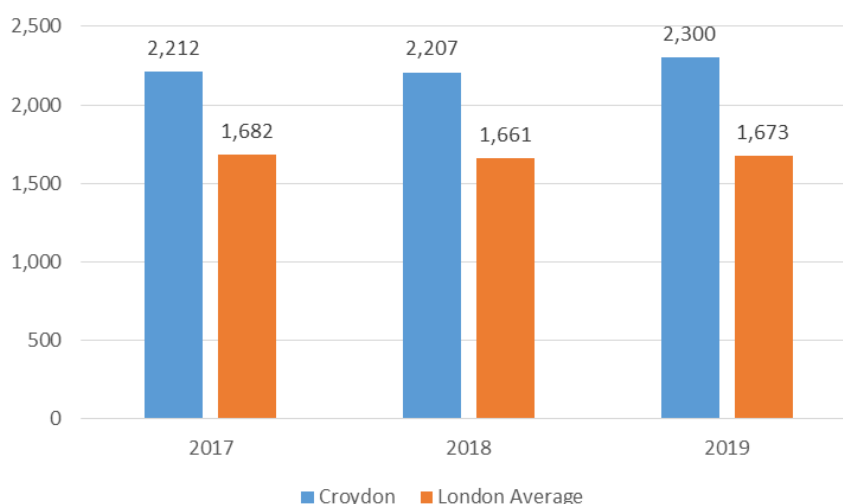
Definition

- The Office of National Statistics (ONS) defines Violence with Injury (VWI) as 'consisting of wounding and assault with minor injury'¹¹. The MPS use a definition which closely replicates the broad one given by the ONS. The MPS statistics and crimes in this analysis do not include any domestic abuse flagged offences.

Statistics

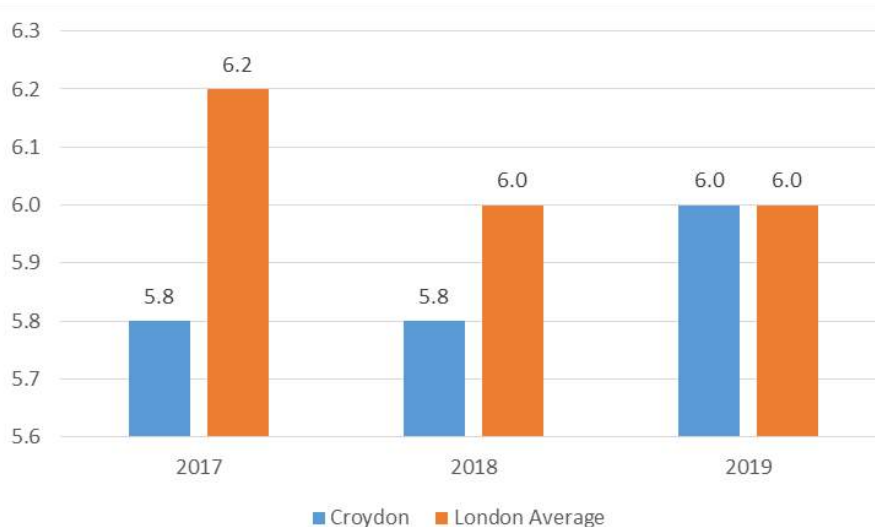
- There was a total of 2,300 VWI offences in 2019, an increase of 4.2% (93 offences) compared to 2018 where there were 2,207 offences recorded. This is a larger percentage increase compared to the London average where there was a 0.7% increase (12 offences) from 1,661 offences in 2018 to 1,673 offences in 2019. By comparing 2019 to 2017 there has been a 4.0% increase (88 offences) in Croydon. In comparison, there was a decrease of 0.5% (9 offences) in the London Average.

Non-DA VWI statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 of residents, the rate of offences in the borough has risen from 5.8 in 2017 and 2018 to 6.0 in 2019. The London average has seen a decrease from 6.2 in 2017 to 6.0 in 2018 and 2019.

Non-DA VWI crime rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



¹¹ Office of National Statistics: 'The nature of violent crime in England and Wales: year ending March 2018'

<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/articles/thenatureofviolentcrimeinenglandandwales/yearendingmarch2018>

- Croydon's ranking has risen year-on-year from 2017 with its ranking in 2019 being 3rd. However, Croydon's ranking for offences per 1,000 residents was much lower at 18th for 2017 and 2018 and it rose one place to 17th in 2019.

Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and the highest crime rate.

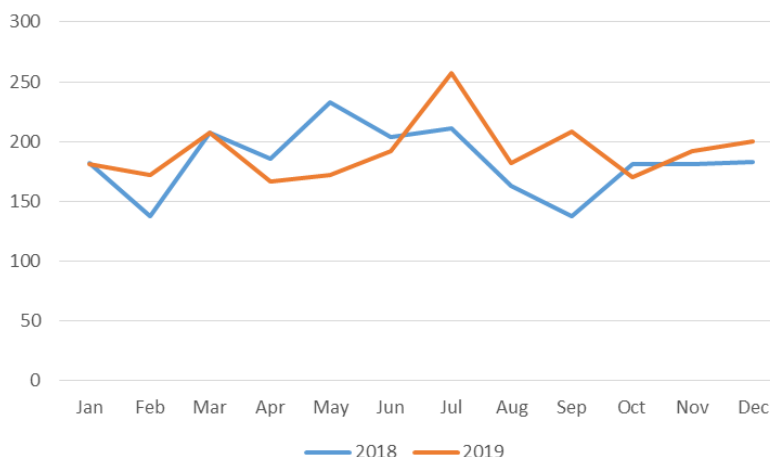
Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	7	18
2018	5	18
2019	3	17

- The majority of Non-DA VWI offences were made up of Actual Bodily Harm (59.3%) and Grievous Bodily Harm (35.3%).
- 17.9% of offences were alcohol-related.

Temporal Analysis

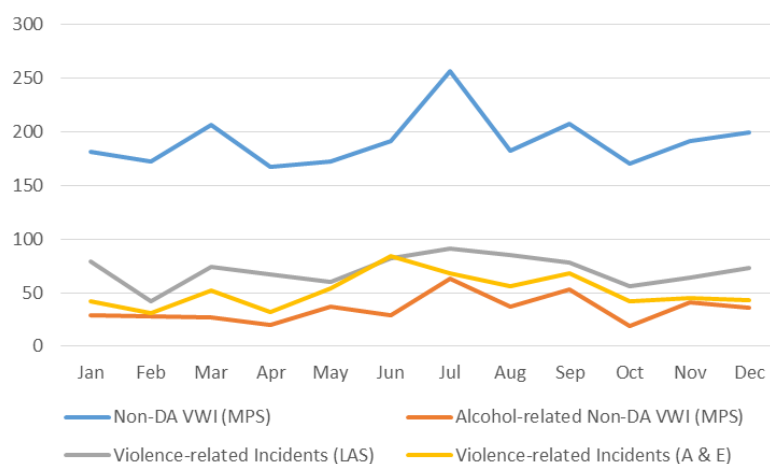
- In 2019 the peak months for Non-DA VWI were March, July, September and December. The peak months in 2018 were May and July. There is a similar pattern in both 2018 and 2019 from January to May. Offences also sharply decrease in August.

Non-DA VWI offences committed by month in Croydon in 2018 and 2019 taken from MetStats.



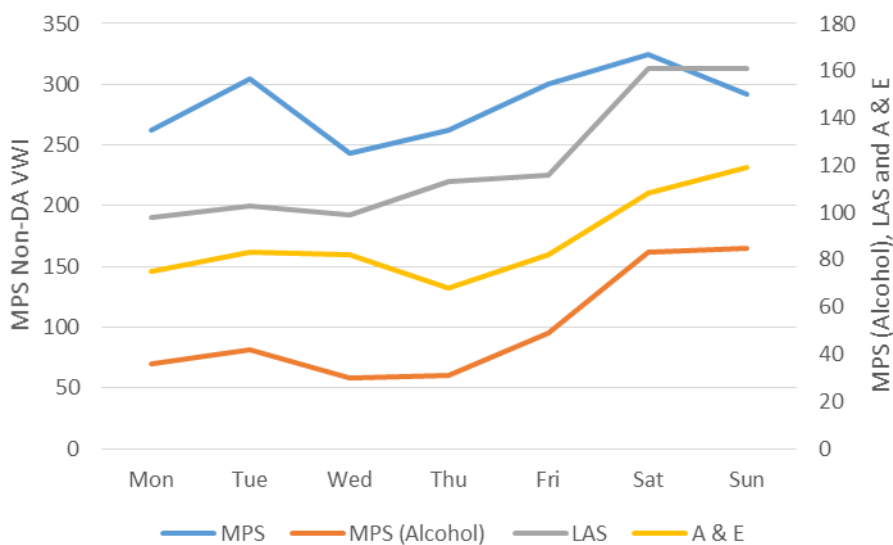
- By comparing Non-DA VWI offences to alcohol-related Non-DA VWI offences, violence-related incidents from the LAS and A & E, there is a pattern of March, July and September being the peak months (shown by at least three out of the four measures).
- LAS and MPS data also showed December to be a peak month. A & E data showed June to be a peak month.

Non-DA VWI offences from MetStats, alcohol-related Non-DA VWI offences from CRIS and LAS and A & E violence-related incidents from SafeStats by month in Croydon in 2019.



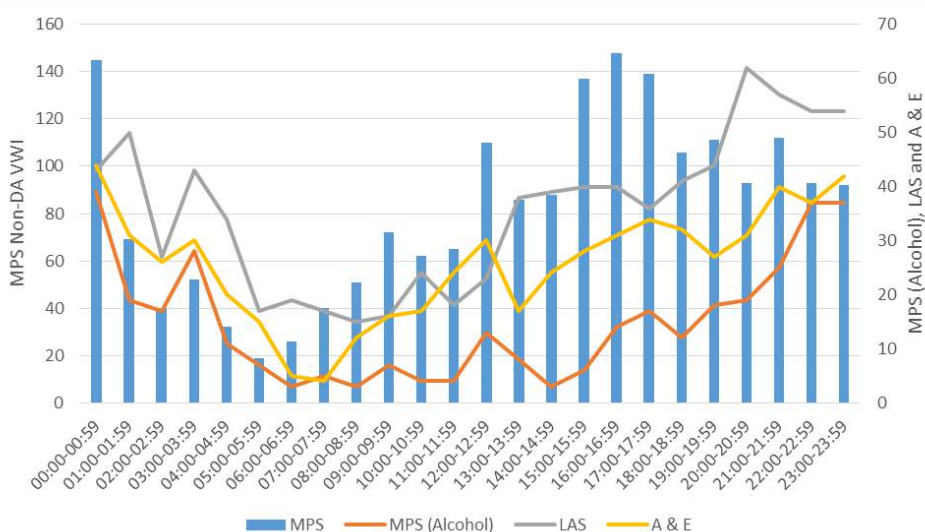
- Offences are fairly consistent throughout the week with the peak days being Tuesday, Friday and Saturday.
- The large volume of offences on Tuesday partly correlates with the 'after-school' hours where over a fifth of offences (22.4%) on this day occur between 15:00 and 17:00.
- On Friday and Saturday, a significant proportion of offences are linked with the night-time economy with them occurring on Friday being committed between 18:00 and 00:00, Saturday between 00:00 and 05:00 and between 18:00 and 00:00.
- There is also a peak time on Sunday with offences being committed between 00:00 and 04:00.
- There is a clear trend of offences and incidents peaking on the weekend. However, alcohol-related Non-DV VWI offences, LAS and A & E violence-related incidents show Sunday is also a peak day. Even though this peak can be explained by incidents and alcohol-related offences occurring in the 'early hours' of Sunday, there is also a high number of incidents between 20:00 and 23:00 on Sunday evening.

Non-DA VWI offences from MetStats, alcohol-related Non-DA VWI offences from CRIS and LAS and A&E violence-related incidents from SafeStats by day of the week in Croydon in 2019.



- The peak time for offences is between 00:00 and 01:00 and between 15:00 and 18:00. Alcohol-related Non-DA VWI, LAS and A & E violence-related data mostly correlate with these times as well as showing peaks between 03:00 and 04:00 and 20:00 and 00:00.

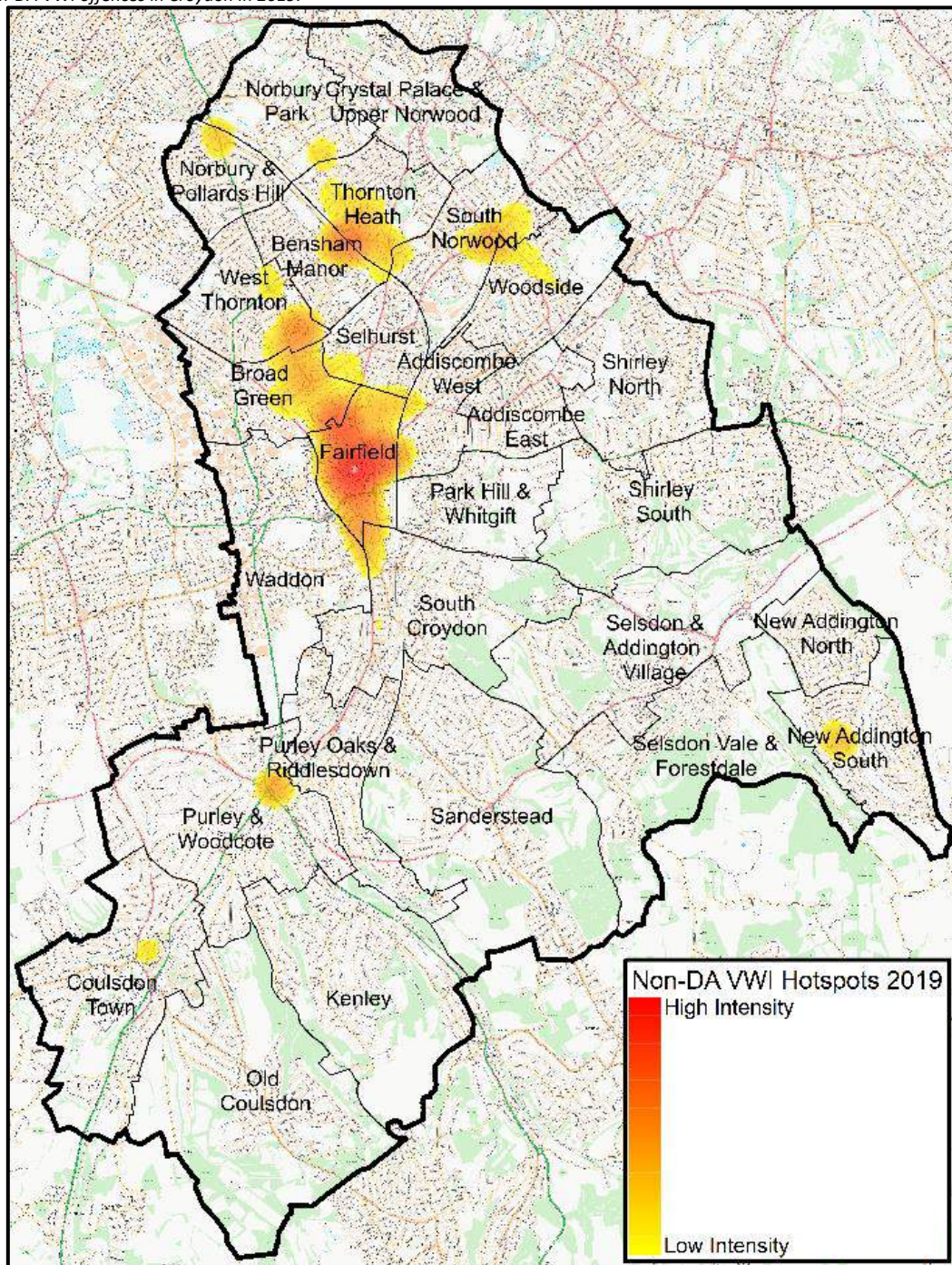
Non-DA VWI offences from MetStats, alcohol-related Non-DA VWI offences from CRIS and LAS and A & E violence-related incidents from SafeStats by hour in Croydon in 2019.



Hotspots

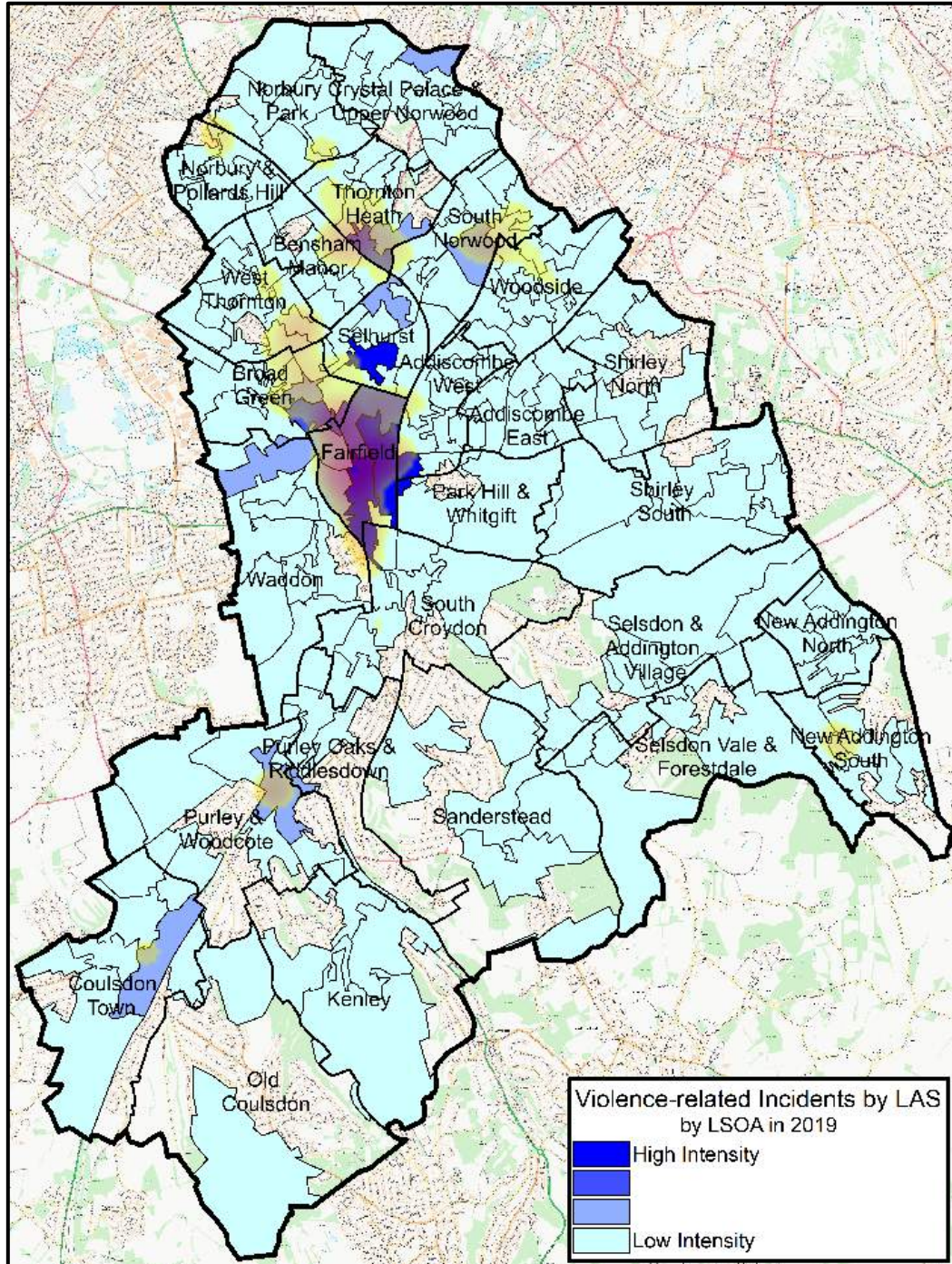
- The primary hotspot for Non-DA VWI is Croydon Town Centre with a third (33.4%) of all mapped Non-DA VWI offences being committed in this area.
- Secondary hotspots are predominantly areas where there is high footfall including high streets, a night-time economy and where there are transport links specifically, in and around Thornton Heath High Street, in and around South Norwood High Street, around Norbury train station, in and around Purley High Street, in and around Central Parade in New Addington, in and around Mayday Hospital on London Road, parts of the area in and around Green Lane in Thornton Heath and in and around Brighton Road near Coulsdon Town train station.
- Where the location type was recorded, over a third (37.0%) occurred in the street.

Hotspot map of Non-DA VWI offences in Croydon in 2019.



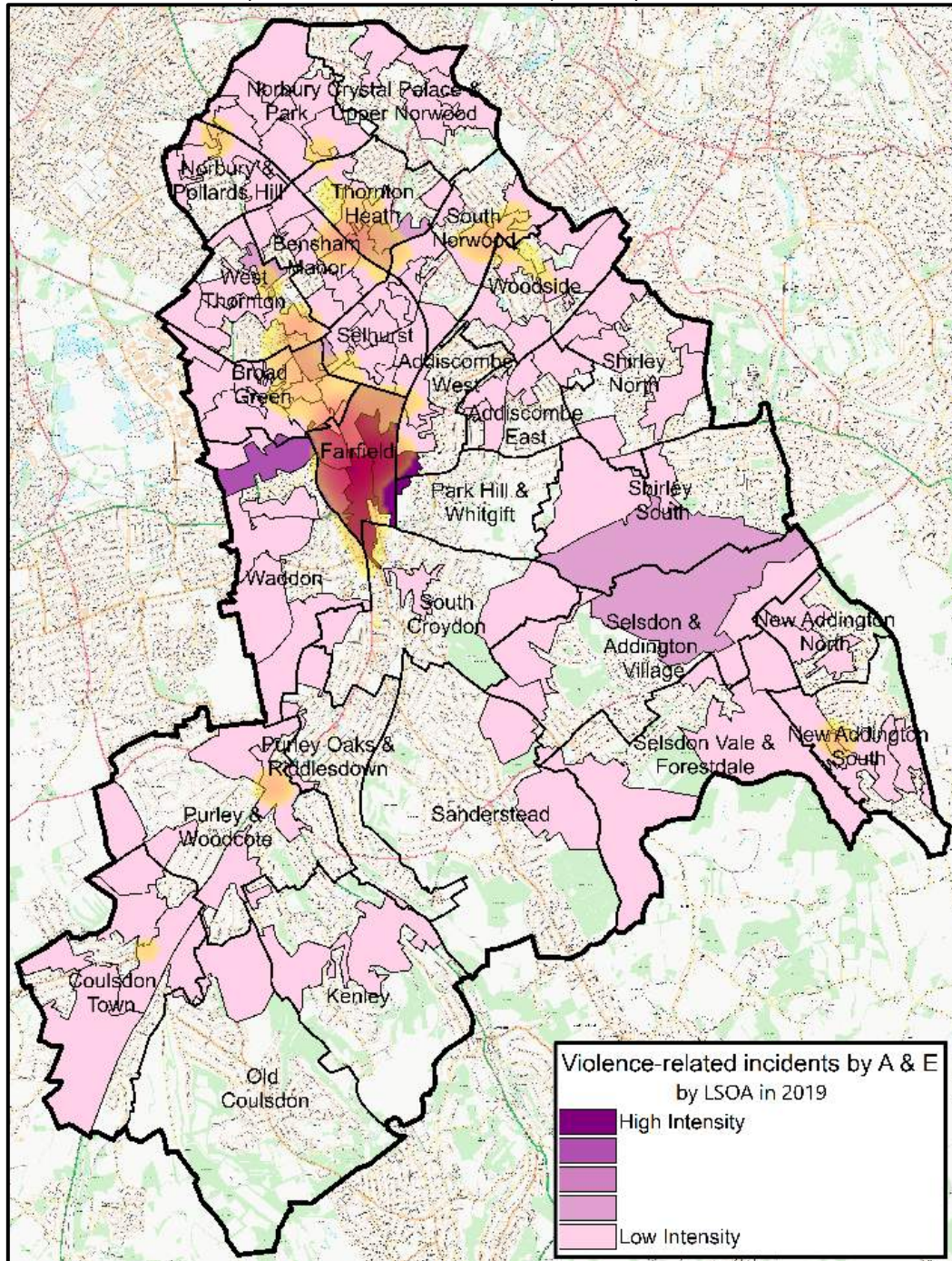
- LAS data shows that the majority of LSOAs where the highest number of violence-related LAS incidents have occurred are reflected by the Non-DA VWI hotspot areas. These are Fairfield, Broad Green, Waddon, Selhurst, Thornton Heath, Coulsdon Town, Purley & Woodcote and South Norwood wards.
- There is also a significant proportion of offences in an LSOA in the Crystal Palace and Upper Norwood Ward. This is an area with high footfall and night-time economy and the incident date and times reflect that shown by overall Non-DA VWI offences.
- LAS data also shows parts of Selhurst ward as hotspots not shown by the Non-DA VWI hotspots.

Thematic map of LAS violence-related incidents by LSOA overlaid with Non-DA VWI hotspots in Croydon in 2019.



- A & E data also shows hotspots within Shirley South and Selsdon and Addington Village wards. However, these represent a high number of individuals receiving injuries from a very small number of violent incidents.

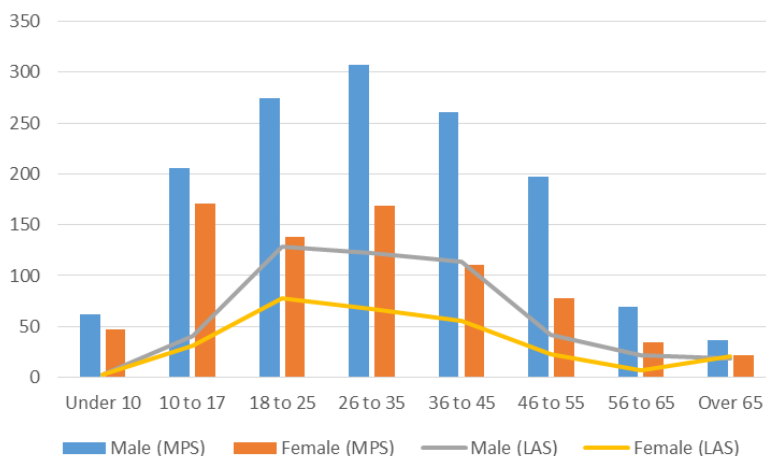
Thematic map of A & E violence-related incidents by LSOA overlaid with Non-DA VWI hotspots in Croydon in 2019.



Victim Profile

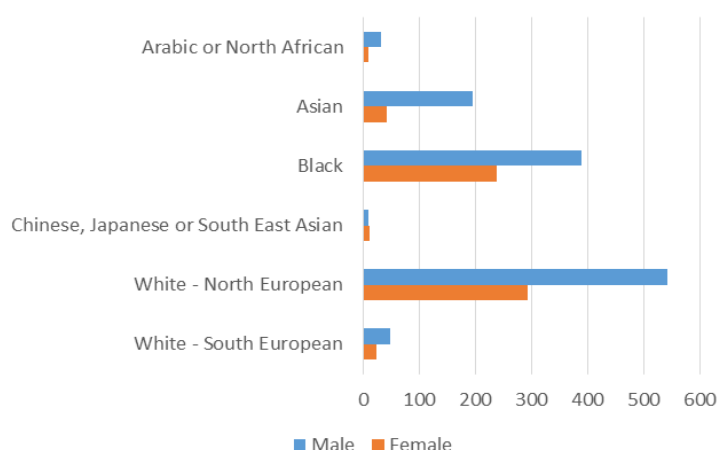
- Out of the crimes where gender was recorded, 64.8% of victims were male and 35.2% were female.
- Violence-related LAS incidents recorded 63.2% of victims who were male and 36.8% who were female.
- 21.8% of all victims were 26 to 35 years old, 18.9% were aged 18 to 25 years old and 17.3% were aged 10 to 17 years old.
- LAS recorded 26.6% of all victims were aged 18 to 25 years old, 24.3% were aged 26 to 35 years old and 21.9% were aged 36 to 45 years old.
- 21.7% of all male victims were aged 26 to 35 years old, 19.4% were aged 18 to 25 years old and 18.5% were aged 36 to 45 years old.
- LAS recorded 26.2% of all male victims were aged 18 to 25 years old, 24.8% were aged 26 to 35 years old and 23.2% were aged 36 to 45 years old.
- 22.2% of all female victims were aged 10 to 17 years old, 22.0% were aged 26 to 35 years old and 17.9% were aged 18 to 25 years old.
- LAS recorded 27.3% of all female victims were aged 18 to 25 years old, 23.4% were aged 26 to 35 years old and 19.6% were aged 36 to 45 years old.
- 18.4% of all victims were subject to alcohol-related Non-DA VWI offences.
- 26.3% of male victims aged 18 to 25 years and 26.1% of male victims aged 26 to 35 years old were subject to alcohol-related Non-DA VWI offences.

Victims of Non-DA VWI (MPS) and individuals treated as a result of violence-related incidents (LAS) by age and gender in Croydon in 2019.



- Of those victims where gender and ethnic appearance were recorded, 45.6% were White - North European and 34.2% were Black. This is closely reflected when broken down by gender.
- 50.6% of all victims aged 10 to 17 years old were Black, 45.1% of all victims aged 18 to 25 years old were White - North European and 51.7% of victims aged 26 to 35 years old were White - North European. This is reflected by gender.

Victims of Non-DA VWI in Croydon in 2019 by gender and ethnic appearance from CRIS.



- Out of all victims where their home address was identified, 80.4% lived in the borough
- Out of those victims that lived outside of the borough, almost half lived in neighbouring boroughs including 12.3% lived in Lambeth, 12.1% lived in Bromley, 11.6% lived in Merton and 10.3% lived in Sutton.
- By using the Acorn system, which is a segmentation tool which categorises the UK population into demographic types, we can determine which types victims are over-represented compared to the whole borough¹²
- Out of the victims where their home postcodes were identified mapped, the highest proportion were 'Educated young people in flats and tenements' at 12.4%. This type is briefly described as singles or young couples renting flats often found in urban cosmopolitan areas. Most incomes are below average due to young people being at the earlier stages of their career. The number claiming benefits is going to be higher than average.¹³
- The second highest proportion were 'Low Income Terraces' at 10.3%, which can be briefly described as areas usually found in towns and cities and are a mix of right to buy owners, private renters and socially rented housing. The residents are most likely to be younger with a high proportion of single parents and families, some with many children. These areas are diverse including people from African, Caribbean and Eastern European backgrounds. Incomes are significantly lower than the average with a high proportion claiming benefits.
- The third highest proportion were 'Owner occupied terraces, average income' at 10.1%, which is briefly described as typically found in towns and urban areas where it is home to a mix of working families and children. Likely large size of the families living here would mean accommodation is short of space. Unemployment is relatively low where family incomes are around or above the national average.

Acorn types where VWI Non-DA victims represented the highest proportions (from left to right).



- The type which showed the largest overrepresentation of victims of Non-DA VWI in comparison to the borough's total population was 'Poorer families, many children, terraced housing', which victims were overrepresented by over 200% more than the total population. This type is briefly described as poor families in low rise estates where there are as many single parent families as traditional two parent families. There are many school age children and families are larger than average. Accommodation is crowded and many residents consider suffer from vandalism and crime. Long-term unemployment is high with many claiming benefits. There are also some residents who suffer health issues both mental and physical.
- The second largest type of victims being overrepresented by more than 150% than the borough's population was 'Deprived and ethnically diverse in flats'. This type is briefly described as areas where it is common for younger people with many children will be living. There are possibly higher concentrations of couples with young children, single parents, single people and students. Around a quarter are of African and Caribbean descent as

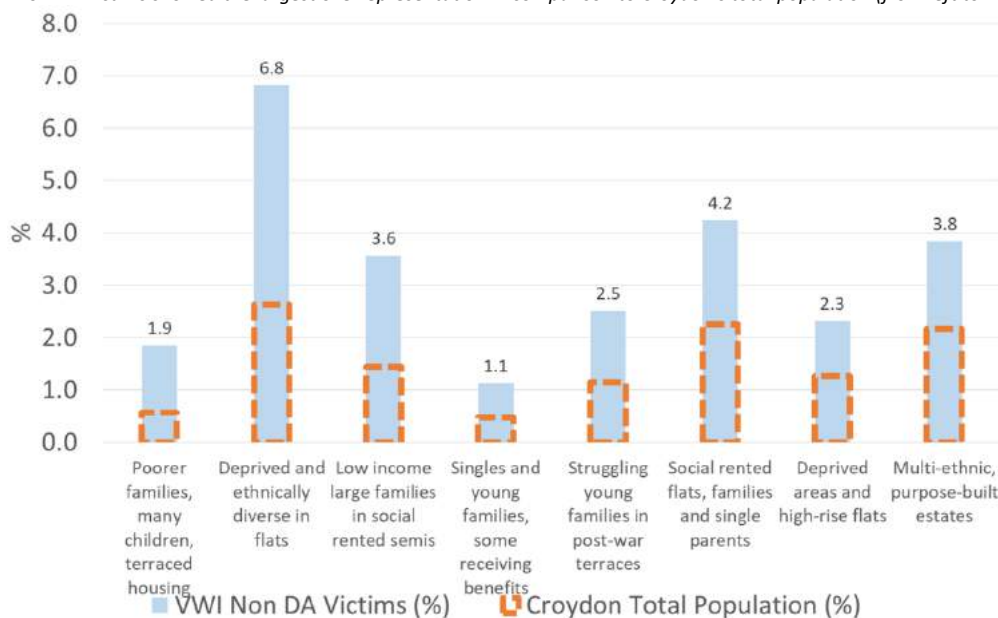
¹² Acorn analyses demographic data, social factors, population and consumer behaviour in order to provide precise information and an understanding of different types of people. It segments households, postcodes and neighbourhoods into 6 categories, 18 groups and 62 types. This report focuses on types.

¹³ This type's description and all other types are described in full detail in the guide on Acorn which can be found at www.acorn.caci.co.uk

well as others from other ethnic backgrounds. People here live in smaller flats, which are mostly rented from the council or a housing association. The large number of children living in these properties make them the most overcrowded homes in the UK. Unemployment is high with many claiming benefits. Residents are also three times more likely to feel there are issues of crime and vandalism in their area.

- The third largest type of victims being overrepresented by 140% was 'Low Income large families in social rented semis'. This type is briefly described as large families who mostly live in semi-detached or terraced council housing. Many families have three or more children and there is a large number of single parents. Unemployment is double the national average and many claim benefits, whereas those who work are in very low income jobs.

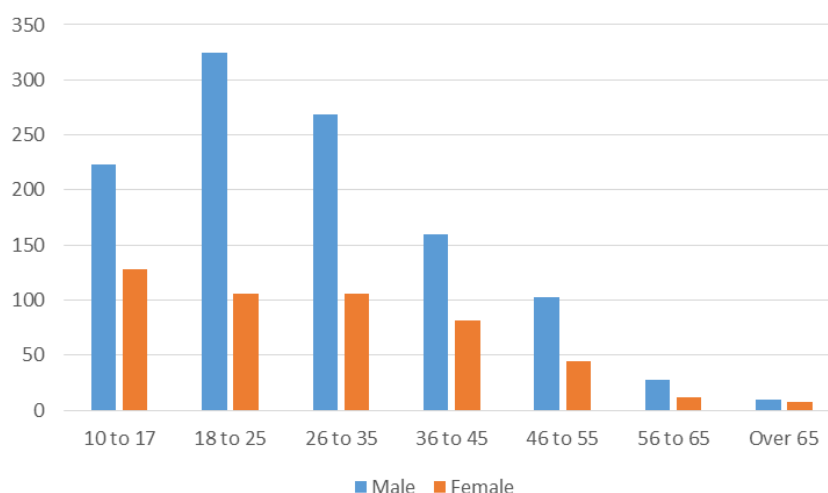
Acorn types where VWI Non-DA victims showed the largest overrepresentation in comparison to Croydon's total population (from left to right).



Suspect Profile

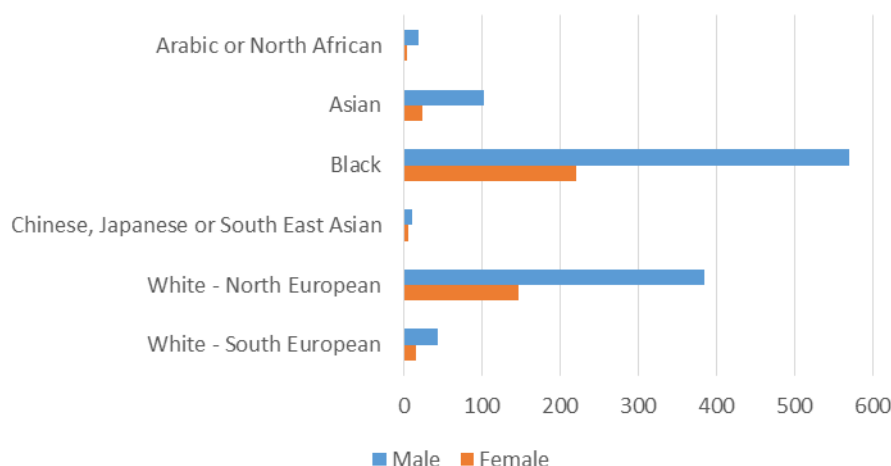
- Out of the crimes where gender was recorded, 71.3% of the suspects were male and 28.7% were female.
- Where the suspect age was recorded, 26.9% were aged from 18 to 25 years old, 23.4% were aged 26 to 35 years old and 21.9% were aged 10 to 17 years old.
- 29.1% of all male suspects were aged 18 to 25 years old, 24.1% were aged 26 to 35 years old and 19.9% were aged 10 to 17 years old.
- 26.4% of all female suspects were aged 10 to 17 years old, 21.9% were aged 18 to 25 years old and 21.9% were aged 26 to 35 years old.
- 26.2% of male suspects each aged 18 to 25 years old, 21.7% of male suspects aged 26 to 35 and 29.4% of male suspects aged 36 to 45 years old were involved in alcohol-related offences.

Suspects of Non-DA VWI in Croydon in 2019 by gender and age from CRIS.



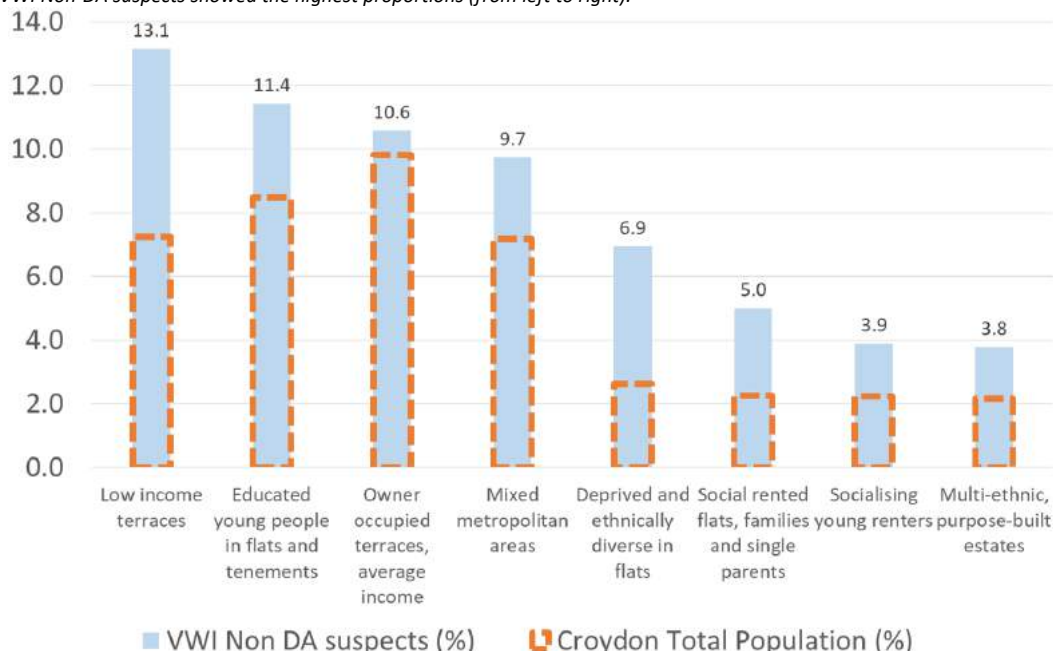
- Where the suspect's gender and ethnic appearance were recorded, 51.3% were Black and 34.3% were White - North European. This is similar when ethnic appearance is broken down by gender.

Suspects of Non-DA VWI in Croydon in 2019 by gender and ethnic appearance from CRIS.



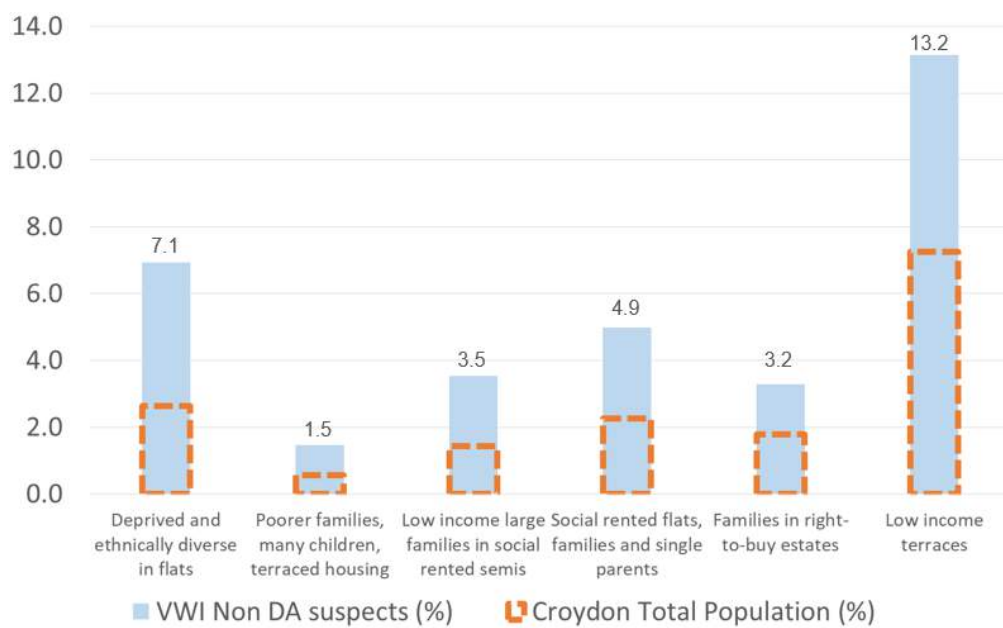
- 41.4% of suspects recorded had a specific relationship with the victim. Out of these suspects, 28.6% were recorded as an 'acquaintance of the victim'. This is followed by 9.4% of suspects attending the same school as the victim and 9.3% of suspects who were a neighbour of the victim.
- Out of all suspects where their home address was identified, 82.2% lived in the borough
- Out of those victims that lived outside of the borough 16.2% lived in Lambeth, 11.9% lived in Merton, 9.7% lived in Lewisham, 8.1% lived in Bromley, 8.1% lived in Sutton and 7.0% lived in Southwark.
- Using the Acorn tool, out of the suspects where their home postcodes were identified and mapped, the highest proportion were 'Low income terraces' at 13.1%. The second highest was 'Educated young people in flats and tenements' with 11.4% and the third highest was 'Owner occupied terraces, average income' with 10.6%.

Acorn types where VWI Non-DA suspects showed the highest proportions (from left to right).



- The type which showed the largest overrepresentation of suspects of Non-DA VWI in comparison to the borough's total population was 'Deprived and ethnically diverse in flats', which victims were overrepresented by over 150% more than the total population. The second largest type of victims being overrepresented by more than 100% than the borough's population was 'Poorer families, many children, terraced housing'. The third largest type was 'Low income large families in social rented semis' with more than 100%.

Acorn types where VWI Non-DA suspects showed the highest difference in comparison to Croydon's total population (from left to right).



Domestic Abuse (DA)

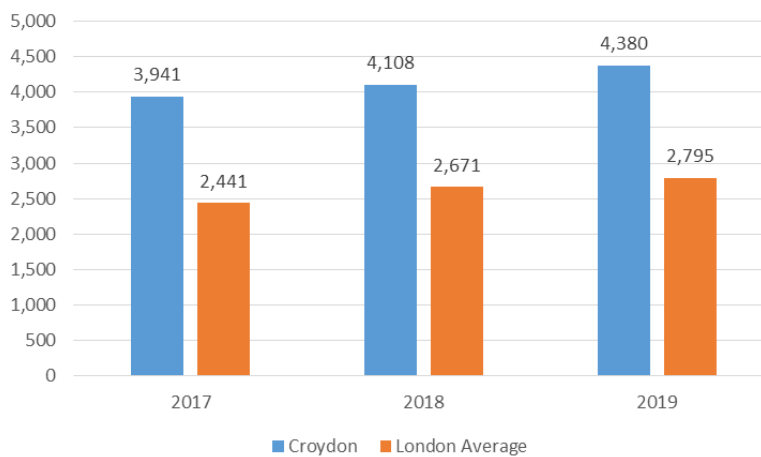
Definition

- This report uses the national definition of Domestic Abuse. This defines Domestic Abuse as any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between those aged 16 or over who are or have been intimate partners or family members¹⁴ regardless of gender or sexuality. A Domestic Abuse crime is any Domestic Abuse incident that constitutes a criminal offence¹⁵

Statistics

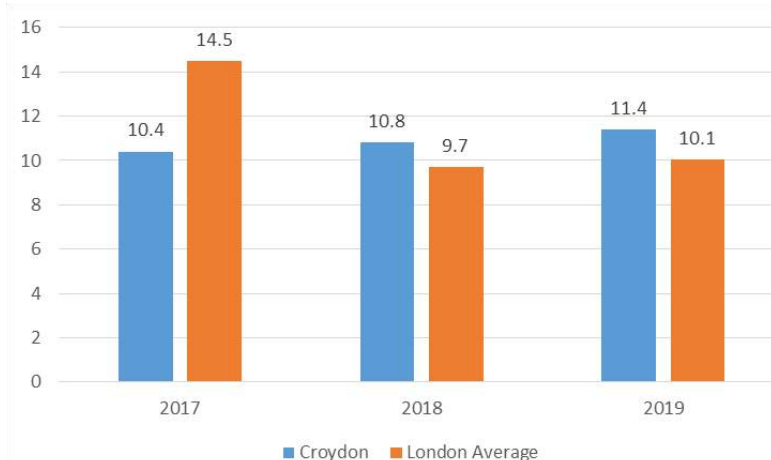
- There was a total of 4,380 recorded DA offences in 2019, an increase of 6.6% (272 offences) compared to 2018 where there were 4,108 offences recorded. In the same period there has been an increase in the London average where there was a 4.6% increase (124 offences) from 2,671 offences in 2018 to 2,795 offences in 2019. By comparing 2019 to 2017 there has been an 11.1% increase in offences in Croydon (439 offences). In comparison, there was a larger percentage increase in the London average of 14.5% (354 offences).

DA statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 of residents, the rate of offences in the borough has seen a year-on-year increase from 10.4 in 2017, to 10.8 in 2018 to 11.4 in 2019. The London average has seen a decrease from 14.5 in 2017 to 9.7 in 2018 and then an increase to 10.1 in 2019.

DA crime rate per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



¹⁴ Family members are defined as; mother, father, son, daughter, brother, sister and grandparents, whether directly related, in-laws or step-family (National Police Chiefs Council/NPCC).

¹⁵ Metropolitan Police Service – What is Domestic Abuse? <https://www.met.police.uk/advice/advice-and-information/daa/domestic-abuse/what-is-domestic-abuse/>

- Croydon's volume in ranking in the past three years has been 1st. By going by the ranking per 1,000 residents, Croydon ranked 6th in 2017 and then dropped to 10th in 2018 but then rose to 7th in 2019.

Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and the highest crime rate.

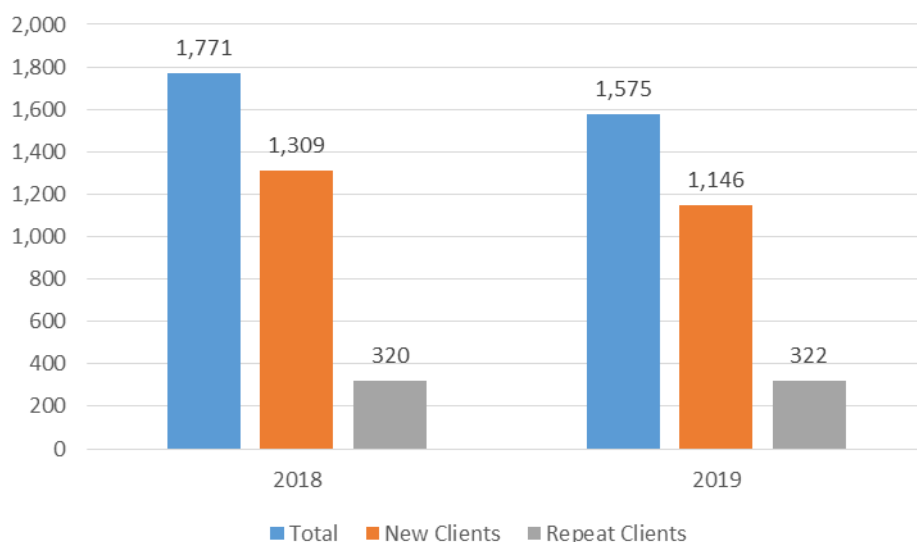
Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	1	6
2018	1	10
2019	1	7

- The majority of offences were made up of Common Assault (25.4%), ABH (24.0%) and Sending letters etc. with intent to cause distress or anxiety (10.4%), GBH/wounding (7.0%) and Harassment (6.4%).
- 24.8% of DA offences were alcohol-related.
- The use of social media or online messaging was used in 19.6% of all offences.

FJC Statistics

- The FJC (formerly Family Justice Centre) is a council-run service within the Violence Reduction Network which provide support and guidance to those who are a victim of Domestic Abuse, whether that is by a partner, ex-partner, family member or acquaintance.
- In 2019 there were 1,575 clients that were referred to the FJC in 2019, which is an 11.1% decrease compared to 2018 where there were a total of 1,771 clients that were referred.
- Out of those cases where it was stated whether they were new or repeat clients (this was stated for 92.0% of all clients in 2018 and 93.2% in 2019), in 2019 78.1% were new referrals and 21.9% were repeat referrals. In 2018, 80.4% were new referrals and 19.6% were repeat referrals.
- There were 1,146 who were new clients in 2019, which is a 12.5% decrease is compared to 2018 where there were 1,309 new clients referred.
- In 2019 there were 322 repeat clients, which is a 0.6% increase compared to 2018 where there were 320 repeat clients.

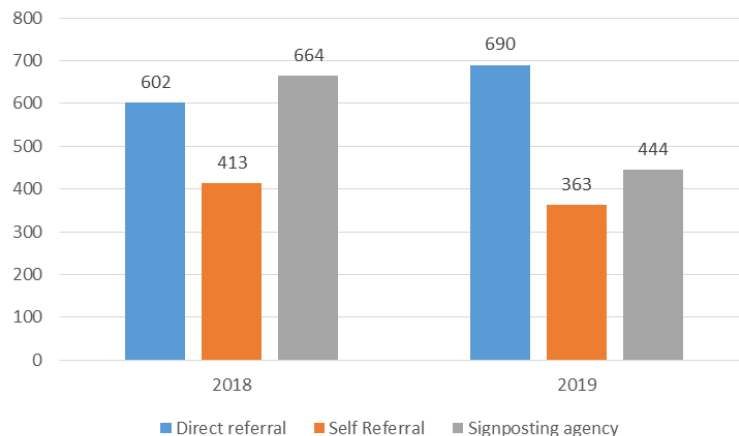
Referrals made to the FJC in 2018 and 2019 categorised by total, new clients and repeat clients. Note that total figure also includes those where it was not recorded whether they were new or repeat clients.



- For each client the question can be asked 'how did they find out about the FJC?' where the answer to this questions was recorded on 94.8% of the cases in 2018 and on 95.0% of the cases in 2019.
- There are three answers to this question to choose from. The first is a direct referral which is an internal referral e.g. from within the council including children's social care, housing etc. The second is a self-referral where those involved in the domestic abuse have directly contacted the FJC for support. The third type of referral is by a signposting agency e.g. a referral from outside partner agencies e.g. the police, voluntary organisations etc.

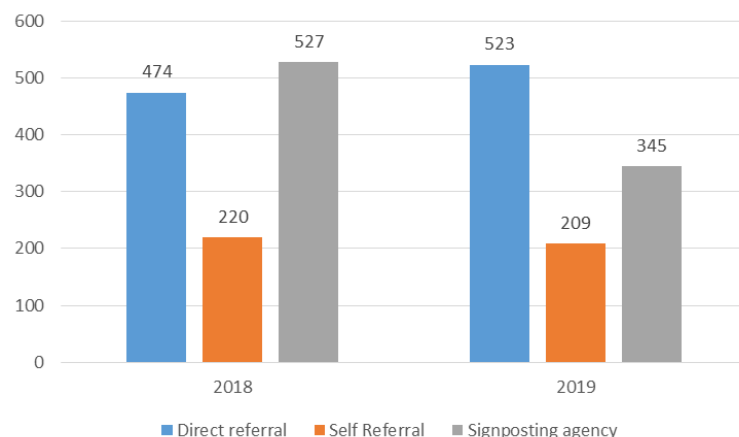
- Out of these cases, 690 clients were directly referred in 2019, which is a 14.6% increase compared to 2018 where 602 clients had been directly referred.
- For clients that were self-referred, there were 363 in 2019 which is a 12.1% decrease compared to 2018 where 413 clients were self-referred.
- There were 444 clients that were signposted by an agency in 2019, which is a decrease of 33.1% compared to 2018 where there were 664 clients signposted.

How all clients were referred to the FJC in 2018 and 2019.



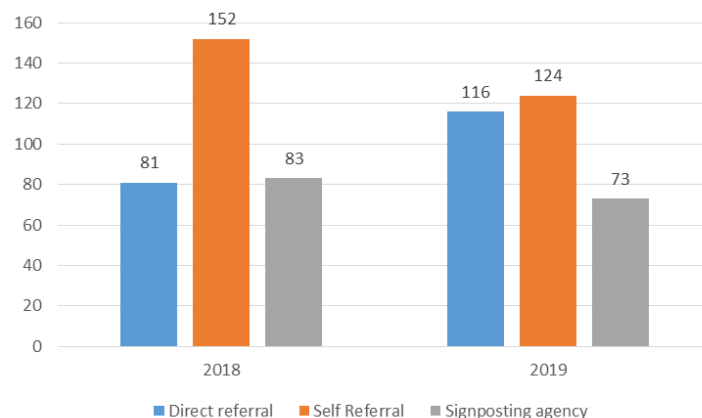
- For new clients referred to the FJC in 2018 and 2019, there was a 10.3% increase in direct referrals in 2019 compared to 2018, a 5.0% decrease in self-referrals and a 34.5% decrease in clients being signposted by an agency.

How new clients were referred to the FJC in 2018 and 2019.



- For repeat clients referred to the FJC in 2018 and 2019, there was a 43.2% increase in direct referrals in 2019 compared to 2018, an 18.4% decrease in self-referrals and a 12.0% decrease in clients being signposted by an agency.

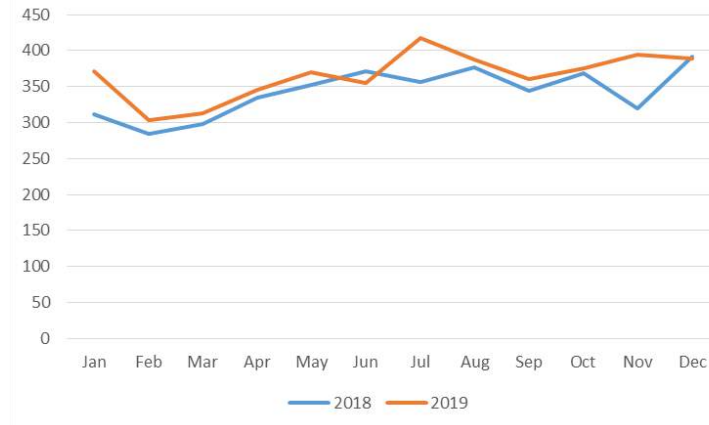
How repeat clients were referred to the FJC in 2018 and 2019.



Temporal Analysis

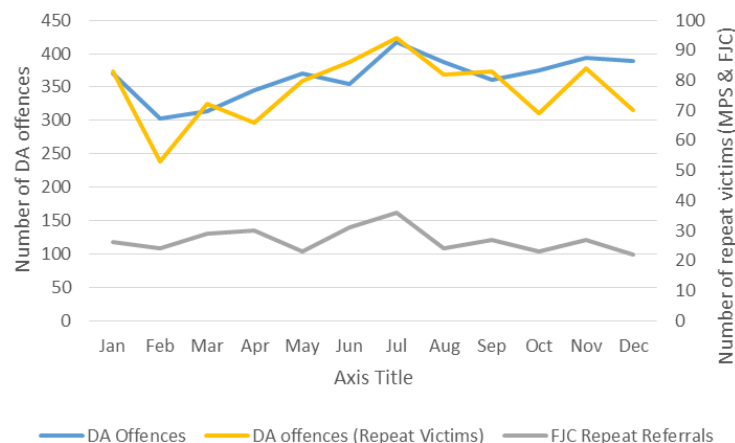
- Offences in 2018 and 2019 are fairly consistent throughout the year. In 2019 the peak months for DA were July, November and December. The peak months in 2018 were December, August and June. There is a similar pattern in both 2018 and 2019 from January where offences decrease in February, increase in March and continue to rise into May. There is a similar pattern from August where offences decrease in September but rise in October.

DA offences committed in Croydon by month in 2018 and 2019 taken from MetStats.



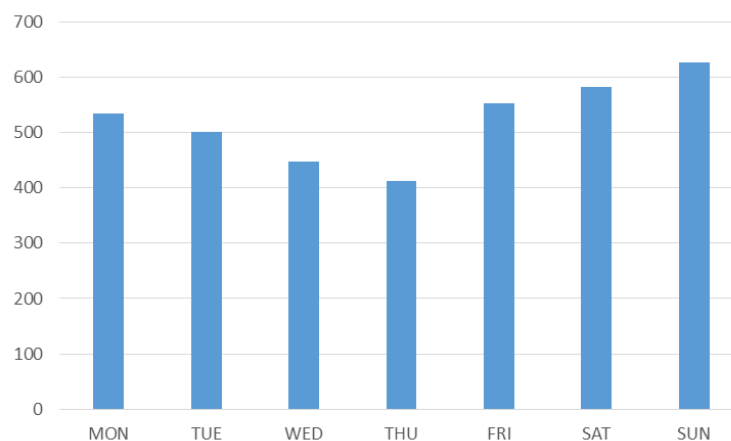
- By comparing the number of DA offences in 2019 by month to the number of repeat victims within these offences and repeat referrals to the FJC, there is a pattern between the number in repeat referrals and repeat victims in DA offences to the peak number of DA offences in July and November.

DA offences from MetStats, DA offences involving repeat victims from CRIS and repeat referrals made to the FJC by month in Croydon in 2019.



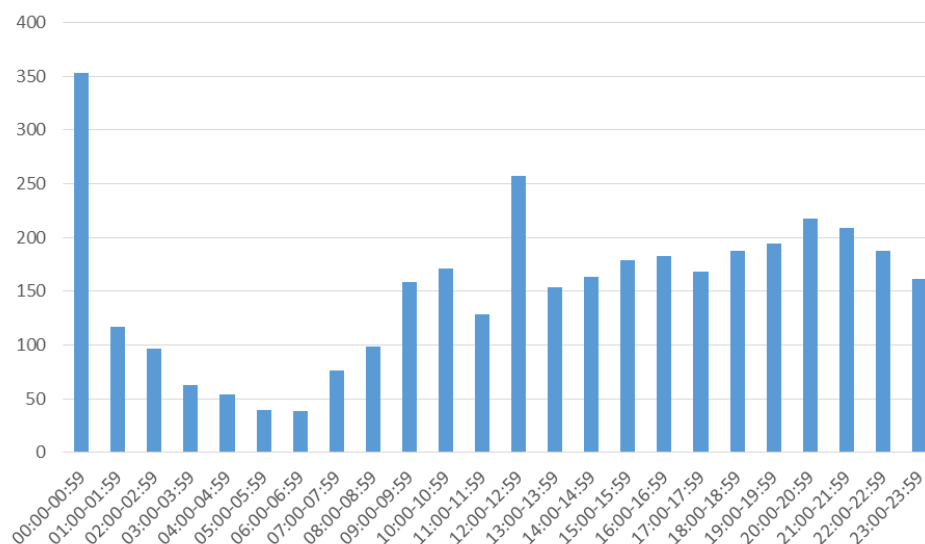
- The peak days for offences are on Friday, Saturday and Sunday, making up almost half of all offences throughout the week (48.2%).

DA offences by day of the week in Croydon in 2019 from CRIS.



- The peak times for offences are shown between 00:00 and 01:00 and between 12:00 and 13:00. However, it must be noted that the majority of these offences involve offences that have occurred over a range of time e.g. malicious communication has been made a number of times over the phone, text, online messaging etc. In these cases, the default time to put on a crime report (as no specific time can or has been specified) is 12:00 or 00:00, therefore causing a disproportionate number of offences around these times.
- Outside of these times, the peak times for offences are between 18:00 and 23:00 hours, which correlate with the peak days of Friday, Saturday and Sunday.
- Offences also increase between the hours between 15:00 and 17:00. Even though this could be presumed to be linked with 'after-school' hours, almost half of offences (48.6%) occurring between these times are on Friday, Saturday and Sunday.

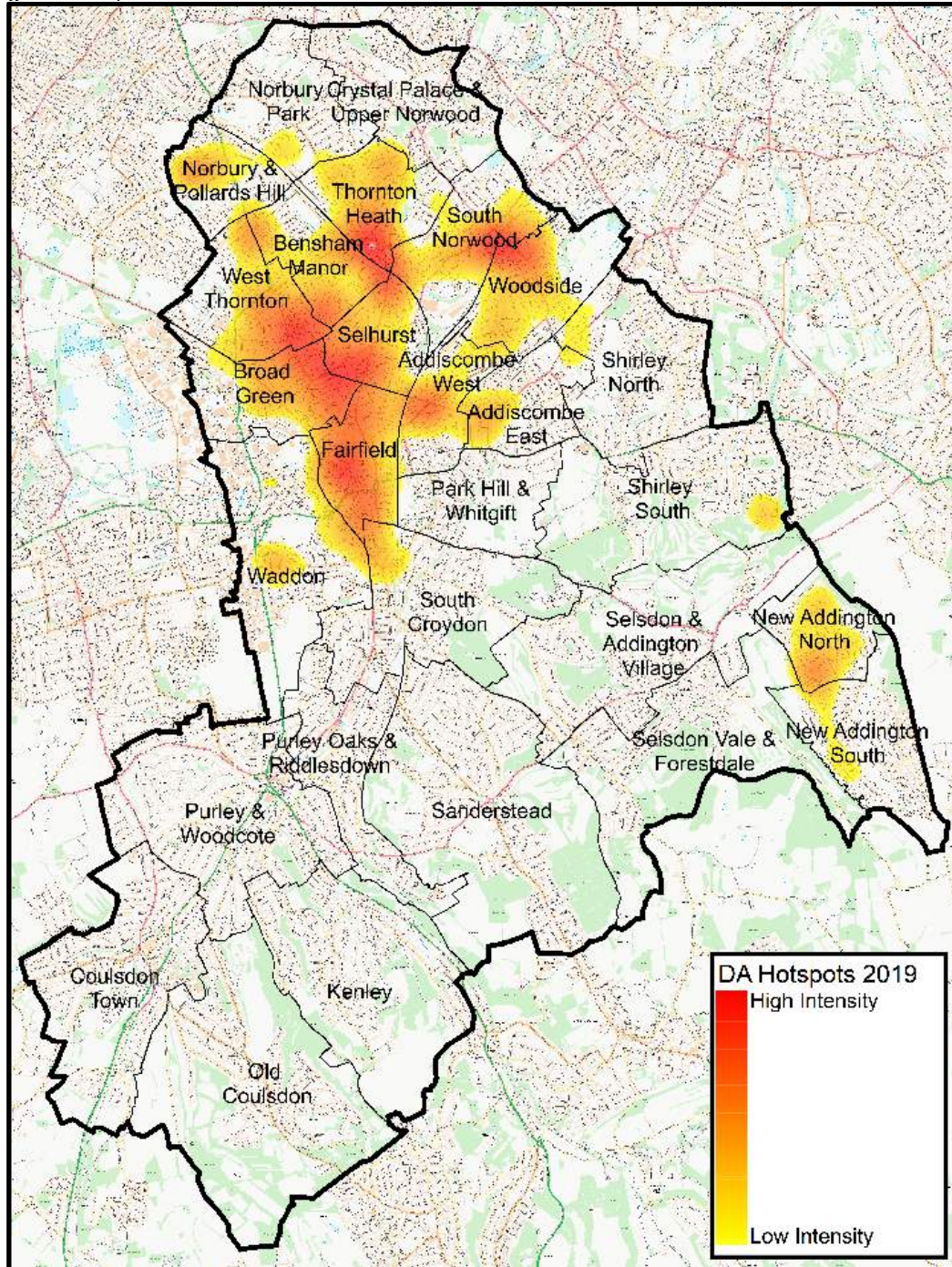
DA offences committed in Croydon in 2019 by hour taken from CRIS.



Hotspots

- The primary hotspots are in areas where there is high footfall and are densely populated including Croydon Town Centre, in and around Thornton Heath High Street, and in and around South Norwood High Street. Other areas where there are primary hotspots are parts of Broad Green, Selhurst and West Thornton wards.
- Secondary hotspots are in Waddon, Norbury & Pollards Hill, Norbury Park Addiscombe West, Addiscombe East, Woodside, Shirley North, Shirley South, New Addington North and New Addington South wards.

Hotspot map of DA offences in Croydon in 2019

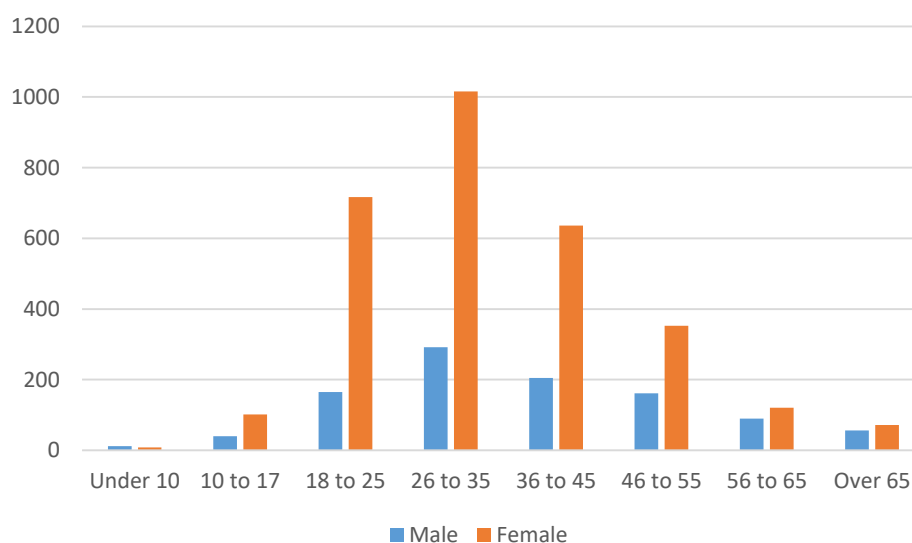


- A location type was given for 81.7% of the crimes recorded. Out of these crimes, 31.0% of crimes were committed in a flat/maisonette, 18.3% were committed in a terraced house, 11.7% were committed in a semi-detached house, 11.1% were committed in a house/bungalow, 10.2% were committed in the street, 5.8% were committed in a council-owned property and 3.8% were committed in a detached house.

Victim Profile

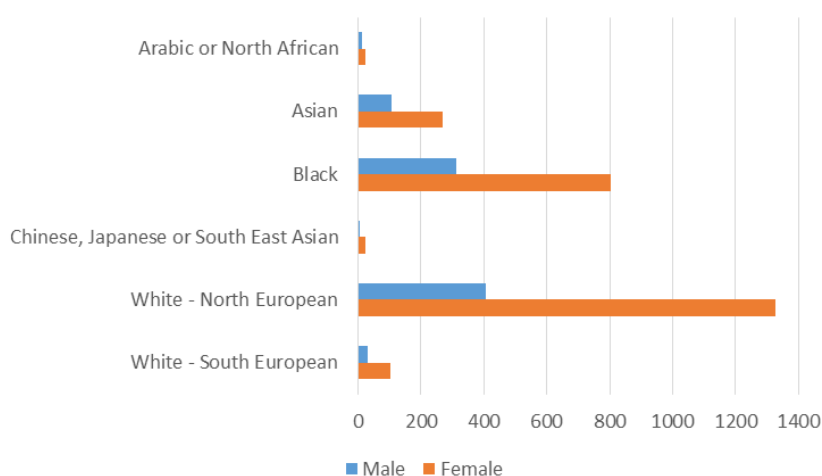
- Out of the victims where gender was recorded, 74.7% of victims were female and 25.3% were male.
- 32.3% of victims were aged 26 to 35 years old, 21.8% were aged 18 to 25 years old, 20.8% were aged 36 to 45 years old and 12.7% were aged 46 to 55 years old.
- 33.6% of female victims were aged 26 to 35 years old, 23.7% were aged 18 to 25 years old, 21.0% were aged 36 to 45 years old and 11.7% were aged 46 to 55 years old.
- 28.6% of male were aged 26 to 35 years old, 20.1% were aged 36 to 45 years old, 16.2% were aged 18 to 25 years old and 15.8% were aged 46 to 55 years old.
- FJC data recorded 96.1% of referrals in 2019 were female and 3.9% were male.
- Out of all referrals where age was recorded 38.3% were aged 26 to 35 years old, 24.9% were aged 36 to 45 years old, 19.0% were aged 18 to 25 years old and 11.5% were aged 46 to 55 years old. When broken down by gender the figures closely reflect this.

Victims of DA in Croydon in 2019 by age and gender from CRIS.



- Of those victims where gender and ethnic appearance were recorded, 50.7% of victims were White - North European, 32.6% were Black and 11.0% were Asian.
- 52.1% of female victims were White - North European, 31.5% were Black and 10.5% were Asian.
- 46.6% of male victims were White - North European 35.6% were Black and 12.2% were Asian.
- These figures are closely reflected by the FJC data.

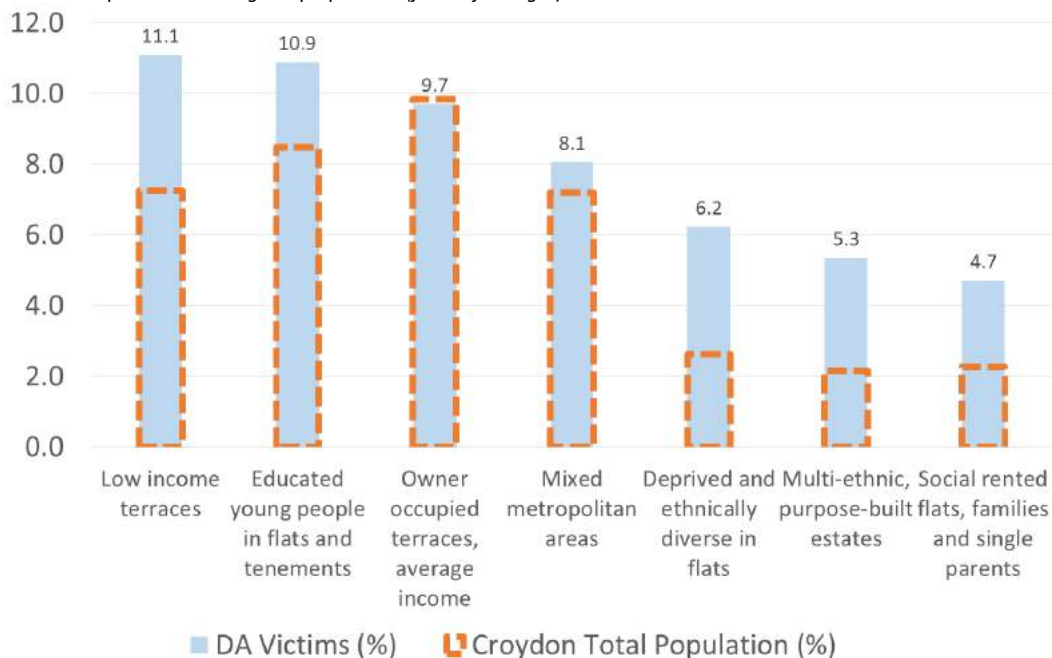
Victims of DA in Croydon in 2019 by gender and ethnic appearance from CRIS.



- Out of all victims where their home address was identified, 86.9% lived in the borough

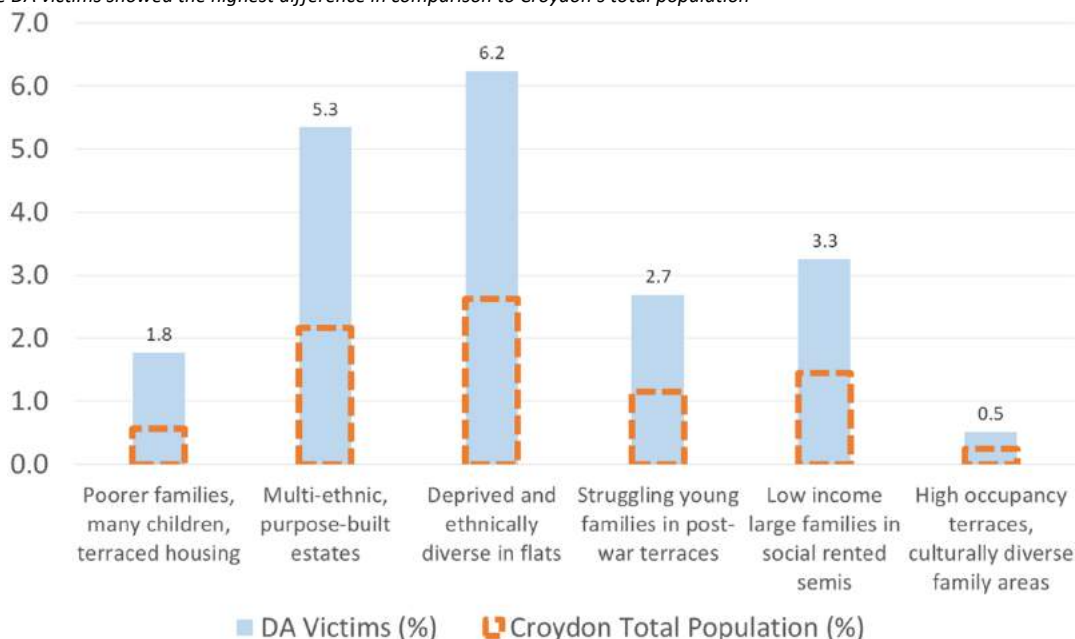
- Out of those victims that lived outside of the borough, 10.1% lived in Bromley, 9.7% lived in Lambeth, 8.0% lived in Merton, 6.8% lived in Sutton, 6.0% lived in Lewisham and 5.2% lived in Southwark.
- 27.1% of all victims were repeat victims.
- Using the Acorn tool, out of the victims where their home postcodes were identified and mapped, the highest proportion were 'Low income terraces' with 11.1%. The second highest proportion were 'Educated young people in flats and tenements' with 10.9%. The third highest were 'Owner occupied terraces, average income' with 9.7%.

Acorn types where DA victims represented the highest proportions (from left to right).



- The type which showed the largest overrepresentation between the victims of Non-DA VWI and the borough's total population was 'Poorer families, many children, terraced housing', which victims were overrepresented by over 260% more than the total population.
- The second largest type of victims being overrepresented by more than 130% than the borough's population was 'Multi-ethnic, purpose-built estates'. The third highest type of victims being overrepresented by more than 120% than the borough's population was 'Deprived and ethnically diverse in flats'.

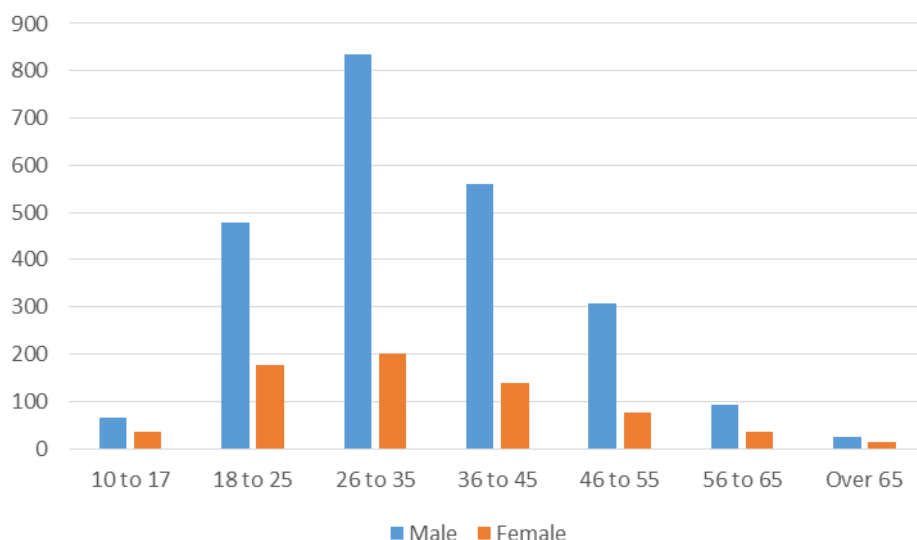
Acorn types where DA victims showed the highest difference in comparison to Croydon's total population



Suspect Profile

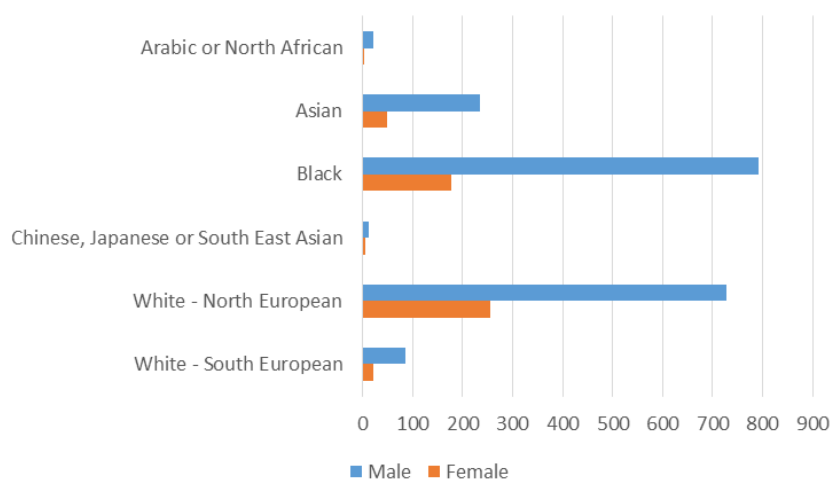
- Out of the crimes where gender was recorded, 77.4% were male and 22.6% were female.
- 34.0% of suspects were aged 26 to 35 years old, 22.9% were aged 36 to 45 years old, 21.6% were aged 18 to 25 years old and 12.6% were aged 46 to 55 years old.
- 35.3% of male suspects were aged 26 to 35 years old, 23.7% were aged 36 to 45 years old and 20.3% were aged 18 to 25 years old.
- 29.5% of female suspects were aged 26 to 35 years old 26.1% were aged 18 to 25 years old and 20.4% were aged 36 to 45 years old.

Suspects of DA offences in Croydon in 2019 by gender and age from CRIS.



- Where the suspect's ethnic appearance and age were recorded, 41.2% were White - North European, 40.6% were Black and 11.9% were Asian.
- 42.3% of male suspects were Black, 38.8% were White - North European and 12.6% were Asian.
- 49.8% of female suspects were White - North European, 34.8% were Black and 9.6% were Asian.

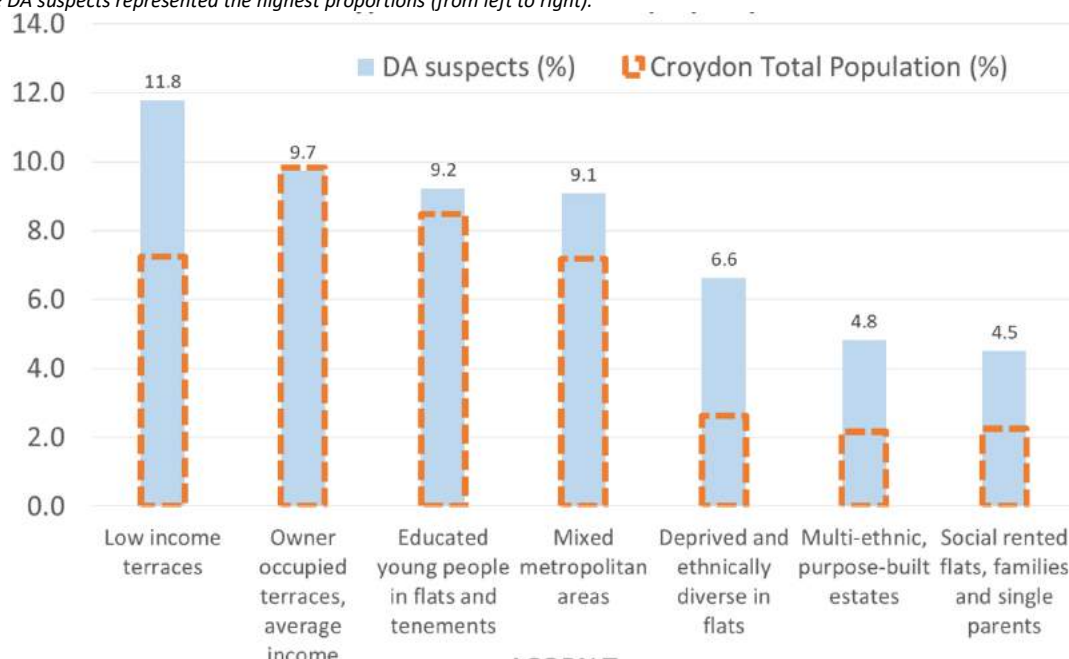
Suspects of DA in Croydon in 2019 by gender and ethnic appearance from CRIS.



- 86.9% of suspects had a type of relationship with the victim. Out of these suspects, 27.2% were an ex-boyfriend of the victim, 18.5% was the boyfriend of the victim, 9.3% was the husband of the victim, 6.7% was the ex-girlfriend of the victim and 6.4% was the son of the victim.
- Out of all suspects where their home address was identified, 78.8% lived in the borough.
- Out of those suspects that lived outside of the borough, 16.3% lived in Lambeth, 11.0% lived in Bromley, 7.9% lived in Merton, 7.9% lived in Sutton and 7.5% lived in Lewisham.
- 20.0% of all suspects were repeat suspects, meaning they committed at least two or more domestic abuse offence in 2019.

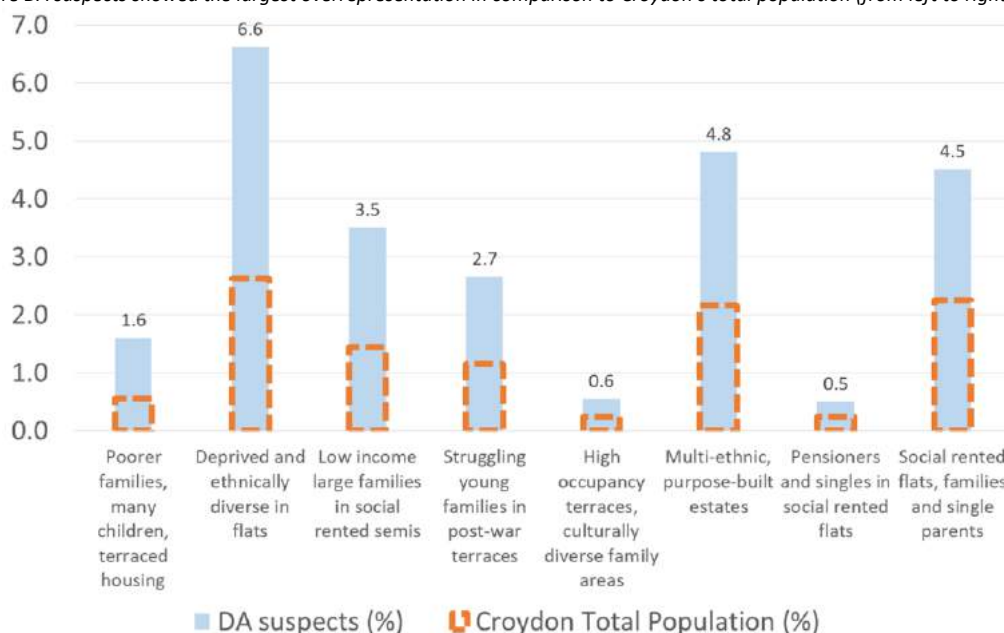
- Using the Acorn tool, out of the suspects where their home postcodes were identified and mapped, the highest proportion were 'Low income terraces' at 11.8%. The second highest was 'Owner occupied terraces, average income' with 9.7% and the third highest was 'Educated young people in flats and tenements' with 9.2%.

Acorn types where DA suspects represented the highest proportions (from left to right).



- The type which showed the largest overrepresentation between the suspects of Non-DA VWI and the borough's total population was 'Poorer families, many children, terraced housing' which victims were overrepresented by over 160% more than the total population. The second largest type of victims being overrepresented by more than 140% than the borough's population was 'Deprived and ethnically diverse in flats'. The third largest type was 'Low income large families in social rented semis' with more than 130% than the borough's population.

Acorn types where DA suspects showed the largest overrepresentation in comparison to Croydon's total population (from left to right).



Knife Crime

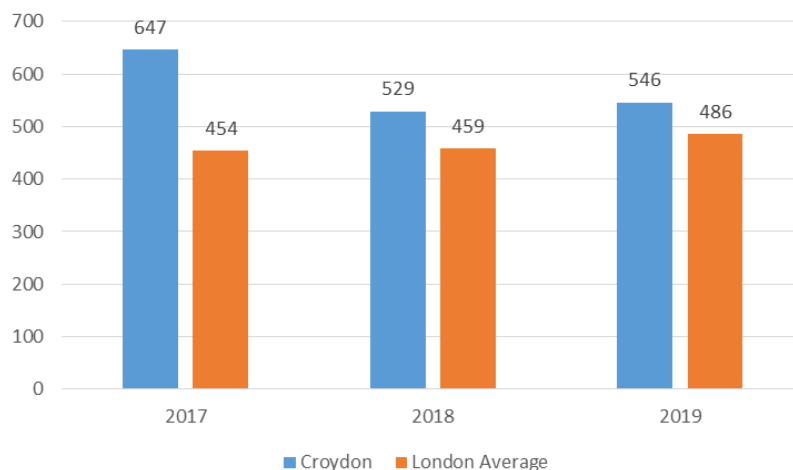
Definition

- The MPS and the Mayor's Office of Policing and Crime (MOPAC) defines Knife Crime (in accordance with the Home Office) as any offences that satisfies the following criteria:
 - Is classified as an offence of homicide, attempted murder, assault with intent to cause harm, assault with injury, threats to kill, sexual offences (including rape) and robbery;
 - Where a knife or sharp instrument has been used to injure, used as a threat, or the victim was convinced a knife was present during the offence.

Statistics

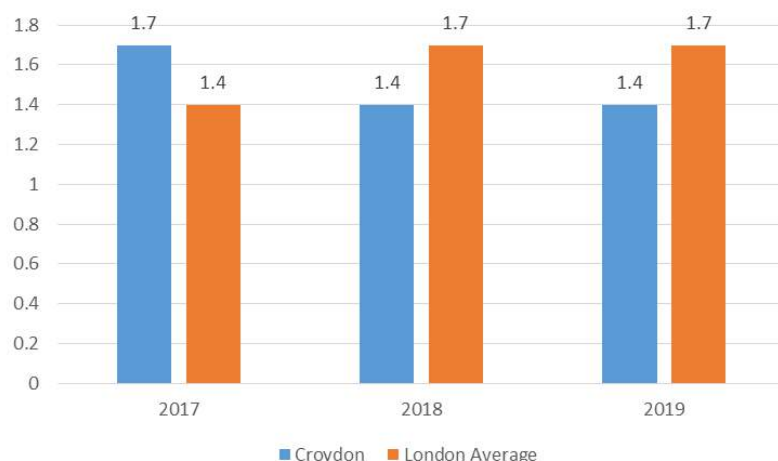
- There was a total of 546 knife crime offences in 2019, an increase of 3.2% (17 offences) compared to 2018 where there were 529 offences. This is a smaller percentage increase compared to the London average where there was a 6.0% increase (28 offences) from 459 in 2018 to 486 in 2019. By comparing 2019 to 2017 there has been a 15.6% decrease in Croydon (101 offences). In comparison, there has been an increase of 7.1% (32 offences) in the London average.

Knife Crime statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 of residents, the rate of offences in the borough has fallen from 1.7 in 2017 to 1.4 in 2018 where it has remained the same in 2019. The London average has seen an increase from 1.4 in 2017 to 1.7 in 2018 where it has remained the same in 2019.

Knife Crime rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Croydon's ranking has fallen from 7th in 2017 to 13th in 2018 where it has remained the same in 2019. Croydon's ranking for offences per 1,000 residents was much lower at 15th in 2017 and it had fallen to 19th in 2018 where it has remained the same in 2019.

Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and the highest crime rate.

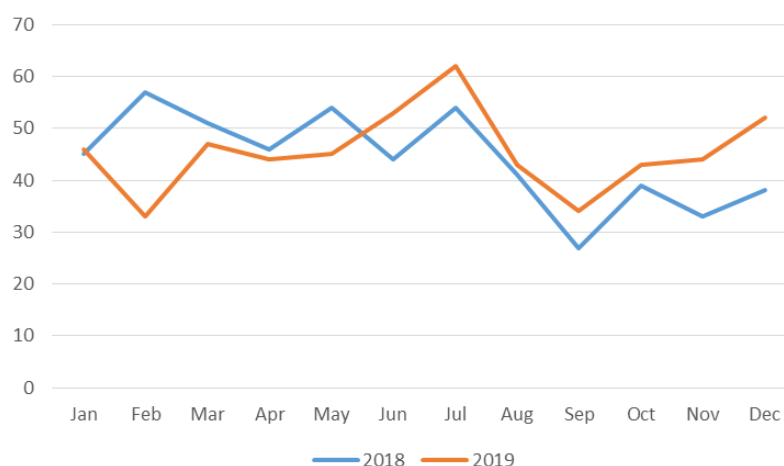
	Ranking	
	Croydon (Volume)	Croydon (per 1,000)
2017	7	15
2018	13	19
2019	13	19

- The majority of knife crime offences in Croydon in 2019 are made up of Personal Robbery (49.3%) followed by GBH with Intent (17.8%), GBH/Serious Wounding (12.2%), ABH (8.6%) and Threat to Kill (5.2%).
- 14.3% of knife crime offences were flagged as Domestic Abuse.
- 16.1% of knife crime offences were alcohol-related.
- The use of social media or online messaging was used in 9.4% of knife crime offences.

Temporal Analysis

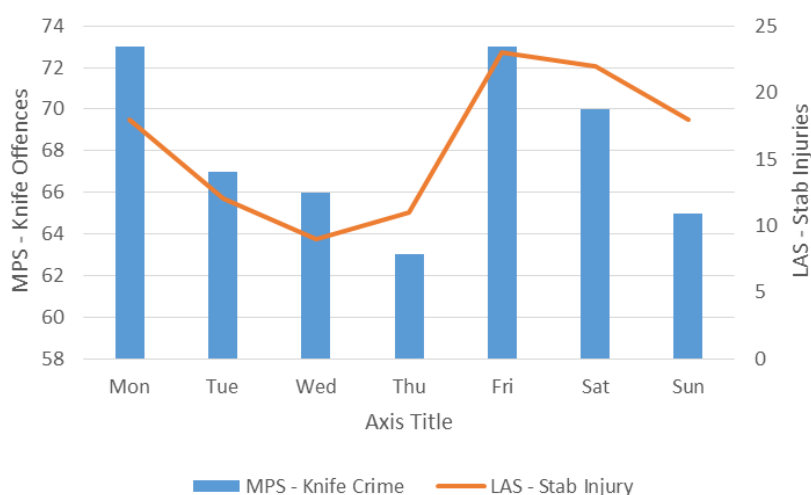
- In 2019 the peak months for Non-DA VWI were June, July and December. The peak months in 2018 were February, May and July. There is a similar pattern in both 2018 and 2019 where offences sharply increase in July and then rapidly decrease continuously in August and September before increase in October. Offences also increase in December.
- The high number of offences in June, July and December correlate with the high number of offences in SYV and YV in the borough where a high number of victims of Knife Crime are aged 1-19.

Knife Crime offences committed in Croydon by month in 2018 and 2019 taken from MetStats.



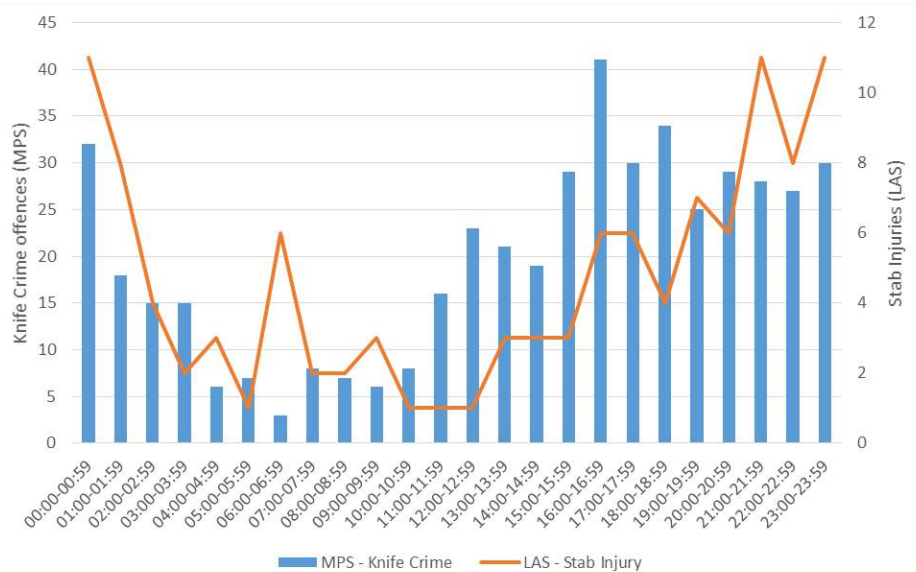
- Offences are fairly consistent throughout the week with the peak days being Monday, Friday and Saturday.
- Stab injuries reported by the LAS show the peak days as being Friday and Saturday.

Knife Crime offences from CRIS and stab injuries reported by LAS from SafeStats by day of the week in Croydon in 2019.



- The peak time for Knife Crime offences was from 16:00 to 19:00, which correlates with ‘after-school’ hours. Times are from 20:00 to 01:00 which correlate with the night-time economy.
- Stab injuries reported by LAS showed peak time being from 06:00 to 07:00, 16:00 to 17:00 and 19:00 to 01:00.

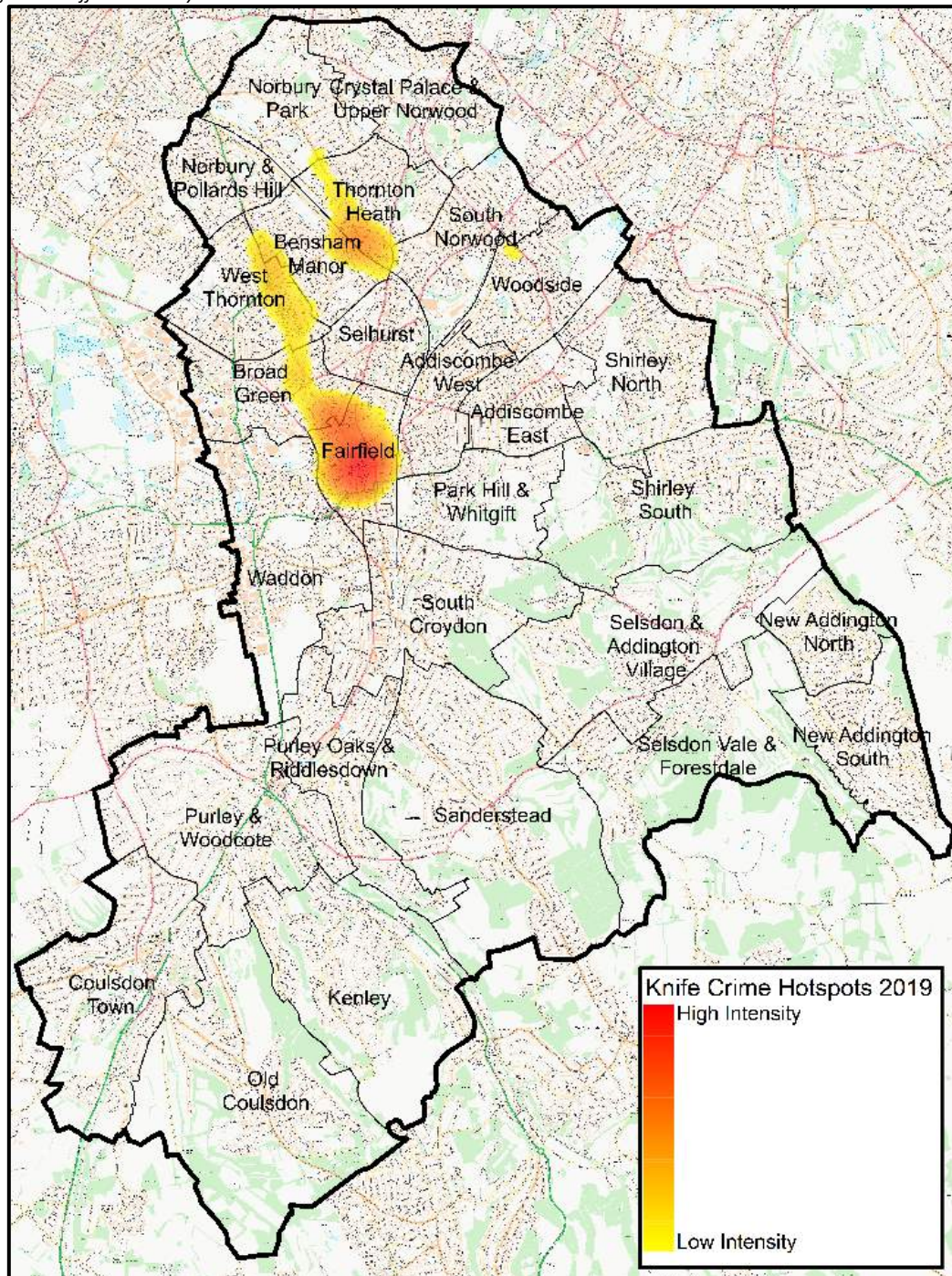
Knife Crime offences from CRIS and stab injuries recorded by the LAS from SafeStats by hour committed in Croydon in 2019.



Hotspots

- The primary hotspot for SYV is Croydon Town Centre with almost a fifth (18.7%) of all mapped knife crime offences being committed in this area.
- Secondary hotspots are predominantly areas where there is high footfall including London Road, in and around Thornton Heath High Street and Green Lane and South Norwood High Street.

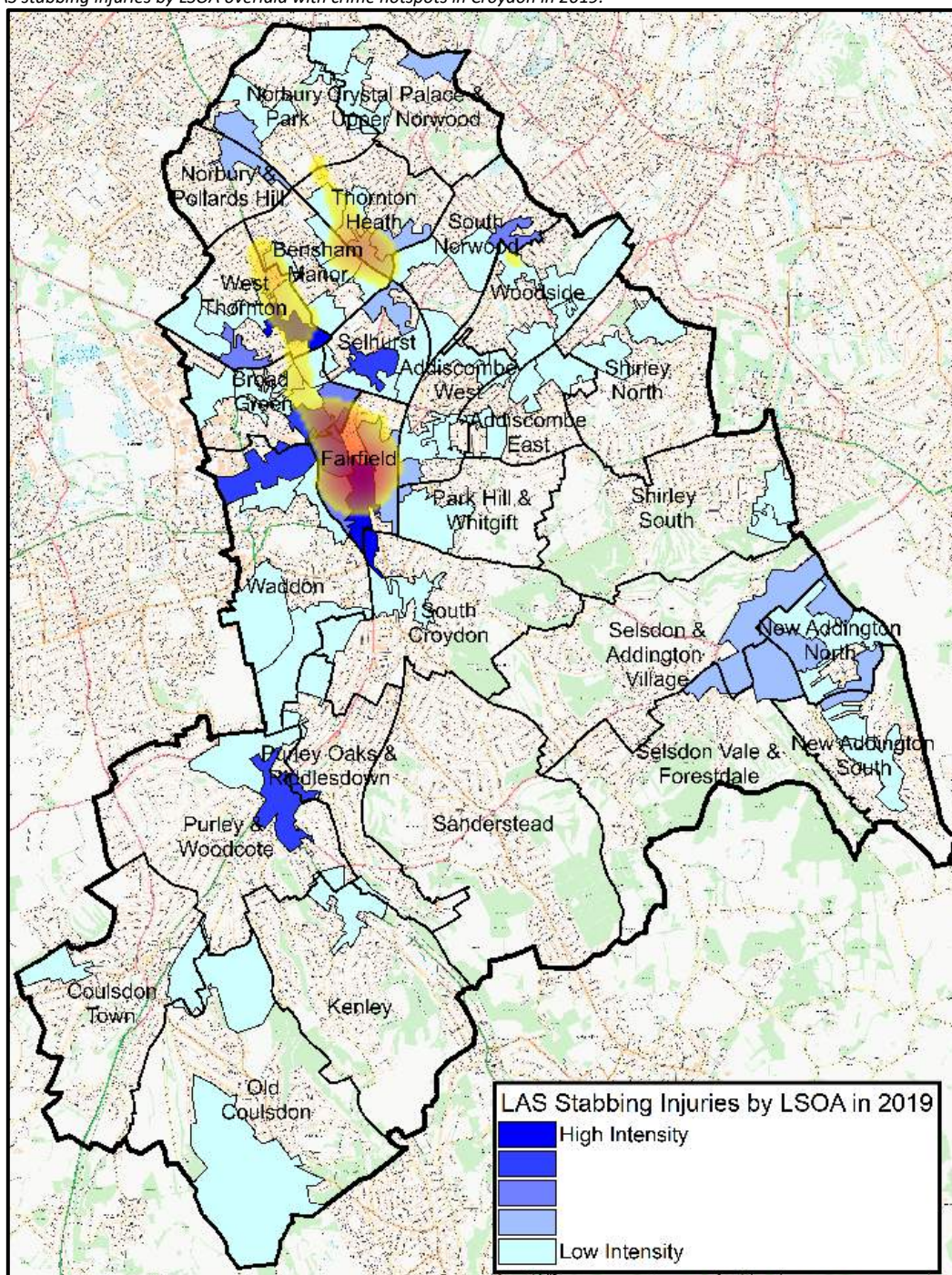
Hotspot map of Knife Crime offences in Croydon in 2019.



- Where the location type was recorded (88.8% of all offences), 50.5% occurred in the street followed by 9.9% occurring in a flat/maisonette and 5.2% occurring in terraced properties.

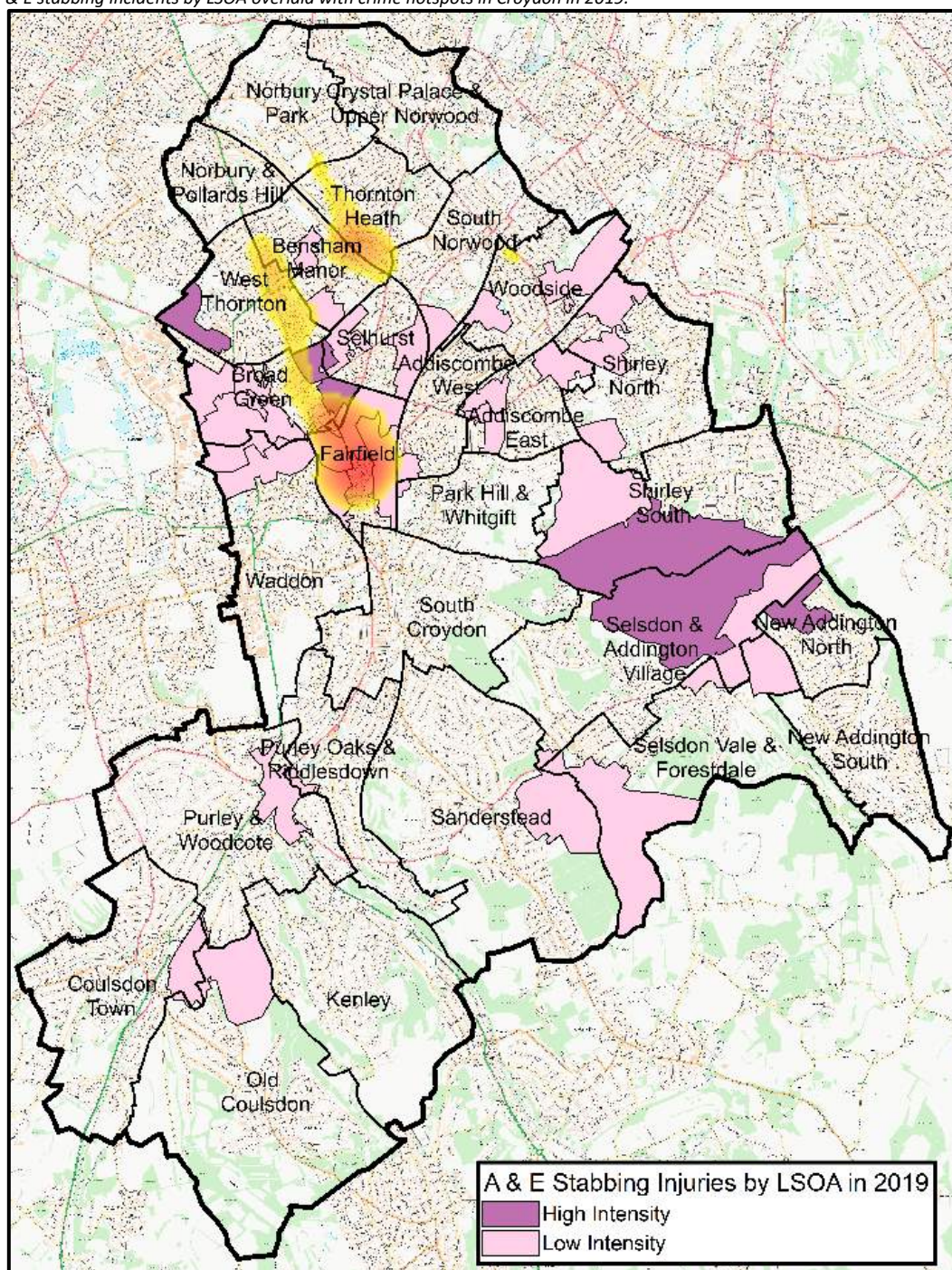
- By mapping LAS stabbing injuries by LSOA, areas where there is a high number of these occurring cover the town centre and parts of London Road. However there are also areas which are not covered by the crime hotspots including parts of Waddon ward, Selhurst ward and Purley & Woodcote ward.

Thematic map of LAS stabbing injuries by LSOA overlaid with crime hotspots in Croydon in 2019.



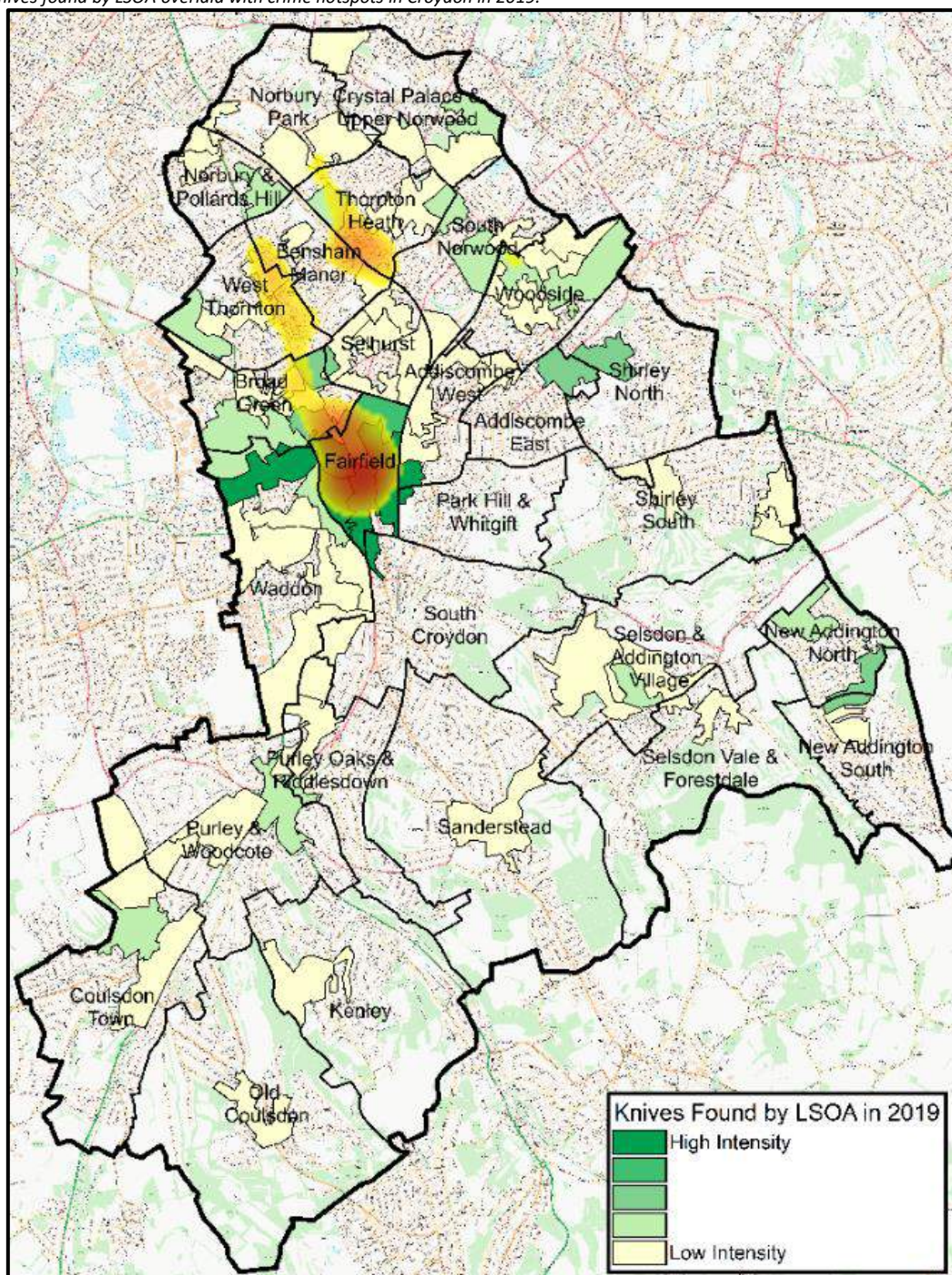
- By mapping A & E stabbing incidents by LSOA, other areas of concern appear outside of the crime hotspots including parts of West Thornton, Shirley South, Selsdon and Addington Village (which as stated in the Non-DA VWI section, this is represented by one incident involved several victims) and New Addington North wards.

Thematic map of A & E stabbing incidents by LSOA overlaid with crime hotspots in Croydon in 2019.



- By mapping knives found and recorded by the MPS by LSOA, other primary hotspots not shown by knife crime data include parts of Waddon, Addiscombe East, Shirley North, New Addington North and New Addington South wards.

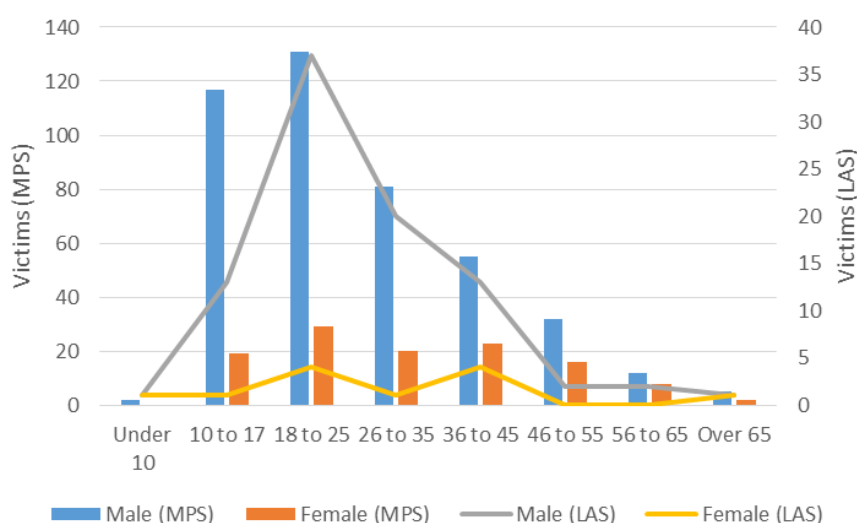
Thematic map of knives found by LSOA overlaid with crime hotspots in Croydon in 2019.



Victim Profile

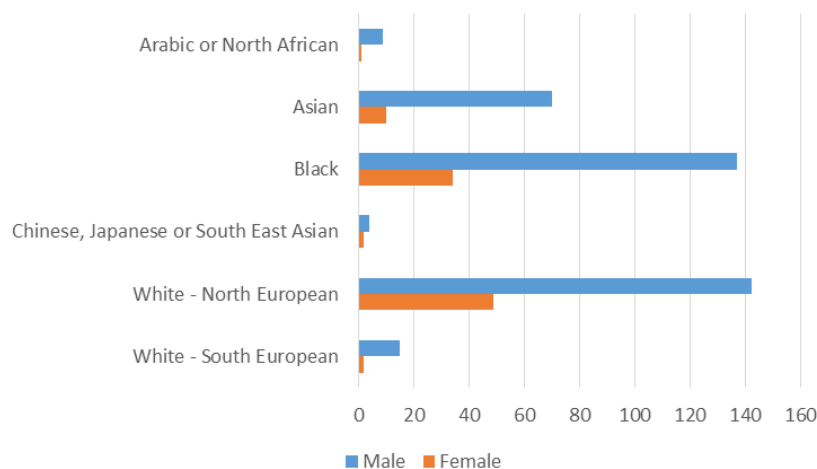
- Out of the crimes where gender was recorded, 78.8% of victims were male and 21.2% were female.
- Violence-related LAS incidents recorded 88.1% of victims who were male and 11.9% who were female.
- 29.0% of victims were aged 18 to 25 years old followed by 24.6% of those aged 10 to 17 years old and 18.3% of those aged 26 to 35 years old.
- LAS incidents recorded the 40.6% of those treated for were aged 18 to 25 years old followed 20.8% of those aged 26 to 35 years old and 16.8% of those aged between 36 to 45 years old.
- 30.1% of male victims were aged between 18 and 25 years old. LAS incidents recorded 41.2% of males were aged between 18 and 25 years old.
- 24.8% of female victims were aged between 18 and 25 years old. LAS incidents recorded 33.3% of female victims were aged between 18 and 25 years old.
- LAS incidents also recorded 33.3% of female victims were aged 36 and 45 years old – the joint highest proportion of female victims. MPS recorded 19.7% of female victims were aged between 36 and 45 years old – the second highest proportion of female victims.

Victims of Knife Crime (MPS) and individuals treated as a result of stabbing injuries (LAS) in Croydon in 2019 by age and gender.



- Of those victims where gender and ethnic appearance were recorded, 34.6% of victims were White - North European followed by 31.0% of victims recorded as Black.

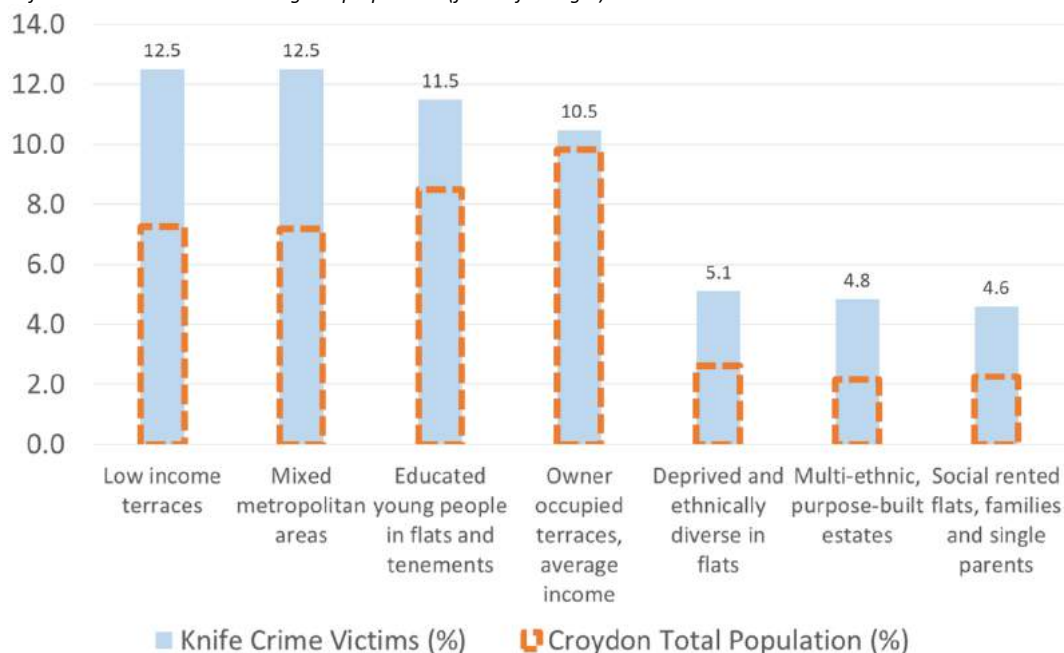
Victims of Knife Crime in Croydon in 2019 by gender and ethnic appearance from CRIS.



- Out of all victims where their home address was identified, 78.1% lived in the borough.
- Out of those victims that lived outside of the borough, almost half lived in neighbouring boroughs including 15.0% lived in Merton, 12.4% lived in Lambeth, 12.4% lived in Sutton and 8.0% lived in Bromley.

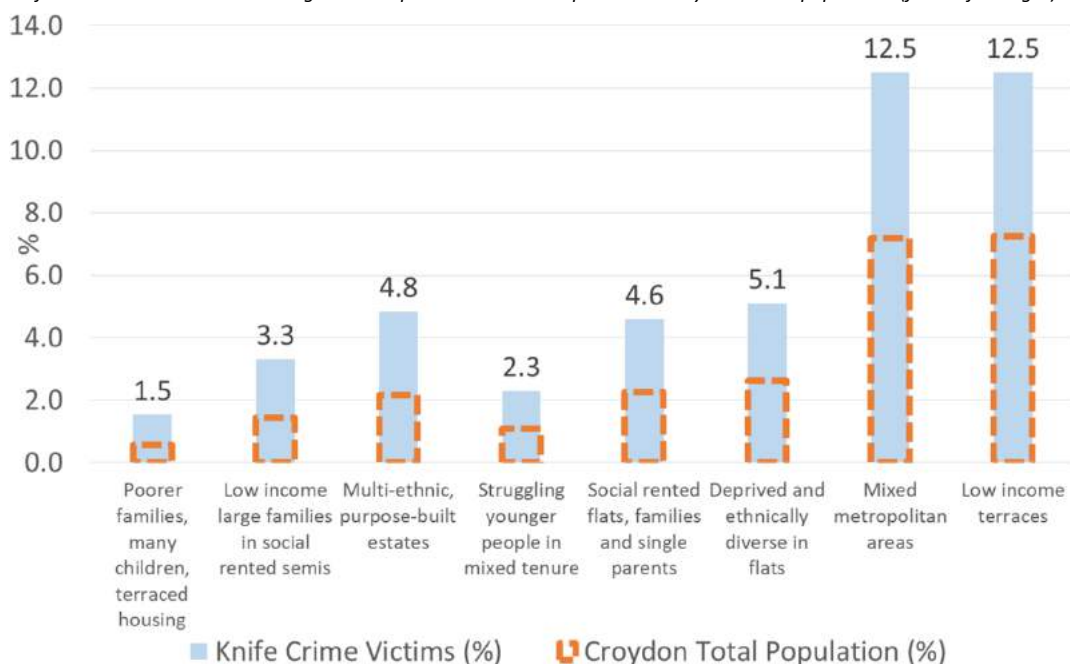
- By using the Acorn system, out of the victims where their home postcodes were identified mapped, the highest proportion were 'Low income terraces' with 12.5%. The second highest proportion were 'Mixed metropolitan areas' with 12.5% and the third highest proportion were 'Educated young people in flats and tenements' with 11.5%.

Acorn types where knife crime victims showed the highest proportions (from left to right).



- The type which showed the largest overrepresentation between the victims of knife crime and the borough's total population was 'Poorer families, many children, terraced housing', which victims were overrepresented by 200% more than the total population.
- The second highest type of victims being overrepresented by 120% more than the borough's population were 'Low income large families in social rented semis'. The third highest type of victims being overrepresented by over 110% more than the borough's population were "Multi-ethnic purpose-built estates'.

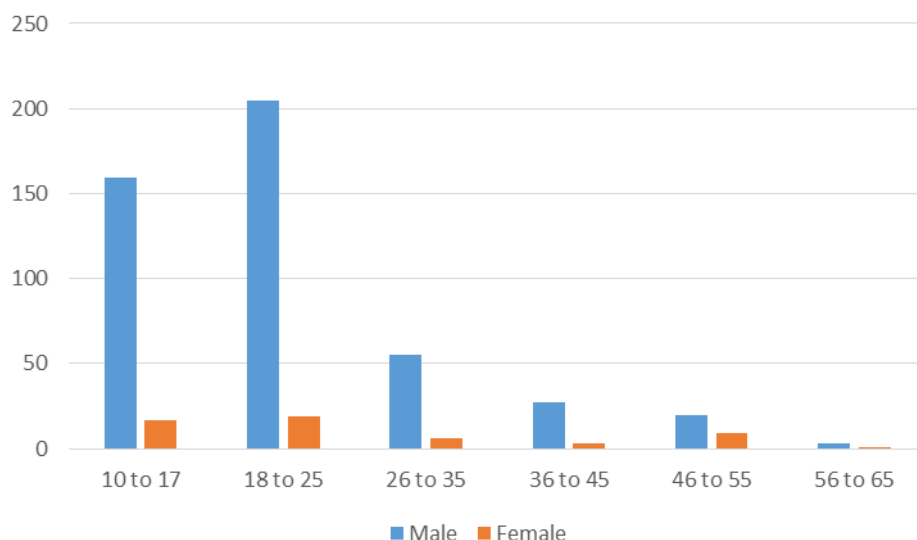
Acorn types where knife crime victims showed the largest overrepresentation in comparison to Croydon's total population (from left to right).



Suspect Profile

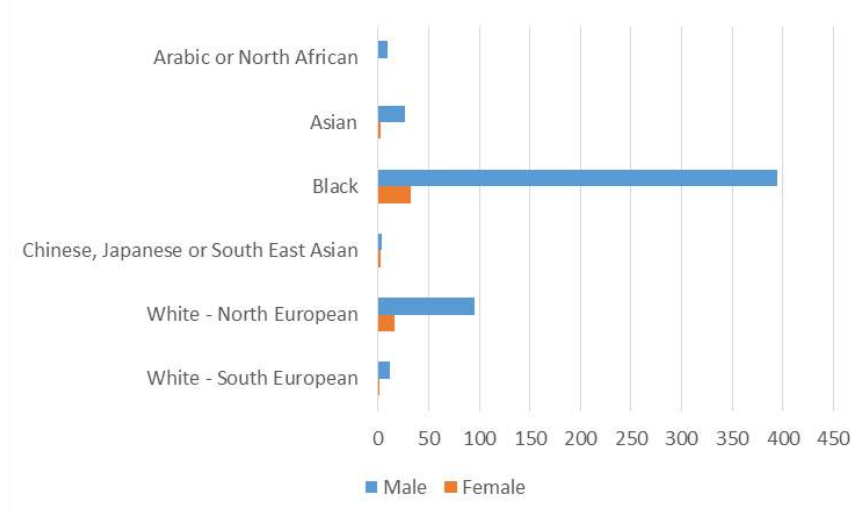
- Out of the crimes where gender was recorded, 90.9% of the suspects were male and 9.1% were female.
- Where the suspect age was recorded, 42.7% were aged from 18 to 25 years old, 33.6% were aged 10 to 17 years old and 11.6% were aged 26 to 35 years old.
- 43.7% of male suspects were aged 18 to 25 years old followed by 33.9% of those aged 10 to 17 years old then 11.7% of those aged 26 to 35 years old.
- 34.5% of female suspects were aged 18 to 25 years old followed by 30.9% of those aged 10 to 17 years old and then 11.6% of those aged 26 to 35 years old.

Suspects of Knife Crime in Croydon in 2019 by gender and age from CRIS.



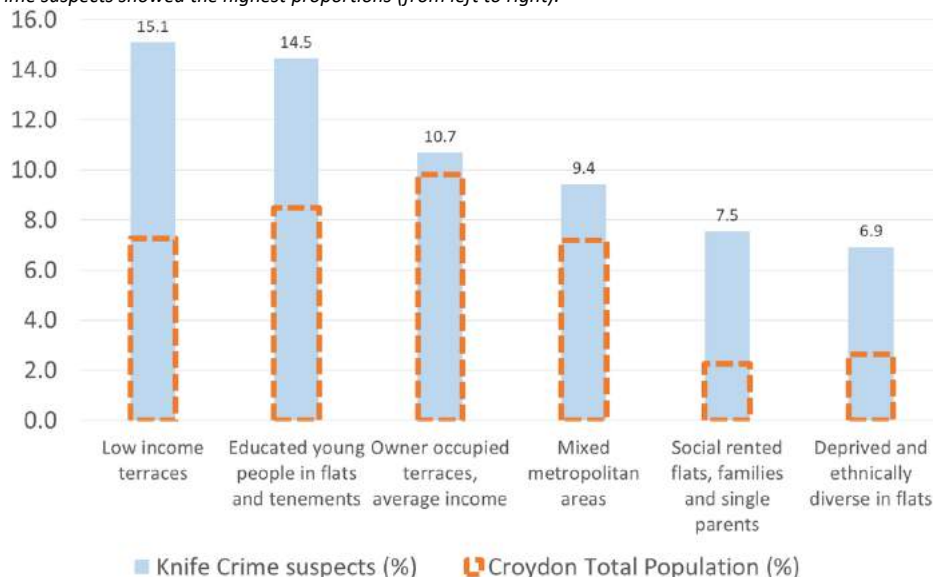
- Where the suspect's ethnic appearance is recorded, 71.9% were recorded as Black followed by 18.7% recorded as White - North European.

Suspects of Knife Crime in Croydon in 2019 by gender and ethnic appearance from CRIS.



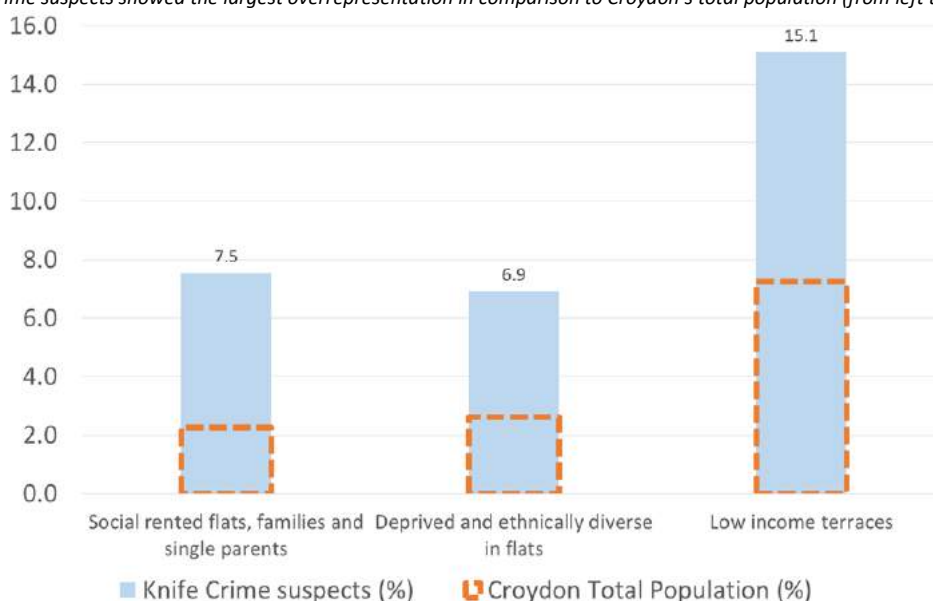
- 22.3% of suspects were recorded as having a specific relationship with the victim. Out of these suspects, 35.7% were recorded as an 'acquaintance of the victim'. This is followed by 9.4% of suspects being the boyfriend of the victim, 7.6% of suspects being the ex-boyfriend of the victim and 7.0% of suspects being the neighbour of the victim.
- Out of all suspects where their home address was identified, 76.2% lived in the borough.
- Out of those victims that lived outside of the borough, 17.6% lived in Merton, 11.8% in Lambeth, 11.8% in Sutton and 7.8% lived in Southwark.
- Using the Acorn tool, out of the suspects where their home postcodes were identified and mapped, the highest proportion were 'Low income terraces' at 15.1%. The second highest was 'Educated young people in flats and tenements' with 14.5% and the third highest was 'Owner occupied terraces, average income' with 10.7%.

Acorn types where knife crime suspects showed the highest proportions (from left to right).



- The type which showed the largest overrepresentation of the suspects of knife crime compared to the borough's total population was 'Social rented flats, families and single parents', which victims were overrepresented by over 240% more than the total population. The second highest type of victims being overrepresented by more than 170% than the borough's population was 'Deprived and ethnically diverse in flats'. The third highest type was 'Low income terraces' with more than 100%.

Acorn types where knife crime suspects showed the largest overrepresentation in comparison to Croydon's total population (from left to right).



Youth Violence (YV)

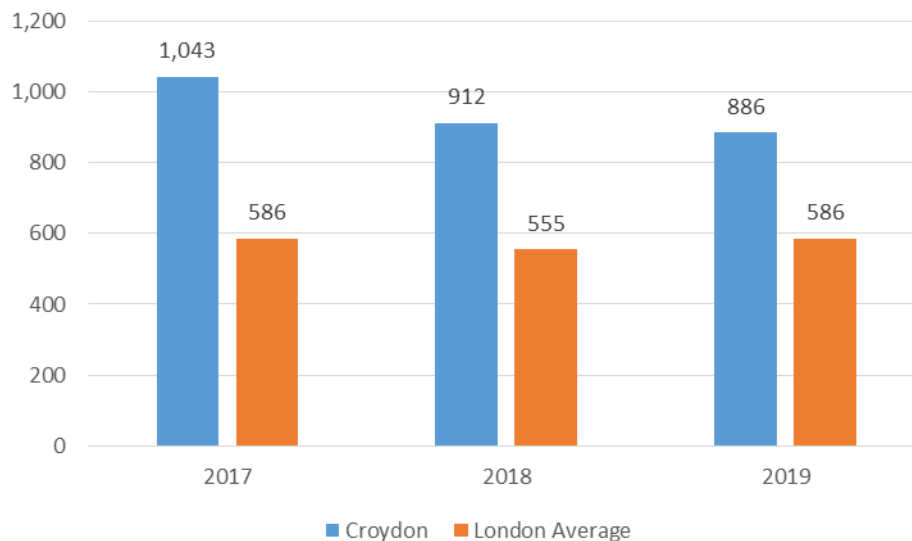
Definition

- This report uses the MPS' definition of YV. YV is defined by the MPS as 'a count of victims for any offence of Assault with Injury, Most Serious Violence or Gun Crime or Knife Crime, where the victim is aged 1-19.'

Statistics

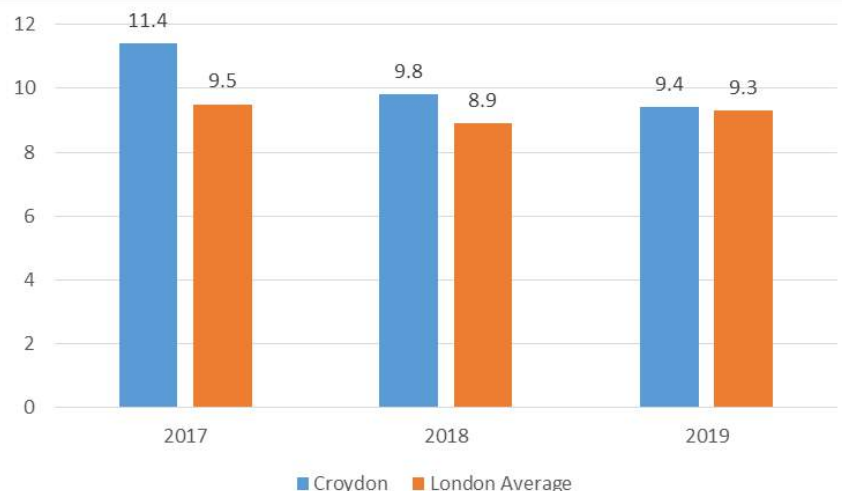
- There was a total of 886 YV offences in 2019, a decrease of 2.9% (26 offences) compared to 2018 where there were 912 victims recorded. In the same period there was an increase in the London average of 5.6% (31 offences) from 555 offences in 2018 to 586 offences in 2019. By comparing 2019 to 2017 there has been a 15.1% decrease (157 offences) in offences in Croydon. In comparison, there was a zero change for the London average.

YV statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 of residents aged 1-19, the rate of offences in the borough has decrease from 11.4 in 2017, to 9.8 in 2018 to 9.4 in 2019. The London average has seen a decrease from 9.5 in 2017 to 8.9 in 2018 and then an increase to 9.3 in 2019.

YV crime rate (using Housing-led projections of residents aged 1 to 19 from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Croydon's ranking has fallen from 2017 and 2018, where it was ranked 1st, to being ranked 2nd in 2019. However, Croydon's ranking for offences per 1,000 residents aged 1-19 has fallen year-on-year from 8th in 2017 to 12th in 2018 to 14th in 2019.

Rankings by volume and per 1,000 residents aged 1-19 (using Housing-led projections of residents aged 1 to 19 from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and the highest crime rate.

	Ranking	
	Croydon (Volume)	Croydon (per 1,000)
2017	1	8
2018	1	12
2019	2	14

- The majority of YV offences were made up of ABH & Minor Wounding (57.2%). GBH/Serious Wounding (16.9%) and Personal Robbery (16.1%) also made up a significant proportion of offences.
- 18.0% of all YV offences involved a weapon other than a firearm used and 0.8% of offences involved a firearm.
- 15.6% of all YV offences were Domestic-related.
- The use of social media or online messaging was used in 12.4% of all YV offences.
- 10.9% of all YV offences were alcohol-related.

Temporal Analysis

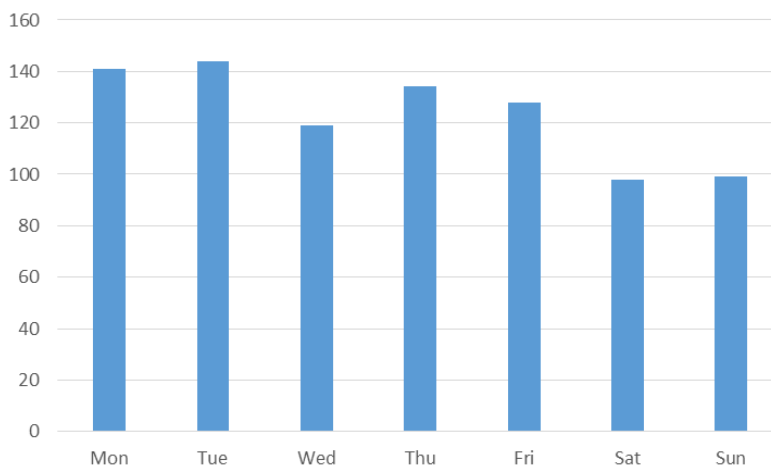
- In 2019 the peak months for YV were March, July and December. The peak months in 2018 were January, May and June. There is a similar pattern in both 2018 and 2019 from January where offences decrease in February, increase in March and then fall in April. Offences then rise throughout May and June. Offences also sharply decrease in August, which correlates with the school summer holidays.
- The decreases in February and April can also be linked with the half-term and Easter holidays during these months.

YV offences committed by month in Croydon in 2018 and 2019 taken from MetStats.



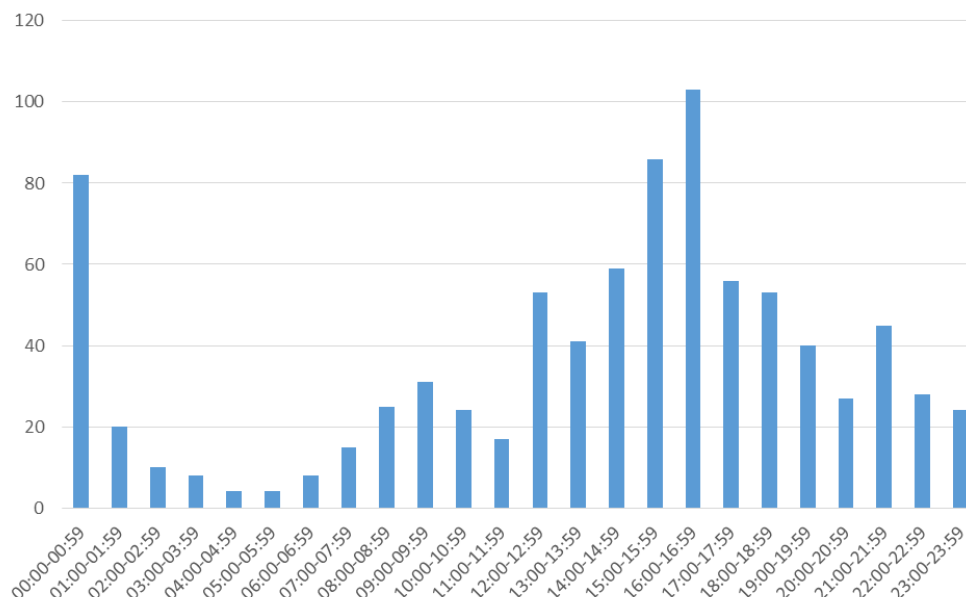
- Offences are fairly consistent throughout the weekdays with the peak days being Monday and Tuesday.

YV offences in by day of the week in Croydon in 2019 from CRIS.



- The peak time for YV offences was between 14:00 and 17:00 which partly correlates with ‘after-school’ hours.
- There is also a high number of offences which apparently occur between midnight and 01:00. However, it must be noted that many of these offences involve children turning up to school and reporting to teachers they have been hit at home by a family member and so once it is reported to police no specific time of the offence is established and midnight is the ‘default’ time on the crime report.
- On Monday a third of offences (33.3%) which occur on this day are committed between 14:00 and 17:00. On Tuesdays over a quarter of all offences (28.5%) which occur on this day are committed during the same time.

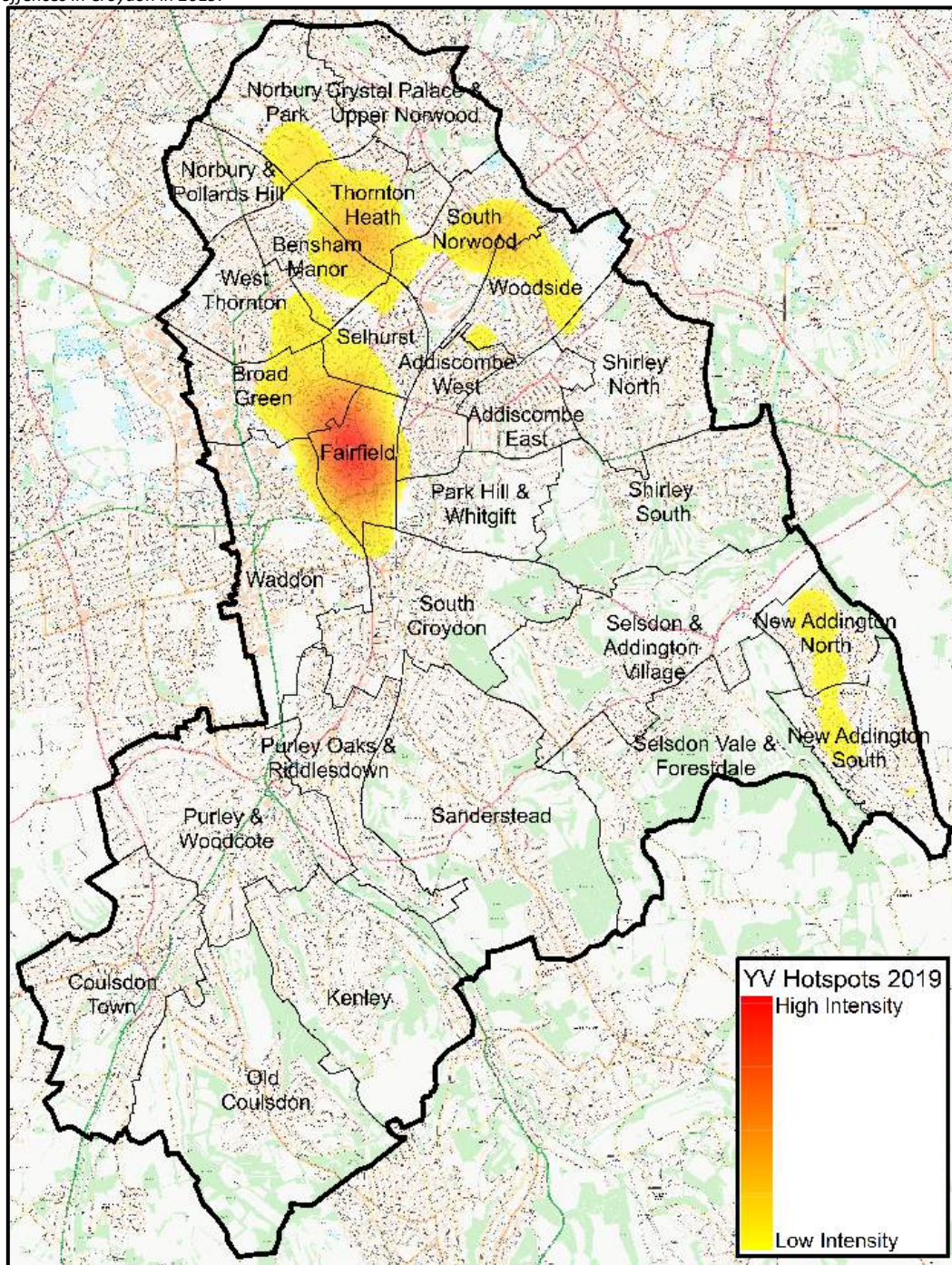
YV offences committed in Croydon in 2019 by time of the day taken from CRIS.



Hotspots

- The primary hotspot for YV is Croydon Town Centre with 15.8% of all mapped offences being committed in this area.
- A third of all YV offences (33.3%) in Croydon Town Centre committed during the peak times of between 15:00 and 17:00 were committed within 100m of West Croydon train station.
- Secondary hotspots were in and around Thornton Heath High Street leading up into Norbury Park ward, in and around High Street in South Norwood and into Woodside ward and parts of New Addington North and New Addington South. Parts of Broad Green, West Thornton, Selhurst and Bensham Manor wards also had a high number of offences.

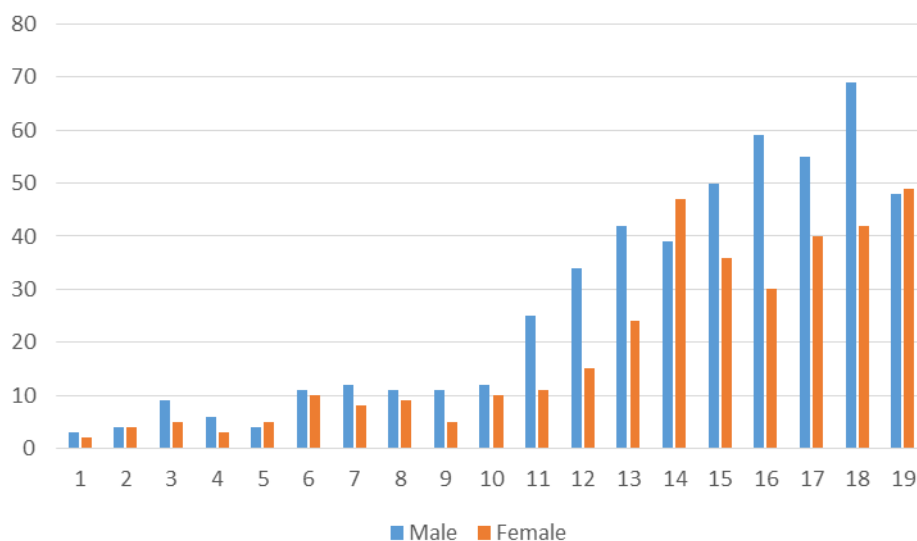
Hotspot map of YV offences in Croydon in 2019.



Victim Profile

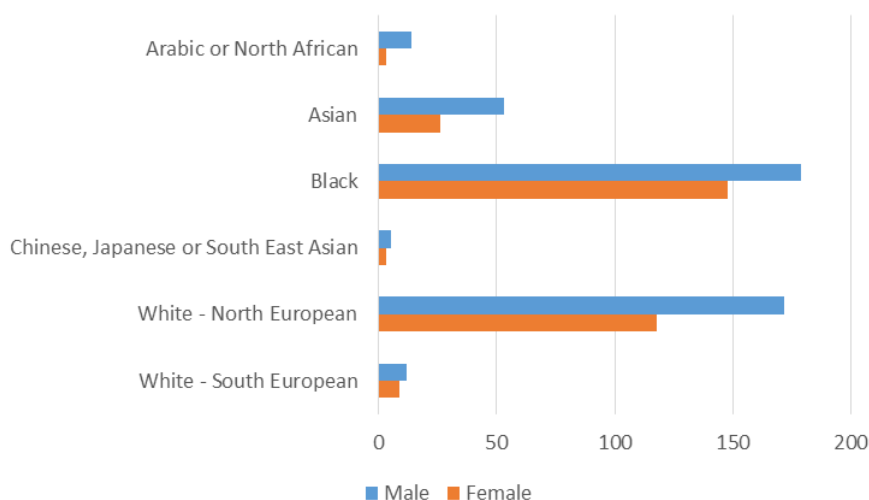
- Out of the crimes where gender was recorded, 58.7% of victims were male and 41.3% were female.
- The highest proportion of male victims were aged 18 (13.7%) followed by those aged 16 (11.7%) and then those aged 17 (10.9%).
- The highest proportion of female victims were aged 19 (13.8%) followed by those aged 14 (13.2%) and then those aged 18 (11.8%).
- The proportion of male victims was higher than female victims apart from age 14 where 54.7% of victims were female and age 19 where 50.5% of victims were female.
- 61.2% of female victims aged 19 and 57.1% of female victims aged 18 were flagged as domestic abuse.
- For female victims aged 14, 4.3% were flagged as Domestic-related, however when going through each crime report it was found that actually 29.8% of these victims should have been flagged as domestic-related.

Victims of YV by age and gender in Croydon in 2019 from CRIS.



- Of those victims where age and ethnic appearance were recorded, the highest proportion of victims were Black (44.1%) followed by those recorded as White - North European (39.1%) and then those recorded as Asian (10.6%).
- The highest proportion of male victims were Black (41.1%) followed by White - North European (39.4%).
- The highest proportion of female victims were Black (48.2%) followed by White - North European (38.4%).

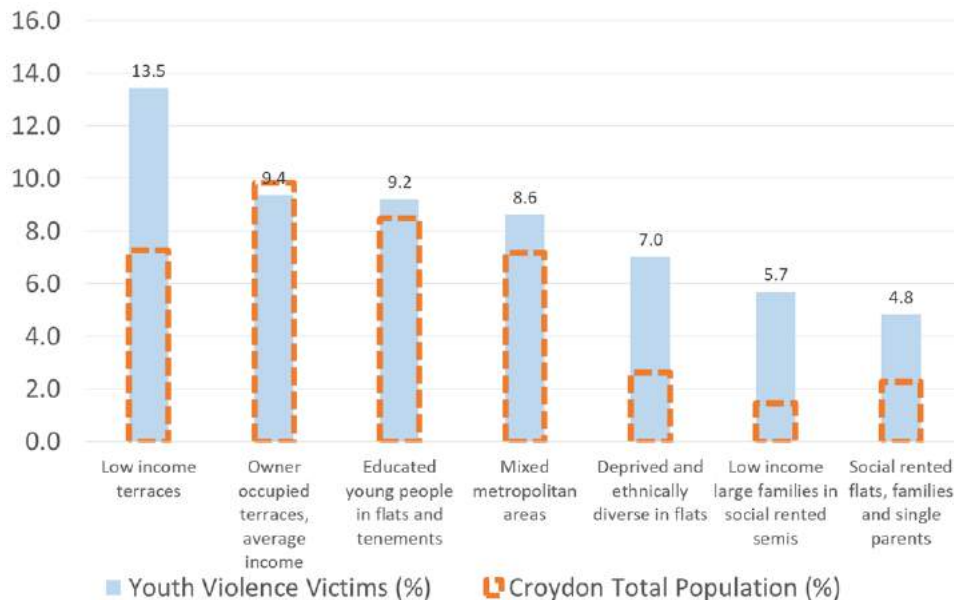
Victims of YV victims in Croydon in 2019 by gender and ethnic appearance from CRIS.



- Out of all victims where their home address was identified, 84.4% lived in the borough

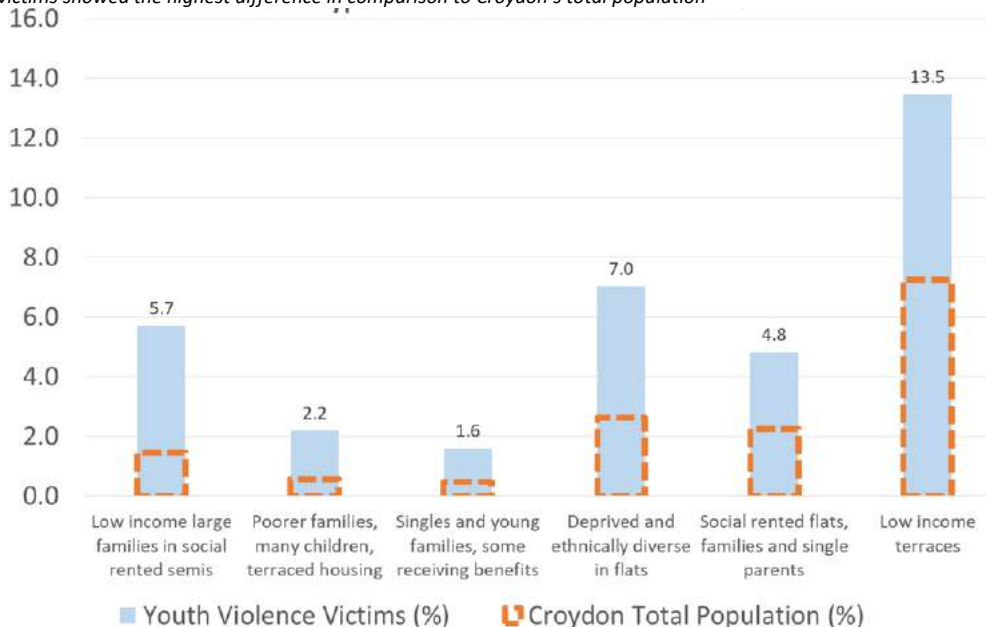
- Out of those victims that lived outside of the borough, over half lived in neighbouring boroughs or boroughs geographically close including 15.0% lived in Lambeth, 15.0% lived in Sutton, 10.2% lived in Bromley, 9.4% lived in Lewisham and 9.4% lived in Merton.
- Out of the victims where their home postcodes were identified mapped, the highest proportion were 'Low income terraces' with 13.5%. The second highest proportion was 'Owner occupied terraces, average income' with 9.4% and the third highest was "Educated young people in flats and tenements" with 9.2%.

Acorn types where YV victims showed the highest proportions



- The type which showed the largest proportion difference between the victims of Non-DA VWI and the borough's total population was 'Low income large families in social rented semi', which victims were overrepresented by over 300% more than the total population. The second highest was 'Poorer families, many children, terraced housing' and the third was 'Singles and young families, some receiving benefits'.

Acorn types where YV victims showed the highest difference in comparison to Croydon's total population

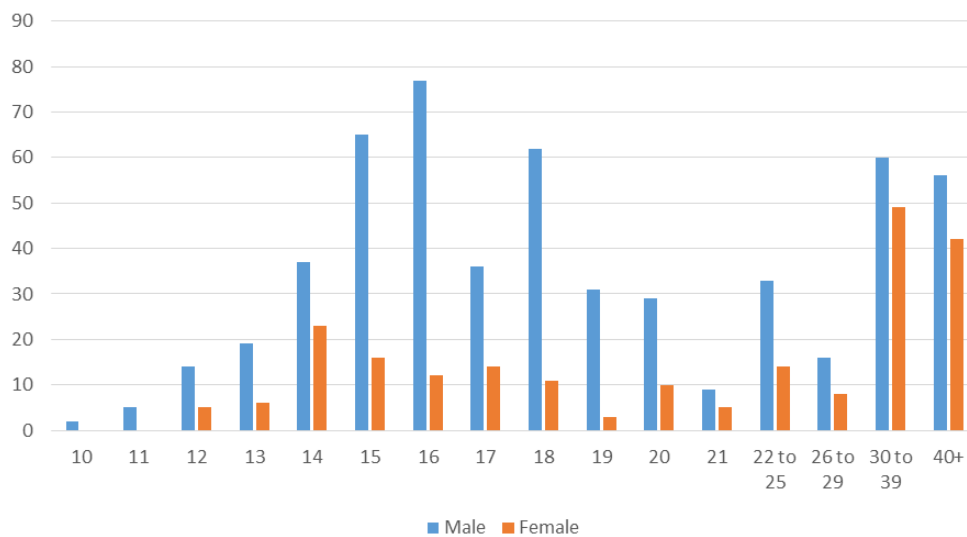


Suspect Profile

- Out of the crimes where gender was recorded, 71.6% of the suspects were male and 28.4% were female.
- Where the suspect age was recorded, the highest proportion were aged 16 years old (11.5%) followed by those aged 15 years old (10.5%) and then those aged 18 years old (9.4%).

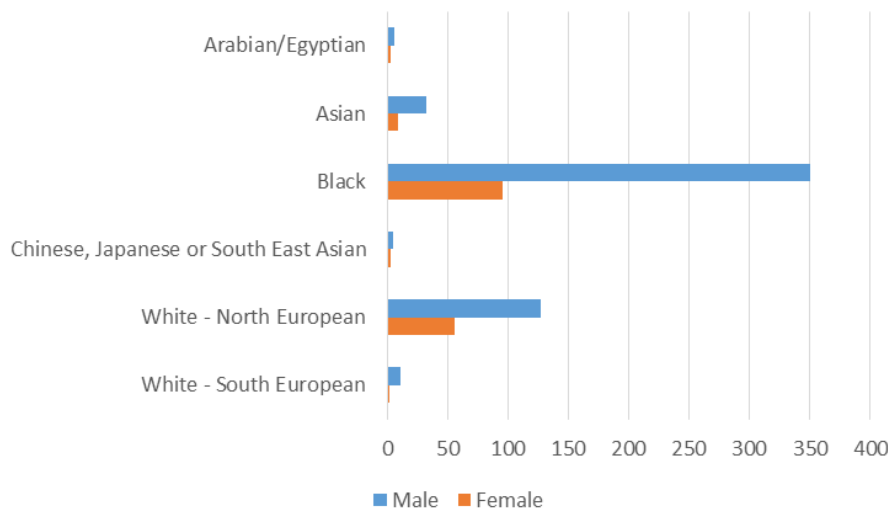
- The highest proportion of male suspects were aged 16 years old (13.8%) followed by those aged 15 years old (11.7%) and then those aged 18 years old (11.1%).
- The highest proportion of female suspects were aged 36 to 40 years old (12.8%) followed by those aged 14 years old and those aged 31 to 35 years old (10.6% each). The older age range of suspects highlights the high number of offences which are domestic abuse and have not been flagged as such.

Suspects of YV offences in Croydon in 2019 by gender and age from CRIS.



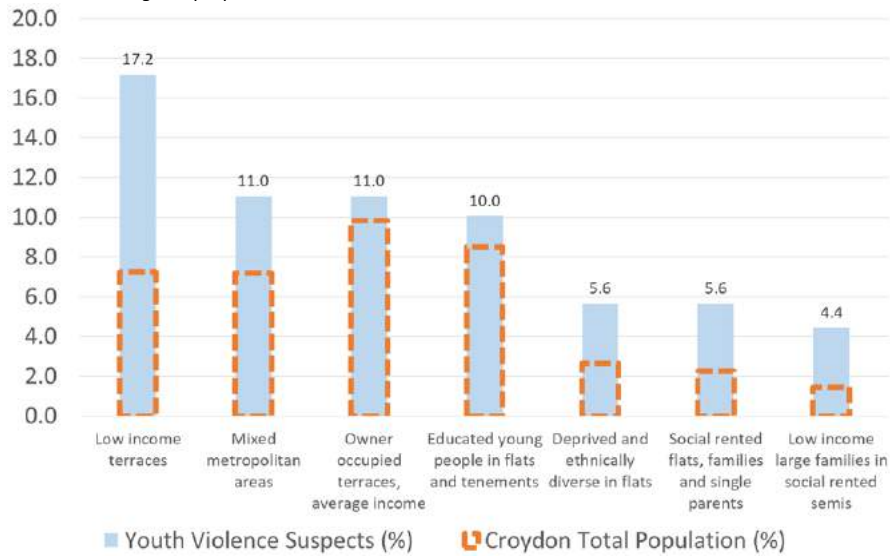
- Where the suspect's ethnic appearance is recorded, 63.7% were Black followed by 26.2% being White - North European. This is similar when ethnic appearance is broken down by gender.

Suspects of YV in Croydon in 2019 by gender and ethnic appearance from CRIS.



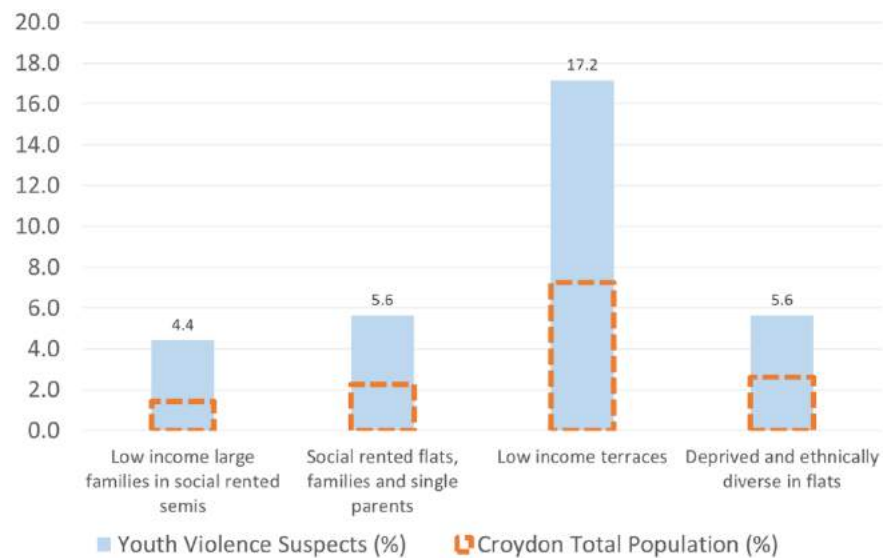
- Almost half of suspects had a type of relationship with the victim (48.5%). Out of these suspects, 17.7% of suspects attend the same school as the victim, followed by 16.3% of suspects being an acquaintance of the victim.
- The next highest proportions of relationship types highlight the magnitude of domestic abuse of YV offences with 14.4% of suspects being the mother of the victim, 11.5% being the father of the victim, 5.3% being the boyfriend of the victim, 4.9% being the brother of the victim and 4.0% being the ex-boyfriend of the victim.
- Out of all suspects where their home address was identified, 84.5% lived in the borough.
- Out of those suspects that lived outside of the borough, 18.7% lived in Lambeth, 12.0% lived in Merton, 9.3% lived in Sutton and 8.0% lived in Tandridge.
- Using the Acorn tool, out of the suspects where their home postcodes were identified and mapped, the highest proportion were 'Low income terraces' at 17.2%. The second highest was 'Mixed metropolitan areas' with 11.0% and the third highest was 'Owner occupied terraces, average income' with 11.0%.

Acorn types where YV suspects showed the highest proportions



- The type which showed the largest proportion difference between the suspects and the borough's total population was 'Low income large families in social rented semis'. The second largest proportion was 'Social rented flats, families and single parents' and the third highest was 'Low income terraces'.

Acorn types where YV suspects showed the highest difference in comparison to Croydon's total population



Serious Youth Violence (SYV)

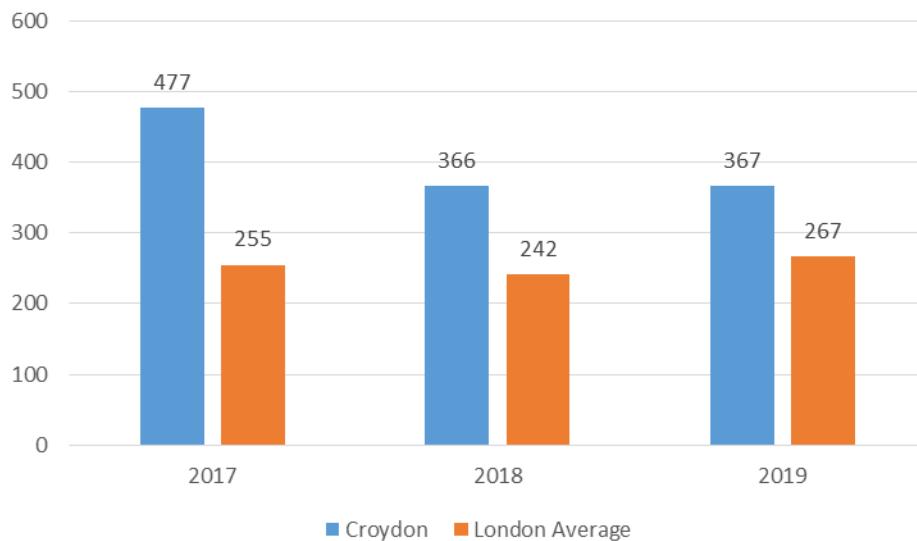
Definition

- This report uses the MPS' definition of SYV. SYV is defined by the MPS as 'any offence of most serious violence or weapon enabled crime, where the victim is aged 1-19'.

Statistics

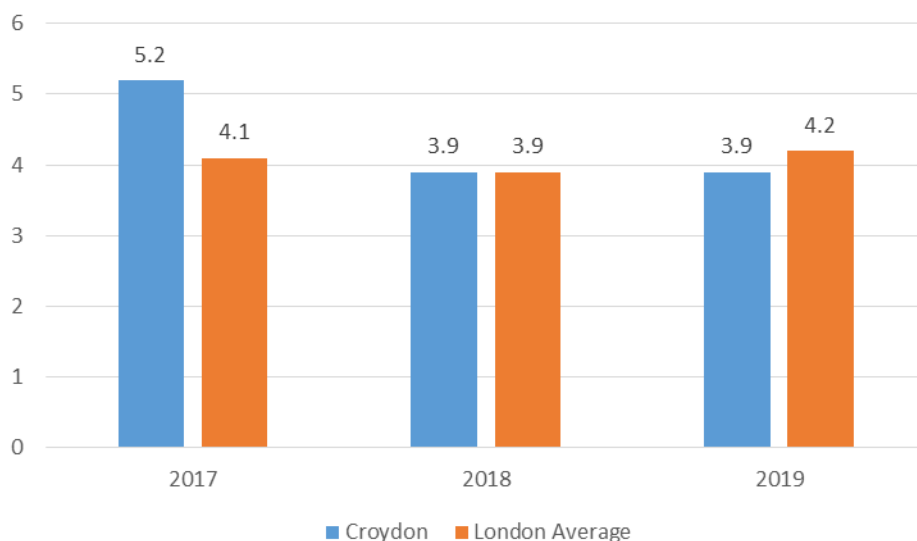
- There was a total of 367 SYV victims in 2019, an increase of 0.3% (1 victim) compared to 2018 where there were 366 victims recorded. In the same period there was an increase London average of 10.4% increase (25 victims). By comparing 2019 to 2017 there has been a 23.1% decrease in Croydon (110 victims). In comparison, there has been an increase of 4.6% (12 victims) in the London average.

SYV statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 residents aged 1-19, the rate of offences in the borough has fallen from 5.2 in 2017 to 3.9 in 2018 where it has remained the same in 2019. The London average has seen a decrease from 4.1 in 2017 to 3.9 in 2018 where it has increased to 4.2 in 2019.

SYV crime rate (using Housing-led projections of residents aged 1 to 19 from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Even though there has been a slight increase of offences in the borough, Croydon's ranking has dropped two places to 5th in 2019. By comparing rankings to 2017 it has dropped four places where it was ranked first. By

calculating the rate of offences per 1,000 of residents aged 1-19, the borough's ranking has also dropped one place to 15th in 2019 and eight places when compared to 2017.

Rankings by volume and per 1,000 residents (using Housing-led projections of residents aged 1 to 19 from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	1	7
2018	3	14
2019	5	15

Breakdown of Offence Type

- The largest proportion of offences committed in 2019 were GBH/Serious Wounding (40.8%) followed by Personal Robbery (39.9%) and GBH with Intent (13.5%).
- Out of all offences 10.6% were alcohol-related, 8.3% were flagged as domestic abuse, 1.7% of offences involved a firearm and 39.3% were classified where an 'other weapon' was used.
- The use of social media or online messaging was used in 13.8% of all SYV offences.

Temporal Analysis

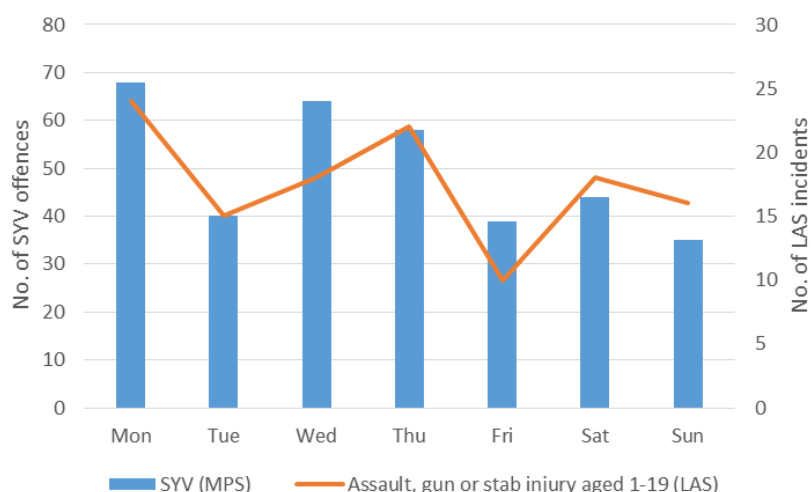
- In 2019 the peak months for SYV were January, June and December. January was reflected as a peak month in 2018. There is a similar pattern in both 2018 and 2019 where offences decrease significantly in August, which is when the school summer holidays happen. There is also a similar pattern where offences increase (more so in 2018 than 2019) when the autumn term starts in September.
- The high number of offences in January 2019 correlate with the beginning of spring term in schools and pupils being targeted for robberies as well as being involved in school fights.
- The rise of offences in June again correlate with the beginning of school after the summer half-term.
- The rise in offences in December is significantly linked to older victims (specifically 18 years old) where they were targets of serious violence.

SYV offences committed in Croydon by month in 2018 and 2019 taken from MetStats.



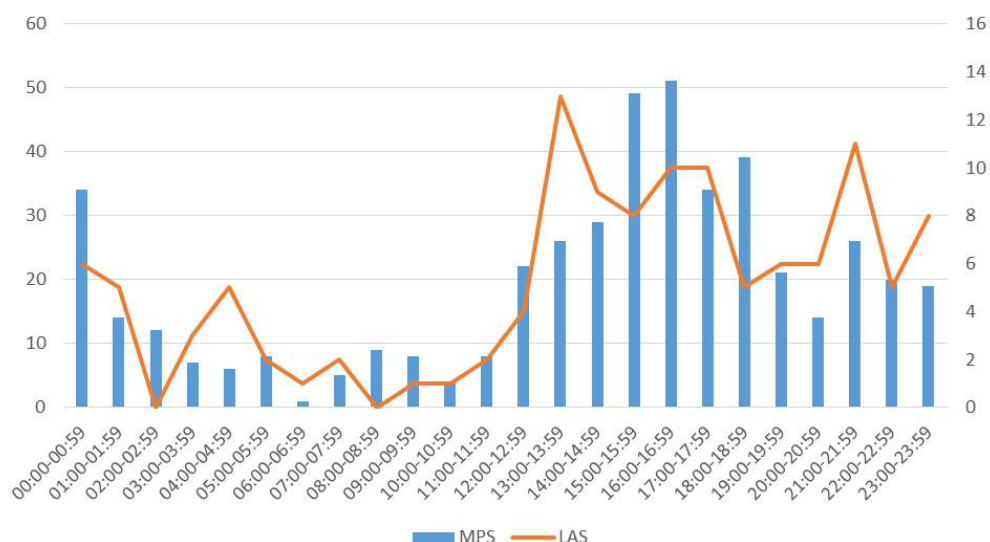
- The peak days for SYV offences were Monday, Wednesday and Thursday. LAS data on assaults, stab or gun injury aged 1-19 show the peak day of Monday is reflected followed by Thursday.
- Recorded LAS incidents follow a very similar weekly trend to SYV offences recorded by the MPS.

SYV offences committed in Croydon in 2019 by day of the week taken from CRIS and LAS incidents in Croydon in 2019 of individuals aged 1-19 who have received an assault, stab or gunshot injury taken from SafeStats.



- The peak time for SYV offences was between 1500 and 1900 hours.
- Other times where a high volume of offences were committed were between 1300 and 1500 hours, 2100 and 2200 hours and between 0000 hours and 0100 hours. These times are also reflected by the LAS data.

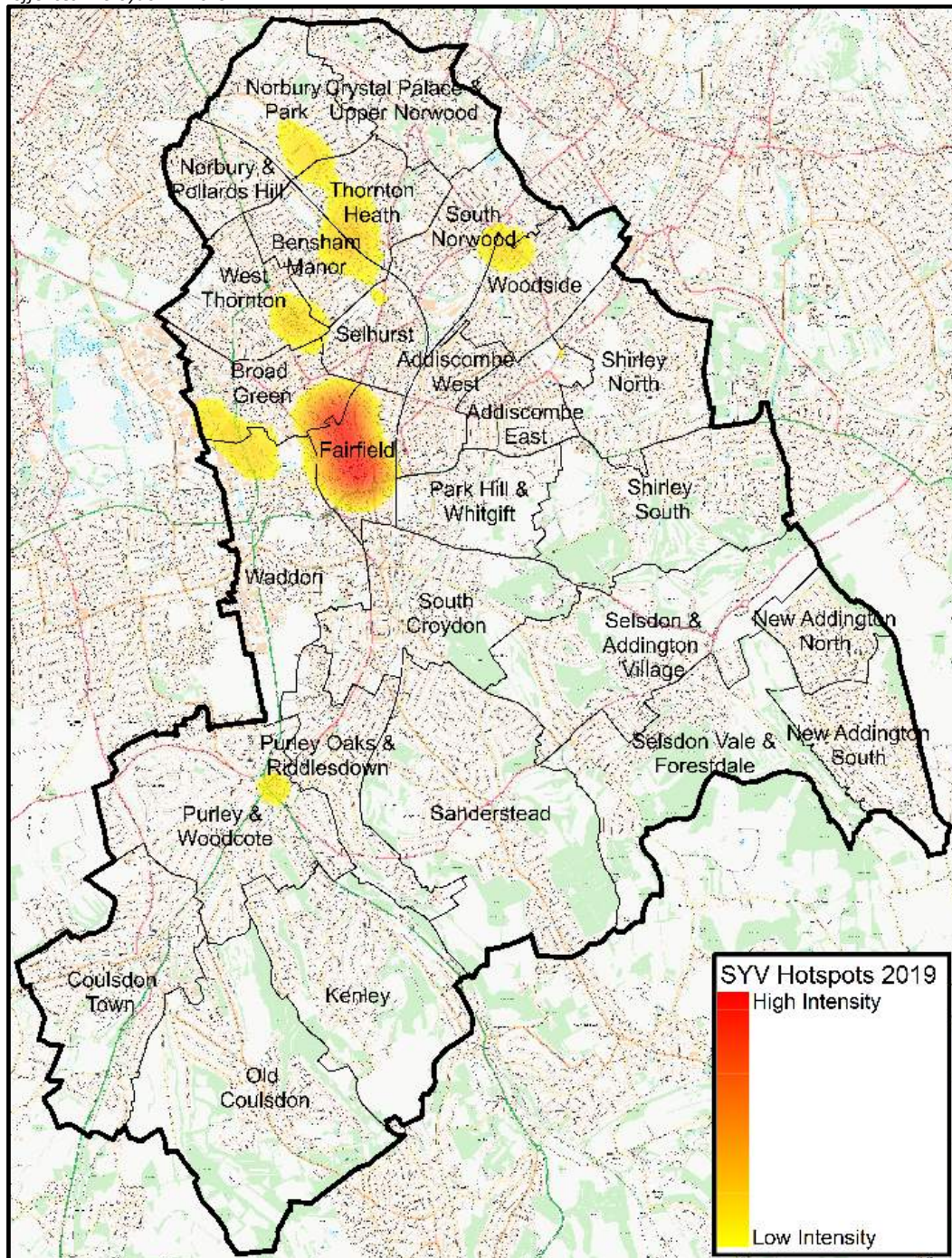
SYV offences committed in Croydon in 2019 by time of the day taken from CRIS and LAS incidents in Croydon in 2019 of individuals aged 1-19 who have received an assault, stab or gunshot injury taken from SafeStats.



Hotspots

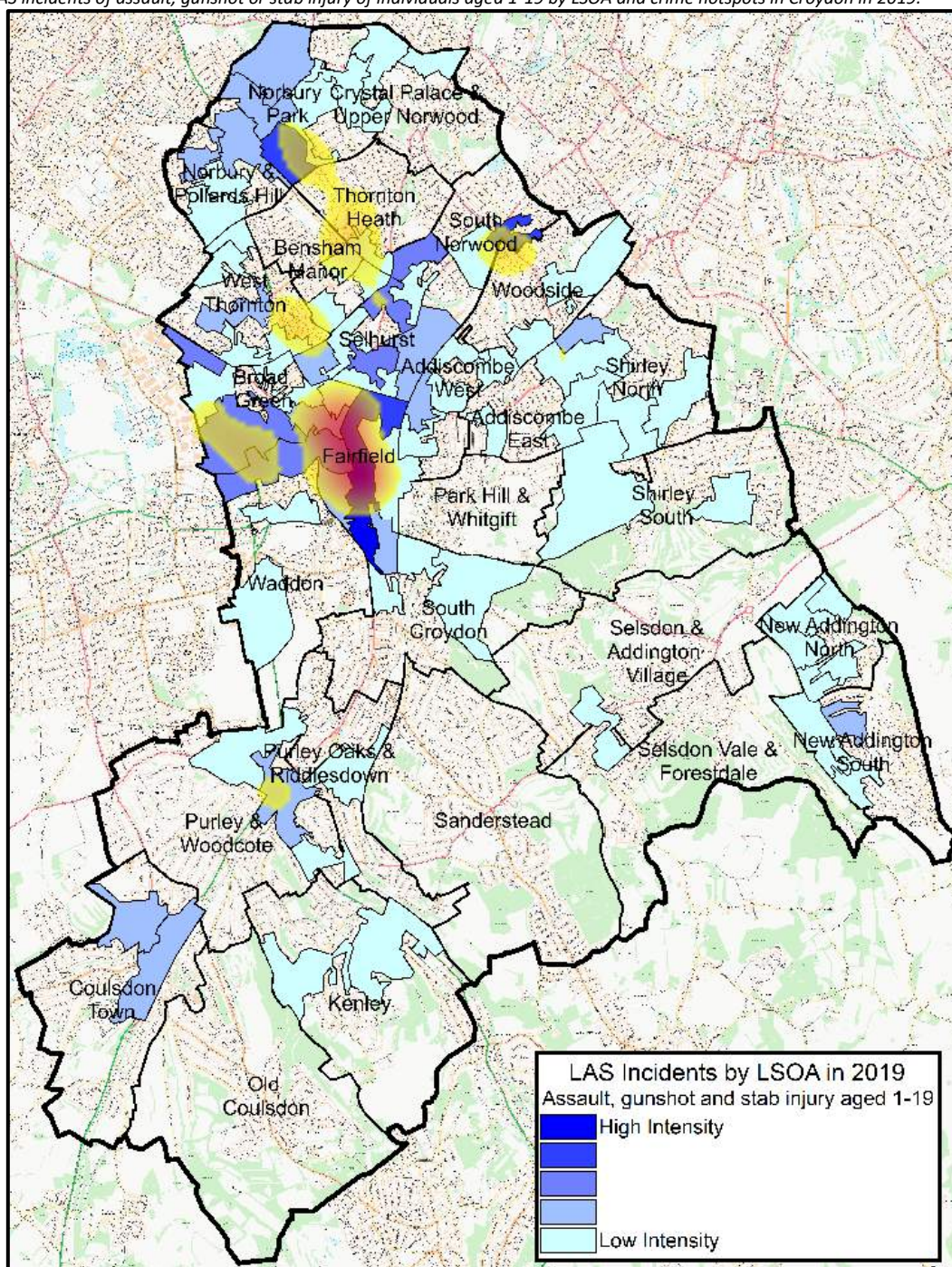
- The primary hotspot for SYV is Croydon Town Centre with a fifth (20%) of all mapped SYV offences being committed in this area.
- Other hotspots are in Waddon and Broad Green wards (specifically in and around Valley retail park), in and around Thornton Heath High Street leading up Green Lane into Norbury Park ward, in and around South Norwood High Street, in and around Addiscombe Road/Long Lane, in and around Fieldway in New Addington and in and around Purley High Street.

Hotspot map of SYV offences in Croydon in 2019.



- The primary LSOAs for LAS incidents are in Fairfield, Broad Green, Selhurst, Norbury Park and South Norwood wards.
- The map shows that the majority of LSOAs where the highest number of LAS incidents have occurred are reflected by the SYV hotspot areas. However there are also areas in Broad Green, Selhurst and Thornton Heath not identified by SYV crime data.

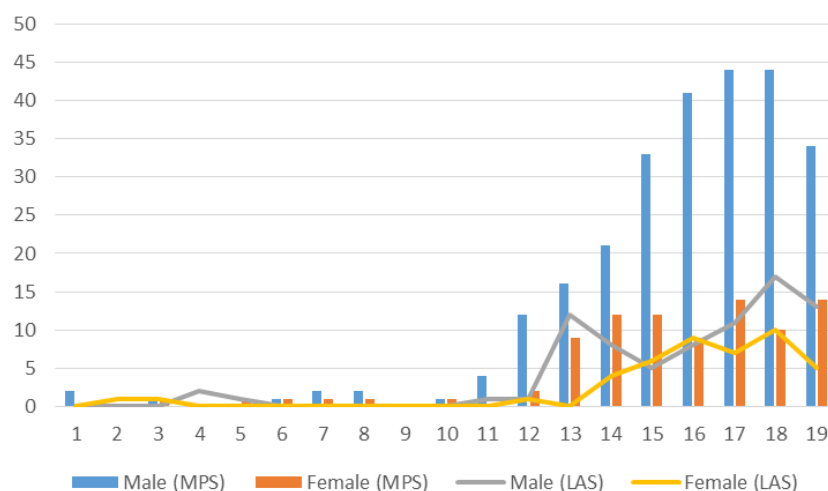
Thematic map of LAS incidents of assault, gunshot or stab injury of individuals aged 1-19 by LSOA and crime hotspots in Croydon in 2019.



Victim Profile

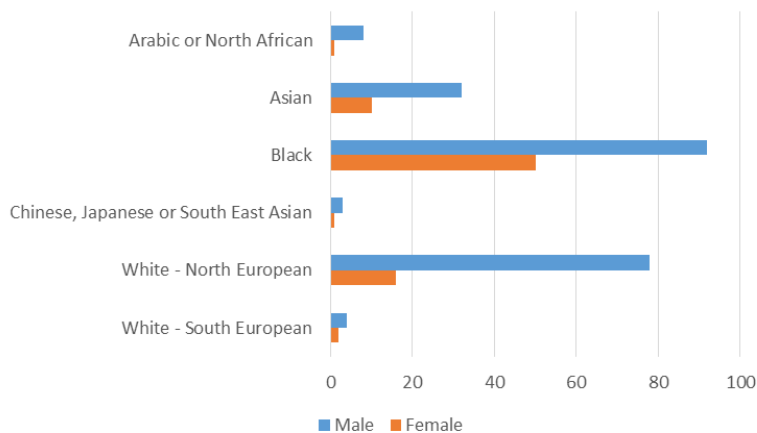
- Out of the crimes where gender was recorded, 74.6% of victims were male and 25.4% were female.
- LAS data shows 64% of victims were male and 36% were female.
- The highest proportion of male victims were aged either 17 or 18 years old (17.1% each) followed by those aged 16 years old (15.8%) and then those aged 19 years old (13.2%).
- The highest proportion of female victims were aged either 17 or 19 years old (31.8% each) followed by those aged 14 or 15 years old (13.6%).
- LAS data shows the age for the highest number of incidents involving either male or female victims was aged 18 years old (22%).
- The highest proportion of males recorded by LAS were 18 years old (21.5%) followed by those aged 19 years old (16.5%) and then those aged 13 years old (15.2%).
- The highest proportion of females recorded by LAS were 18 years old (22.7%) followed by those aged 16 years old (20.5%) and then those aged 17 years old (15.9%).

Victims of SYV in Croydon in 2019 by age and gender from CRIS. LAS incidents in Croydon in 2019 involving individuals aged 1-19 who received treatment for assault, gunshot or stab injury – taken from SafeStats.



- Almost half of all victims 47.8% of victims were Black followed by 31.6% who were White - North European.
- Of those victims where gender and ethnic appearance were recorded, 42.4% of male victims were Black, 35.6% were White - North European and 14.7% were Asian.
- Of those victims where gender and ethnic appearance were recorded, 62.5% of female victims were Black, 20.0% were White - North European and 12.5% were Asian.

Victims of SYV in Croydon in 2019 by gender and ethnic appearance from CRIS.

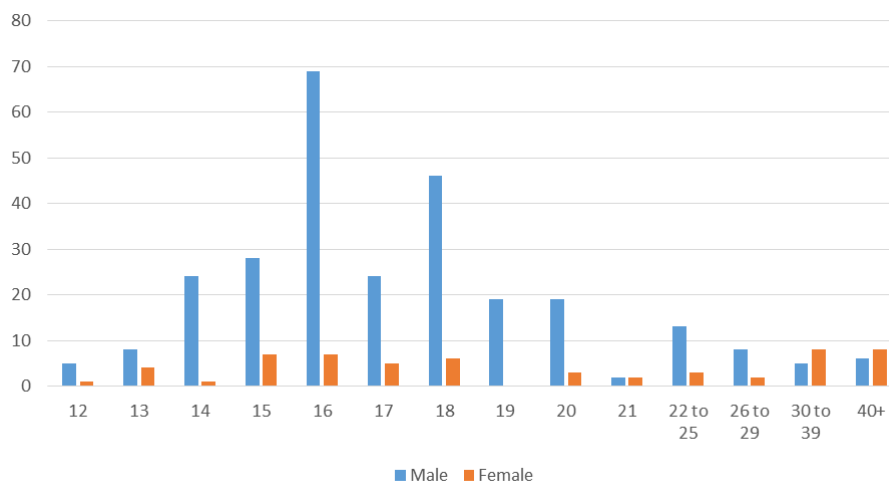


- Out of all the victims where their home addresses could be mapped, 80.2% of them lived in the borough.
- Out of those who lived outside of the borough, 18.5% lived in Sutton, 16.9% lived in Lambeth, 12.3% lived in Lewisham, 9.2% lived in Merton and 6.2% lived in Bromley.

Suspect Profile

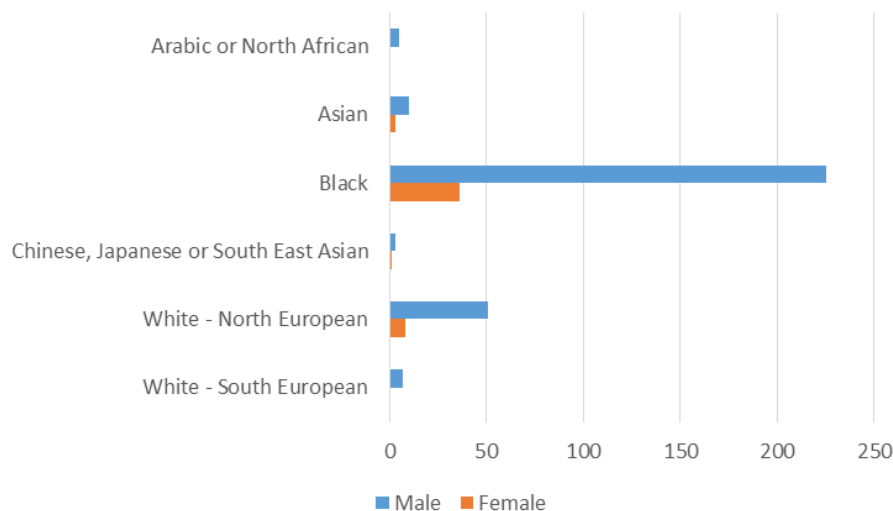
- Out of the crimes where gender was recorded, 82.5% of the suspects were male and 17.5% were female.
- Where the suspect age was recorded, the highest proportion were aged 16 years old (22.5%) followed by those aged 18 years old (15.4%) then those aged 15 years old (10.4%).
- The highest proportion of male victims were aged 16 years old (24.7%) followed by those aged 18 years old (16.5%) then those aged 15 years old (10.0%).
- The highest proportion of female victims were 40 plus (15.2%) followed by those aged 30 to 39 and 40 plus (13.6% each), which the majority were flagged as domestic-abuse. The third highest proportions were those aged 15 and 16 years old (11.9%).

Suspects of SYV in Croydon in 2019 by gender and age from CRIS.



- Where the suspect's gender and ethnic appearance were recorded, 74.8% of suspects were recorded as Black followed by 16.9% recorded as White - North European. Figures closely reflect this when broken down by gender.

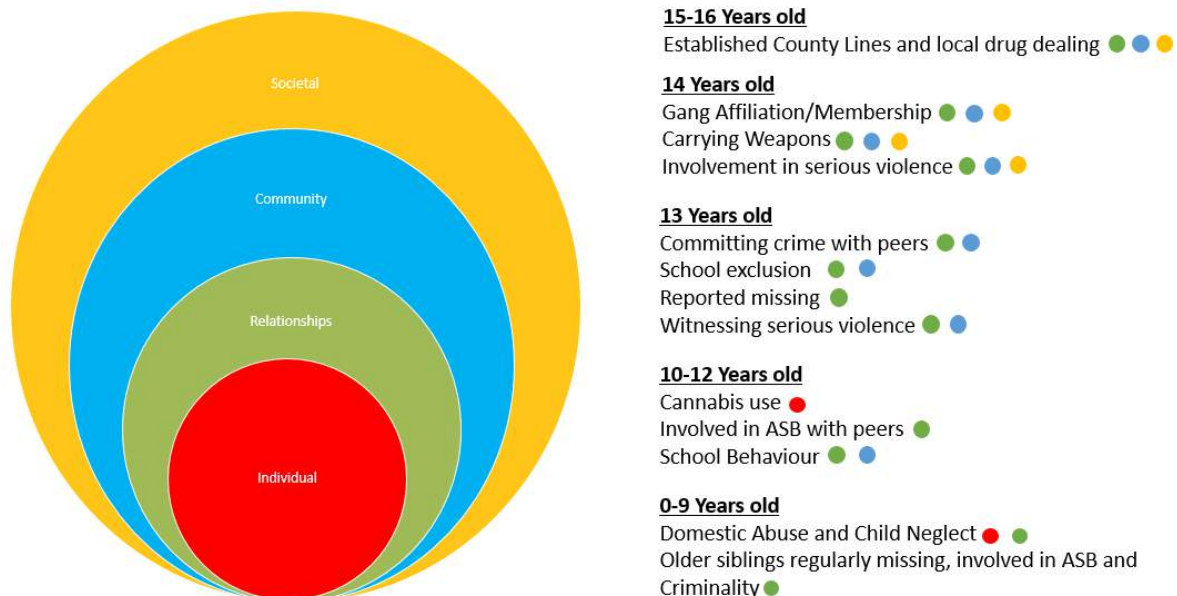
Suspects of SYV in Croydon in 2019 by gender and ethnic appearance from CRIS.



- 53.3% of all male suspects were involved in personal robbery offences. The main types of property targeted in personal robbery offences are mobile phones and air pods.
- 40.6% of all male suspects were involved in GBH offences.
- 78.8% of all female suspects were involved in GBH offences.
- Out of all suspects where their homes addresses were mapped, 76.0% lived in the borough. Out of the suspects who lived outside of the borough, 18.9% lived in Lambeth, 10.8% lived in Bromley and 10.8% lived in Merton.
- The common demographics of victims and suspects of SYV reflected those involved in youth violence.

Life course Analysis

For a small sample of high risk SYV offenders¹⁶, a brief life course analysis was conducted to identify any common events or factors which contributed to them becoming perpetrators (and in some cases victims) of SYV. Information was retrieved from a wide range of sources from police to the youth offending service and children's social care. From this analysis, in accordance with the ecological framework of the public health approach, the following common events and themes were identified and which level of the framework they fall under:



In the first 9 years of their lives the individuals in the sample experienced domestic abuse, especially from parents, as well as child neglect too, which ranged from parents leaving them at home alone for long periods of time to parents not realising where their children were when picked up by the authorities e.g. when police have approached them outside late at night and taken them home. Those with older siblings – which most of them had – were also heavily being reported missing and were also involved in ASB and crime, with the severity of crime determined by their age i.e. the older they were the more serious the crime they were committing.

Between the ages of 10 and 12 years old there was a clearly formed regular use of cannabis. As well as this they were involved in minor ASB with their peers (e.g. congregating in parks, public spaces and outside properties smoking cannabis and making noise) as well as their behaviour in school declining.

By the age of 13 they are committing crime regularly involving personal robbery, shoplifting and possession of cannabis. They also witnessing serious violence on a regular basis both amongst their peers and family members. They are being excluded from school although it must be noted that, on a strategic level, analysis of school exclusions in 2019 found no direct link to the increase in youth violence or serious youth violence. They are also regularly being reported missing but with no clear indication to where they have been.

By the age of 14 there is a clear gang affiliation or membership of all the individuals in the sample. As a result of this (but not exclusive to) they are carrying weapons on a regular basis. From witnessing serious violence they are now involved in it, whether that is as a victim or a perpetrator.

At 15 and 16 years old there is a clear focus and motivation to make money by an illegal means, which mainly involves drug dealing. They are not only dealing locally but are also involved in county lines which can mean they are being fully exploited on a regular basis. The drugs they are dealing can range, especially due to location, where they are more likely to deal cannabis locally whereas when doing county lines they are involved in dealing Class A drugs from cocaine and crack to heroin.

Although brief, this life course analysis can be used to identify the early signs of being involved in SYV, therefore providing suitable interventions, but also give an idea of what future the young person can lead to having if no relevant and effective intervention is given at the right time.

¹⁶ A sample of ten high risk and prolific offenders of SYV chosen. Information on each were extracted from police, YOS and children's social care databases.

Gun Crime

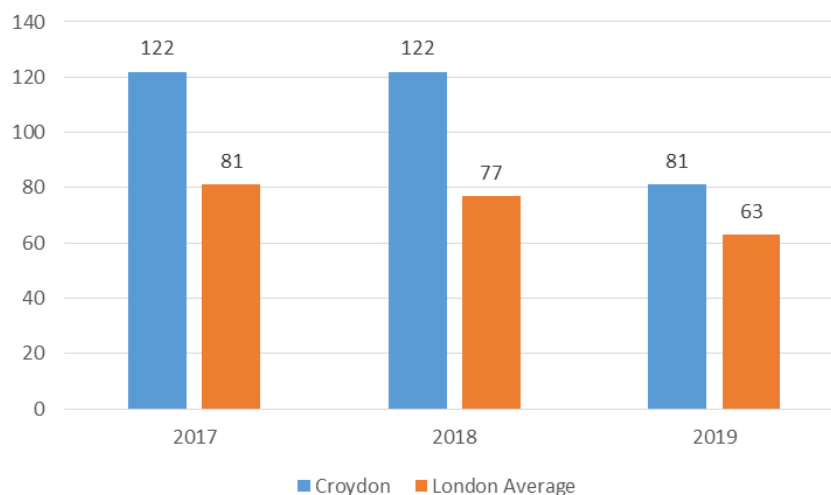
Definition

- This report uses the Home Office definition of Gun Crime, which is used by the College of Policing and is defined as the following: “Gun crime is crime (violence against the person, robbery, burglary and sexual offences) in which guns are taken to be involved in an offence. A gun is taken to be involved in an offence if it is fired, used as a blunt instrument, or used as a threat. Where the victim is convinced of the presence of a firearm, even if it is concealed, and there is evidence of the suspect’s intention to create this impression, then the incident counts. Both real, and fake firearms, and air weapons are counted within this category”¹⁷

Statistics

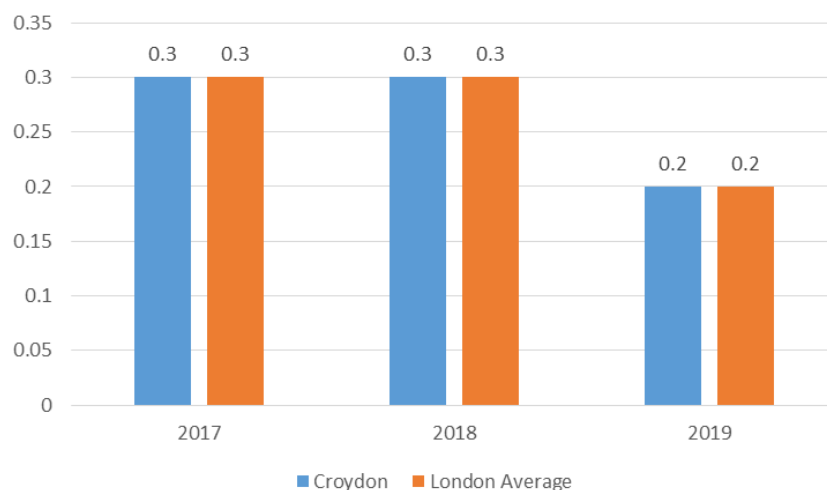
- There was a total of 81 gun crime offences in 2019, a decrease of 33.6% (41 offences) compared to 2018 where there were 122 offences recorded. This is a large percentage decrease compared to the London average where there was an 18.2% decrease (14 offences). By comparing 2019 to 2017 there was the same percentage and volume decrease in Croydon. In comparison, there has been a decrease of 22.2% (18 offences) in the London average.

Gun crime statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 residents the rate of offences in the borough has fallen from 0.3 in 2017 and 2018 to 0.2 in 2019. This is reflected in the London average.

Gun crime rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



¹⁷ College of Policing <https://www.app.college.police.uk/app-content/major-investigation-and-public-protection/gun-crime/>

- Croydon's ranking has dropped five places to 10th in 2019 from 5th in 2018. By comparing rankings to 2017 it has dropped three places where it was ranked 7th. By calculating the rate of offences per 1,000 residents, the borough's ranking has also dropped four places to 16th in 2019 and three places when compared to 2017.

Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	7	13
2018	5	12
2019	10	16

As gun crime is largely police-generated e.g. warrants executed, operation-led etc. and due to the low volume of offences it is difficult to provide reliable temporal, hotspot and victim and offender analysis. Therefore, this report will not contain further analysis but a more detailed analysis of gun crime will be conducted in the gangs and SYV review, which due to its confidential nature is a restricted report.

Using the Cambridge Crime Harm Index to Measure and Analyse Violence

Introduction

The Cambridge Crime Harm Index (CCHI) is based on the principle that not all crimes are equal. Therefore, the current common process of summing up all crimes by the count of offences and measuring performance in this way is at the very least misleading. This leaves a demand for a meaningful measure of crime to classify each crime type according to how harmful it is, relative to all other crimes. This is what the CCHI looks to answer by multiplying each crime event in each crime category by the number of days in prison that crime of that category would attract if one offender were to be convicted of committing it¹⁸.

This measure would not be used to replace a crime count report but rather to supplement it, therefore giving a different picture of crime. This report will demonstrate the use of the CCHI on VAP and highlight the different results compared to using crime count. In turn, using the CCHI will increase the effective use and impact of risk assessments, resource allocation and accountability when looking at violence in the borough.

Using the CCCHI on types of violence

By comparing the first ten offence types of VAP by crime count to the first ten calculated by CCHI, there is a significant difference in what types of crimes make up the majority of all VAP. The top three crimes calculated by count which make up around 70% of all VAP are Common Assault, ABH & Minor Wounding and Sending letters etc. to cause distress or anxiety. In contrast the top three crimes calculated by CCHI, which also make up around 70% of all VAP offences, consist of GBH with Intent, GBH/Wounding on a Constable and Murder, therefore providing greater emphasis and exposure on more serious crimes and, therefore, crimes which result in greater *harm*. Also it must be highlighted that under crime count the top crime (Common Assault) doesn't even make up a third of all VAP offences whereas by CCHI the top crime (GBH with Intent) makes up over half of all VAP offences. Therefore, the CCHI could be used to redirect and/or fund more resources in tackling the more serious harmful crime of GBH with Intent.

Top 10 offences which make up the majority of VAP offences calculated by Crime Count and CCHI.

Crime Count		
Rank	Offence	%
1	Common Assault	31.1%
2	ABH & Minor Wounding	24.1%
3	Sending letters etc. with intent to cause distress or anxiety	14.8%
4	GBH/Wounding	9.4%
5	Harassment	5.6%
6	GBH with Intent	2.5%
7	Making Threats to Kill	2.4%
8	Cruelty/Neglect of Children	1.8%
9	ABH on a Constable	1.2%
10	Assault of a Constable	1.1%

Cambridge Crime Harm Index		
Rank	Offence	%
1	GBH with Intent	55.6%
2	GBH/Wounding on a Constable	7.1%
3	Murder (Persons aged 1 and over)	5.5%
4	ABH & Minor Wounding	4.1%
5	Require person to do forced/compulsory Labour	3.3%
6	GBH/Wounding	3.0%
7	Sending letters etc. with intent to cause distress or anxiety	2.5%
8	Murder (of Infants under 1 year of age)	2.2%
9	Possess firearm to endanger life	2.1%
10	Attempted Murder	2.0%

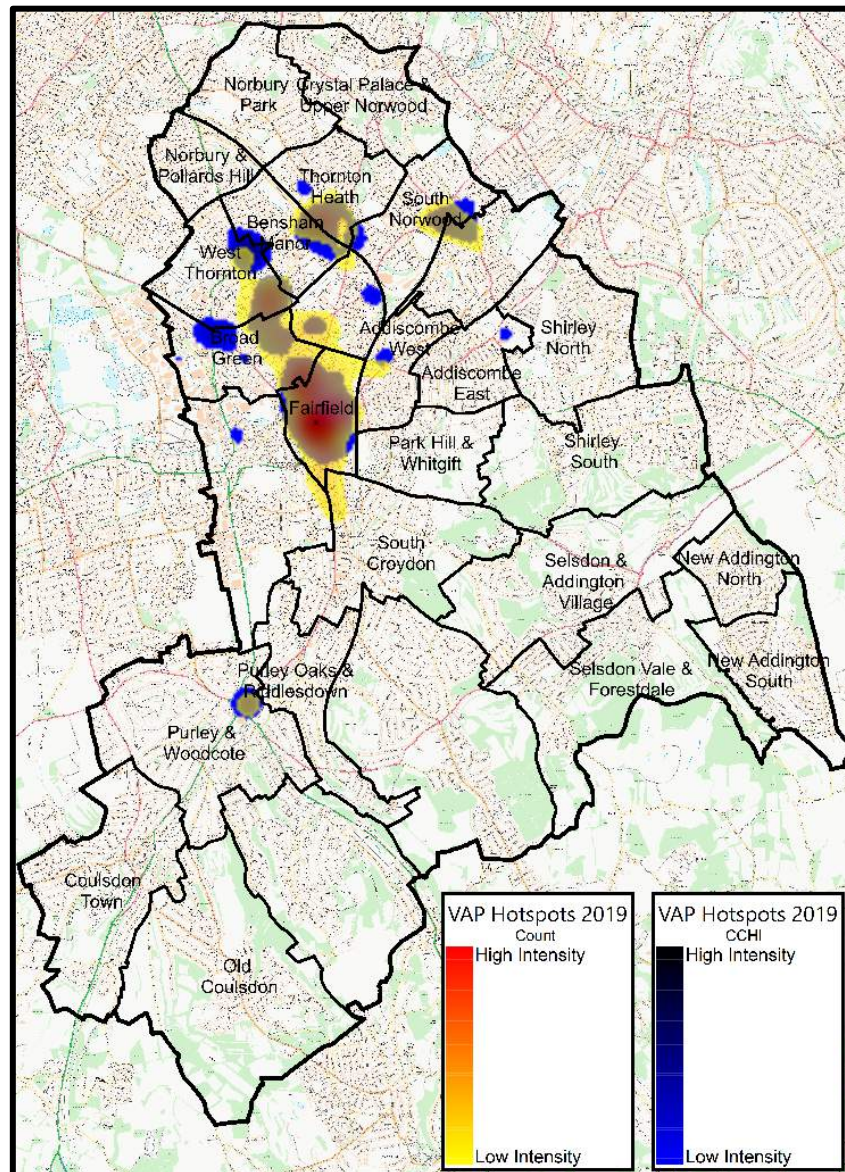
¹⁸ Sherman L. Neyroud P W. Neyroud E. (2016) The Cambridge Crime Harm Index: Measuring Total Harm from Crime Based on Sentencing Guidelines *Policing: A Journal of Policy and Practice*, Volume 10, Issue 3, September 2016, Pages 171–183, <https://doi.org/10.1093/police/paw003>

Hotspots vs 'Harm spots'

Research on comparing hotspots to 'harm spots' has provided several key findings including harm being three times more concentrated in space than crime count calculated hotspots and around a quarter of hotspots and harm spots are in the same areas¹⁹. Therefore, calculating 'harm spots' by CCHI provides the main benefit of showing areas of high harm not detected by crime count, which can result in targetting resources in those areas.

By taking VAP hotspots as an example, the below map shows hotspot areas by crime count and harm spots by CCHI where they have both been calculated in the same way (same search radius, cell size etc.). By overlaying the crime count hotspots over the CCHI harm spots, the majority of primary hotspots overlay primary harm spots in the same areas, however the CCHI show other areas not initially identified and are a lot more specific in some cases, which is crucial for tasking resources e.g. police or NSO patrols or outreach services.

VAP Hotspots by Crime Count and CCHI in 2019.



Through the generation of CCHI hotspots to supplement tasking reports, it will not only assist in tasking resources to other areas not identified by crime count but uncover areas which, statistically, contain high harm crimes. By providing interventions in these areas, this will increase the likelihood of serious violent crimes not being committed and ultimately increase the safety of the community. This may also result in reducing other associated activity including gang crime and anti-social behaviour.

¹⁹ Weinborn C. Ariel B. Sherman L. (2015). Hotspots vs. Harmspots: Shifting the Focus from Counts to Harm in the Criminology of Place.' Institute of Criminology, Cambridge University <https://doi.org/10.1016/j.apgeog.2017.06.009>

Benefits

Generally, using CCHI provides more clarity for evidence-based initiatives, therefore it ensures the partnership is using its limited resources to maximum effect. The examples highlighted above are only a small number of a wide range of benefits which the use and implementation of CCHI in intelligence and analysis can bring in reducing all crime, specifically violence, in the borough. The CCHI would be broken down by crime type under violence against the person to give a consistent focus and measure across the partnership e.g. serious youth violence, domestic abuse, knife crime etc.

There are many other benefits that have been highlighted including recidivism analysis and identifying possible escalation in the frequency and severity in domestic abuse as well as the significant proportion of unique and offender units (dyads) that account for all domestic abuse harm²⁰. In regards to domestic abuse, applying the CCHI in Croydon showed that 2% of domestic abuse victims in 2019 were subject to over half of overall harm²¹. This in turn can be used to direct specific resources most suited to these victims and aim to reduce overall harm of all of those potentially at risk of suffering domestic abuse. This highlights, as Sherman et al. (2016) state, that the use of CCHI would potentially move the motivation of treating crimes and victims as a mere 'tick' to a greater focus on making life better for victims or at the very least reduce serious harm.

²⁰ Bland M. Ariel B. (2015). Targeting Escalation in Reported Domestic Abuse Evidence from 36,000 Callouts International Criminal Justice Review 25 (1): 30 – 53 <https://journals.sagepub.com/doi/abs/10.1177/1057567715574382>

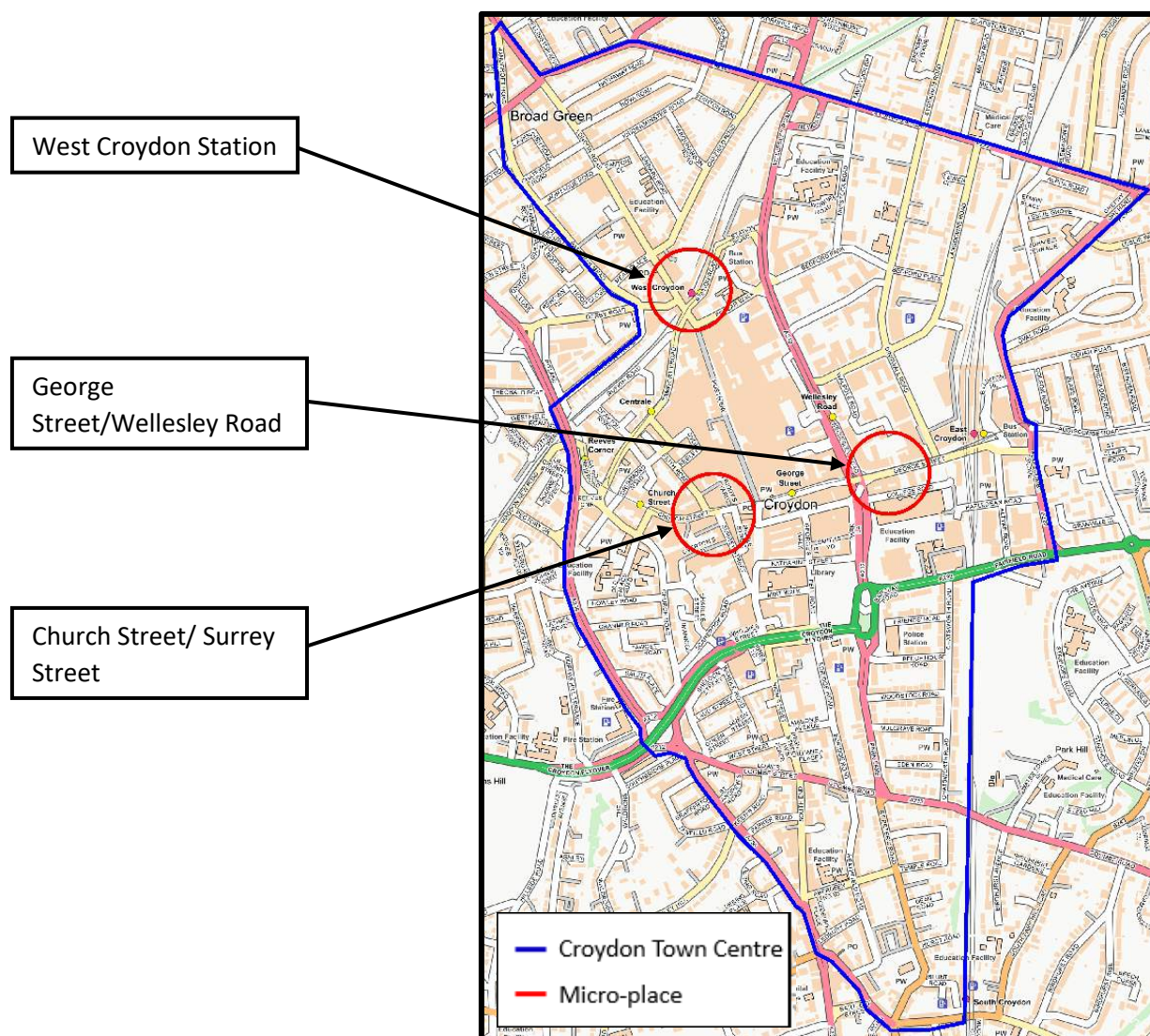
²¹ This did not include murder. This also only included victims where full details (forename, surname and DOB) were recorded.

Micro-hotspots and Targetting, Testing and Tracking

All hotspots maps in this report show at least one of the primary hotspots to be Croydon town centre. This is not surprising where it has a higher footfall compared to the rest of the borough. However, the town centre only represents 2.7% of the borough's total geographical area and yet it accounts for almost a fifth of all violence in the borough. For more specific violent types of crime the proportion is even higher including a third of all Non-DA VWI is committed in the town centre.

As the town centre is a prevalent primary hotspot across most crime types, it requires for it to be looked at as a separate area from the rest of the borough altogether and so further hotspot analysis is required. Therefore, identifying 'micro-places' or 'micro-hotspots' is required to identify which areas within the town centre have the highest concentration of violent crime. Research has shown that a proportion of micro-hotspots can account from 25% to 50% of all crime²². This type of analysis has been widely used²³ and reinforced the common recommendation that this type of analysis should be used when coordinating interventions to reduce crime e.g. police patrols.

By looking further into the town centre, further hotspot analysis was carried out on personal robbery and all types of violent crime highlighted in this report (excluding domestic abuse and gun crime). Three common areas – or micro-hotspots – were identified as areas of high concentration of violent crime and personal robbery in the town centre. Each crime/incident was extracted within a 100 metre radius of the centre from each of these micro-hotspots.



²² Weisburd, D. (2015). The law of crime concentration and the criminology of place. *Criminology*, 53(2), 133–157

²³ Hardyns, W. Snaphann, T. Pawels, L. (2019). Crime concentrations and micro places: An empirical test of the "law of crime concentration at places" in Belgium, *Australian & New Zealand Journal of Criminology* (Sage Publications Ltd.). Sep2019, Vol. 52 Issue 3, p390-410. 21p.

The centre of each of the three micro-places identified were West Croydon train station, George street near the junction with Wellesley Road and Chruch Street at the junction with Surrey Street. From the crimes extracted from each of these areas, the key findings were the following:

1. VAP: All three micro-places accounted for over a fifth (22.3%) of all VAP offences in the town centre with between 7% to 8% being committed in each of these areas.
2. Violence recorded by A & E: Almost a third (32%) of all violence in the town centre recorded by A & E occurred in these three micro-places.
3. Personal Robbery: Almost a third (29.7%) of all robbery offences in the town centre occurred in these three micro-places. Specifically, West Croydon Station was the micro-place where a significant proportion of offences were committed representing 13.0% of all robberies in the town centre.
4. Non-DA VWI: Almost a third (29.7%) of all Non-DA VWI offences in the town centre occurred in these three micro-places, with crimes spread evenly across these areas.
5. Knife Crime: A quarter (25.6%) of all knife crime offences in the town centre were committed in two of these micro-places – West Croydon station and Church Street.
6. SYV: West Croydon station was a key micro-place with almost a quarter (23.4%) of all offences occurring in this area.
7. Youth Violence: Almost a quarter (23.9%) of all youth violence offences occurred in two micro-places – West Croydon station and Chruch Street – with West Croydon Station specifically accounting for a large proportion (17.1%).
8. Offences during the peak ‘after-school’ hours were more likely to be committed in the West Croydon station micro-place. In the evening offences were likely to be committed in the other two micro-places.

The “Triple-T” Strategy – Targetting, Testing and Tracking

For any new method or approach which is explored, used and implemented in order to reduce crime must be evidence-based, which in itself is a method of making decisions about “what works”. This objective is reached by following what it is known as the “triple-T” strategy²⁴, which will be demonstrated by applying the micro-place analysis above. The “triple-T” startegy is the following:

1. Targetting: Apply evidence from best available data to target resources on crime problems. Crime data has been used to identify the primary hotspots of Croydon town centre and then further used to identify the micro-places within the hotspot.
2. Testing: Having identified the problems areas, review and test methods to determine the most effective response to reduce the problems, threats and harm. Methods which can be recommended to be used in these micro-places can be police patrols during peak days and times and other inteventions e.g. youth outreach resources to be directed in the West Croydon station micro-place during the peak ‘after-school’ hours.
3. Tracking: Generate and use internal evidence to track delivery-evaluation. The new data generated by tracking informs the basis for new research and more reliable evidence of “what works”. It is imperative that actions which have been tasked are actually carried out. Therefore, along with manual returns provided by individuals/teams tasked, further methods should be used to ensure actions are met and accountability is upheld e.g. the use of CCTV in the micro-places to confirm police patrols and/or outreach services are carrying out the specific actions tasked.

With this strategy applied to the town centre, a more effective evidenced-based apparoach is built and can then be applied to other parts of the borough where there is a high crime concentration e.g. Thornton Heath, South Norwood and Purley. It is important that this is used at a strategic, tactical and operational level so that information and knowledge is regularly and consistently shared and transparency and accountability is present throughout.

²⁴ Sherman, L. (2013). The Rise of Evidence-Based Policing: Targeting, Testing, and Tracking. *Crime and Justice*. 42. 377-451.

Total Notifiable Offences (TNOs)

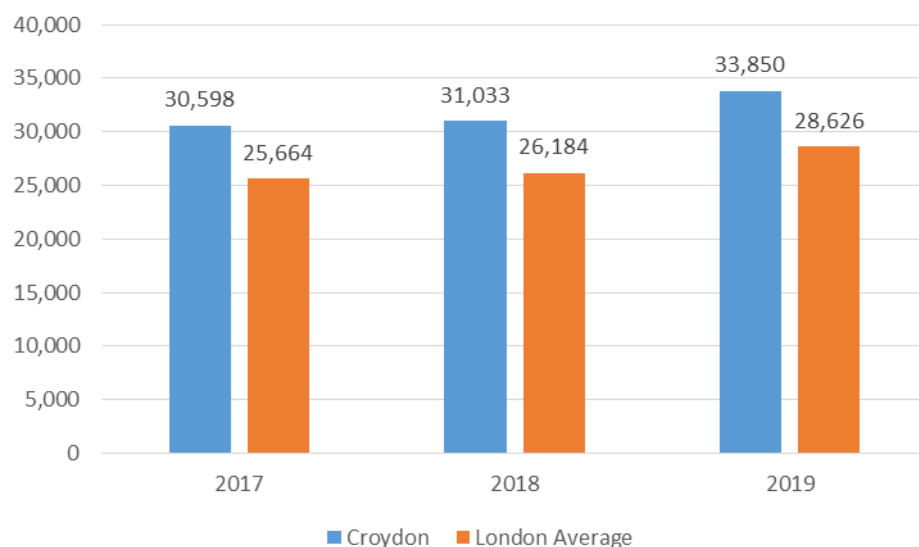
Definition

- Total notifiable offences are all offences which are statutorily notifiable to the Home Office.

Statistics

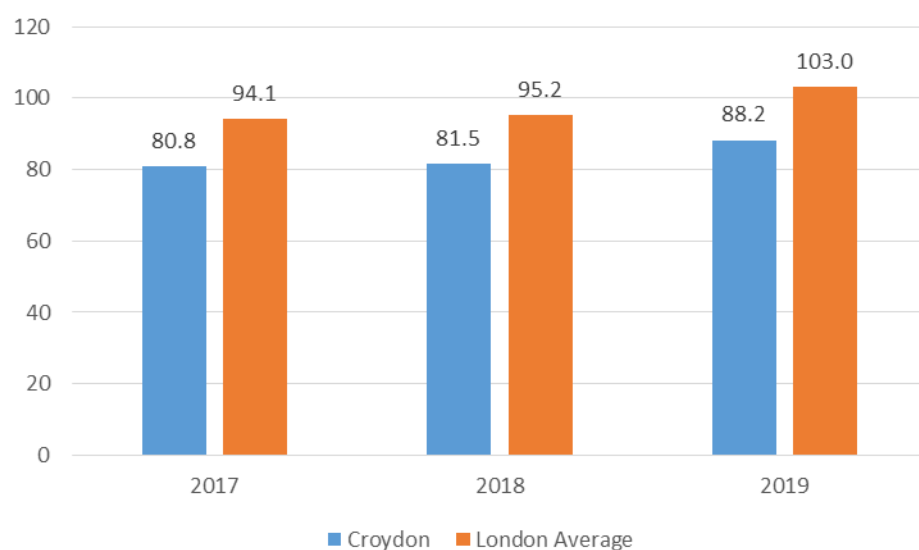
- There was a total of 33,850 TNOs in 2019, an increase of 9.1% (2,817 offences) compared to 2018 where there were 31,033 offences recorded. This is a slightly smaller percentage increase compared to the London average where there was a 9.3% increase (2,442 offences). By comparing 2019 to 2017 there has been a 10.6% increase in Croydon (3,252 offences). In comparison, there has been an increase of 11.5% (2,962 offences) in the London average.

TNO statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 residents, the rate of offences in the borough has risen from 80.8 in 2017 to 81.5 in 2018 and to 88.2 in 2019. The London average has seen an increase from 94.1 in 2017 to 95.2 in 2018 and to 103.0 in 2019.

TNOs crime rate (using Housing-led projections of residents aged 1 to 19 from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Croydon's ranking has risen by one place from 9th in 2017 to 8th in 2018 where it has remained in 2019. By calculating the rate of offences per 1,000 of residents, the borough's ranking was 20th in 2017 where it dropped one place in 2018 to 21st where it rose again one place back to 20th in 2019.

Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	9	20
2018	8	21
2019	8	20

Breakdown of Offence Type

- The largest proportion of offences committed in 2019 were Violence against the Person accounting for 29.1% of all offences in the borough. The second highest proportion was Theft (17.7%) and third highest was Vehicle crime (15.1%).
- By comparing 2019 to 2018 there has been significant percentage increases in Drug offences (41.9%), Vehicle crime (20.9%) and Public Order offences (20.6%). There has also been a significant volume increase in Violence against the Person (644 offences).
- There has been decreases in three major crime types in borough: Arson and Criminal Damage (-4.2%), Miscellaneous Crimes against Society (-0.4%) – which include a large variety of offences from Handling Stolen Goods to Perverting the Course of Justice – and Possession of Weapons (-1.6%).

TNOs broken down by Major Crime Type in Croydon in 2018 and 2019 from MetStats.

Major Crime Type	2018	2019	+/-	% +/-
Arson and Criminal Damage	2,568	2,461	-107	-4.2%
Burglary	2,809	2,827	18	0.6%
Drugs	1,691	2,399	708	41.9%
Miscellaneous Crimes Against Society	459	457	-2	-0.4%
Possession of Weapons	385	379	-6	-1.6%
Public Order	1,768	2,132	364	20.6%
Robbery	1,099	1,167	68	6.2%
Sexual Offences	976	1,050	74	7.6%
Theft	5,841	6,013	172	2.9%
Vehicle	4,230	5,114	884	20.9%
Violence Against the Person	9,207	9,851	644	7.0%
Total	31,033	33,850	2,817	9.1%

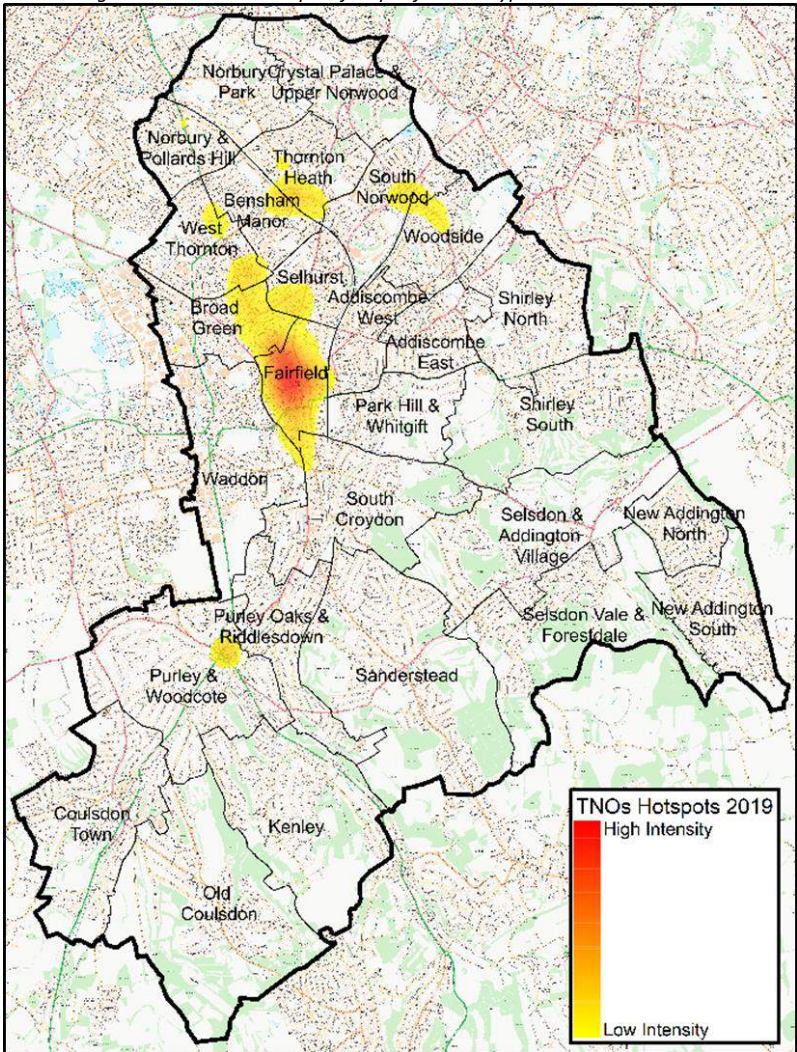
- This report provides an analytical overview of each major crime type in the borough excluding 'Miscellaneous Crime against Society' due to the extensive range of crimes it covers.
- A number of the major crime types in this report is further broken down to the crime types which make up all or the majority of the volume of offences e.g. under 'Vehicle' the analysis is broken down to 'Theft from motor vehicle' and 'Theft/taking of motor vehicle'.

Hotspots

The primary hotspot for all TNOs is Croydon Town Centre with secondary hotspots leading up London Road from the town centre in to Broad Green and West Thornton wards, in and around Thornton Heath High Street, in and around High Street in South Norwood and in and around Purley High Street. There is also a small secondary hotspot at the top of London Road in Norbury.

Most of the crime types and ASB detailed further in this report reflect the same hotspots, particularly Croydon Town Centre. Other hotspots for specific crime types are detailed below.

Hotspot map of TNOs in Croydon in 2019 along with other noted hotspots for specific crime types.



Residential Burglary (other specific hotspots)

- In and around West Thornton Road (West Thornton Ward)
- In and around Lower Addiscombe Road (Addiscombe East Ward)
- In and around Whitworth Road (South Norwood Ward)
- In and around Whitehorse Road (Selhurst Ward)
- In and around Parchmore Road (Thornton Heath)

Theft from Motor Vehicle (other specific hotspots)

- Valley Retail Park (Broad Green Ward)
- In the area of London Road at the junction with Handcroft Road (Broad Green Ward)
- In the area of Brigstock Road the junction with Bensham Lane (Bensham Manor Ward)
- In and around Mersham Road (Thornton Heath Ward)

Non-Residential Burglary (other specific hotspots)

- Mayday Hospital (West Thornton Ward)
- Portland Road (Woodside Ward)
- Lower Addiscombe Road (Addiscombe East Ward)

Theft of Motor Vehicle (other specific hotspots)

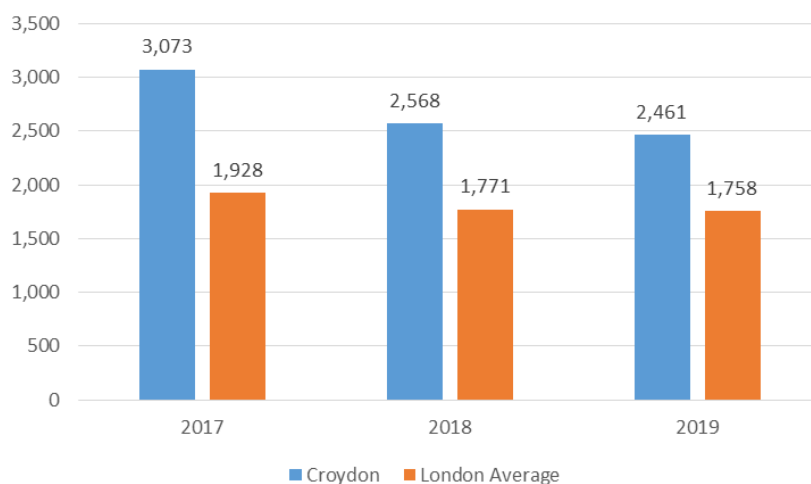
- In the area of London Road at the junction with Norbury Crescent and Craignish Avenue (Norbury & Pollards Hill Ward)
- In the area of Parchmore Road and Bensham Grove (Thornton Heath)

Arson & Criminal Damage

Statistics

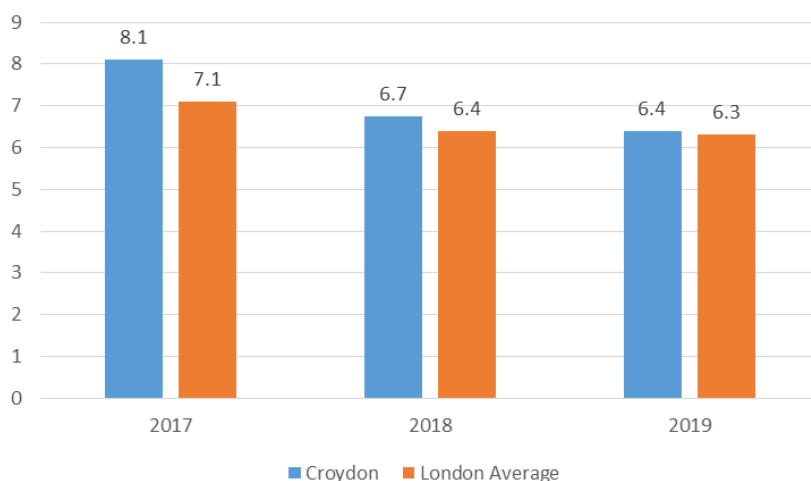
- There was a total of 2,461 arson and criminal damage offences in 2019, a decrease of 4.2% (107 offences) compared to 2018 where there were 2,568 offences recorded. This is a larger percentage increase compared to the London average where there was a 0.7% decrease (-13 offences). By comparing 2019 to 2017 there has been a 19.9% decrease in Croydon (-612 offences). In comparison, there has been an 8.8% decrease (170 offences) in the London average.

Arson & Criminal Damage statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 residents, the rate of offences in the borough has risen from 8.1 in 2017 to 6.7 in 2018 and to 6.4 in 2019. The London average has seen a decrease from 7.1 in 2017 to 6.4 in 2018 and to 6.3 in 2019.

Arson & Criminal Damage crime rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Croydon's ranking has remained at first place for the past three years. By calculating the rate of offences per 1,000 of residents, the borough's ranking was 5th in 2017 where it dropped eight places in 2018 to 13th where it dropped another two places to 15th in 2019.

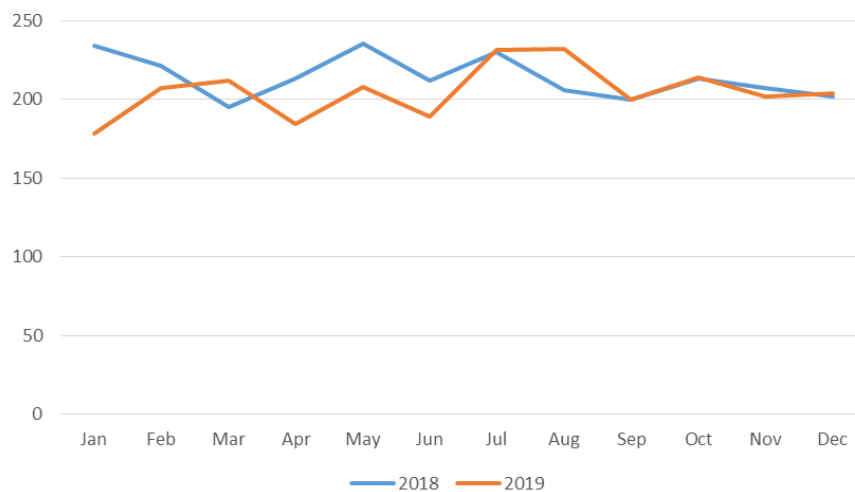
Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	1	5
2018	1	13
2019	1	15

Temporal Analysis

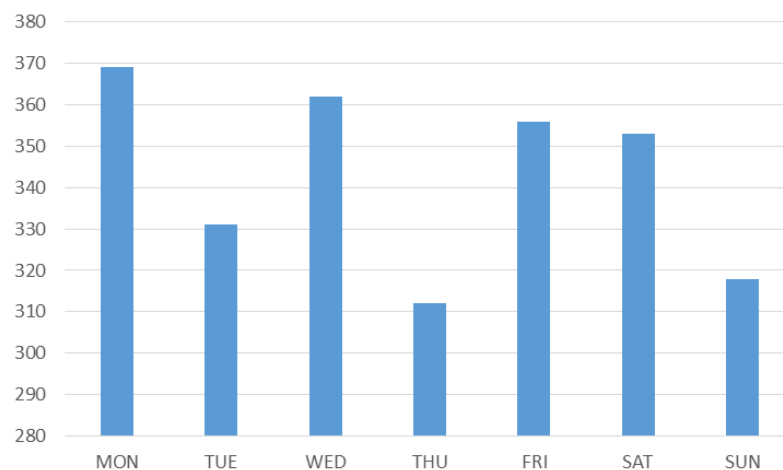
- In 2019 the peak months were August (232), July (231) and October (214). In 2018 the peak months were May (235) and January (234).

Arson & Criminal Damage offences committed in Croydon by month in 2018 and 2019 taken from MetStats.



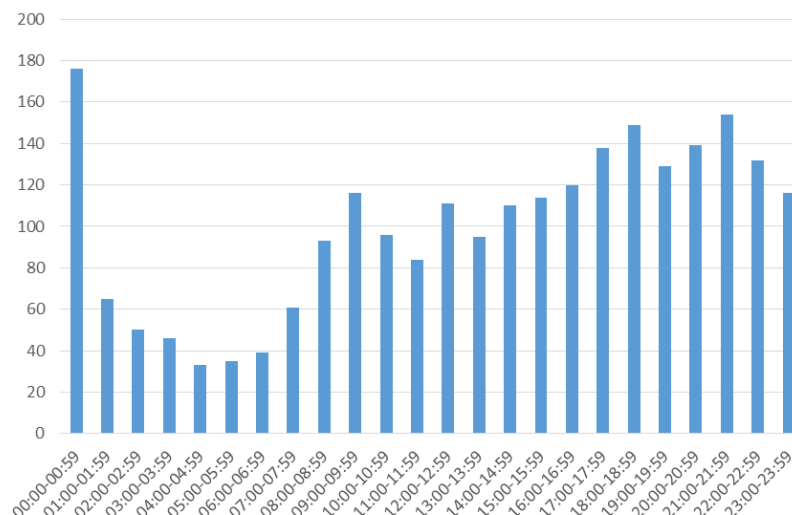
- The peak days for offences were Monday followed by Wednesday and then Friday.

Arson & Criminal Damage offences committed in Croydon by day in 2018 and 2019 from CRIS.



- The peak times for offences were between 00:00 and 00:59 and between 21:00 and 21:59. Offences predominantly take place in the evening from 17:00.

Arson & Criminal Damage offences committed in Croydon by time of day in 2018 and 2019 from CRIS.

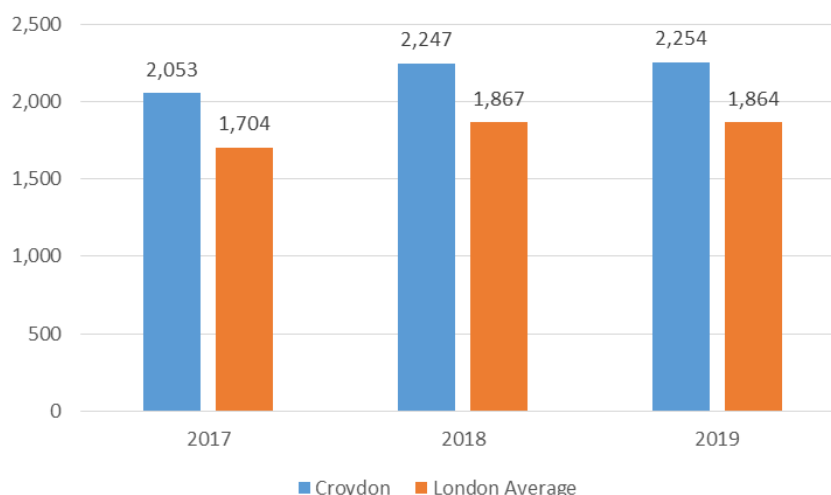


Burglary - Residential

Statistics

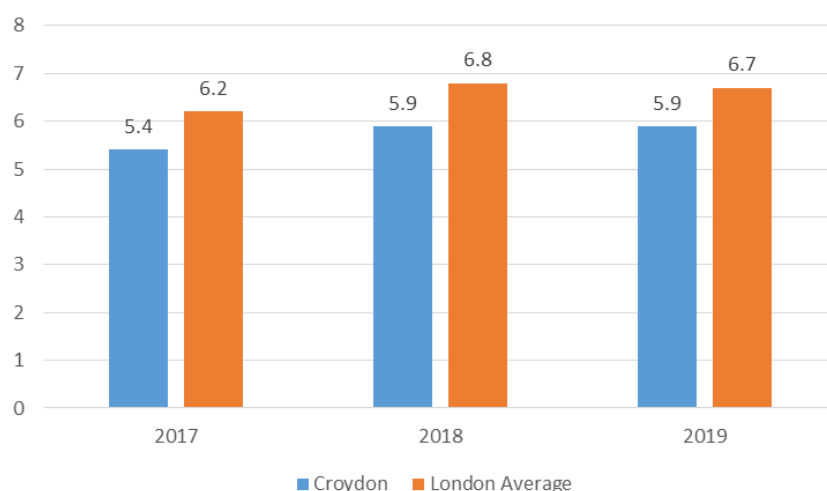
- There was a total of 2,254 residential burglary offences in 2019, an increase of 0.3% (7 offences) compared to 2018 where there were 2,247 offences recorded. For the London average there was a 0.2% decrease (-3 offences). By comparing 2019 to 2017 there has been a 9.8% increase in Croydon (201 offences). In comparison, there has been a 9.4% increase (160 offences) in the London average.

Residential Burglary statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 residents, the rate of offences in the borough has risen from 5.4 in 2017 to 5.9 in 2018 where it has remained the same in 2019. The London average has seen an increase from 6.2 in 2017 to 6.8 in 2018 and it has slightly decreased to 6.7 in 2019.

Residential burglary crime rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Croydon's ranking dropped two places from 7th in 2017 to 9th in 2018 where it rose one place to 8th in 2019. By calculating the rate of offences per 1,000 of residents, the borough's ranking was 28th in 2017 where it rose three places in 2018 to 25th where it rose another place to 24th in 2019.

Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	7	28
2018	9	25
2019	8	24

Temporal Analysis

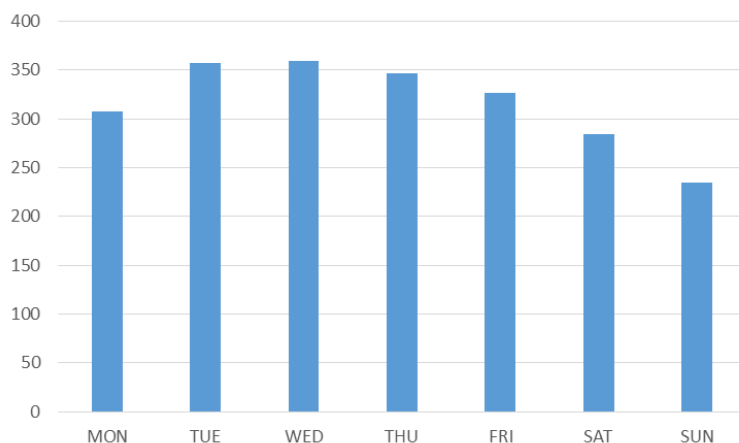
- In 2019 the peak months were October (248), March (214) and November (212). In 2018 the peak months were February (219), November (219) and January (211).

Residential Burglary offences committed in Croydon by month in 2018 and 2019 taken from MetStats.



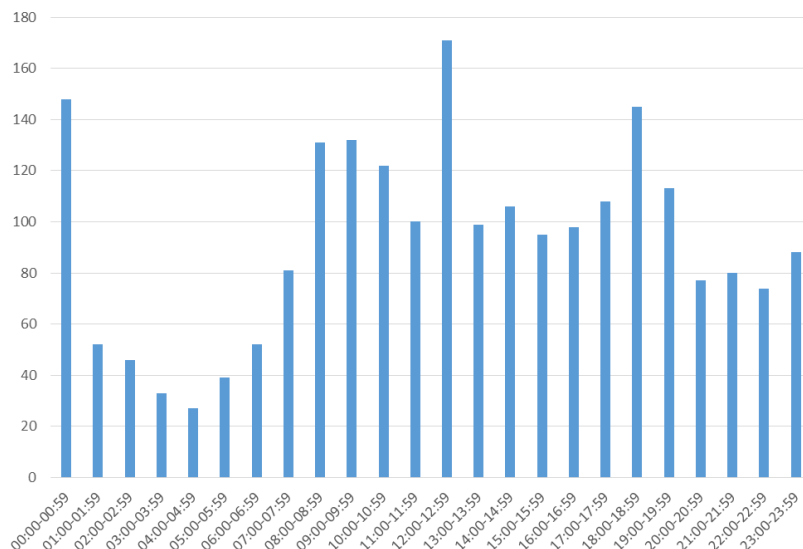
- The peak days for offences were Tuesday, Wednesday and Thursday.

Residential Burglary offences committed in Croydon by day in 2018 and 2019 from CRIS.



- The peak times for offences were between 12:00 and 12:59 and between 00:00 and 00:59. However, this could be the default reporting time for the offence due to the victim not knowing when the offence occurring as they were most likely not present.

Residential burglary offences committed in Croydon by time of day in 2018 and 2019 from CRIS.

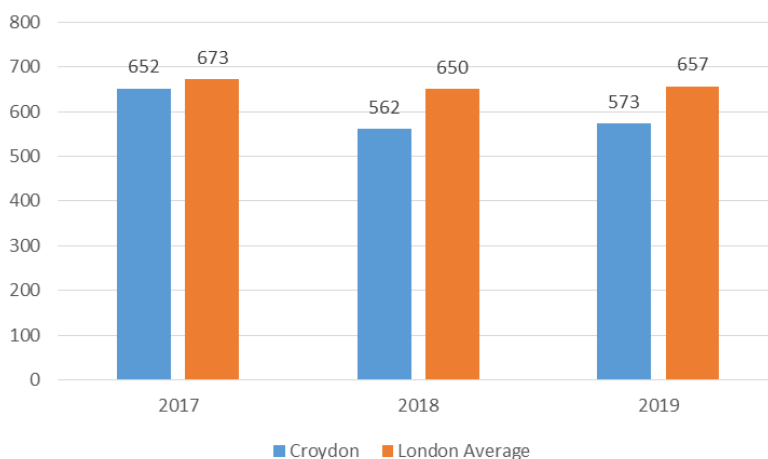


Burglary – Business and Community

Statistics

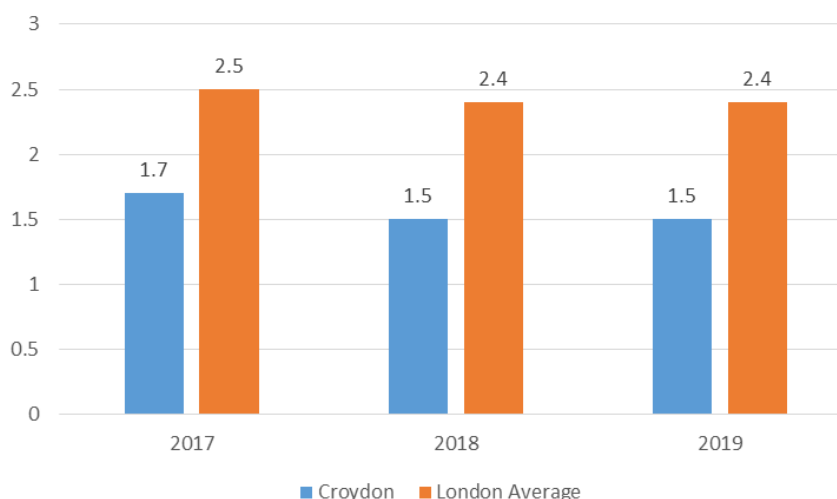
- There was a total of 573 offences in 2019, an increase of 2.0% (11 offences) compared to 2018 where there were 562 offences recorded. For the London average there was a 1.1% increase (7 offences). By comparing 2019 to 2017 there has been a 12.1% decrease in Croydon (-79 offences). In comparison, there has been a 2.4% decrease (-16 offences) in the London average.

Burglary – Business and Community statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 residents, the rate of offences in the borough has dropped from 1.7 in 2017 to 1.5 in 2018 where it has remained the same in 2019. The London average has seen a decrease from 2.5 in 2017 to 2.4 in 2018 where it has remained the same in 2019.

Burglary – Business and Community crime rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Croydon's ranking dropped five places from 11th in 2017 to 16th in 2018 where it dropped another place to 17th in 2019. By calculating the rate of offences per 1,000 of residents, the borough's ranking was 26th in 2017 where it rose one place in 2018 to 25th where it dropped one place to 26th in 2019.

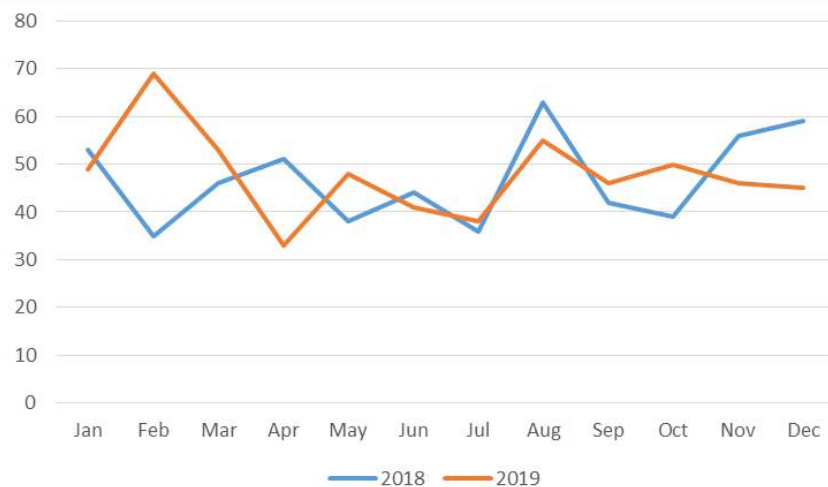
Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	11	26
2018	16	25
2019	17	26

Temporal Analysis

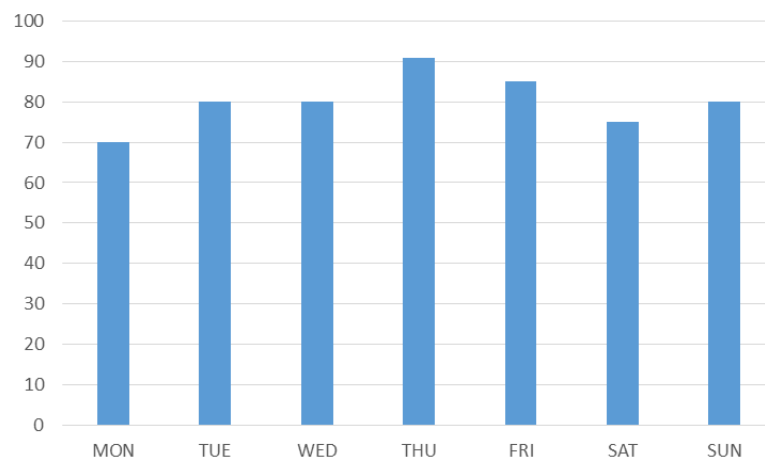
- In 2019 the peak months were February (69), August (55) and October (50). The peak months in 2018 were August (63), December (59) and November (56).

Burglary – Business and Community offences committed in Croydon by month in 2018 and 2019 taken from MetStats.



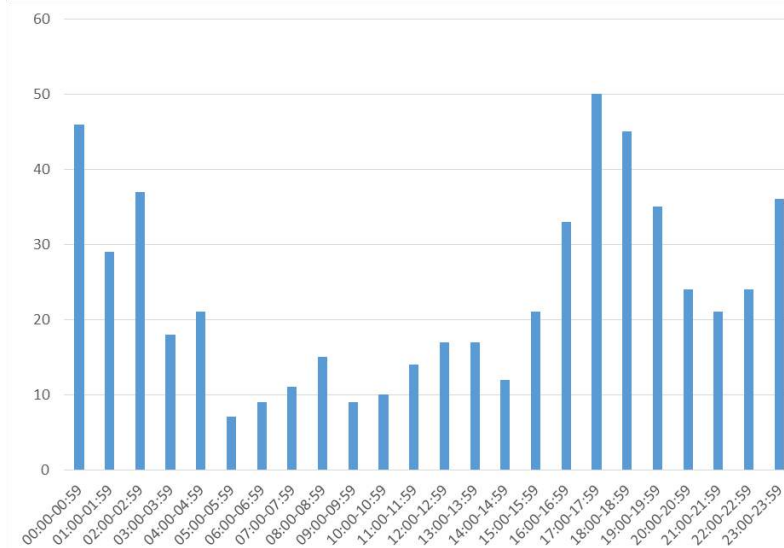
- The peak days for offences were Thursday and Friday.

Burglary – Business and Community offences committed in Croydon by day in 2018 and 2019 from CRIS.



- The peak times for offences were between 17:00 and 18:59 and between 00:00 and 00:59. However, the latter time could be the default reporting time for the offence due to the victim not knowing when the offence occurring as they were most likely not present.

Burglary – Business and Community offences committed in Croydon by time of day in 2018 and 2019 from CRIS.

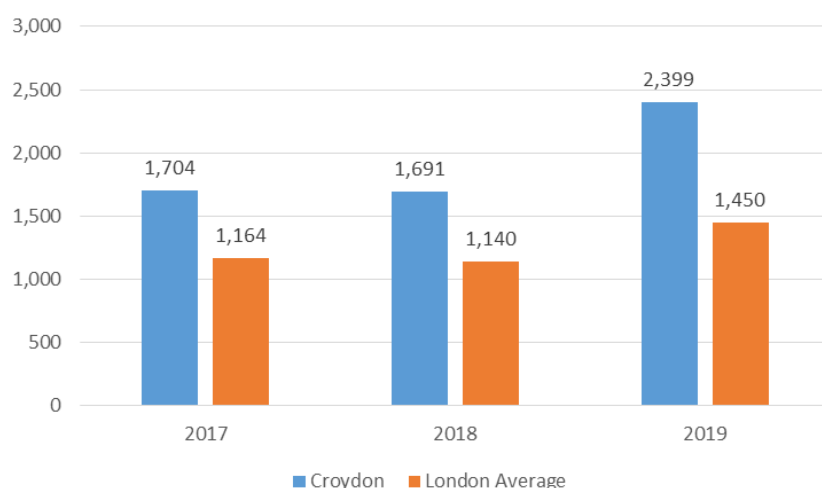


Drugs

Statistics

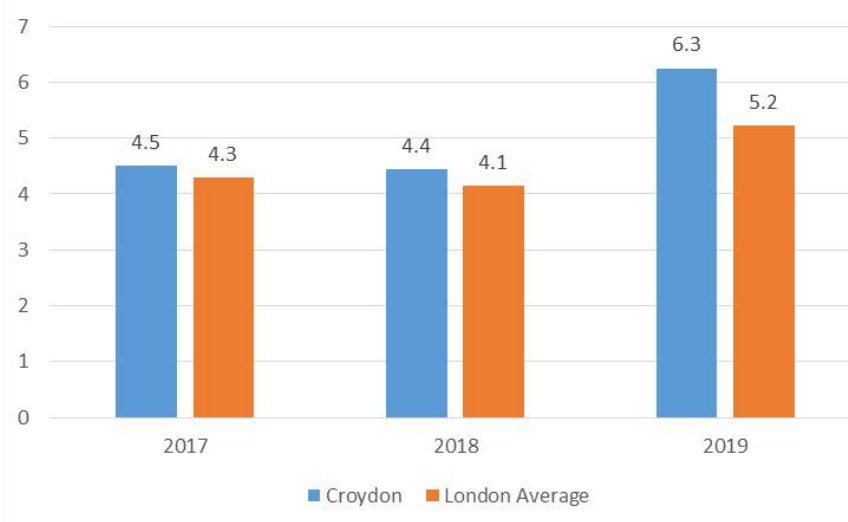
- There was a total of 2,399 drug offences in 2019, an increase of 41.9% (708 offences) compared to 2018 where there were 1,691 offences recorded. For the London average there was a 27.2% increase (310 offences). By comparing 2019 to 2017 there has been a 40.8% increase in Croydon (695 offences). In comparison, there has been a 24.6% increase (286 offences) in the London average.

Drugs statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 residents, the rate of offences in the borough dropped from 4.5 in 2017 to 4.4 in 2018 but it then increased to 6.3 in 2019. The London average saw a decrease from 4.3 in 2017 to 4.1 in 2018 but it then increased to 5.2 in 2019.

Drugs offences crime rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Croydon's ranking dropped one place from 6th in 2017 to 7th in 2018 where it rose three places to 4th in 2019. By calculating the rate of offences per 1,000 of residents, the borough's ranking was 14th in 2017 and in 2018 but then rose 5 places to 9th in 2019.

Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

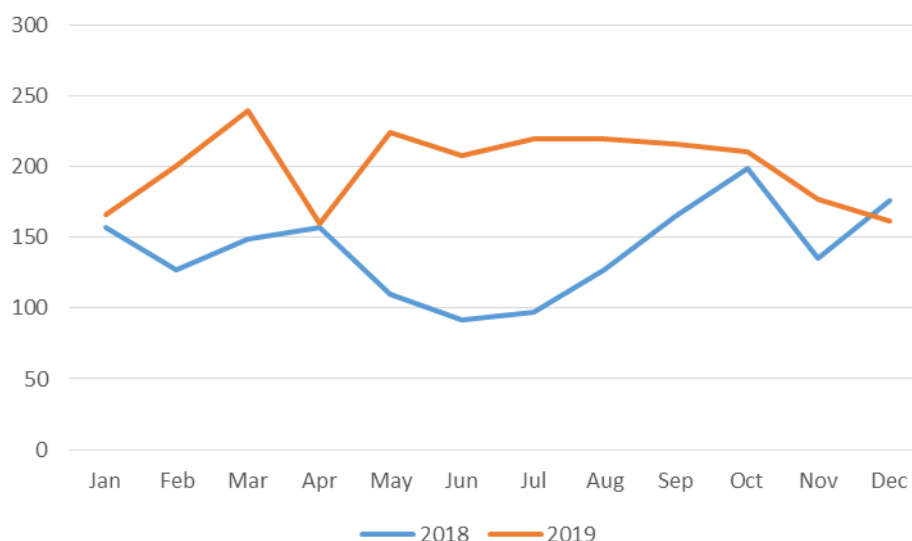
Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	6	14
2018	7	14
2019	4	9

- It must be noted that offences are significantly driven by stop and searches and, for example, where a serious violent incident has occurred and the police enforce a Section 60²⁵ to search those who are possibly carrying weapons, which increases the use of stop and search and in turn increases the number of individuals found carrying drugs. This must be taken into consideration when looking at all statistics on drugs offences.

Temporal Analysis

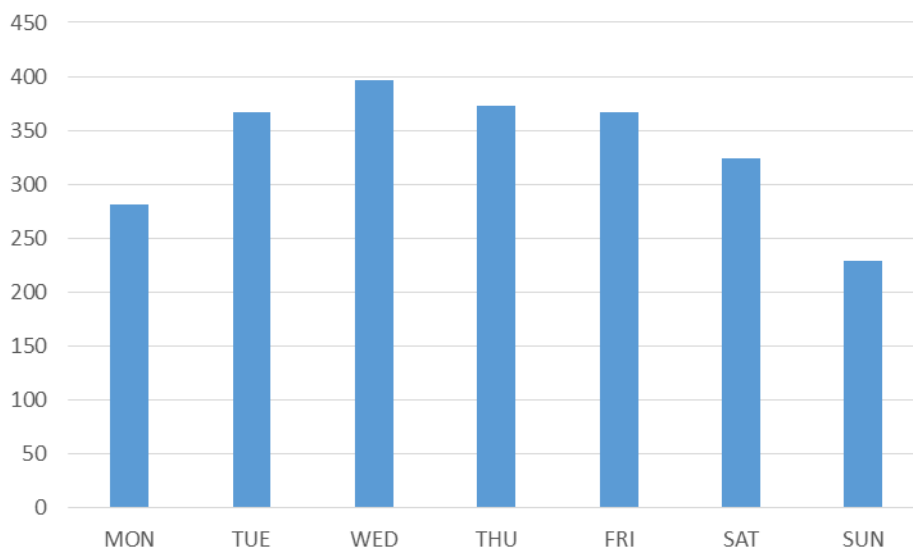
- In 2019 the peak months were March (239), May (224), July (219) and August (219). The peak months in 2018 were October (199) and December (176).
- At least one section 60 was carried out in March and May 2019 which partially explains the rise in offences in these months.

Drugs offences committed in Croydon by month in 2018 and 2019 taken from MetStats.



- The peak days for offences were Wednesday followed by Thursday then Tuesday and Friday.

Drugs offences committed in Croydon by day in 2018 and 2019 from CRIS.

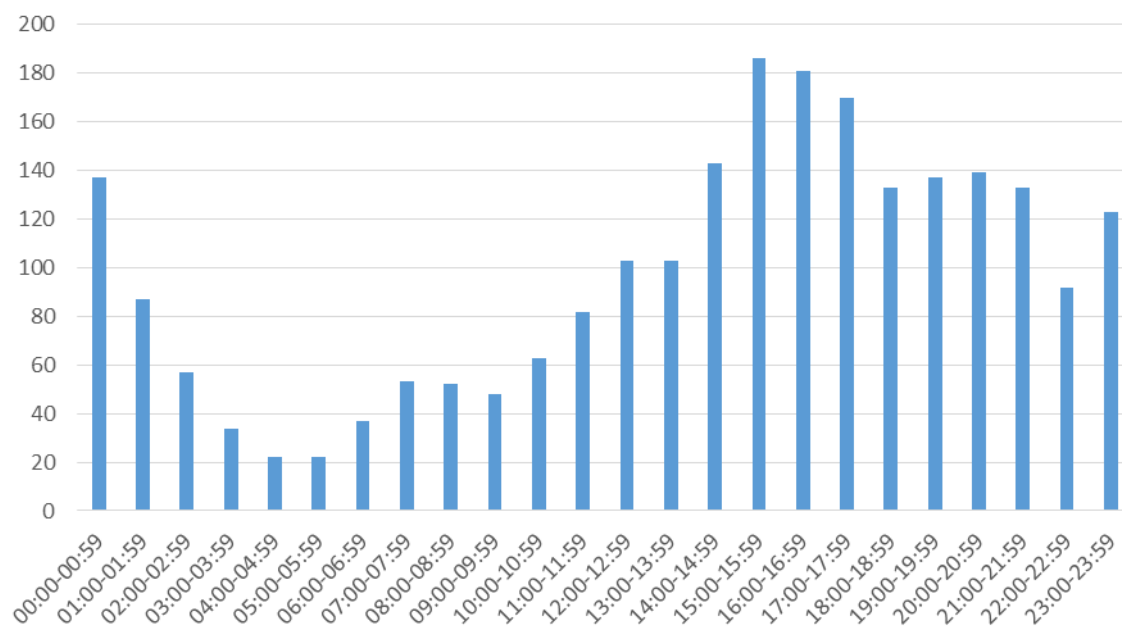


- The peak times for offences were between 15:00 and 17:59. This correlates with the 'after-school' hours where young people are more likely to be stopped and searched due to a range of factors predominantly searches

²⁵ Section 60 Criminal Justice and Public Order Act 1994 (s.60) gives police the right to search people in a defined area during a specific time period when they believe, with good reason, that: serious violence will take place and it is necessary to use this power to prevent such violence; or that a person is carrying a dangerous object or offensive weapon; or that an incident involving serious violence has taken place and a dangerous instrument or offensive weapon used in the incident is being carried in the locality <https://www.met.police.uk/SysSiteAssets/media/downloads/central/advice/met/stop-and-search/section-60-stop-and-search.PDF>

conducted under section 23 of the Misuse of Drugs Act 1971 or an incident of serious youth violence has occurred and a section 60 has been enforced.

Drugs offences committed in Croydon by time of day in 2018 and 2019 from CRIS.

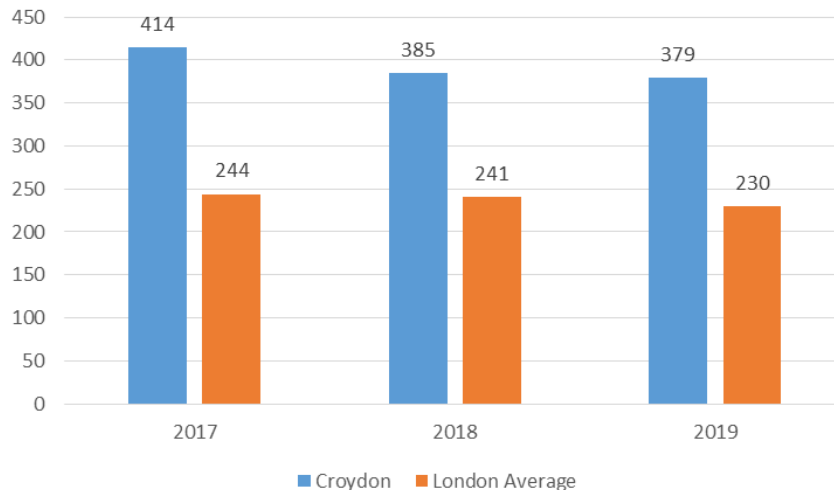


Possession of Weapons

Statistics

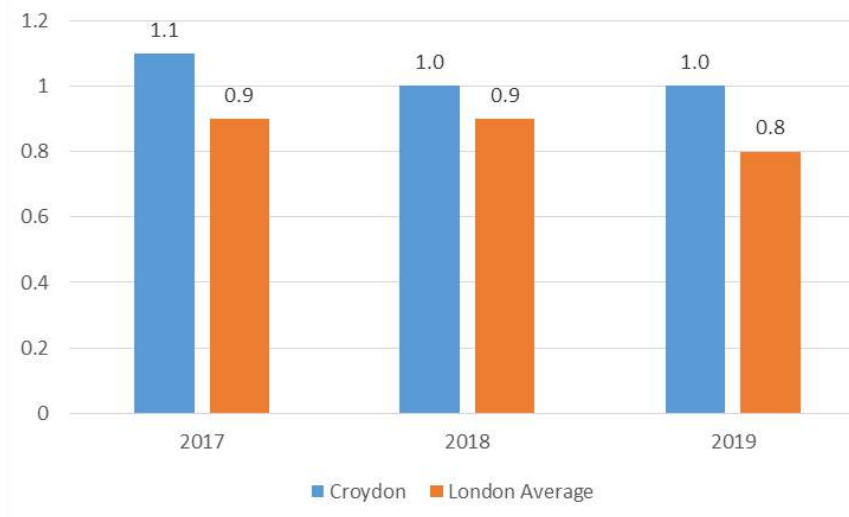
- There was a total of 379 offences in 2019, a decrease of 1.6% (-6 offences) compared to 2018 where there were 385 offences recorded. For the London average there was a 4.6% decrease (-11 offences). By comparing 2019 to 2017 there has been an 8.5% decrease in Croydon (-35 offences). In comparison, there has been a 5.7% decrease (-14 offences) in the London average.

Possession of weapons statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 residents, the rate of offences in the borough has dropped from 1.1 in 2017 to 1.0 in 2018 where it has remained the same in 2019. The London average has seen a decrease from 0.9 in 2017 and 2018 to 0.8 in 2019.

Possession of weapons crime rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Croydon's ranking rose one place from 5th in 2017 to 4th in 2018 where it rose another place to 3rd in 2019. By calculating the rate of offences per 1,000 of residents, the borough's ranking was 9th in 2017 where it dropped two places in 2018 to 11th where it rose one place to 10th in 2019.

Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

	Ranking	
	Croydon (Volume)	Croydon (per 1,000)
2017	5	9
2018	4	11
2019	3	10

Temporal Analysis

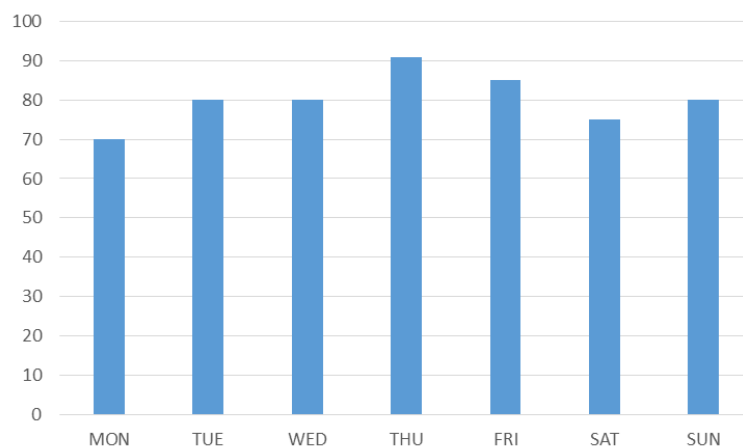
- In 2019 the peak months were March (52), August (38) and October (37). The peak months in 2018 were April (44), December (38) and May (36).

Possession of weapons offences committed in Croydon by month in 2018 and 2019 taken from MetStats.



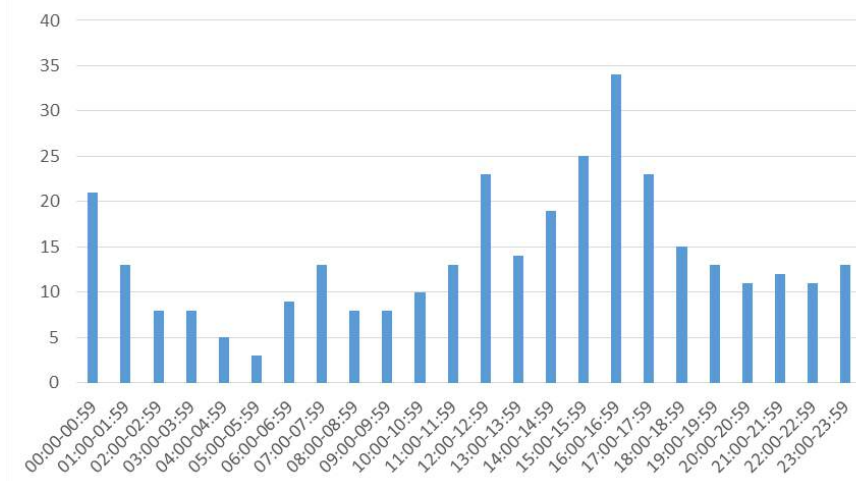
- The peak days for offences were Thursday and Friday.

Possession of weapons offences committed in Croydon by day in 2018 and 2019 from CRIS.



- The peak times for offences were between 15:00 and 17:59, specifically between 16:00 and 16:59. This correlates with the 'after-school' hours where young people are more likely to be stopped and searched due to a range of factors predominantly searches conducted under section 23 of the Misuse of Drugs Act 1971 or an incident of serious youth violence has occurred and a section 60 has been enforced.

Possession of weapons offences committed in Croydon by time of day in 2018 and 2019 from CRIS.

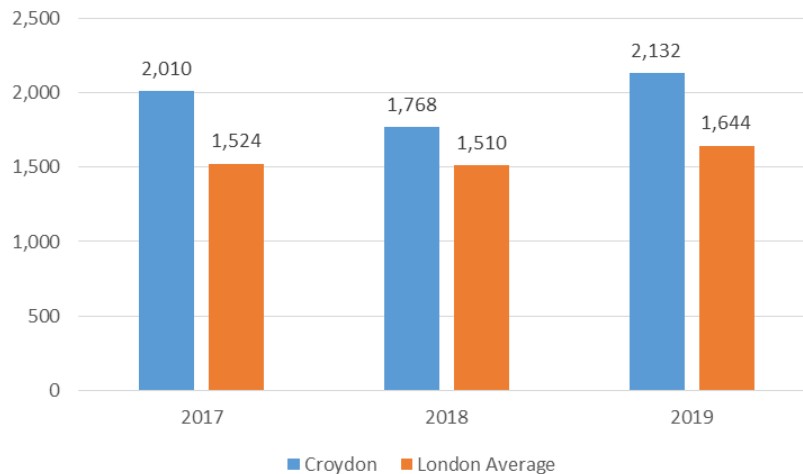


Public Order Offences

Statistics

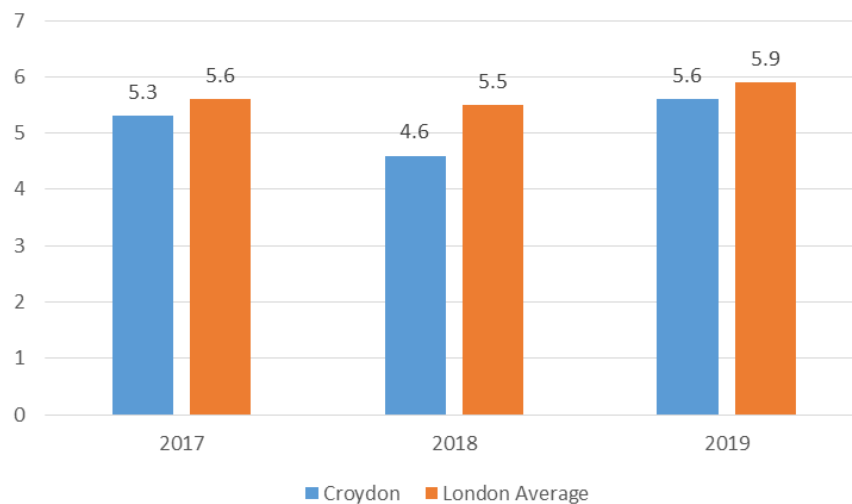
- There was a total of 2,132 offences in 2019, an increase of 20.6% (364 offences) compared to 2018 where there were 1,768 offences recorded. For the London average there was an 8.9% increase (134 offences). By comparing 2019 to 2017 there has been a 6.1% increase in Croydon (122 offences). In comparison, there has been a 7.9% increase (120 offences) in the London average.

Public order statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 residents, the rate of offences in the borough dropped from 5.3 in 2017 to 4.6 in 2018 where it then increased to 5.6 in 2019. The London average had seen a decrease from 5.6 in 2017 to 5.5 in 2018 but it then increased to 5.9 in 2019.

Public order crime rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Croydon's ranking dropped four places from 4th in 2017 to 8th in 2018 where it rose four places back to 4th in 2019. By calculating the rate of offences per 1,000 of residents, the borough's ranking was 14th in 2017 where it dropped seven places in 2018 to 21st where it rose five places to 16th in 2019.

Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	4	14
2018	8	21
2019	4	16

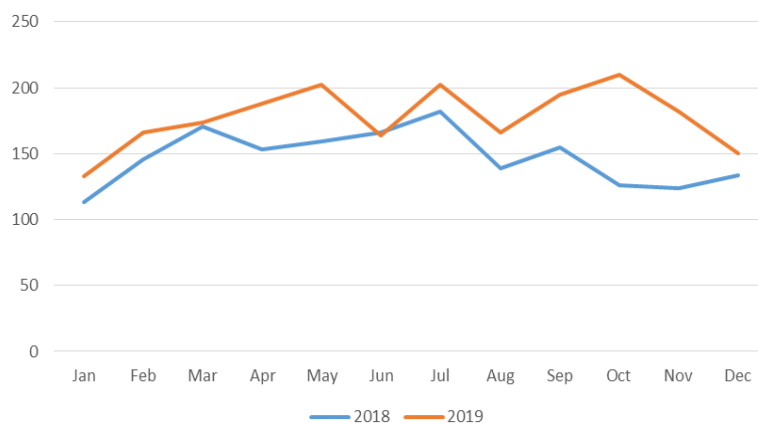
Crime Breakdown

Public order offences cover a wide range of offences but the types that made up the majority of offences in 2019 were 31.0% being Public Order Offence Section 4a (causing intentional harassment, alarm or distress), 28.5% being Public Order Offence Section 4 (fear of provocation of violence) and 17.5% being racially or religiously aggravated intentional harassment alarm or distress.

Temporal Analysis

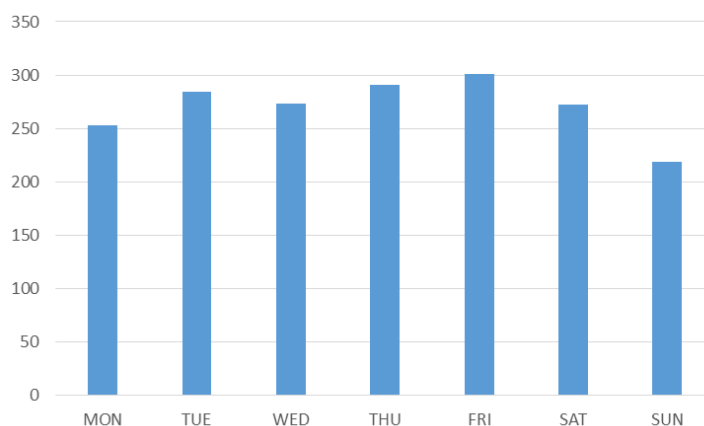
- In 2019 the peak months were October (210), July (202) and May (202). The peak months in 2018 were July (182), March (171) and June (166).

Public order offences committed in Croydon by month in 2018 and 2019 taken from MetStats.



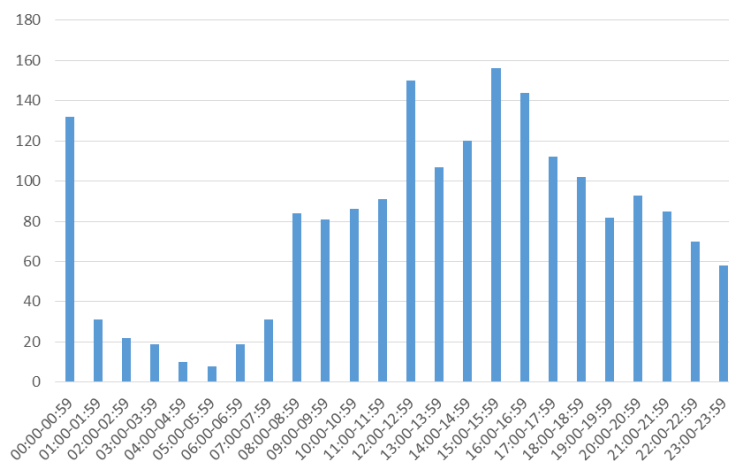
- Offences are fairly consistent throughout the week with the peak days being Friday, Thursday and Tuesday.

Public order offences committed in Croydon by day in 2018 and 2019 from CRIS.



- The peak times for offences were between 12:00 and 12:59, 15:00 and 16:59 and between 00:00 and 00:59.

Public order offences committed in Croydon by time of day in 2018 and 2019 from CRIS.

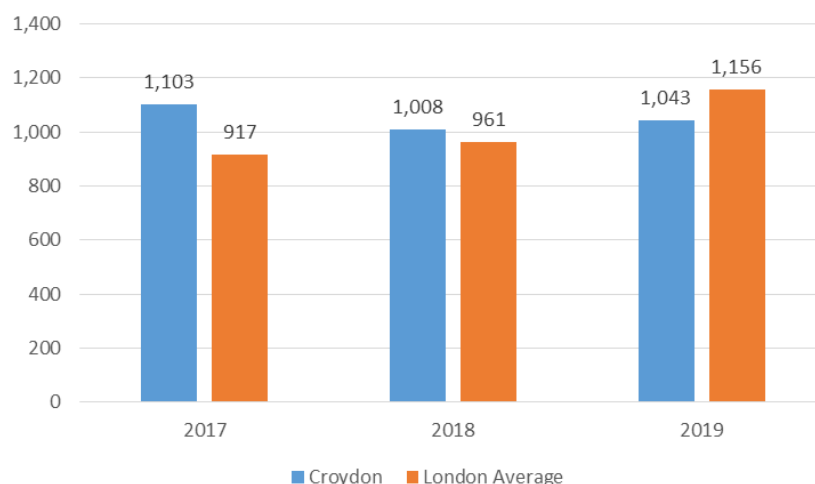


Personal Robbery

Statistics

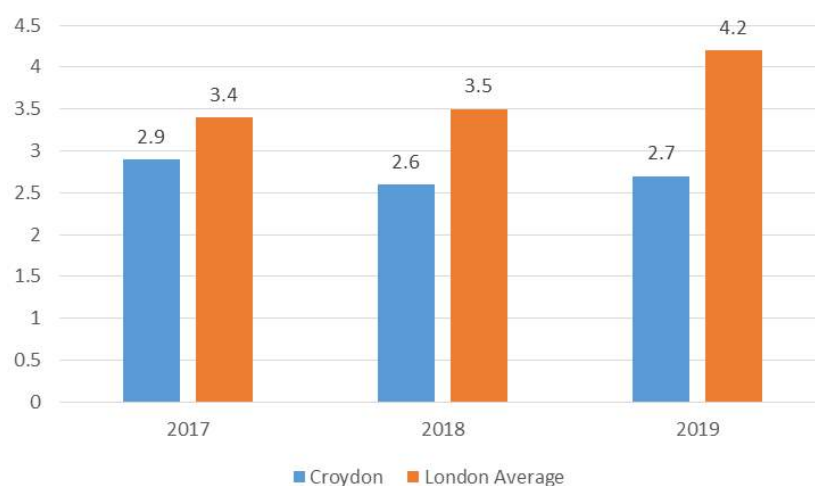
- There was a total of 1,043 personal robbery offences in 2019, an increase of 3.5% (35 offences) compared to 2018 where there were 1,008 offences recorded. For the London average there was a 20.3% increase (195 offences). By comparing 2019 to 2017 there has been a 5.4% decrease in Croydon (-60 offences). In comparison, there has been a 26.1% increase (239 offences) in the London average.

Personal robbery statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 residents, the rate of offences in the borough dropped from 2.9 in 2017 to 2.6 in 2018 where it then increased to 2.7 in 2019. The London average had seen an increase from 3.4 in 2017 to 3.5 in 2018 and then to 4.2 in 2019.

Personal robbery crime rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Croydon's ranking dropped one place from 11th in 2017 to 12th in 2018 where it dropped three places to 15th in 2019. By calculating the rate of offences per 1,000 of residents, the borough's ranking was 15th in 2017 where it dropped three places in 2018 to 18th where it dropped another three places to 21st in 2019.

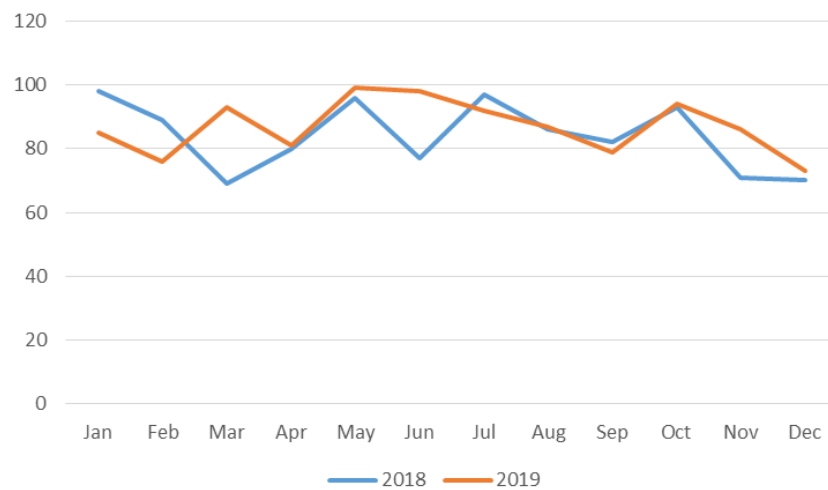
Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	11	15
2018	12	18
2019	15	21

Temporal Analysis

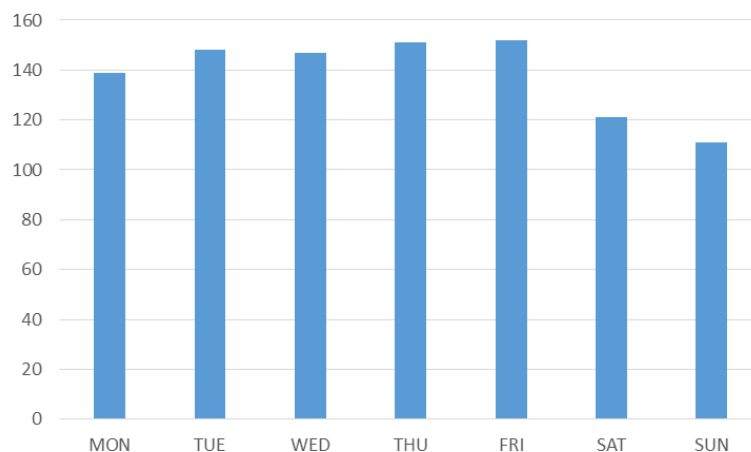
- In 2019 the peak months were May (99), June (98) and October (94). The peak months in 2018 were January (98), July (97) and May (96).

Personal robbery committed in Croydon by month in 2018 and 2019 taken from MetStats.



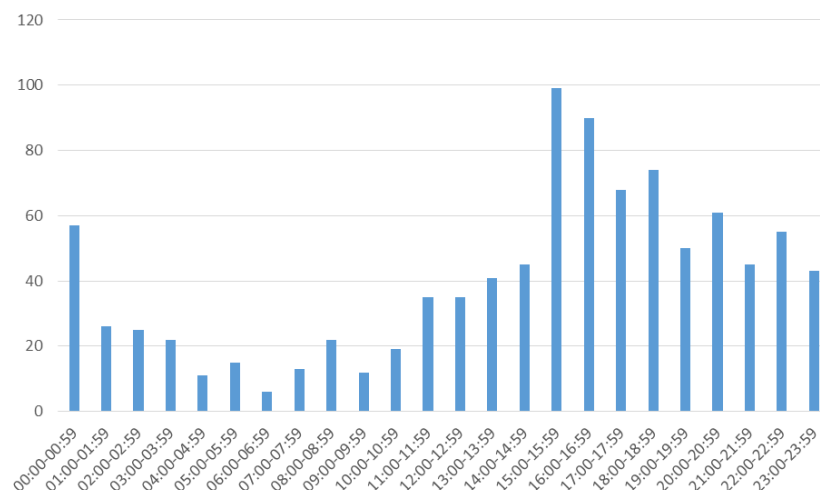
- Offences are fairly consistent throughout the week, particularly weekdays, with the peak days being Friday, Thursday and Tuesday.

Personal robbery committed in Croydon by day in 2018 and 2019 from CRIS.



- The peak times for offences were between 15:00 and 16:59, which correlates with the 'after-school' hours where young people are highly likely to be victims and suspects of personal robbery.

Personal robbery committed in Croydon by time of day in 2018 and 2019 from CRIS.

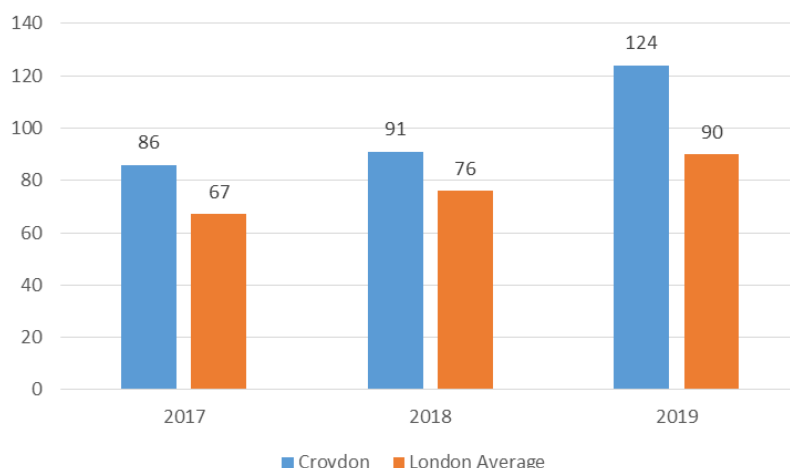


Business Robbery

Statistics

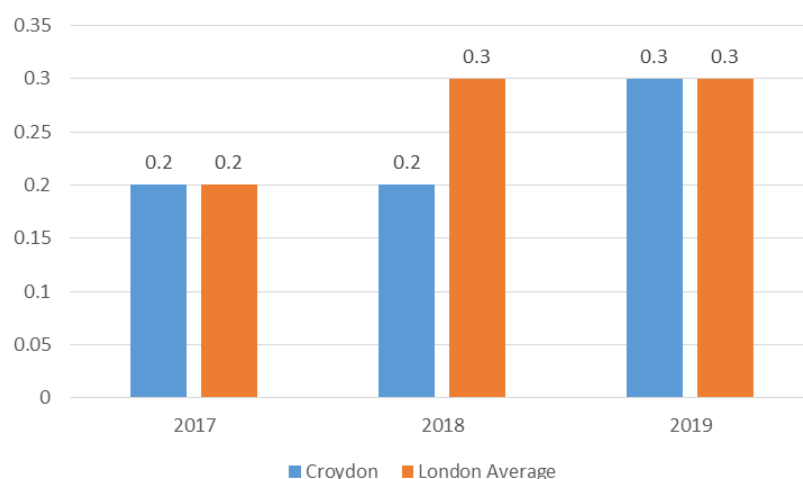
- There was a total of 124 business robbery offences in 2019, an increase of 36.3% (33 offences) compared to 2018 where there were 91 offences recorded. For the London average there was an 18.5% increase (14 offences). By comparing 2019 to 2017 there has been a 44.2% increase in Croydon (38 offences). In comparison, there has been a 34.5% increase (23 offences) in the London average.

Business robbery statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 residents, the rate of offences in the borough was the same in 2017 and 2018 at 0.2 where it then increased to 0.3 in 2019. The London average had seen an increase from 0.2 in 2017 to 0.3 in 2018 where it remained in 2019.

Business robbery crime rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Croydon's ranking dropped one place from 9th in 2017 to 10th in 2018 where it rose six places to 4th in 2019. By calculating the rate of offences per 1,000 residents, the borough's ranking was 16th in 2017 where it dropped three places in 2018 to 19th where it rose five places to 14th in 2019.

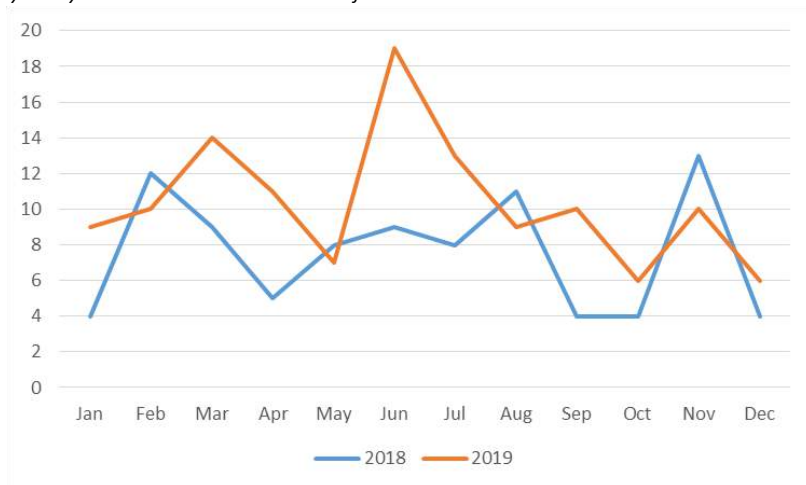
Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	9	16
2018	10	19
2019	4	14

Temporal Analysis

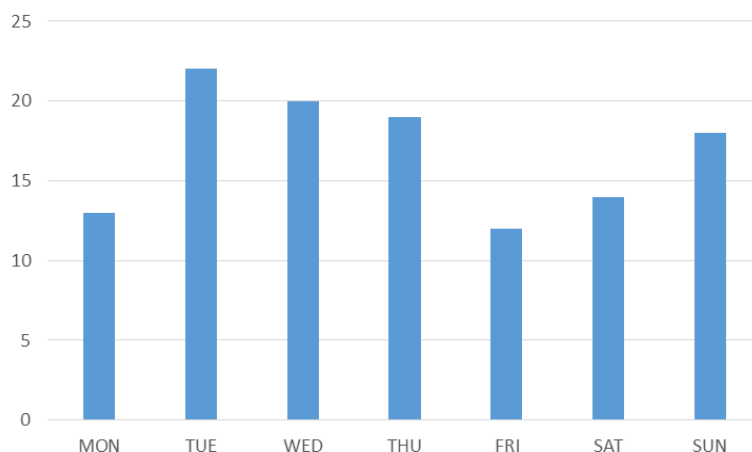
- In 2019 the peak months were June (19), March (14) and July (13). The peak months in 2018 were November (13), February (12) and August (11).

Business robbery committed in Croydon by month in 2018 and 2019 taken from MetStats.



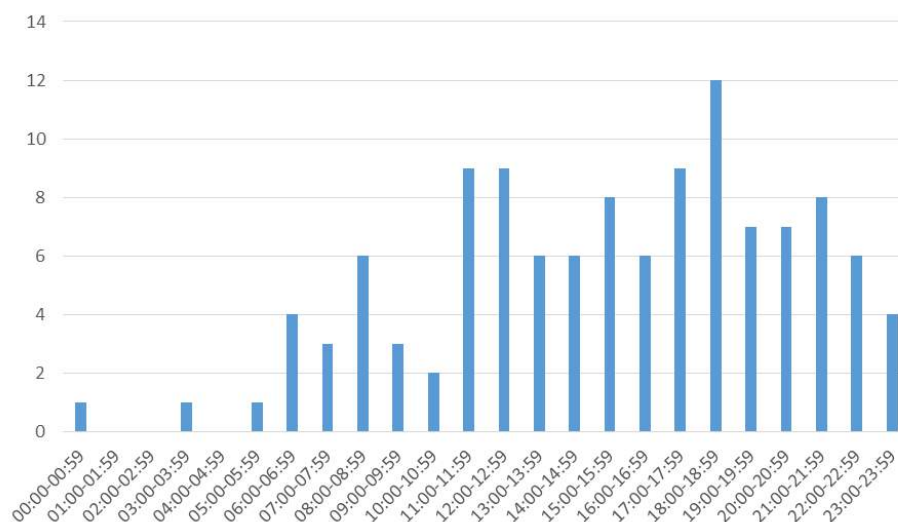
- The peak days for offences were Tuesday, Wednesday and Thursday.

Business robbery committed in Croydon by day in 2018 and 2019 from CRIS.



- The peak times for offences were between 17:00 and 18:59, more specifically between 18:00 and 18:59 and between 11:00 and 12:59.

Business robbery committed in Croydon by time of day in 2018 and 2019 from CRIS.

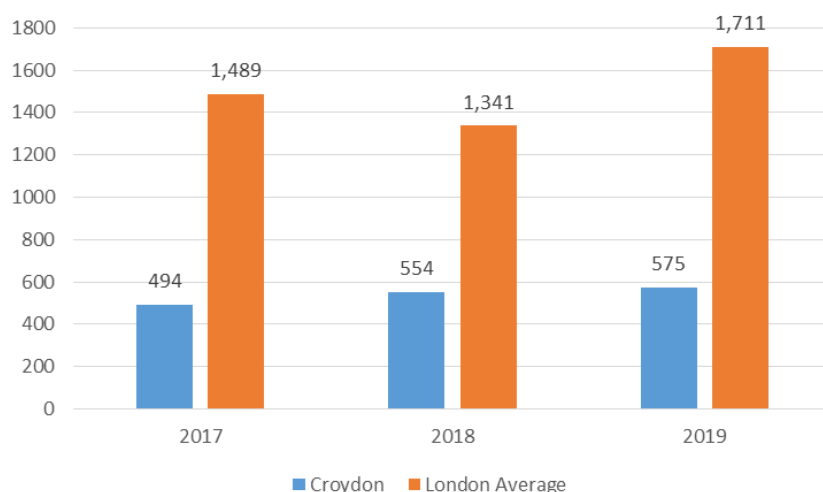


Theft from Person

Statistics

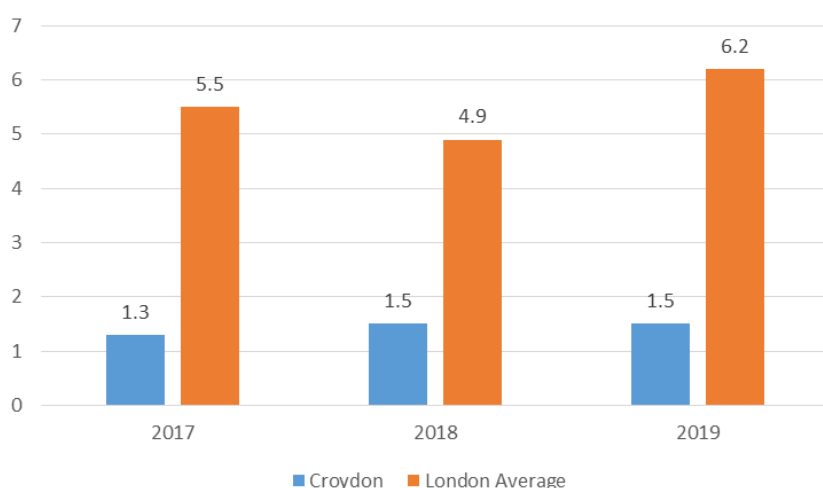
- There was a total of 575 theft from person offences in 2019, an increase of 3.8% (21 offences) compared to 2018 where there were 554 offences recorded. For the London average there was a 27.6% increase (370 offences). By comparing 2019 to 2017 there has been a 16.4% increase in Croydon (81 offences). In comparison, there has been a 14.9% increase (222 offences) in the London average.

Theft from person statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 residents, the rate of offences in the borough was 1.3 in 2017 and it increased to 1.5 in 2018 where it remained the same in 2019. The London average had seen a decrease from 5.5 in 2017 to 4.9 in 2018 where it then increased to 6.2 in 2019.

Theft from person crime rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Croydon's ranking rose two places from 21st in 2017 to 19th in 2018 where it dropped five places to 24th in 2019. By calculating the rate of offences per 1,000 residents, the borough's ranking was 25th in 2017 and 2018 where it dropped three places to 27th in 2019.

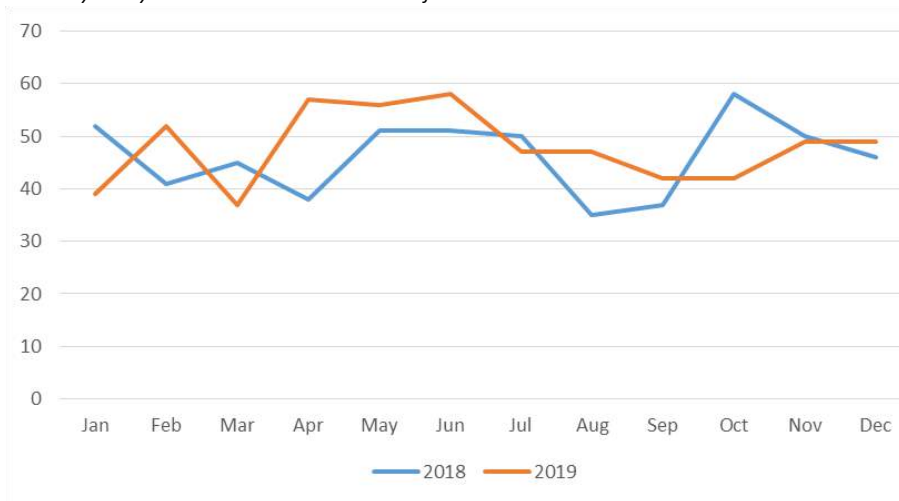
Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	21	25
2018	19	25
2019	24	27

Temporal Analysis

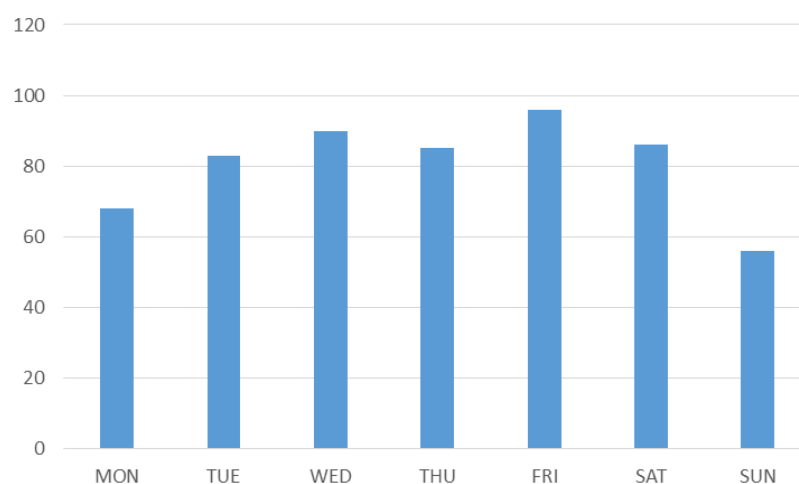
- In 2019 the peak months were June (58), April (57) and May (56). The peak months in 2018 were October (58), January (52), May (51) and June (51).

Theft from person committed in Croydon by month in 2018 and 2019 taken from MetStats.



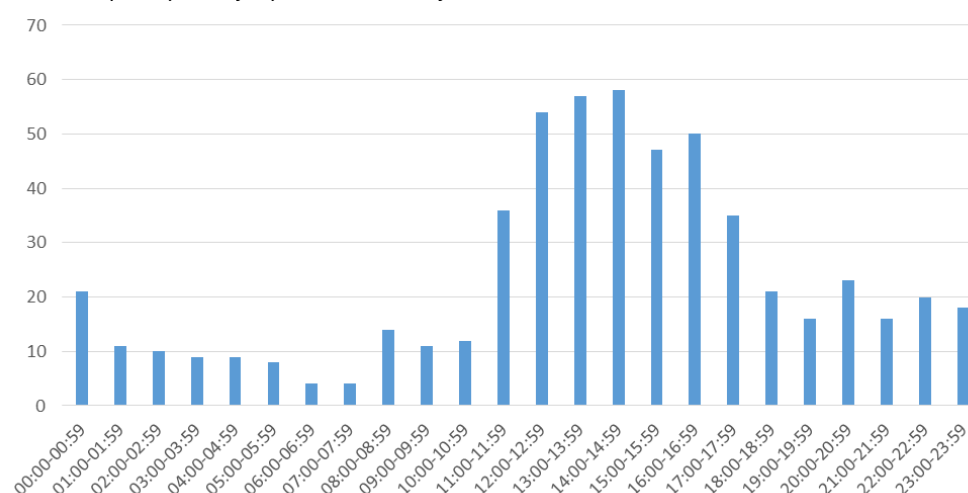
- Offences are fairly consistent throughout the week with the peak days for offences being Wednesday and Friday.

Theft from person committed in Croydon by day in 2018 and 2019 from CRIS.



- The peak times for offences were between 12:00 and 14:59. The offences during these times significantly involve those victims being targeted while shopping or eating and drinking in restaurants and pubs.

Theft from person committed in Croydon by time of day in 2018 and 2019 from CRIS.

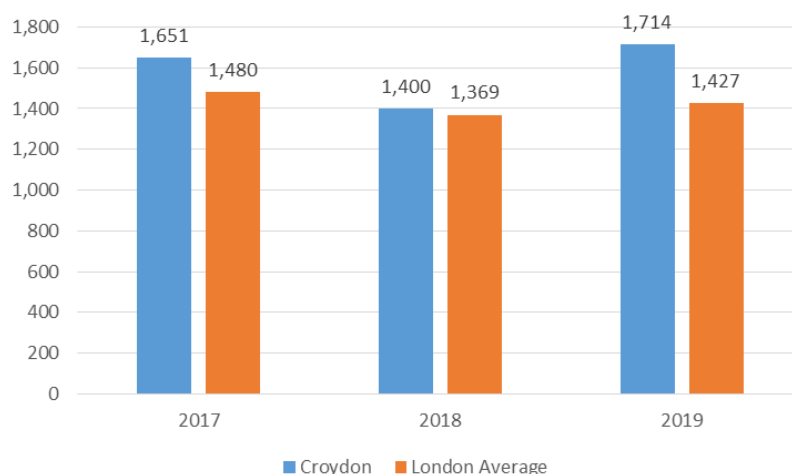


Shoplifting

Statistics

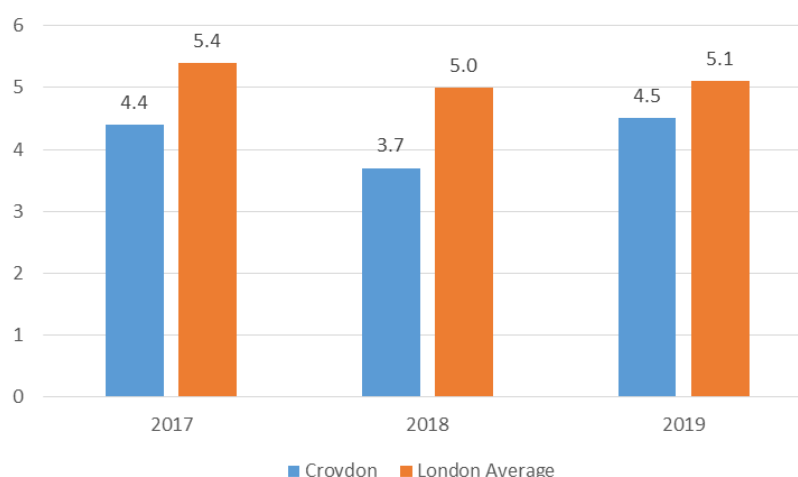
- There was a total of 1,714 shoplifting offences in 2019, an increase of 22.4% (314 offences) compared to 2018 where there were 1,400 offences recorded. For the London average there was a 4.2% increase (57 offences). By comparing 2019 to 2017 there has been a 3.8% increase in Croydon (63 offences). In comparison, there has been a 3.6% decrease (-53 offences) in the London average.

Shoplifting statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 residents, the rate of offences in the borough was 4.4 in 2017 and it decreased to 3.7 in 2018 and then increased to 4.5 in 2019. The London average had seen a decrease from 5.4 in 2017 to 5.0 in 2018 where it then increased to 5.1 in 2019.

Shoplifting crime rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Croydon's ranking was 9th in 2017 where it dropped two places to 11th in 2018 and then rose two places to 8th in 2019. By calculating the rate of offences per 1,000 residents, the borough's ranking was 23rd in 2017 and then it dropped three places to 26th in 2018 and then rose ten places to 16th in 2019.

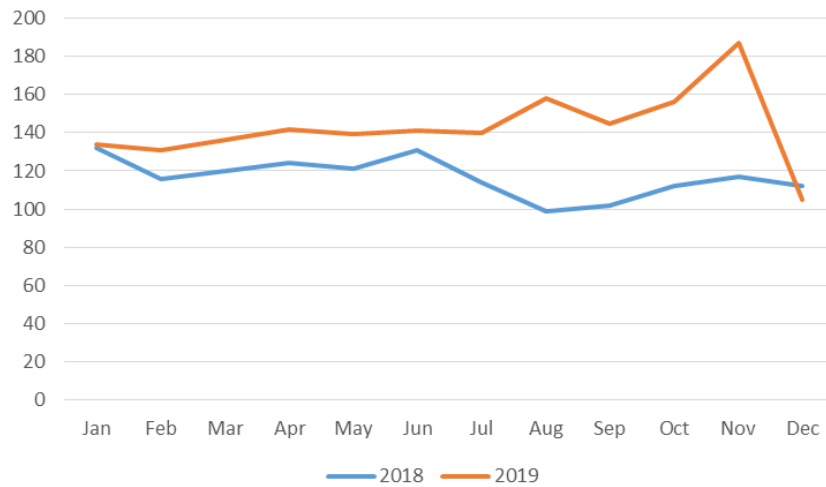
Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	9	23
2018	11	26
2019	8	16

Temporal Analysis

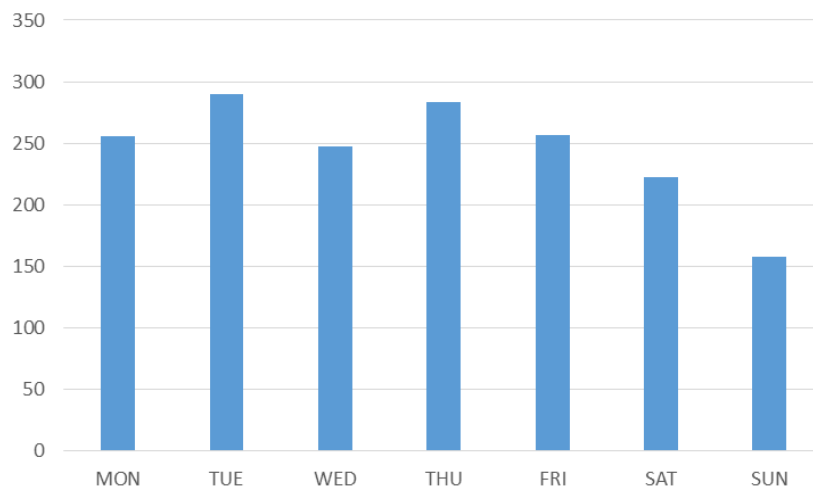
- In 2019 the peak month was November (187) followed by August (158) and then October (156). The peak months in 2018 were January (132) and June (131).

Shoplifting committed in Croydon by month in 2018 and 2019 taken from MetStats.



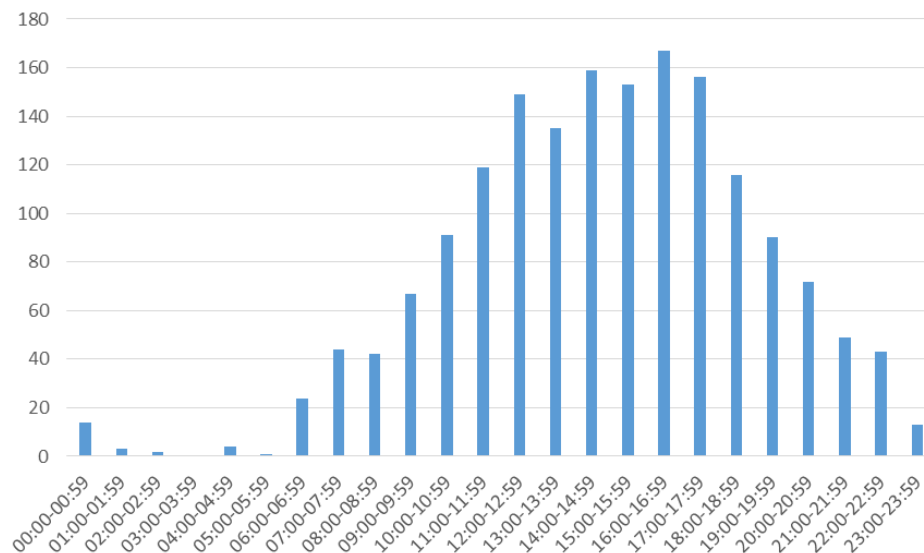
- The peak days for offences were Tuesdays and Thursdays.

Shoplifting committed in Croydon by day in 2018 and 2019 from CRIS.



- The peak time for offences was between 14:00 and 17:59. There was also a peak time between 12:00 and 12:59.

Shoplifting committed in Croydon by time of day in 2018 and 2019 from CRIS.

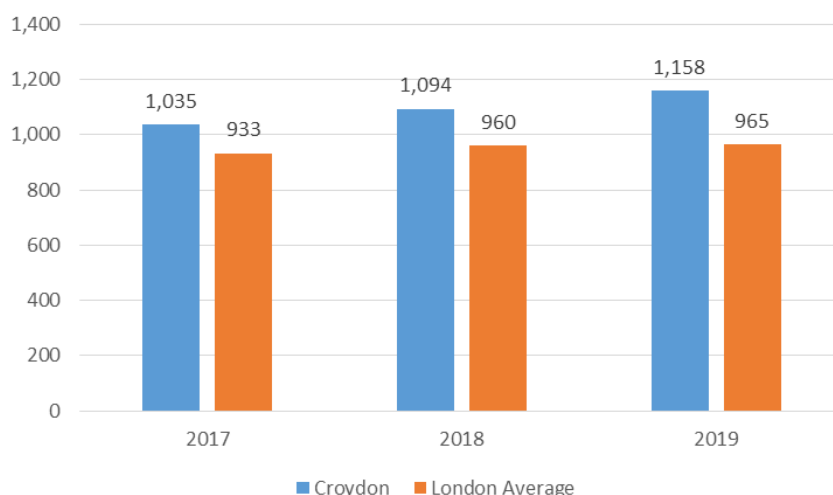


Theft of Motor Vehicle

Statistics

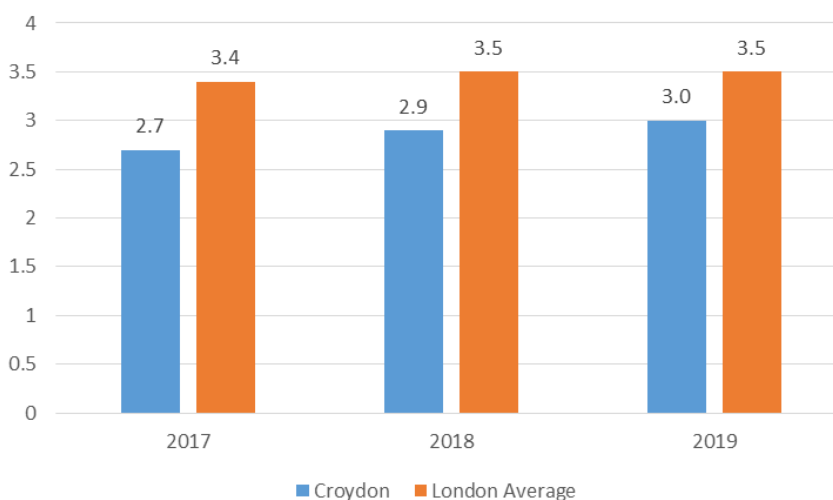
- There was a total of 1,158 theft of motor vehicle offences in 2019, an increase of 5.9% (64 offences) compared to 2018 where there were 1,094 offences recorded. For the London average there was a 0.5% increase (5 offences). By comparing 2019 to 2017 there has been an 11.9% increase in Croydon (123 offences). In comparison, there has been a 3.4% increase (32 offences) in the London average.

Theft of motor vehicle statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 residents, the rate of offences in the borough was 2.7 in 2017 and it increased to 2.9 in 2018 and then increased to 3.0 in 2019. The London average had seen an increase from 3.4 in 2017 to 3.5 in 2018 where it remained the same in 2019.

Theft of motor vehicle crime rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Croydon's ranking was 12th in 2017 where it remained the same 2018 and then rose two places to 10th in 2019. By calculating the rate of offences per 1,000 residents, the borough's ranking was 26th in 2017 and then it rose two places to 24th in 2018 and then rose one place to 23rd in 2019.

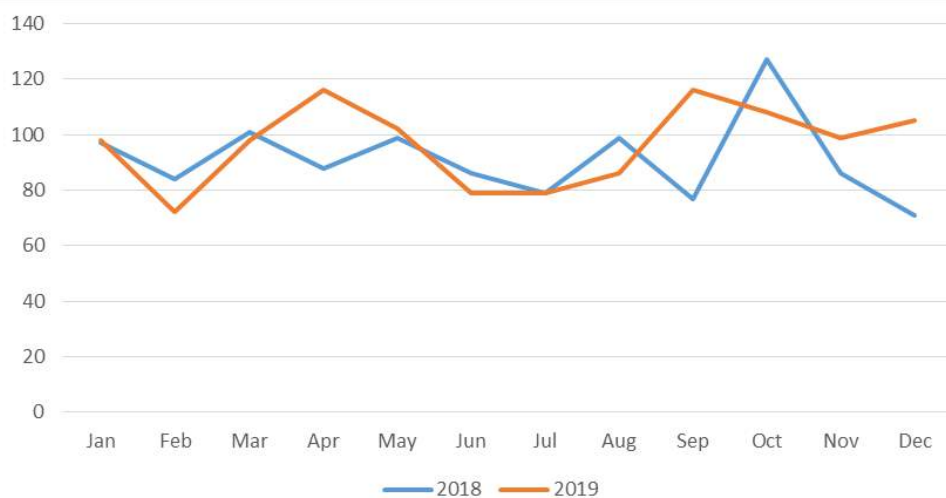
Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	12	26
2018	12	24
2019	10	23

Temporal Analysis

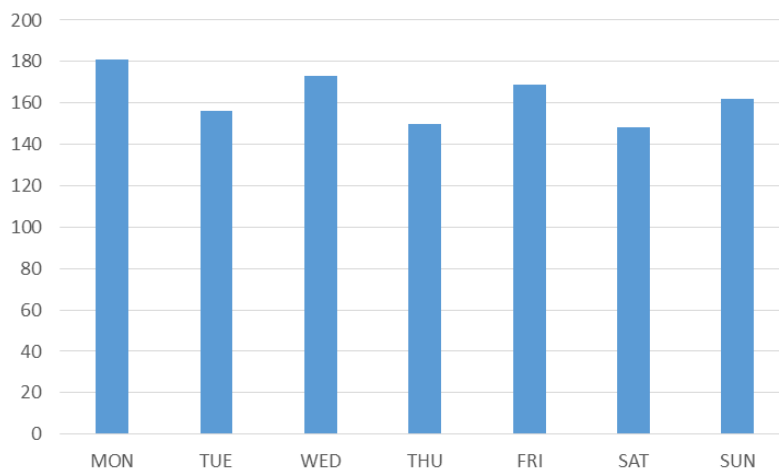
- In 2019 the peak months were April and September. The peak months in 2018 March, May, August and especially October.

Theft of motor vehicle committed in Croydon by month in 2018 and 2019 taken from MetStats.



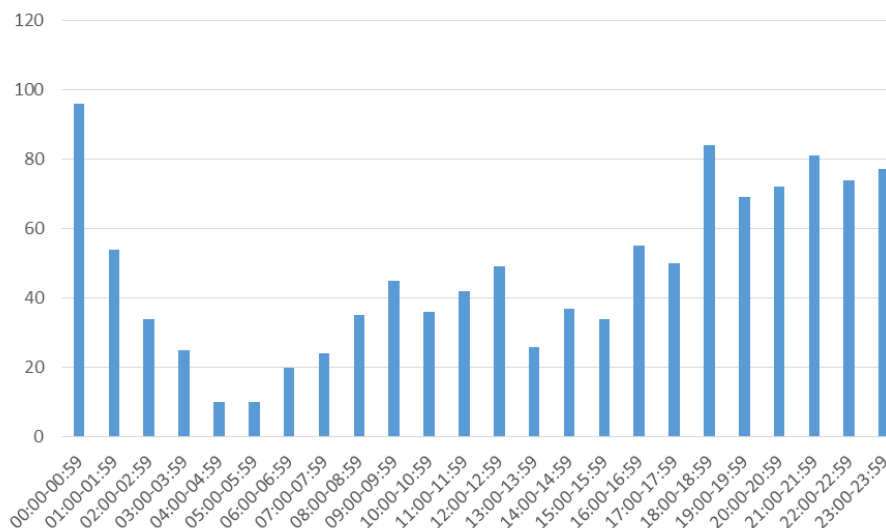
- The peak days for offences were Monday, Wednesday and Friday.

Theft of motor vehicle committed in Croydon by day in 2018 and 2019 from CRIS.



- The peak time for offences was between 00:00 and 00:59. However, it is most likely the default time of midnight is recorded because of the likelihood the victim would not know when their vehicle was stolen. The peak times are also in the evenings from 18:00 onwards.

Theft of motor vehicle committed in Croydon by time of day in 2018 and 2019 from CRIS.

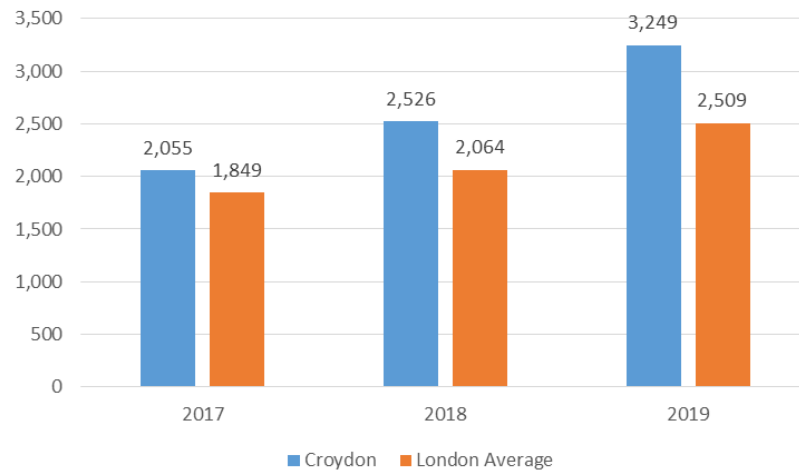


Theft from Motor Vehicle

Statistics

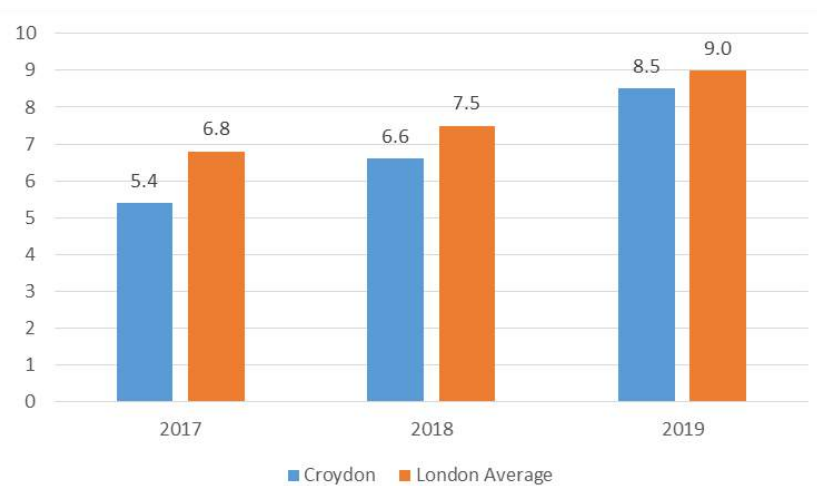
- There was a total of 3,249 theft from motor vehicle offences in 2019, an increase of 28.6% (723 offences) compared to 2018 where there were 2,526 offences recorded. For the London average there was a 21.5% increase (445 offences). By comparing 2019 to 2017 there has been a 51.8% increase in Croydon (1,194 offences). In comparison, there has been a 35.7 % increase (660 offences) in the London average.

Theft from motor vehicle statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 residents, the rate of offences in the borough was 5.4 in 2017 and it increased to 6.6 in 2018 and then increased to 8.5 in 2019. The London average had seen an increase from 6.8 in 2017 to 7.5 in 2018 and it then increased to 9.0 in 2019.

Theft from motor vehicle crime rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Croydon's ranking was 13th in 2017 where it rose five places to 8th and then rose two places to 6th in 2019. By calculating the rate of offences per 1,000 residents, the borough's ranking was 23rd in 2017 and then it rose one place to 22nd in 2018 and then rose six places to 16th in 2019.

Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

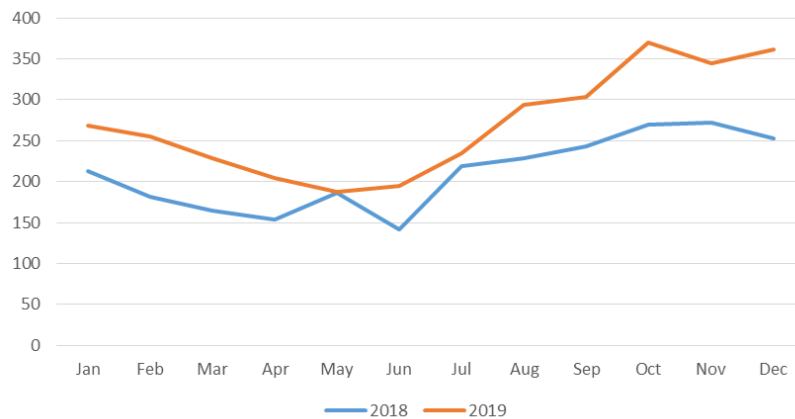
Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	13	23
2018	8	22
2019	6	16

- The most common type of property stolen from motor vehicles were catalytic converters (13.2%). Out of these vehicles, 50.8% were by Toyota (mostly Prius and Auris models), 31.0% were made by Honda (mainly the Jazz model) and 13.2% were made by Lexus (mainly the RX 400 model). The second highest proportion of property stolen were motor vehicles registration plates (10.4%). Out of the vehicles targeted, 48.4% were saloons followed by 17.8% were hatchbacks.

Temporal Analysis

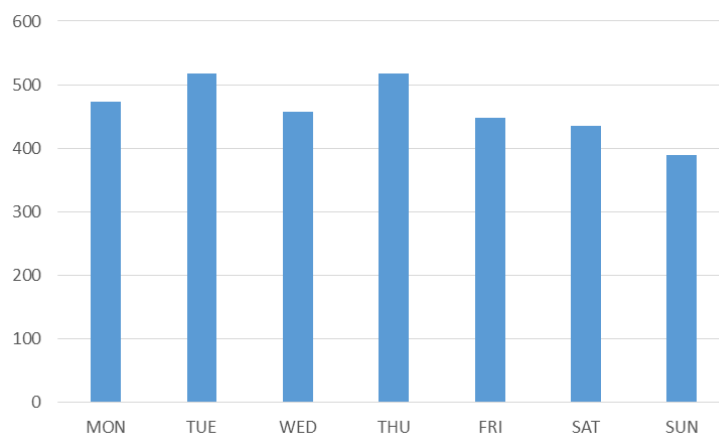
- In 2019 the peak months were October, November and December. These were also the peak months in 2018.

Theft from motor vehicle committed in Croydon by month in 2018 and 2019 taken from MetStats.



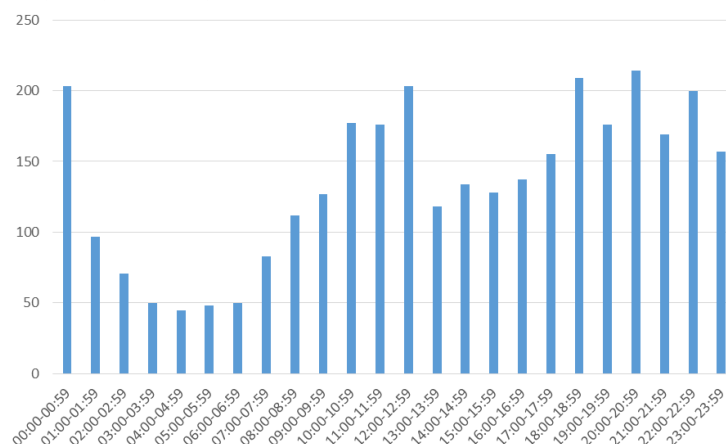
- The peak days for offences were Tuesday and Thursday.

Theft from motor vehicle committed in Croydon by day in 2018 and 2019 from CRIS.



- The peak time for offences were between 00:00 and 00:59 and between 12:00 and 12:59. However, it is most likely the default time of midnight is recorded because of the likelihood the victim would not know when their vehicle was stolen. The peak times are also in the evenings from 18:00 to 22:59. There was also a peak time between 10:00 and 11:59.

Theft from motor vehicle committed in Croydon by time of day in 2018 and 2019 from CRIS.

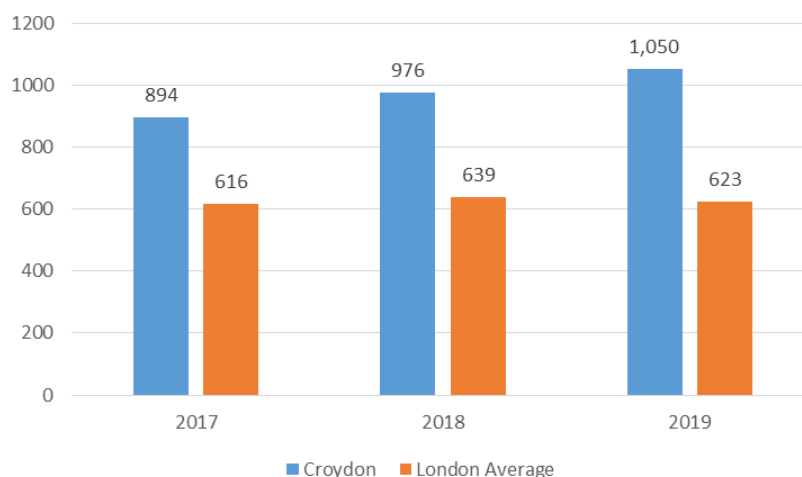


Sexual Offences

Statistics

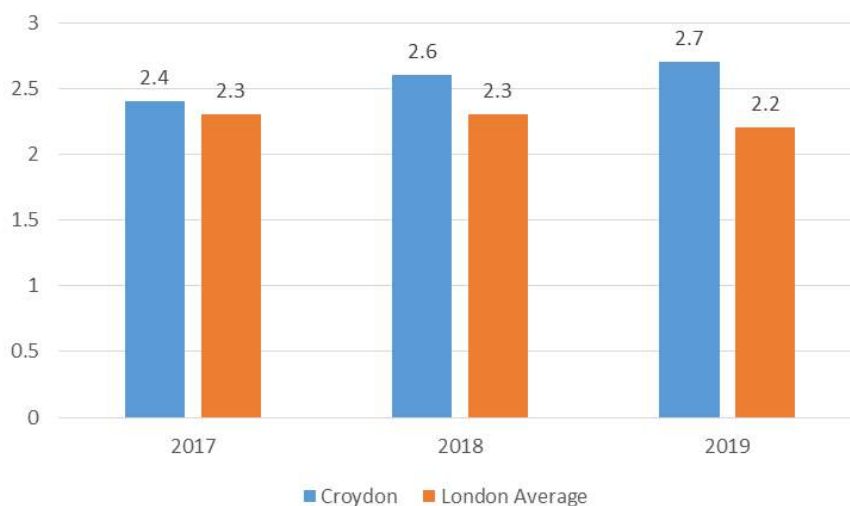
- There was a total of 1,050 sexual offences in 2019, an increase of 7.6% (74 offences) compared to 2018 where there were 976 offences recorded. For the London average there was a 2.5% decrease (-16 offences). By comparing 2019 to 2017 there has been a 17.4% increase in Croydon (156 offences). In comparison, there has been a 1.2% increase (7 offences) in the London average.

Theft from motor vehicle statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 residents, the rate of offences in the borough was 2.4 in 2017 and it increased to 2.6 in 2018 and then increased to 2.7 in 2019. The London average had seen an increase from 2.4 in 2017 to 2.6 in 2018 and it then increased to 2.7 in 2019.

Theft from motor vehicle crime rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Croydon's ranking was 3rd in 2017 where remained in 2018 and then rose one place to 2nd in 2019. By calculating the rate of offences per 1,000 residents, the borough's ranking was 13th in 2017 and then it rose one place to 12th in 2018 and then rose four places to 8th in 2019.

Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

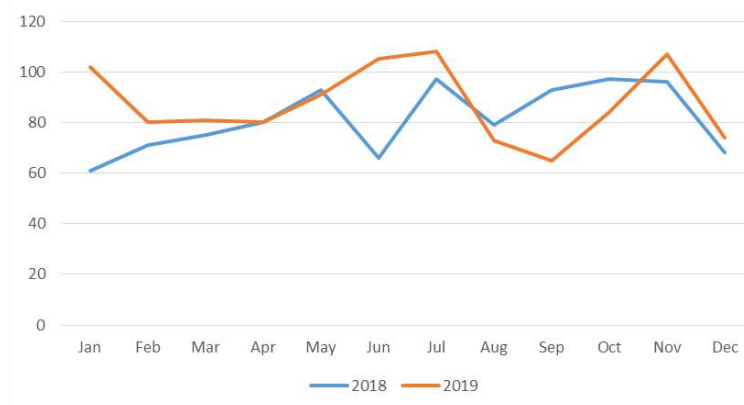
Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	3	13
2018	3	12
2019	2	8

- The highest proportion of offences were rape of a female aged 16 years old or over (31.0%) followed by sexual assault on a female aged 13 or over (23.7%) and then exposure (8.5%).
- 15.2% of offences were flagged as domestic abuse.

Temporal Analysis

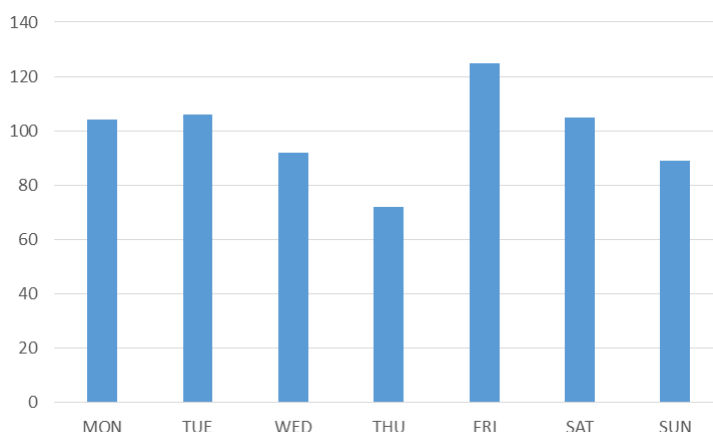
- In 2019 the peak months were June, July and November. The peak months in 2018 were July, October and November.

Theft from motor vehicle committed in Croydon by month in 2018 and 2019 taken from MetStats.



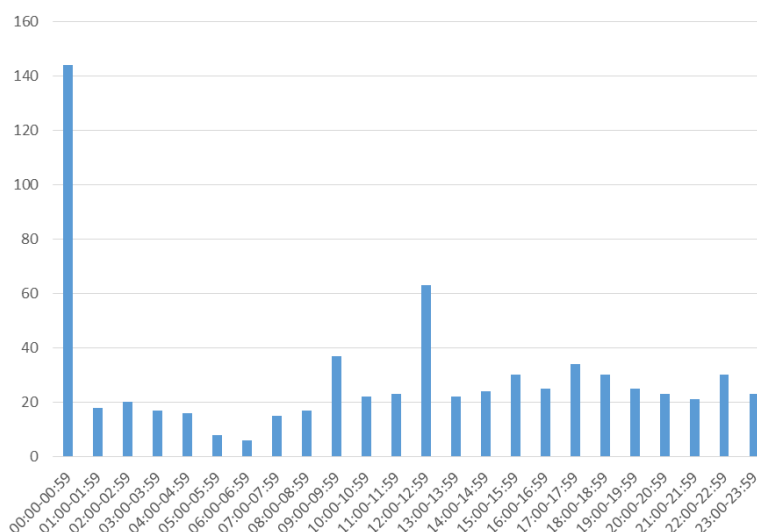
- The peak day for offences was Friday.

Theft from motor vehicle committed in Croydon by day in 2018 and 2019 from CRIS.



- The peak time for offences were between 00:00 and 00:59 and between 12:00 and 12:59. However, it is most likely the default time of midnight is recorded because of the likelihood the victim can not specify the exact time due to the circumstances of the offence.

Theft from motor vehicle committed in Croydon by time of day in 2018 and 2019 from CRIS.

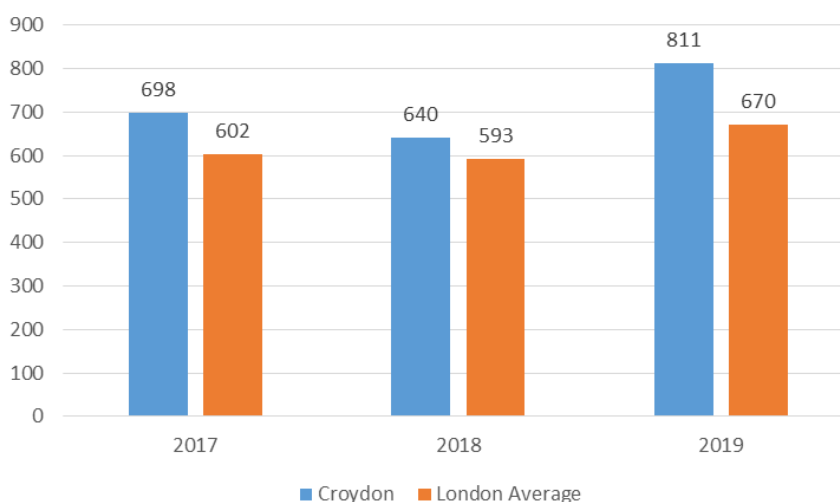


Hate Crime

Statistics

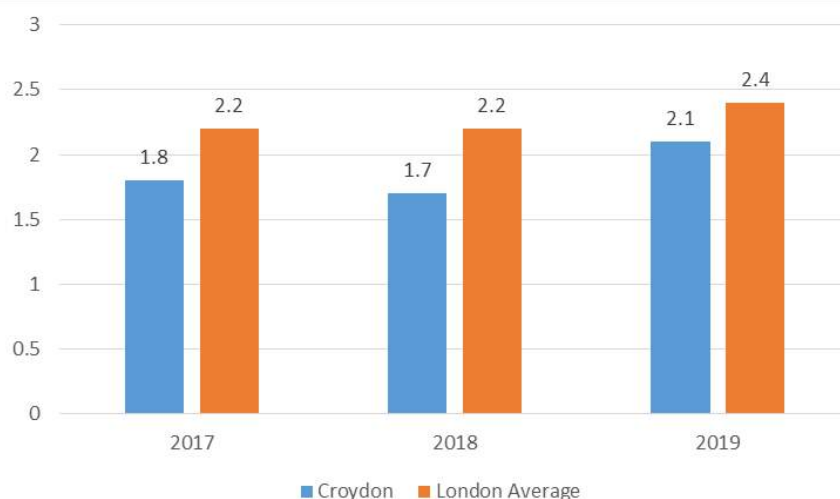
- There was a total of 811 sexual offences in 2019, an increase of 26.7% (171 offences) compared to 2018 where there were 640 offences recorded. For the London average there was a 13.1% decrease (77 offences). By comparing 2019 to 2017 there has been a 16.2% increase in Croydon (113 offences). In comparison, there has been an 11.3% increase (68 offences) in the London average.

Hate crime statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the crime rate per 1,000 residents, the rate of offences in the borough was 1.8 in 2017 and it decreased to 1.7 in 2018 and then increased to 2.1 in 2019. In 2017 and 2018 the rate was at 2.2 where it increased to 2.4 in 2019.

Hate crime rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- Croydon's ranking was 10th in 2017 where it then dropped three places to 13th in 2018 and it then rose five places to 8th in 2019. By calculating the rate of offences per 1,000 residents, the borough's ranking was 20th in 2017 and then it dropped one place to 21st in 2018 and then rose four places to 17th in 2019.

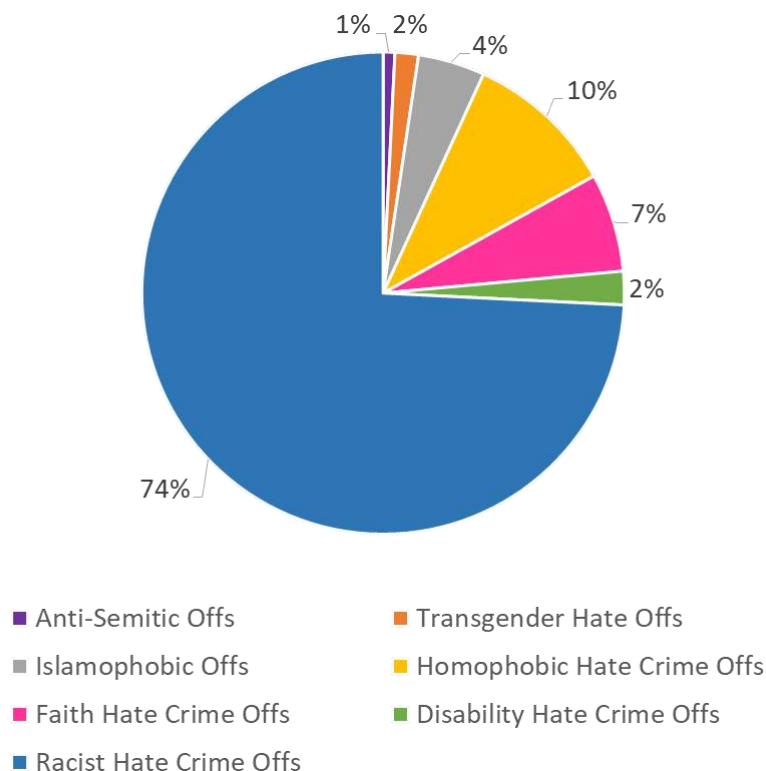
Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

	Ranking	
	Croydon (Volume)	Croydon (per 1,000)
2017	10	20
2018	13	21
2019	8	17

Crime Breakdown

- In 2019 the largest proportion of hate crimes were Racist Hate Crime offences (74%). This is followed by Homophobic Hate Crime offences (10%) and then Faith Hate Crime offences (7%)²⁶.

Breakdown of Hate Crime offences by type in Croydon in 2019 from MetStats.



- By comparing 2019 to 2018 there has been an increase in all types of hate crime with Racist Hate Crime offences having the largest volume increase followed by Homophobic Hate Crime offences.
- 20.8% of hate crimes involved neighbour disputes²⁷.

Breakdown of Hate Crime offences by type in Croydon in 2019 from MetStats.

Hate Crime Type	2018	2019	+/-	% +/-
Anti-Semitic Offs	6	7	1	16.7%
Disability Hate Crime Offs	16	20	4	25.0%
Faith Hate Crime Offs	53	59	6	11.3%
Homophobic Hate Crime Offs	61	90	29	47.5%
Islamophobic Offs	36	40	4	11.1%
Racist Hate Crime Offs	534	664	130	24.3%
Transgender Hate Offs	6	14	8	133.3%
Total	712	894	182	25.6%

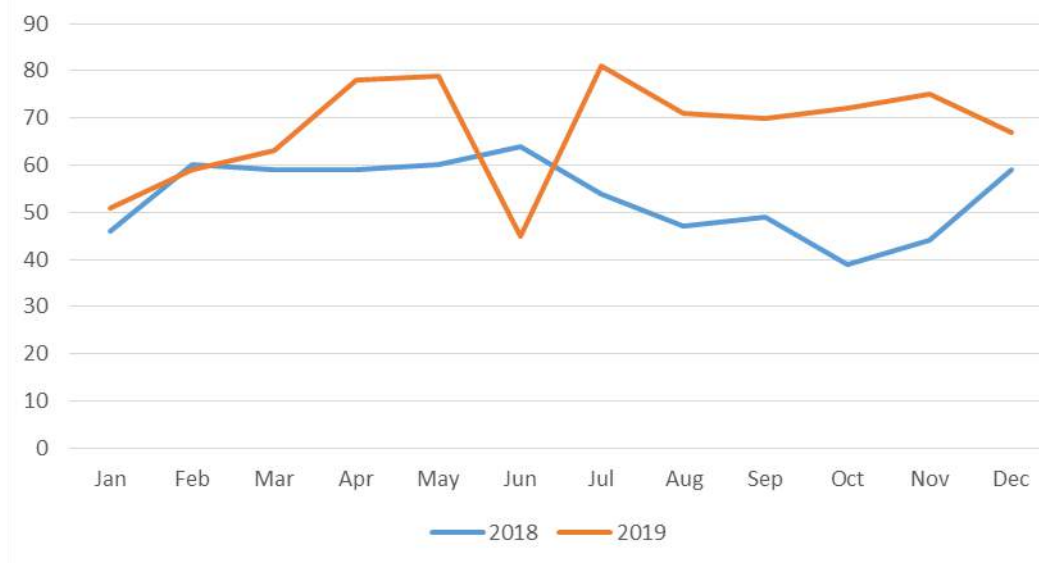
²⁶ It must be noted that the figures shown here are different to the total number of hate crime offences due to the total figure includes TNOs **only**. Also the total figure only includes crimes where only one hate crime flag is used so there is no double counting. For example, there may be one crime which was flagged as a racist **and** faith hate crime, therefore, in the breakdown of offences this is counted twice (one racist hate crime offence and one faith hate crime offence). However, in the total figure of hate crime offences this is only counted as one hate crime flagged offence.

²⁷ This is approximate due to extracting crimes involving neighbours was done by building a query where 'wildcards' are used e.g. words or a set of words associated with neighbour disputes.

Temporal Analysis

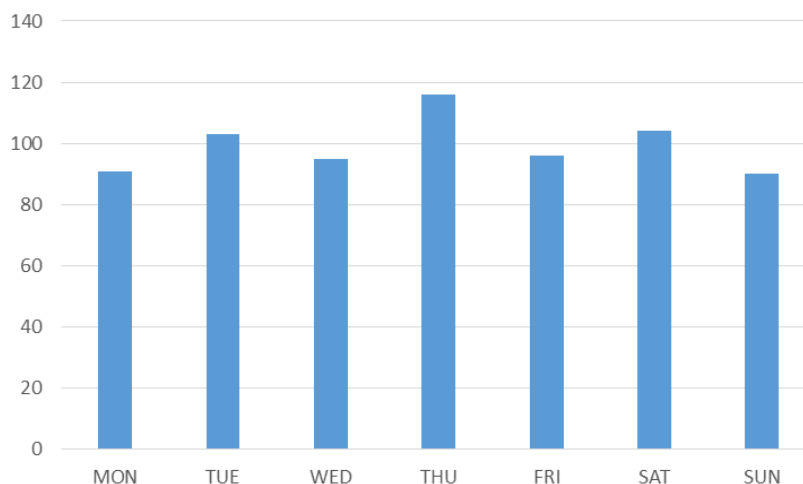
- In 2019 the peak months were April, May and July. The peak months in 2018 were February, June and December.

Hate crime committed in Croydon by month in 2018 and 2019 taken from MetStats.



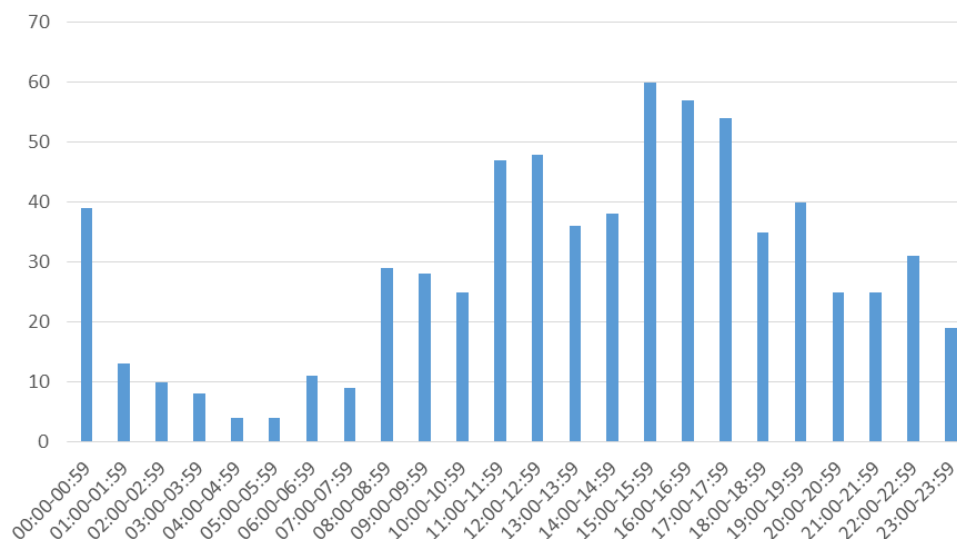
- The peak day for offences were Tuesday, Thursday and Saturday.

Hate crime committed in Croydon by day in 2018 and 2019 from CRIS.



- The peak times for offences were between 11:00 and 12:59 and between 15:00 and 17:59.

Hate crime committed in Croydon by time of day in 2018 and 2019 from CRIS.

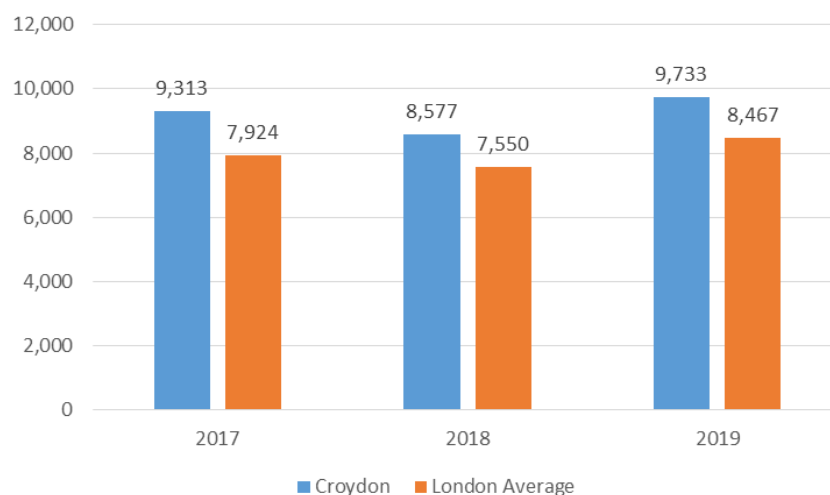


Anti-social Behaviour (ASB)

Statistics

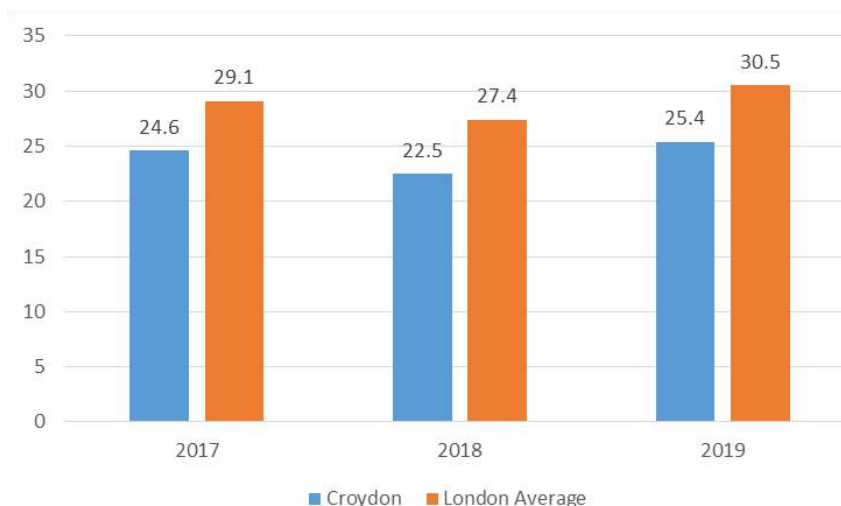
- There was a total of 9,733 ASB calls in 2019, an increase of 13.5% (1,156 calls) compared to 2018 where there were 8,577 calls recorded. For the London average there was a 12.1% increase (917 calls). By comparing 2019 to 2017 there has been a 4.5% increase (420 calls). In comparison, there has been a 6.9% increase (543 calls) in the London average.

ASB statistics in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



- When calculating the rate per 1,000 residents, the rate of ASB calls in the borough was 24.6 in 2017 and it decreased to 22.5 in 2018 and then increased to 25.4 in 2019. The London average had seen a decrease from 29.1 in 2017 to 27.4 in 2018 and it then increased to 30.5 in 2019.

ASB call rate (using Housing-led projections of residents from the Greater London Authority) in Croydon and the London Average in 2017, 2018 and 2019 from MetStats.



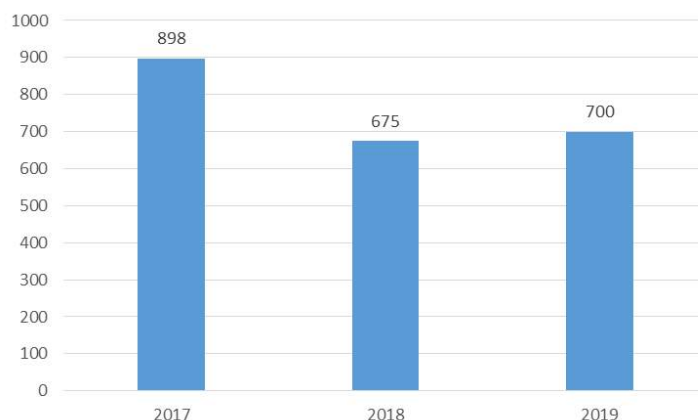
- Croydon's ranking was 10th in 2017 where it then dropped two places in 2018 to 12th and then rose one place to 11th in 2019. By calculating the rate of offences per 1,000 residents, the borough's ranking was 22nd in 2017 where it remained in 2018 and it then rose one place to 21st in 2019.

Rankings by volume and per 1,000 residents (using Housing-led projections of residents from the Greater London Authority) for Croydon and the London Average in 2018 and 2019 from MetStats. Ranking is out of 32 boroughs with the number 1 borough being the borough with the highest number of offences and crime rate.

Ranking		
	Croydon (Volume)	Croydon (per 1,000)
2017	10	22
2018	12	22
2019	11	21

- The number of incidents recorded on the Council's ASB system shows in 2019 there were 700 incidents recorded, which is an increase of 3.7% (25 incidents). By comparing 2019 to 2017 there has been a 22.0% decrease in Croydon (-198 calls).

ASB incidents in Croydon in 2017, 2018 and 2019 recorded on the Council's ASB system.



Breakdown of ASB

- The MPS identify three main types of ASB calls – Environmental, Nuisance and Personal²⁸. In 2019 Nuisance made up 85.7% of all ASB calls in the borough followed by 11.7% of calls which were Personal and then 2.6% of calls which were environmental.
- By comparing 2019 to 2018, there has been an increase of 17.1% in Nuisance calls but an 18.3% decrease in Environmental calls and a 0.5% decrease in Personal calls.

ASB call types in Croydon in 2019 from MetStats.

ASB Type	2018	2019	+/-	% +/-
Environmental	312	255	-57	-18.3%
Nuisance	7,123	8,342	1,219	17.1%
Personal	1,142	1,136	-6	-0.5%
Total	8,577	9,733	1,156	13.5%

- The majority of calls are also categorised (though this is not mandatory) to provide more of a description of the type of call received. Out of those that were, in 2019 the highest proportion of calls were categorised as 'Rowdy or Inconsiderate Behaviour' (54.6%) followed by calls categorised as 'Rowdy/Nuisance Neighbours' (16.8%). By comparing 2019 to 2018 the highest volume increases were for both of these categories.

ASB call categories in Croydon in 2019 from MetStats

ASB Category	2018	2019	+/-	% +/-
Animal Problems	16	23	7	43.8%
Begging / Vagrancy	368	413	45	12.2%
Fireworks	75	83	8	10.7%
Littering / Drugs Paraphernalia	37	74	37	100.0%
Noise	519	479	-40	-7.7%
Prostitution Related Activity	34	23	-11	-32.4%
Rowdy / Nuisance Neighbours	1,198	1,461	263	22.0%
Rowdy Or Inconsiderate Behaviour	3,868	4,748	880	22.8%
Street Drinking	33	30	-3	-9.1%
Trespass	227	215	-12	-5.3%
Veh Abandoned - Not stolen	186	230	44	23.7%
Veh Nuisance / Inappropriate Use	921	917	-4	-0.4%
Total	7,482	8,696	1,214	16.2%

²⁸ 'Personal' is designed to identify ASB incidents that the caller, call-handler or anyone else perceives as either deliberately targeted at an individual or group or having an impact on an individual or group rather than the community at large.

'Nuisance' captures those incidents where an act, condition, thing or person causes trouble, annoyance, inconvenience, offence or suffering to the local community in general rather than to individual victims.

'Environmental' deals with the interface between people and places. It includes incidents where individuals and groups have an impact on their surroundings including natural, built and social environments. This category is about encouraging reasonable behaviour whilst managing and protecting the various environments so that people can enjoy their own private spaces as well as shared or public spaces.

- The Council's ASB Team record the type of ASB incident they receive. In 2019, the largest proportion of ASB recorded was 'Noise' (25.4%) followed 'Harassment/Abuse/Assault' (14.9%) and then 'Drugs/Solvent abuse' (9.7%).
- By comparing 2019 to 2018 the biggest volume increase has been 'Harassment/Abuse/Assault' (31 incidents).

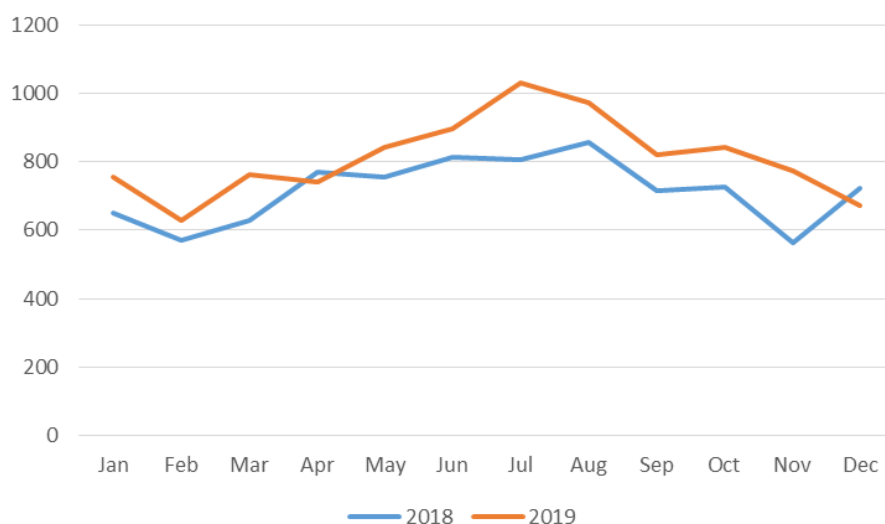
ASB incidents by type in Croydon in 2018 and 2019 recorded on the Council's ASB system.

ASB Incident Type	2018	2019	+/-	% +/-
Animal Problem	13	18	5	38.5%
Congregation of adults / children	40	34	-6	-15.0%
Criminal behaviour	33	31	-2	-6.1%
Domestic Violence / Abuse	12	7	-5	-41.7%
Drink / Alcohol abuse	38	34	-4	-10.5%
Drug Dealing	23	28	5	21.7%
Drugs / Solvent abuse	63	68	5	7.9%
Garden	35	46	11	31.4%
Graffiti	1	1	0	0.0%
Harassment / Abuse / Assault	73	104	31	42.5%
Neighbour Dispute	57	49	-8	-14.0%
Noise	179	178	-1	-0.6%
Nuisance - animals	6	9	3	50.0%
Nuisance - vehicles	3	10	7	233.3%
Property issue	30	15	-15	-50.0%
Prostitution / Sexual Acts / Kerb crawling	4	4	0	0.0%
Rubbish / Fly Tipping	35	39	4	11.4%
Threat of serious assault	4	1	-3	-75.0%
Vandalism to property	26	24	-2	-7.7%
Total	675	700	25	3.7%

Temporal Analysis

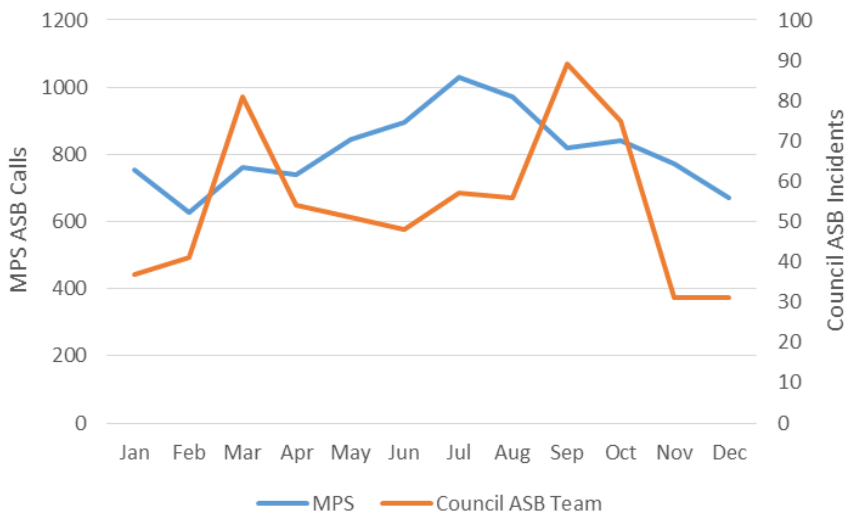
- In 2019 the peak months were July and August. The peak months in 2018 were June and August. And the overall trend correlate with the summer months where the hot weather increases the chances of people being outside, therefore, for example, causing noise or nuisance to their neighbours.

MPS ASB calls in Croydon by month in 2018 and 2019 taken from MetStats.



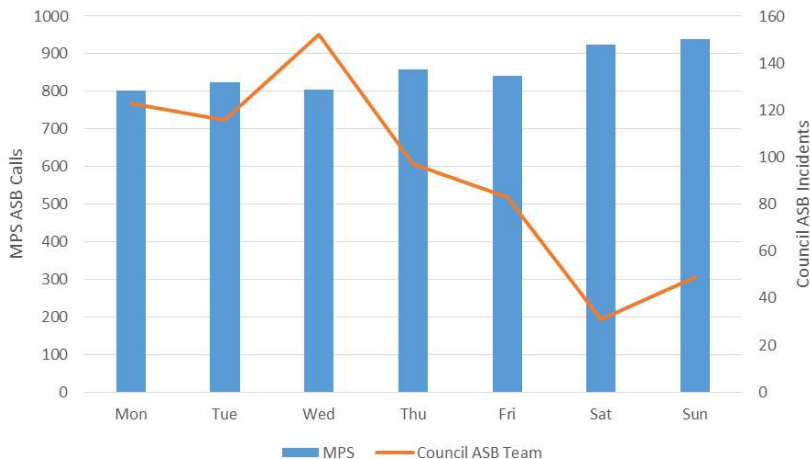
- By comparing the number of ASB calls to the MPS with the number of incidents recorded to the Council's ASB team shows that there is not a similar trend. The peak months for the Council's ASB team was March and September. In March the peak was significantly due to neighbour disputes and in September they were significantly due to rubbish and fly-tipping as well as other incidents which were categorised as criminal behaviour (e.g. drug dealing).

MPS ASB calls and ASB incidents recorded on the Council's ASB system in Croydon in 2019.



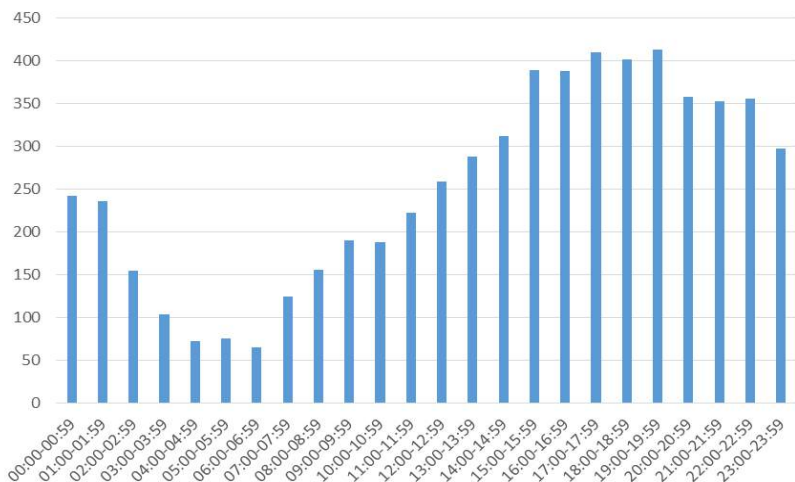
- The peak days for ASB calls recorded by the MPS shows the peak days as being Saturday and Sunday. However, the incidents recorded by the Council's ASB team shows a contrast where the peak day is Wednesday (the same day the MPS recorded the lowest number of calls) and the days where they recorded the lowest number of incidents was Saturday and Sunday.

MPS ASB incidents from DARIS and ASB incidents recorded on the Council's ASB system by day in Croydon in 2019.



- The peak time for offences were between 00:00 and 00:59 and between 12:00 and 12:59. However, it is most likely the default time of midnight is recorded because of the likelihood the victim can not specify the exact time due to the circumstances of the offence.

MPS ASB incidents in Croydon by time of day in 2018 and 2019 from DARIS.



Covid-19 and its impact on Crime and ASB

The Covid-19 outbreak has created a global health crisis which has brought human tragedy and has had a substantive impact on the economy. The outbreak has resulted in government decisions being made which directly affect the way society lives in the short, medium and long term. These decisions have included social distancing rules and a 'partial' lockdown where people can only leave their homes for specific reasons.

One of the main effects of the outbreak is on crime and ASB. There has been much coverage in the reduction of most crime nationally but also a significant rise in other types of crime, especially domestic abuse²⁹. As well as this, there has also been a national rise in ASB³⁰. However, it is important to examine the impact Covid-19 has had on crime and ASB in Croydon specifically so we can anticipate and coordinate our approach in minimising the effects throughout the pandemic.

On 23rd March 2020 the government announced a 'partial' lockdown nationwide. The data examined in this report covers the five week period from 23rd March 2020 to 26th April 2020, which is titled the 'current period'. Comparisons to the previous five weeks is titled the 'Previous period'. The current period is also compared to the same period last year which is titled the 'Previous period-last year'.

By comparing the current period to the last period, there has been a 26.8% decrease in total notifiable offences (TNOs). By comparing the current period to the previous period-last year there has been a decrease of 15.2%. A breakdown of crimes is provided below:

Total Notifiable Offences							
Crime Type	Previous Period - Last year	Previous Period	Current Period	Current Period to Previous Period		Current Period to Previous Period - Last Year	
				+/-	% Diff	+/-	% Diff
Violence Against the Person Offs	869	1016	889	-127	-12.5%	20	2.3%
Sexual Offences Offs	91	88	79	-9	-10.2%	-12	-13.2%
Theft Offs	613	561	292	-269	-48.0%	-321	-52.4%
Arson and Criminal Damage Offs	228	241	215	-26	-10.8%	-13	-5.7%
Drug Offs	221	264	290	26	9.8%	69	31.2%
Possession of Weapons Offs	468	487	519	32	6.6%	51	10.9%
Public Order Offs	201	228	139	-89	-39.0%	-62	-30.8%
Misc Crimes Against Society Offs	48	47	44	-3	-6.4%	-4	-8.3%
Robbery of Business Property Offs	9	17	11	-6	-35.3%	2	22.2%
Robbery of Personal Property Offs	96	101	32	-69	-68.3%	-64	-66.7%
Burglary - Residential Offs	199	227	123	-104	-45.8%	-76	-38.2%
Burglary - Business and Community Offs	38	69	50	-19	-27.5%	12	31.6%
Theft from MV Offs	231	466	224	-242	-51.9%	-7	-3.0%
Theft or Taking of MV Offs	124	124	97	-27	-21.8%	-27	-21.8%

The only increases in the current period compared to the previous period are in drug offences and possession of weapon offences, which are known to be generated by stop and searches conducted by the Police. Compared to the previous period-last year there have also been increases in violence against the person, robbery of business property and non-residential burglary. There are also other crime measures can be compared:

Other Crime Measures							
Crime Type	Previous Period - Last year	Previous Period	Current Period	Current Period to		Current Period to	
				+/-	% Diff	+/-	% Diff
Hate Crime Incidents Excluding DA	77	90	53	-37	-41.1%	-24	-31.2%
Hate Crime Offs Excluding DA	81	93	59	-34	-36.6%	-22	-27.2%
Domestic Abuse Hate Crime Offs	391	428	437	9	2.1%	46	11.8%
Domestic Abuse Incidents	665	705	765	60	8.5%	100	15.0%
Serious Youth Violence	35	35	12	-23	-65.7%	-23	-65.7%
Youth Violence	73	76	42	-34	-44.7%	-31	-42.5%
Non Domestic Abuse VWI Offs	200	193	150	-43	-22.3%	-50	-25.0%
Gun Crime Offs	10	4	3	-1	-25.0%	-7	-70.0%
Knife Crime Offs	52	45	22	-23	-51.1%	-30	-57.7%
Moped Enabled Crime Offs	2	9	2	-7	-77.8%	0	0.0%

²⁹ Refuge Charity. Refuge sees online traffic to its National Domestic Abuse Helpline website rise by 700%. Published 9th April 2020 (cited 30th April 2020). Available from: <https://www.refuge.org.uk/refuge-sees-700-increase-in-website-visits/>

³⁰ BBC. Coronavirus lockdown: Anti-social behaviour on rise but overall crime falls. Published 15th April 2020 (cited 30th April 2020). Available from: <https://www.bbc.co.uk/news/uk-52298016>

These figures show the only increases both in the current period compared to both the previous periods are in domestic abuse. Most other crime measures have seen significantly large reductions.

Covid-19-flagged offences

The MPS have also introduced a Covid-19 flag which should be used on the crime reporting system to reflect any crime connected with the virus. This can range from hate crimes to fraud to any other offence the officer believes would not have occurred if not for the virus. In the current period there have been 95 offences with the Covid-19 flag applied to it. Out of these, almost a quarter (23.2%) were common assault, where there have been incidents involving coughing and spitting on or in the direction of the victim. The second highest proportion were domestic incidents (14.7%). The third highest proportion were assault on a constable (8.4%), which again mainly involved suspects spitting or coughing in the direction of police officers.

Missing children

There were 246 missing episodes by Croydon young people recorded on the Council's Children's Services System in the partial lockdown period from 23rd March to 29th April 2020. Out of these:

- 186 missing episodes for Child Looked-After (CLA) missing from placement (76%).
- 60 missing from home episodes (24%).
- 20% reduction in the number of missing episodes compared to same period last year (307 missing episodes from March 23rd 2019 to 29th April 2019).

A further breakdown of the young people going missing during the partial lockdown period shows the following:

- 101 children reported missing at least once since lockdown started.
- 32 repeat missing children since 23rd March 2020 (3+ missing episodes in period). These children account for 66% of all missing episodes recorded during the period (164 out of 246 missing episodes).
- 24 children have had their first ever reported missing episode since lockdown began.
- 44 children with at least one missing episode since lockdown started lasting for a period of 3 days or longer.

Anti-social behaviour

By comparing the current period to the last period, there has been a 212.4% increase in anti-social behaviour CAD calls. By comparing the current period to the previous period-last year there has been an increase of 215.5%. A breakdown of anti-social behaviour is provided below:

ASB Category	Previous Period - Last year	Previous Period	Current Period	Current Period to Previous Period		Current Period to Previous Period - Last Year	
				+/-	% Diff	+/-	% Diff
ASB Environmental	24	31	243	212	683.9%	219	912.5%
ASB Nuisance	752	778	2,433	1,655	212.7%	1,681	223.5%
ASB Personal	120	96	151	55	57.3%	31	25.8%

The extremely large increases in anti-social behaviour calls are directly linked to the governments enforced social distancing measures where members of the public are reporting groups congregating in parks, streets and in neighbours' gardens. Neighbours are also causing much more noise either from inside their properties or outside where they are also eating, drinking and playing music loudly. In some cases there are also reports of drug use, mainly cannabis.

Shops have also been reported for not enforcing social distancing measures. Shops are also reporting ASB themselves where customers are refusing to leave and/or being abusive to staff. A further breakdown of the type of ASB incidents occurring are shown in the following table³¹:

³¹ Not every ASB call requires a 'type' to be assigned to it therefore calls which didn't have been removed.

ASB Type	Previous Period - Last year	Previous Period	Current Period	Current Period to Previous Period		Current Period to Previous Period - Last Year	
				+/-	% Diff	+/-	% Diff
Animal Problems	3	0	3	3	N/A	0	0.0%
Begging / Vagrancy	39	39	50	11	28.2%	11	28.2%
Fireworks	0	1	1	0	0.0%	1	N/A
Littering / Drugs Paraphernalia	3	9	9	0	0.0%	6	200.0%
Noise	34	26	71	45	173.1%	37	108.8%
Prostitution Related Activity	2	1	5	4	400.0%	3	150.0%
Rowdy / Nuisance Neighbours	132	92	449	357	388.0%	317	240.2%
Rowdy Or Inconsiderate Behaviour	422	499	1,638	1,139	228.3%	1,216	288.2%
Street Drinking	3	1	2	1	100.0%	-1	-33.3%
Trespass	27	24	26	2	8.3%	-1	-3.7%
Vehicle Abandoned - Not stolen	22	28	8	-20	-71.4%	-14	-63.6%
Vehicle Nuisance / Inappropriate Use	98	84	109	25	29.8%	11	11.2%

The largest volume increases are for 'Rowdy/Nuisance Neighbours' and for 'Rowdy or Inconsiderate Behaviour'. Again, these are largely linked to the consequences of social distancing measures and neighbours being at home more causing noise. It must be noted that the rise in 'Rowdy/Nuisance Neighbours' and 'Noise' can be indicative of a rise in domestic abuse where a neighbour has reported screaming and/or shouting from next door which is never reported by those residing in the property where it is occurring.

Predicted impact in the future on crime and ASB

It is inevitable that as soon as partial lockdown measures are relaxed or completely removed that crime and ASB will sharply increase. However, it is vital that there is a focus on what types of crime and ASB this will directly affect so that appropriate measures can be put into place to limit the impact as much as possible.

The effects of the partial lockdown on households have led to an increase in domestic abuse, which will further strain the short, medium and long-term relationships of intimate partners and family members, which can lead to further abuse. Also, even when the victim has been moved to a safer location, further measures have to be in place so they do not suffer from further abuse e.g. harassment and stalking. Young people who are involved in domestic abuse may go missing from the home a lot more and, in the more medium to long-term, it has been proven that they may go on to be involved in crime, especially serious violence.

There have been numerous reports of the drugs market being severely disrupted and more drug dealers being arrested during the partial lockdown. It should be anticipated that as partial lockdown measures are relaxed that drug markets will resume and therefore an expected rise in young people going missing through county lines.

When young people are phased into returning to school the temporal analysis of youth violence, SYV and personal robbery shows that there is a strong anticipation there will be a sharp increase in offences. Also with young people mostly being inside for a long period of time, this may also lead to an increase in social media which is known to be a catalyst and trigger for serious youth violence³².

ASB has sharply increased during the partial lockdown period and is predicted to go up as long as these measures are in place. Temporal analysis shows that ASB inevitably increases over the summer months, especially with a predicted higher consumption of alcohol, people being outside and, therefore, more noise is likely to be reported. An increase in complaints about neighbours will strain relationships and could lead to crimes being committed e.g. hate crime. As well as this, as explained above, the rise in 'noise' or 'rowdy/nuisance neighbours' can be indicative of domestic abuse occurring in the property.

Shops may also continue to experience disorder due to people not adhering to the social distancing measures as well as a surge in certain types of crime including shoplifting.

³² Irwin-Rogers K. Pinkey, C. (2017) Social Media as a Catalyst and Trigger for Youth Violence <https://www.catch-22.org.uk/social-media-as-a-catalyst-and-trigger-for-youth-violence/>

Summary and Conclusions

The seriousness and extent which violence exists within society at a national and local level is a public health concern. There is no single way in tackling and preventing violence and it requires a strategic and coordinated multi-agency approach to ultimately have an impact on a large scale to reduce violence in Croydon. The complexities and wide range of factors that enable violence to grow within the community highlights the necessity for a holistic framework in dealing with the needs and issues of individuals, households and groups at risk of violence.

Violence can take many forms. It can be assumed that violence just involves physical harm. However, as this report shows, around 60% of overall violence in the borough is categorised as violence without injury. This doesn't downplay the seriousness of violence but rather highlights the expansive ways which it presents itself.

There are several common key themes and factors of violence identified in this report. Firstly, the magnitude of which domestic abuse is present in the community and how it is a key driver in other forms of violence shows that it should be at the core of the VRN's approach in tackling violence. Not only does it have a direct detrimental effect on those subject to abuse but on a wider scale it makes up a third of all violence, is a common factor in a young person's life who becomes a high risk of SYV and has shown to significantly contribute to a high number of victims of youth violence in the borough, especially amongst females. It must be emphasised that this is also only from what we know from the data and, therefore, the true extent of the problem is likely to be far greater.

The high volume of Non-DA VWI also poses a significant problem and it can be reduced by tackling the types of crimes that heavily contribute to the number of these offences, mainly youth violence and SYV. Again, the emerging problem of young females involved cannot go unnoticed.

Another common theme which is present throughout violence in the borough is the demographic of victims and suspects. They are highly represented and overrepresented in a demographic including coming from large poor, most likely single parent families with very low income or claiming benefits due to mainly being unemployed. There is a likelihood they live in overcrowded properties where a high number of children are present. They live in areas where residents feel it is highly affected by crime and vandalism. There is an increased probability they suffer from a range of health issues, both physical and mental. The communities they reside within are made up of residents from a variety ethnic backgrounds. These are just some of the factors that must be taken into consideration when working with individuals, families and communities who are at high risk of violence.

In regards to SYV, there are common key indicators throughout a young person's life which should be highlighted at the earliest opportunity and incorporated into the decision-making process, such as domestic abuse, child neglect, older siblings involved in crime and ASB, school behaviour and cannabis use. Identifying these as early and quickly as possible is key in the prevention of violence.

Data, intelligence and analysis plays a major part in tackling violence. This requires information sharing to be expanded so that the evidence base is strengthened and initiatives are more informed, coordinated and focussed. This report not only highlights where the use of other data sources is invaluable but also the gaps which exist. Other innovative methods of intelligence and analysis are also required to provide more context and identify problems and the extent of those problems, for instance the implementation of the Cambridge Crime Harm Index to measure and analyse the harm committed and received. The approach of using micro-hotspots can also help to tackle the recurring hotbed of crime, especially violence, in the town centre.

There are also other crimes types which are types or indicative of violence as well offences which are of major concern. Sexual offences and hate crime continues to rise and so does ASB, which is a clear indicator of violence. All are recommended to remain as priorities for the SCP. Then there are also increases in volume of other crimes that cause concern including residential burglary, theft from motor vehicle and shoplifting. Then there are the issues posed by the outbreak of Covid-19 which have been highlighted.

There are many challenges for the VRN and the SCP to reduce violence, other crime and ASB in the borough. This report assists in providing a strategic overview of the work that is required. However, for it to be proven effective there needs to be a continued commitment to communicate, collaborate and coordinate interventions from all partner agencies.

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REPORT TO:	CABINET 25th November 2020 COUNCIL 30th November 2020
SUBJECT:	The Croydon Renewal Improvement Plan and the Croydon Renewal Improvement Board
LEAD OFFICERS:	Interim Chief Executive, Katherine Kerswell Executive Director Resources, Jacqueline Harris Baker Director of Finance, Investment & Risk, Lisa Taylor & Section151 Officer
CABINET MEMBERS:	Leader of the Council, Councillor Hamida Ali Cabinet Member for Croydon Renewal, Councillor Stuart King Cabinet Member for Resources & Financial Governance, Councillor Callton Young
WARDS:	All

SUMMARY OF REPORT:

The agenda item for the Croydon Renewal Plan contains a report submitted in two parts. Part 1 covers the Croydon Renewal Improvement Plan and the Croydon Renewal Improvement Board and Part 2 covers the Croydon Renewal Financial Recovery Plan and the submission to MHCLG for the capitalisation direction.

Both parts of this single agenda item seek to demonstrate that the Council fully recognises and accepts the scale of the challenge facing it and the scope of the work required to change the Council into one which can secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness within a financially sustainable budget.

This report is produced in the context of a Report in the Public Interest having been received and accepted by the Council and a S.114 notice having been published.

The scale of the challenge faced by the council is without recent precedent in London.

KEY DECISION REFERENCE NO: The decisions detailed in this report are reserved to Council and therefore not Key Decisions.

The Cabinet is recommended to:

RECOMMENDATIONS:

- 1.1 Agree to recommend to Full Council the approval of the development of the Croydon Renewal Improvement Plan, noting the first high level draft at Appendix A.
- 1.2 Agree to recommend to Full Council the approval for consultation on the terms of reference and membership for the Croydon Renewal Improvement Board at Appendix B.
- 1.3 Agree to recommend to Full Council to delegate to Cabinet in January 2021 approval of the final version of the Croydon Renewal Improvement Plan.
- 1.4 Recommend that the feedback on the terms of reference and membership for the Croydon Renewal Improvement Board following consultation and feedback from Scrutiny & Overview Committee (S&O), General Purposes & Audit Committee (GPAC), Staff, Partners and MHCLG is presented to Full Council in January 2021.
- 1.5 Note the outcome of the recent staff survey and staff focus groups and that their contents are reflected in the high-level draft Croydon Renewal Improvement Plan at Appendix C.
- 1.6 Agree to recommend to Full Council that the Interim Chief Executive is delegated authority to submit to MHCLG the proposal for a capitalisation direction, in consultation with the Leader of the Council, Cabinet Member for Croydon Renewal, Cabinet Member for Resources and Financial Governance, the Director of Finance, Investment and Risk, and that an update be presented to the next relevant Cabinet meeting when this is completed.
- 1.7 Agree to recommend approval to Full Council; the adoption of the new Council Priorities and Ways of Working in Appendix D and that this replaces the Council's Corporate Plan 2018-2022, which forms part of the Council's policy framework.
- 1.8 Note that the Interim Chief Executive in her statutory role as Head of Paid Service will, in accordance with her Section 4 duty under the Local Government and Housing Act 1989; commence consultation on a restructure of the Council's management arrangements. Following formal consultation, the proposals will be brought back to Cabinet and Full Council for final decision.

1. Executive Summary

- 1.1 This report seeks to demonstrate that the Council has begun to understand the scale of the challenge it faces; it is starting to take the necessary action to correct previous mistakes and take the first steps on its journey to becoming an efficient, effective and financially sustainable council.
- 1.2 The Croydon Renewal Plan was commissioned by the September 2020 Cabinet and Full Council. The Croydon Renewal Plan is an umbrella term that covers a financial recovery plan, the submission to MHCLG for the capitalisation direction and the Improvement Board to provide assurance to government and the people of Croydon on the implementing of the changes required.
- 1.3 When the Croydon Renewal Plan was commissioned, a number of other independent and expert led pieces of work were also commissioned to ensure the final improvement plan captured the full extent of the issues needing to be addressed; for example the staff survey and focus groups report which is an appendix to this report and the Strategic Review of Council Companies and Other Entities which is also on this committee's agenda.
- 1.4 It is important to note that the scale of the challenge facing the Council means that, while some changes can and are being delivered relatively quickly, the type of systemic change Croydon needs to make will take a number of years if it is to be sustainable. This is not without precedent in local government, and other councils such as the London Boroughs of Camden and Hackney who have made whole council fundamental improvements from similar situations through sustained multi-year effort.
- 1.5 The Council will continue to learn from other local authorities' best practice and our partners in Croydon who have experience of delivering wholesale change and will use best practice programme management reporting and assurance methodologies to track implementation.
- 1.6 This report will set out the background to the Council's challenges. It will set out the improvement proposals framed around the different strands of work that will form the Croydon Renewal Improvement Plan. These will include:
 - The new Priorities and Ways of Working;
 - Improvements to governance and leadership practice
 - Improvements to management practice
 - Service improvements to manage demand and cost
 - A new system of internal control – Finance, Performance and Risk
 - A new approach to involving residents and partners
 - A new engagement and involvement programme with staff to create a working environment that values all our staff.
 - A new approach to ensuring respect for all and equity of opportunity for our staff.
 - A review of the member and officer code of conduct to fully embed the Nolan Principles in all work.

The depth and breadth of these strands of work means that some of the work is further forward, and other areas require development.

2. BACKGROUND

- 2.1 Along with many councils in England, Croydon has experienced a challenging financial period, following the reductions in annual funding from national government due to its austerity programme.
- 2.2 Croydon faced further difficulties from its own decisions on expenditure. These led to the council experiencing deteriorating financial resilience for a number of years, culminating in a S.114 notice being issued in November 2020.
- 2.3 Since July 2018, the Council's external auditor consistently raised concerns in its Annual Audit letters about the need to "manage cost pressures, increase income sources and address the level of reserves". In October 2019, they issued an adverse conclusion on the Council's value for money assessment noting that "we are not satisfied that the council has made proper arrangements to secure economy, efficiency and effectiveness in its use of resources".
- 2.4 Structural deficits in the children's social care and adult social care budgets were not addressed in a timely fashion year on year which then manifested as significant overspends at the end of each financial year. Over £50m of transformation monies were spent on adults, children's services. Yet significant issues still remain with continued overspending and unresolved cost pressures
- 2.5 Since 2016, significant borrowing was undertaken (approximately £500million). Investments were made in external companies and assets acquired which increased the Council's liabilities and risk exposure. The governance of those external companies, the complexity of loan agreements and the investments themselves were not adequately supported by dedicated officer resources nor oversight by officers or members.
- 2.6 Reserves, either general or earmarked were not increased commensurately to mitigate the increased level of risk. The council's general fund and earmarked reserves reduced in value over this period by nearly 42m. The Council now has one of the lowest level of reserves in the country at £7m on an annual expenditure of approximately £300 million.
- 2.7 Funding for the Council's financial service was reduced and posts deleted. The management of and regular governance reporting to member was significantly weakened. The internal control system for assuring management and members was not able to adequately track, record, monitor and report upon the council's expenditure appropriately.

- 2.8 Following a meeting in April 2020 between the previous Chief Executive, the Director for Finance, Investment and Risk and the external auditor in which the issuing of statutory recommendations were discussed but then paused; a letter was sent to the previous Chief Executive with a number of actions which required a formal response.
- 2.9 In May 2020 the previous Chief Executive in response to the letter established an independently chaired Financial Review Panel, appointed an independent Finance Consultant to undertake significant improvement work, introduced a 15% staff reduction programme to reduce operating costs, initiated an “Immediate Measures” programme to reduce in-year spending and opened informal discussions with MHCLG.
- 2.10 Over the following months, work focused on the financial challenges the council faced. The independent Finance Consultant produced a report with 75 recommendations to improve the Council’s financial governance. This was presented to the General Purposes and Audit Committee in October 2020
- 2.11 The previous Chief Executive left the Council in August 2020. An internal appointment was made of an interim “caretaker” Chief Executive pending the external appointment of an interim Chief Executive. This appointment was advised upon and supported by the Local Government Association. The new Interim Chief Executive joined the Council on 14th September 2020.
- 2.12 At the 21st September Cabinet and then 28th September Full Council, the immediate measures and in-year savings that had been developed over the preceding summer months were agreed as an in-year amendment of a further £27.9m savings to the council’s budget. In addition, the Interim Chief Executive was requested to make a formal approach to MHCLG to seek a capitalisation direction to enable the 2020/21 budget to be balanced.
- 2.13 The report also gave authority to the new interim Chief Executive to develop the Croydon Renewal Plan as it was evident that a fundamental transformation of the Council’s systems of internal control, governance and management were required to underpin any financial recovery.
- 2.14 In October the Council’s external auditor published a Report in the Public Interest (RIPI) that set out the systemic issues that led to the Council’s current situation. The report set out a series of recommendations which the Council has accepted in full and proposed an additional 4 recommendations to further aid recovery.
- 2.15 The Action Plan was agreed at the Extraordinary meeting of Full Council on 19 November 2020. Delivery of the RIPI Action Plan will be incorporated into the Croydon Renewal Improvement Plan.
- 2.16 During September and October, the Council received support from a number of external bodies and has also initiated a number of further pieces of work, both internal and external to start to better understand the scale of the situation. PwC were commissioned to support the financial recovery work and

to conduct a strategic review of the Council's companies. This work is reported elsewhere on the agenda.

- 2.17 The Local Government Association has been enlisted to assist with member development, support and challenge on the Adult Social Care budgets and delivery model and to carry out a review of the Resources function. The interim Chief Executive has commissioned the LGA to carry out an investigation to gain better understanding of how the Council has arrived at this situation. Tower Hamlets provided early support to the Interim Chief Executive and new Leader. Camden Council are providing improvement partner support to our children's services and have provided additional expert communications resources. Internally, the council established the Croydon Renewal Task and Finish Group, drawing together staff from across the council to deliver the financial recovery plan (part 2 of this report), support the external reviews and develop the high-level Croydon Renewal Improvement Plan and Improvement Board.
- 2.18 On the 19th October 2020 the Interim Chief Executive also initiated a new staff survey and series of 18 staff focus groups to begin listening to staff and their ideas for what needed to change. The staff survey and output from those focus groups is attached at this report at Appendix C. A series of weekly webinars have been held by the Leader of the Council and the Interim Chief Executive with staff following the publication of the Report in the Public Interest. These have been attended by over 1000 staff at a time and the questions raised by staff have also helped shape the focus of the Croydon Renewal Improvement Plan.
- 2.19 The previous Leader of the Council and Cabinet Member for Finance & Resources resigned, and on the 22nd October 2020, a new Leader was elected and new Cabinet appointed.
- 2.20 Throughout this period the Interim Chief Executive and the Director of Finance, Investment & Risk have been in very regular dialogue with MHCLG.
- 2.21 On 20th October 2020 the Council welcomed the MHCLG non- statutory Rapid Review team who are undertaking a comprehensive assessment of the Council's position. The outcome of their review is expected at the end of November 2020.

3. NEW ADMINISTRATION PRIORITIES AND WAYS OF WORKING

- 3.1 The new Leader and her team have worked quickly to identify a framework of new "Priorities and Ways of Working" that will help shape the Council's initial approach to its improvement work and crucially provide a high-level guide to help prioritise scarce resources.
- 3.2 As part of demonstrating the Council's understanding and awareness of its situation, it is important to acknowledge that the existing Corporate Plan for

Croydon, 2018-2022 needs to be replaced by the new Priorities and Ways of Working.

- 3.3 A full statement of the administration's new approach is at Appendix D. This will need to be developed into a new full corporate plan for presentation to Full Council for decision at the appropriate time.

4. CROYDON RENEWAL IMPROVEMENT PLAN

- 4.1 As has been described already, there are a number of supporting reviews, action plans and recommendations that need to feed into the Croydon Renewal Improvement Plan. There are also a number of pre-existing reviews such as the Governance Review and the Centre for Public Scrutiny Review whose recommendations will also need incorporating.
- 4.2 Work to date has identified a number of discrete reports or reviews and nearly 400 different recommendations for action. It is likely that additional recommendations will come from work yet to be concluded such as the MHCLG Rapid Review. These will all need to be drawn together, prioritised and assessed for input to the overall programme plan for improving the council.
- 4.3 A consistent theme identifying the Council's shortcomings has been the Council's previous failure to deliver on its plans. This will need to be addressed in the programme delivery aspect of the improvement plan through clarity on accountabilities, targets, reporting schedules, definitions of success, agreed RAG definitions of progress and effective challenge.
- 4.4 This will be essential to not only give assurance to MHCLG that their capitalisation monies are being effectively used but also to the people of Croydon that their council is properly addressing its weaknesses.
- 4.5 It is recommended that Cabinet and Council agree to a Croydon Renewal Improvement Plan to bring together all of the different strands of work and recommendations from the various reviews. The first draft of the high level improvement plan is attached at Appendix A.
- 4.6 It is further recommended that delivery of the Improvement Plan is not only overseen by Croydon Council member led bodies: S&O, GPAC, Cabinet and Full Council but it is also overseen by an independent Croydon Renewal Improvement Board. The draft terms of reference and membership of the Croydon Renewal Improvement Board are at Appendix B. The Board membership and terms of reference will be consulted on and brought back to January Cabinet and Full Council for final approval.

5. WORKING WITH OUR STAFF

- 5.1 Croydon Council will not be able to fundamentally improve if it does not properly listen to and fully involve its staff in the Improvement Plan. Staff have made clear their concerns, worries and anger at the situation the Council is in.
- 5.2 Their views are laid out in the report from the recent staff survey and focus groups as attached at Appendix C. Staff have also made a series of suggestions on how to improve the situation, for example, improving contract management, clearer priorities, more effective use of digital technology. A very strong message from the Council's staff is the need to change the culture from one which is seen by many as a fearful culture with staff unable to speak up, to challenge bullying or other inappropriate behaviour, with less hierarchical silo-ed behaviour, better communication, more openness and trust. In addition we know we need to build on the work done to date listening to staff concerns about equality and diversity in the workplace, co-create a working environment that respects and values all our staff and take positive action to ensure that this is the case.
- 5.3 The LGA led independent investigation that is underway, will offer more insight and hopefully help build a more detailed understanding of how the council has arrived in this situation. It will also offer a route for any questions that arise that need to be addressed in terms of accountability through other formal processes. The report will be published.
- 5.4 High numbers of staff have attended the webinars. Staff will be going through a great deal of uncertainty over the next weeks and months as the Council begins to implement its financial recovery plan (part 2 of this report). It is essential to keep listening to staff, reaching out in these webinars either on a whole Council basis or more targeted smaller meetings, communicating as regularly as possible and fully involving them in designing the new organisation. Croydon Council is facing a significant challenge in the work needing to be done to improve on top of continuing to deliver its services to the people of Croydon - whilst in a pandemic.
- 5.5 The Council will need to continue to be able to rely on the support of staff to help us deliver the improvement needed. For this reason it is recommended that the results of this, and future, staff surveys are fully embedded in the Council's Improvement Plan.
- 5.6 A huge number of council staff from across the authority have been involved in the work to date as laid out in this report over and above their normal duties. The process for producing these reports is the first example of the new way in which the Council will work as one team harnessing the energy and idea of its staff. This report formally notes, acknowledges and thanks those staff for their contributions and suggestions to help shape the Council for the future.

6. CAPACITY TO DELIVER

- 6.1 The Council's track record of delivery of its plans has been the subject of much criticism in the external reviews that have taken place. It is accepted that to deliver change of this magnitude the Council will need to set higher expectations of itself and its leadership both political and executive.
- 6.2 In the short-term to address gaps in capacity and capability the Council has sought the support of the Local Government Association, PwC, independent financial consultants and mutual aid from other Local Authorities.
- 6.3 As part of the restructure, the Interim Chief Executive will need to take steps to address the capacity and capability needed to deliver the plan, ensure service delivery is maintained and that the necessary skills and resources are available for the improvement work. There will need to be critical focus on:
- The delivery of high-quality statutory services
 - Finances are appropriately managed and controlled
 - A sound understanding of risk management at the heart of the organisation
- 6.4 The Council will need to take a refreshed approach to training and development for staff to give them the skills that are needed to deliver change. This will need to include financial management and budget setting, management of risk, development of business cases and project management delivery.
- 6.5 The LGA is already working with both the administration and opposition groups and has developed a detailed programme to improve skills and practice in governance, financial management, oversight and scrutiny for all Members. In addition to this there is a more detailed development programme available for Cabinet and Scrutiny & Overview Members to include finance, finance for scrutiny, finance management for audit.
- 6.6 To underpin the new way of working the Council will introduce a new system of internal control focussed on finance, performance and risk to manage the delivery of the Council priorities, its services and the overall improvement programme. This will follow a monthly cycle of Departmental Leadership Teams, Executive Leadership Team, Cabinet and Scrutiny and Overview as appropriate. In addition, progress on the improvement work will be reported to the Croydon Renewal Improvement Board.

7. APPROACH TO RISK

- 7.1 Key to ensuring the improvement work will be successful will be adopting a new approach to risk, both in terms of how risk is assessed and managed. There will need to be a programme of training and development for decision making scrutiny and audit rules and also for council management.

- 7.2 The Council's management team has already commenced this work with a detailed review of the current risk register. Work is underway to strengthen the risk management framework.
- 7.3 Aligned to changing the approach and processes around risk, a change in behaviours and attitudes will be needed to ensure that all staff are able to manage risk appropriately in their day to day work. This change will take time to deliver and have impact.
- 7.4 The revised risk register and an update on this work will be reported to GPAC in January 2021.

8. WORKING WITH COMMUNITIES, RESIDENTS, BUSINESSES AND PARTNERS

- 8.1 The administration's new priorities and ways of working highlight the need for greater transparency and openness in the Council's relationship with residents, communities, businesses and partners.
- 8.2 The first step the Council will take to demonstrate its new approach is a borough wide full consultation on the savings proposals for 2021/22. This consultation will take place with all residents and the business community on all the budget proposals being presented in part 2 of this report.
- 8.3 The next step is to seek to fully involve the residents of Croydon, its communities and the Council's partners in the improvement work. The draft terms of reference for the Croydon Renewal Improvement Board seek to establish Croydon Communities Board. This Board will receive the Improvement Boards papers will be asked to give their views first each meeting to the Improvement Board. Consultation will be undertaken on the best way to achieve this. They will also be able to suggest specific items for the Board agenda. There will also be a question and answer session for residents mirroring the Council's public question time at Full Council. Partners will be invited to be on the Improvement Board and on the Croydon Community Reference Board. All meetings will be held in public and every quarter the independent chair of the Improvement Board will be asked to present an update to Full Council and take questions from members on progress.
- 8.4 The Improvement Board will also report to MHCLG and the LGA on progress.
- 8.5 This is all in addition to the work that S&O and GPAC will undertake on the Improvement Plan.

9. CONSULTATION

- 9.1 The draft high level Improvement Plan, Improvement Board membership and terms of reference will be consulted on and brought back to January Cabinet and January Council for final approval.

- 9.2 The interim Chief Executive will consult all staff and elected members on a restructure of the Council's management arrangements. The outcome of that consultation will be brought back to cabinet and Council for final decision.

10. REASONS FOR RECOMMENDATIONS/DECISIONS

- 10.1 It is essential that the council takes steps to address the improvements required to enable Croydon Council to be a financially sustainable council delivering value for money efficient and effective services.

11. OPTIONS CONSIDERED AND REJECTED

- 11.1 Should the Council have chosen not to act, it is very likely that MHCLG could have used their powers for intervention to address the situation. The proposals in this report aim to keep Croydon in local democratic control while working closely with national government, the LGA and others to make the necessary changes to become a financially sustainable and well governed council.

12. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 12.1 The financial consequences arising from the work of the Improvement Plan will need to be assessed once the plan is more fully developed. These will be presented to January Cabinet.
- 12.2 There are likely to be costs arising from the Improvement Board and these will also be brought back to members at January Cabinet.
- 12.3 Risk assessment and reporting will be an essential part of the reports on delivering the Financial Recovery Plan and the Improvement Plan. The most immediate risks that will need to be mitigated are a lack of resources both financial and human to undertake the amount of work needed. These will need to be mitigated by careful planning and prioritisation and seeking peer support from the local government sector.
- 12.4 There is also the risk of further disruption from the pandemic to council business and any impact of Brexit. Each of these risks will need to be assessed and reported upon and addressed as they become known.

13. LEGAL CONSIDERATIONS

- 13.1 The Head of Litigation and Corporate Law comments on behalf of the interim Director of Law and Governance that the Local Government Finance Act 1992 section 31A places the Council under a statutory responsibility to set a balanced budget i.e. the expenditure of the authority incurred (including

expenditure it proposes to incur) in a financial year must not exceed resources (including sums borrowed) available to it to meet that expenditure.

- 13.2 Whilst the Council must have due regard to the Equality Duty when taking decisions, there is a recognition that local authorities have a legal duty to set a balanced budget. However, where a decision is likely to result in detrimental impact on any group with a protected characteristic it must be justified objectively. This means that the adverse impact must be explained as part of the formal decision making process and attempts to mitigate the harm need to be explored. If the harm cannot be avoided, the decision maker must balance the detrimental impact against the strength of legitimate public need to pursue the service change to deliver savings. Finances cannot be the sole consideration.
- 13.3 Members are specifically referred to the case of *WX v. Northamptonshire County Council* [2018] EWHC 2178 (Admin) <https://www.casemine.com/judgement/uk/5b7a6bd92c94e0268d0dc356where> where decisions of both the Cabinet and Council to make budget cuts and changes to the delivery of library services following the service of a section 114(3) report were found to be unlawful and quashed for failure to take account of consultation responses. The court held that whilst Cabinet could not be criticised for being motivated by the financial situation this could not be their only concern when there were statutory duties to comply with. The key point of this decision therefore is the need to ensure that the rules surrounding consultation and decision-making are followed when reaching decisions about service provision even where there is a recognised urgent need to make a decision because of finances.

Approved by: Sandra Herbert Head of Litigation and Corporate Law on behalf of the interim Director of Law and Governance & Deputy Monitoring Officer

14. HUMAN RESOURCES IMPACT

- 14.1 The council recognises that its workforce is fundamental to the success of the improvement plan but also that services need to be reorganised to meet the financial challenges it faces. The impact on the workforce will be set out through specific proposals and the council's HR policies on consultation and managing organisational change will be followed.
- 14.2 The council will consult with its recognised trade unions in accordance with its collective bargaining arrangements on the proposals and cumulative impact across the workforce. Regular dialogue and engagement will continue throughout the course of the improvement plan.

Approved by: Sue Moorman, Director of Human Resources

15. EQUALITIES IMPACT

15.1 In April 2011 the Equality Act (2010) introduced a new public sector duty which extends the protected characteristics covered by the public sector equality duty to include age, sexual orientation, pregnancy and maternity, and religion or belief.

15.2 Section 149 Equality Act 2010 requires public bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- foster good relations between people who share a protected characteristic and people who do not share it.

15.3 Having due regard means consciously thinking about the three aims of the Equality Duty as part of the process of decision-making. This means that decision makers must be able to evidence that they have taken into account any impact of the proposals under consideration on people who share the protected characteristics before decisions are taken

15.4 Public bodies are required to analyse the likely effects of policy on the relevant protected groups. Where there is evidence of an adverse impact on any of the protected groups, the public authority must consider whether that policy is nevertheless justified in the light of wider aims. Even if it is justified, they should consider whether it should take proportionate steps to mitigate or avoid the adverse impact.

15.5 High quality information about the equality impact of savings proposals is necessary to enable budget decisions to be taken in an informed, fair and transparent way. At a time of significant financial pressure this is essential to maintaining the Council's commitment to tackling inequality and disadvantage, as well as fulfilling the authority's legal duties.

15.6 The Council will consider the extent and in what manner decisions were taken in accordance with the duties, whether there might be improvements in the process of decision-making; and propose ways in which future such exercises could be more effective, transparent, and offer greater value for money by ensuring that spending is better targeted.

15.7 The specific duties require listed bodies to meet the engagement provisions as part of assessing the impact on people with protected characteristics. This will help listed bodies to better understand the impact of their proposals on the different characteristics.

15.8 For our services to meet the needs of local residents, and of the community at large, it is essential that our plans and policies take into account the views of local people and others who use our services. Proportionate and relevant

consultation must be carried out with relevant public bodies, voluntary, community, trade union and other interest groups, such as staff, with an interest in the matter. This will help us to take account of the potential impact of the proposals on these groups, and to mitigate these impacts where possible

Approved by: Yvonne Okiyo, Equalities Manager

16. DATA PROTECTION IMPLICATIONS

16.1 The Head of Democratic Services and Scrutiny Comments that there are no data protection implications arising from the contents of this report.

Approved by: Elaine Jackson, Assistant Chief Executive

CONTACT OFFICER: Katherine Kerswell, Interim Chief Executive

APPENDICES TO THIS REPORT:

- Appendix A - High Level Draft of the Croydon Renewal Improvement Plan
- Appendix B - Draft Croydon Renewal Improvement Board Terms of Reference and Membership
- Appendix C - Staff Engagement Report
- Appendix D - Administration Priorities for the Croydon Renewal Plan

BACKGROUND DOCUMENTS – LOCAL GOVERNMENT ACT 1972

Letter from External Auditor, Grant Thornton to former Chief Executive, 22 April 2020.

HIGH LEVEL DRAFT OF THE CROYDON RENEWAL IMPROVEMENT PLAN

Introduction

Croydon Council faces serious governance, financial and operational challenges which have been exacerbated by the COVID-19 pandemic. The scale of the challenge the local authority faces is unprecedented and will require one of the most significant change programmes in local government.

Cabinet and Council agreed in September 2020 to the development of the Croydon Renewal Plan which incorporates a financial recovery plan to develop a sustainable budget over the medium term, the submission to MHCLG to secure the necessary capitalisation direction as part of that financial recovery, a corporate Improvement Plan to deliver the required changes to ensure the financial investment and rebalancing of the budget is sustainable and an Improvement Board that will oversee and ensure delivery and improvement actually takes place.

MHCLG will require assurance that;

- we have faced up to our situation and understand its depth and impact,
- we have acknowledged the errors made in arriving at this position
- we are clear about what we need to do
- we are continuing to challenge our position to establish whether there any addition financial problems
- we are developing a detailed improvement plan in a timely fashion that incorporates the Report in the Public Interest Action Plan and recommendations from other reviews such as the Strategic Review of council companies and their Rapid Review.

And that all together the Croydon Renewal Plan will provide MHCLG assurance for their decision in regard to the capitalisation direction and the improvement board will offer further assurance in our continued commitment to deliver the required change.

Part of the assurance to Government is the MHCLG non-statutory Rapid Review which is taking place during November 2020 and is on target to report at the end of the month. They were tasked to look at our governance, culture and leadership, financial sustainability, services and our capacity and capability to improve.

In summary this is an opportunity to consider a re-set moment for the Council where it can completely review the previously held ambitions and goals including the Corporate Plan 2018-22, the vision and values and the operational model that it has in place to deliver services.

Approach to Improvement

From the outset it will be important to set clear principles to operate within so that residents and staff can see that the Council is taking an approach that is fundamentally different from the past. The new administration has committed to greater transparency and openness in the Council's operation and this will be an integral theme underpinning all aspects of the Council's business.

Measuring and monitoring delivery and actual change will be central to provide assurance on the implementation of the Improvement Plan. The interim Chief Executive and the management team will work with staff and Members to co-create criteria to measure and evidence progress in a meaningful way.

Reaching out to staff and actively seeking their involvement in co-designing and co-delivery of much of the change needed will be another hallmark of the new way of working. Already staff have put forward many ideas such as improving contract management, clearer priorities, more effective use of digital technology in the recent staff survey and focus groups. A very strong message from the Council's staff is the need to change the culture from one which is seen by many as fearful with staff who feel unable to speak up. Designing a new operating environment to tackle this culture without the full involvement of staff would be entirely inappropriate and highly likely to fail. There is also feedback from staff of unequal treatment, of nepotism, of cronyism, of racism, of discrimination and of unconscious bias all taking effect in their working lives. This will be tackled explicitly and openly with staff fully involved.

Administration new Priorities and Ways of Working

The new administration, in place with effect from October 2020, has already set out its priorities for the Council (see Appendix D). In high level terms these are:-

Priorities

- We will live within our means, balance the books and provide value for money for our residents.
- We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.
- We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy. And to keep our streets clean and safe.
- To ensure we get full benefit from every pound we spend, other services in these areas will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.

In addition the administration has also set out new ways of working which are:

New ways of working

- We will practise sound financial management, being honest about what we've spent and what we can afford.
- We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.
- We will aim to become a much more transparent, open and honest council.
- We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions.

Diagnosing the size and scale of the challenge for the Council

As has already been stated the challenge the Council faces is to deliver one of the most significant change programmes in local government. A number of reviews are already underway or have recently concluded and their findings and recommendations must be incorporated into the detailed Croydon Renewal Improvement Plan.

1. Finance Review Panel and Independent Finance Review

This is an independently chaired panel that has external stakeholders from other local authorities, Croydon NHS Trust and the Council's external auditor Grant Thornton. It was set up to oversee, challenge and endorse the Council's approach to the 2020/21 forecast overspend and residual financial challenges and external audit concerns. Latterly the panel has informed the approach to developing a revised Medium Term Financial Strategy and the budget setting process. The Finance Review Panel commissioned an independent review of the Council's financial governance, strategy, planning, leadership, decision-making, and management of group company structures. This resulted in a report to General Purposes and Audit Committee in October 2020 with 75 recommendations all of which the Council accepted and will be incorporated in the Croydon Renewal Improvement Plan

2. Strategic Review

In September 2020, the Council commissioned PWC to undertake a strategic review of its subsidiary companies including structures, operations, financial position and

any additional liabilities. It will be essential to incorporate the recommendations from this review into the Improvement Plan.

3. Report in the Public Interest

In October the Council's external auditor issue a Report in the Public Interest and in response to this the Council has agreed an Action Plan that has 83 recommendations. It will be essential to incorporate the recommendations from this review into the Improvement Plan.

4. Staff Survey

During October the Interim Chief Executive initiated a new staff survey and series of focus groups to begin listening to staff and their ideas for what needed to change. In addition weekly webinars with the Leader of the Council and Interim Chief Executive have been held to hear how staff are feeling and to answer the many questions that colleagues have. The output from all of the activity to date and the ongoing dialogue that will take place will form an essential pillar of the Improvement Plan.

5. MHCLG Rapid Review

The Council has recently welcomed the Rapid Review team which was commissioned by MHCLG and it is anticipated that their report will make a number of recommendations. It will be essential to incorporate the recommendations from this review into the Improvement Plan.

6. Governance Review and Centre for Governance & Scrutiny Review

Both of these pieces of work will assist the Council to reshape its approach to governance and improve the way it scrutinises all plans and service delivery including the Croydon Renewal Improvement Plan.

7. The Financial Recovery Plan

This plan will deliver the new medium term financial strategy and the use of the MHCLG capitalisation monies to enable the council to manage the current significant shortfall in this year's budget and address the long-term structural deficit within children's and adult's services. Its recommendations are in part 2 of this report on this agenda. The mechanisms for delivering the strategy such as the existing spending control panel and the placement review panels for adults and children's placements will be incorporated within the Improvement Plan

High Level Improvement Objectives

The Croydon Renewal Plan will lay out in detail the improvements the Council needs to make, what actions it will take to deliver those improvements and have programme management disciplines and mechanisms in place to ensure accountability and track progress.

Using the outputs from the diagnosis process (steps 1-7 above) it will build a long-term approach to managing a significant programme of work that is likely to take up to 5 years. This will need to set out how the Council will stabilise its finances, make service improvements, operational improvements and deliver transformational approaches to modernise the way the Council works. This programme of work will

need dedicated resource and the Council will need to identify capacity and capability for this to succeed.

The high level improvement objectives that will need to be addressed are as follows;

Leadership	<ul style="list-style-type: none"> • Effective Governance • Political & Managerial Leadership improvement • Openness & transparency • Equality & Diversity 	Financial Control	<ul style="list-style-type: none"> • Deliver MTFS-financial sustainability by 24/24 • Deliver in-year • External companies deliver return on investment
Staff Engagement & Involvement	<ul style="list-style-type: none"> • A council free from fear built on trust & openness that reflects the diverse borough that we serve • Equality and diversity, tackling unconscious bias & taking positive action 	Service Transformation	<ul style="list-style-type: none"> • Adult's Social Care • Children's Social Care • Identify & modernise core services
Residents & Partners	<ul style="list-style-type: none"> • A new approach to engagement, openness and transparency • Collaborative working 	Internal Control systems	<ul style="list-style-type: none"> • Risk Management & Assurance Framework • Corporate Performance Framework (service delivery & staff appraisal)

Delivering the Plan

The Council has fully acknowledged that it does not have a strong track record of delivery of plans and is making a positive step to address this by the introduction of an independently chaired Board to hold the Council to account for delivery of the Croydon Renewal Improvement Plan. The draft terms of reference and draft membership of the Croydon Renewal Improvement Board are at Appendix B. The Board membership and terms of reference will be consulted on and brought back to the January 2021 Cabinet and then onwards to Full Council for final approval.

In addition progress will be reported and overseen by Council Member led bodies: Scrutiny and Overview Committee, General Purposes and Audit Committee, Cabinet and Full Council. The Board will provide an external layer of governance and accountability for the Council. It does not preclude or prevent Scrutiny & Overview or GPAC from fulfilling the duties as described in the Council Constitution. The Chairs of both committees are in attendance and the Board can refer matters to them and vice versa.

The Council will need to fully adopt best practice programme methodologies which will set definitions to be achieved, milestones and deliverables in sensible time periods to ensure it achieves the required improvement and change. The plans will require regular review to check that delivery is on track, that risks are reviewed and mitigated and any external factors that may affect delivery are taken into consideration.

There are currently around 400 recommendations and actions already developed from different plans and there will be further output for incorporation into existing plans. Some of the recommendations and actions are likely to be cross-cutting, many may duplicate each other and the Council will need to use best practice frameworks and recognised programme management methodology to track progress and reporting.

The Council will use the CIPFA/Solace standards and the McKinsey 7s Framework to model best practice. In addition it will continue to work with and learn from partner organisations such as the Local Government Association, Centre for Governance & Scrutiny and other Local Authorities who can provide valuable support and insights.

First Order Actions and Immediate Goals

The Croydon Renewal Improvement Plan needs to be written and brought to members for review and challenge. It is intended that this will happen in January 2021 at both Scrutiny and Cabinet. However there is a significant amount of work already underway whilst the detailed Improvement Plan is being constructed. The Council cannot wait for the Plan to be finally written before it begins the essential work needed.

It is important for the Council to set immediate goals to keep momentum and pace around the actions that need to be taken whilst it builds the more significant overarching Improvement Plan. The following table captures the work currently underway which will all be formally incorporated into the Improvement Plan for formal review in January.

Immediate Priorities	Action	Delivered by
Submission to MHCLG	Submit capitalisation direction	Dec 2020
Listening & engaging with staff and implementing outcomes from staff survey	Co-create success measures, listening, engagement and freedom from fear culture activities	Work started October 2020
Consultation on Council management arrangements restructure	Whole Council staff consultation on the redesign of management arrangements and resources to reflect new organisation priorities and ways of working. Proposals then brought to Cabinet and Full Council for final decision with a plan for any permanent appointments that may arise.	March 2021

Consultation on 2021/22 budget and sign-off	Agree proposals and consult staff and all residents	Feb 2021
Medium Term Financial Strategy consultation and sign-off	Agree proposals and consult staff and all residents	Feb 2021
Corporate Finance, Performance and Risk reporting in place	Develop new robust assurance framework and reporting system to members.	June 2021
Programme Management Office in place and Programme Management system agreed	Identify resource required and appropriate methodologies	February 2021
Improved finance system to support reporting and management of finances	Scope requirements and establish approach	June 2021
Report in the Public Interest Action Plan	Agreed by Cabinet & Full Council	November 2020

Next steps

On receipt of the report from the MHCLG Rapid Review the Council will be in a position to set out next steps and offer to meet the requirements to secure a capitalisation direction.

It is envisaged that this will need a robust Medium Term Financial Strategy, a financial delivery plan and Improvement Plan to accompany any submission.

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**DRAFT CROYDON RENEWAL IMPROVEMENT BOARD
TERMS OF REFERENCE & MEMBERSHIP**

NAME	Croydon Renewal Improvement Board
DATE	November 2020 (Board to commence January/ February 2021)
CHAIR	TBC – Independent Chair
FREQUENCY	Bi-monthly public meetings
MEMBERS - 16	<p>Independent Chair Ministry of Housing, Communities and Local Government Representative Chartered Institute of Public Finance Association Representative Local Government Association Representative External Equality & Human Rights Expert Representative External Health Partner Expert Representative External Adult Social Care Expert Representative External Children's Expert Social Care Representative External Local Authority Chief Executive (HoPS) External Local Authority Director of Finance (S151) Representative of LBC recognised Trade Unions</p> <p>External Auditor Grant Thornton (will attend but cannot be a member)</p>
IN ATTENDANCE - 10	<p>Leader of the Councillor Deputy Leader of the Council Chair of Scrutiny and Overview Committee Chair of General Purposes and Audit Committee Leader of the Opposition Deputy Leader of the Opposition Interim Chief Executive Director of Finance, Investment and Risk (S151) Executive Director Health, Well Being and Adults (DASS) Executive Director Children, Families and Education (DCS)</p> <p>Other invitees as required</p>
Croydon Communities Board	<p>Representatives of Croydon Voluntary Services Representatives of Croydon's Faith Communities Representatives of Croydon Tenants & Residents' Associations Representatives of Croydon's Business Community</p> <p>Other invitees as required</p>

	Discussion to be held between the Communities Board and the main board as to how best to convey their views. Should they have a representative on the main board?
PURPOSE	<p>The Croydon Renewal Improvement Board will be an independently chaired body of experts reporting to MHCLG and Full Council. It will hold the Council to account for the delivery of the Croydon Renewal Improvement Plan and the use of any MHCLG granted capitalisation direction funding.</p> <p>It will support and challenge the implementation of the Croydon Renewal Improvement Plan which aims to deliver by April 2024, a financially sustainable organisation, with strengthened governance and management controls, that is open and transparent, with reduced costs, delivering cost effective, value for money core services whilst respecting and valuing all its staff.</p>
Constituent parts of the Plan	<p>The Croydon Renewal Improvement Plan will draw together all the 400+ commitments from the following plans to deliver a coherent, corporate improvement programme:-</p> <p>Croydon Renewal Financial Recovery Plan 2020/21- 2021/22 Medium Term Financial Strategy 2021-2024 Report in the Public Interest Action Plan MHCLG Rapid Review recommendations Croydon Finance Review recommendations Strategic Review of the Council's companies recommendations Children's Services Improvement Plan Adult Social Care Services Improvement Plan The Centre for Governance & Scrutiny Review recommendations The Governance Review recommendations</p>
ELECTION OF VICE-CHAIR	The Board will nominate and agree a vice-chair from its membership who can deputise in the absence of the chair.
ROLE OF BOARD	<ol style="list-style-type: none"> 1. The Board will hold LBC elected Members and Chief Officers to account for the delivery of the Croydon Renewal Improvement Plan to ensure sustainable improvement is achieved within the agreed timescales and cost. 2. Provide challenge to ensure that actions taken meet the improvement outcomes that are required of the Council. 3. Ensure the Council is constantly seeking to learn from best practice elsewhere and builds a learning methodology into its improvement work. The Board to invite external advice where relevant.

	<ol style="list-style-type: none"> 4. Refer to Scrutiny & Overview and GPAC to develop items of work for further enquiry, and receive reports and referrals from both bodies where relevant. 5. The Board papers will be shared with the Croydon Communities Board in advance for their input and consideration and feedback from them will form part of the agenda for each meeting. 6. The Croydon Communities Board will also be able to suggest to the Board items for their consideration and discussion. 7. Agree a suite of performance measures to assure the delivery of the Improvement Plan. 8. Report quarterly to Full Council and MHCLG on the progress that the Council is making on its improvement journey. These reports to be public. 9. Agree and implement a communication plan to ensure that stakeholders are both updated on progress and have the opportunity to challenge the delivery of the Improvement Plan. 10. Ensure that council staff and all members are kept informed on a timely basis of the progress on implementing the Improvement Plan. 11. Produce an Annual Report for Full Council, MHCLG and the LGA.
ACCOUNTABILITY & REPORTING RELATIONSHIPS TO OTHER BODIES	The Board will provide an external layer of governance and accountability for the Council. It does not preclude or prevent Scrutiny & Overview or GPAC from fulfilling the duties as described in the Council Constitution. The Chairs of both committees are in attendance and the Board can refer matters to them and vice versa.
RISK MANAGEMENT	The Board will maintain its own risk register in regard to the delivery of the Croydon Renewal Improvement Plan which will be incorporated within the Council's risk register and will receive a report on risk at each meeting. It's risk register will form a part of the regular risk report to GPAC
REPRESENTATIONS FROM MEMBERS OF THE PUBLIC	The Board will be able to receive representations from members of the public and have a question and answer session mirroring the principles used in the Council's constitution for this.

MEMBERSHIP OF THE BOARD	Recommendations for changes to membership of the Board can come from the Board or the London Borough of Croydon and will be proposed to Full Council for decision.
BOARD MEETINGS	<p>Meetings of the Board will be held bi-monthly and the agenda and papers will be circulated one week in advance.</p> <p>Meetings will be held in public and will be two hours in duration</p>
STANDARD AGENDA ITEMS	<ul style="list-style-type: none"> • Review minutes, actions and matters arising • Feedback from Croydon Communities Board • Any public representation or questions • Review and challenge to the progress relating to the Croydon Renewal Improvement Plan • Review of risks relating to improvement activities
SUPPORT TO BOARD	<p>The Board will be supported by the Council's Corporate Programme Office.</p> <p>It is possible that payment will need to be made to Board Members.</p>
REVIEW	At its initial meeting, the Board will agree its Terms of Reference. There will be a review of the Terms of Reference every six months and any changes will be recommended to Full Council for decision.
DECLARATIONS OF INTEREST	<p>The Council's Member Code of Conduct requires Members to declare disclosable pecuniary interests and any other interest that they may have within the published register of interests and also any items for consideration by the Board.</p> <p>These will be recorded in the minutes and a separate register will be maintained for Board members.</p>
BOARD REVIEW	At the end of each year the Board will review its progress to ensure it has successfully met its aims and is adding value to the improvement work of the council and a public report will be produced for Full Council, MHCLG and the LGA.

Croydon **Renewal** Plan: Staff engagement report

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November, 2020

Key overall findings

- Strong, palpable anger and vitriol towards senior management
- Lack of trust in senior management which has amplified sense of uncertainty, unease and anxiety
- Inconsistent health and well being support from managers, examples of exemplary and poor practices
- Fragmented engagement and communication from senior management with often low visibility
- Lack of accountability and taking responsibility
- Silo working which increases costs
- Technology was seen as an enabler that allowed for flexibility but also a vice as expectation that you are available all the time and 'MicroSoft Teams fatigue' is creeping in.
- In some cases working from home is creating isolation and affecting mental health and wellbeing as long term arrangements is uncertain
- Staff want to know what moving forward looks like, what is the plan?. "We are not working from home, we are at home trying to work". to share their insights.
- A number of low hanging fruit – 'actionable ideas' that are worth immediate attention

Survey highlights and lowlights

- **1003** responses, equivalent to **28%** of staff
- **738** respondents gave ideas of what we can implement immediately to achieve a balanced budget this year
- **97%** of respondents support the need for a Croydon Renewal Plan, with **51%** feeling they can offer meaningful contributions to establishing a balanced budget
- **86%** of respondents feel connected to their team and manager during the pandemic, however only **69%** feel connected to the council as a whole
- **51%** are proud to work for the council, **21%** are not proud, **21%** are ambivalent
- **56%** of respondents feel the organisation supports them in their health and wellbeing, however **73%** enjoy working from home with the new technology
- **59%** of respondents agree that our council leaders are communicating and managing the public health (Covid-19) pandemic well

Focus group highlights and lowlights

- **147** participants, **762** comments recorded
- “We cannot change how the senior management had handled things previously to get us in this predicament but we can be hopeful of better things with this new CEO and her approach.”
- “CEO needs to listen to the staff on the ground, we often tell the true story of the service the positive AND the negatives and it is the only way of really knowing what is happening. Staff are positive and want to see the changes.”
- “Culture change - look at us as a croydon council employer - do what you need to do to achieve an outcome - flattening the structure as opposed to silo working.”
- “On the surface, statements are made about concerns for staff and their well being but not in practice.”

Staff feedback: where we need to move to

Where we are	Where we need to move to
Current narrative is jarring for the reality for the council, reflects former leadership	A hopeful, inclusive and sustainable new narrative about our future and aspirations developed and shared by all
Distrust/lack of trust in senior management	<ul style="list-style-type: none"> Competent, accountable management role modelling expected behaviours and our values. All staff have confidence in leadership, feel they can speak truth to power and do not fear reprisals for respectful challenge.
Passive staff voice in decision making	<ul style="list-style-type: none"> Staff voices heard and active involvement in shaping our future New psychological contract with staff setting out mutual expectations, from operational staff to officers and leaders
Silo working & decision making – lack of empowerment	<ul style="list-style-type: none"> Collaborative/partnership working is norm Restructure/reorganise along lines of core services
Low levels of resilience	Focus on wellbeing initiatives and support for staff both working remotely or in work to support positive mental health and connection to the council

Staff say we need to do these things first:

- Reset the organisation & be clear on what a resilient culture and workforce looks and feels like
- Recognise that there are systemic constraint/barrier to true engagement and collaboration and address the issues inclusively
- Retain our best talent; work collaboratively and harness strengths cross-functionally to make this happen
- Improve leadership & management capability in key areas, esp. financial management
- Improve health and well being support

RESETTING

- Take steps to create a psychologically safe environment
- Start with a clear vision and set of values which are shared across the council.
- Structure is a vital element of delivering the vision and values but it has to be complemented by the right systems, strategy, skills set, workforce planning, and working style of the new organisation.
- Follow through with feedback loop for survey and focus group (Croydon Renewal Plan)
- Embed good practice management and leadership positive behaviours within the organisation.
- Train Managers in supporting staff with mental health and promoting well being.

Thank you

Priorities & new Ways for renewing Croydon

About this plan: why are we doing this now

Croydon faces the most serious financial challenges and is seeking a loan from the Ministry for Housing Communities and Local Government (MHCLG). This is caused by the issues highlighted in our auditor's Report in the Public Interest and exacerbated by the Covid 19 pandemic and to a lesser extent the uncertainty caused by leaving the European union, currently without a trade agreement.

These problems have deep roots, and while a decade of austerity, historic underfunding and the Covid-19 crisis have had a major impact on our finances they do not excuse where the council has made mistakes.

We will need to rebuild the council and rebuild trust with our communities and partners. We know this won't be easy and will require difficult decisions to be made. The challenges we face mean we have had to rethink the plans we set at the last local elections. We have had to work quickly to identify what is most important for our communities, in the immediate future and over the next three years.

This framework will give us a structure to help us identify: where our limited resources as a local authority can have the most positive impact for our residents; where we can leverage our partnerships to support our plans, and; where we should be using our democratic leadership to campaign and lobby government for change.

This framework will help council officers set a new corporate plan for the organisation. We will be able to assess spending and policy proposals in every area, from housing, to health, from economy to early help, from culture to community safety, or any other part of the council, any work or service will need to make a positive impact in addressing one of our three priorities. We have also set out how we will do this, so residents, partners, staff and service users know what they can expect from us and hold us to account for how we deliver, not just what we deliver.

Who we are: our values, our ambition

We are a borough that cares, about each other, and about the communities we live in. We have strong neighbourhoods, thriving local businesses and a vibrant voluntary sector. We want Croydon to be a place where no one is left behind. This means we will focus our efforts on the most vulnerable and most excluded residents, including those living in extreme poverty.

As a council we are explicit that we can't do this alone. The council has over many years nurtured really strong partnerships: with the NHS, with the wider public sector, with employers and businesses in the borough with the voluntary sector and above all with the people who live here. We will seek to work with every resident and organisation that wants to work with us to face our challenges and build a better future for Croydon. We know that we will need to work to earn back the trust we need for these partnerships to be effective.

Above all we want to build a compassionate, resilient and caring Croydon.

Our priorities – 2021-2024

The challenges we face are immense. While this doesn't stop us being ambitious for Croydon in the future, it does mean we will need to be clear about our priorities and make some tough decisions about what we will and won't do over the next few years.

For the next year to 18 months at least, Covid is going to be absolutely central to our day to day experiences, as a community and a country. The pandemic will continue to have a huge impact on what we are able to do and how we are able to operate as a local authority. Covid has also meant changes to how we deliver some services, introducing digital options which are more convenient for residents and more efficient for the council. The three priorities below should be viewed through that lens. Since March we have been regularly reviewing and updating our response to Covid to support our communities and will continue to do so as we simultaneously improve as a council.

Taking our significant challenges, together with our ambition for our borough and the assets we have, in the council, our communities and through our partners we have decided to focus on the following priorities for our borough:

- We will live within our means, balance the books and provide value for money for our residents.
- We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.
- We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy. And to keep our streets clean and safe. To ensure we get full benefit from every pound we spend, other services in these areas will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.

This will mean some tough decisions for the council. We will stop delivering some services that we know our communities find valuable. But we believe that by focussing on a smaller number of priorities for our residents we will be more impactful on those issues, and ultimately deliver what we do keep doing to higher standard. We will be working with our residents, our staff and our partners to identify the right way to deliver our priorities for the next three years, and welcome everyone's views.

How we will do it – 2021-2024

The need for us to rebuild trust and in order to meet the scale of the challenges we face, means we will also need to change the way we work. This change won't be easy, and while some changes can be made quickly others will take time.

Throughout this we will focus on some key ways of working in the council, with our communities and partners to build a better Croydon.

- We will practise sound financial management, being honest about what we've spent and what we can afford.
- We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.
- We will aim to become a much more transparent, open and honest council. We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions.

The context for Croydon

Croydon, along with the rest of the UK, is about to enter one of the most challenging periods of its history. We don't yet know the full extent of Covid's impact – significant economic and social restrictions to protect us from the disease remain in place, themselves both causing social and economic problems now and storing up more for the future. In a matter of weeks we leave the European Union. A trade deal is currently uncertain.

Leaving the EU and Covid are exposing ingrained inequality, disadvantage and poverty, already present in our borough. It's likely that the people and groups who are already worse off will be hardest hit by these twin storms. We have particularly seen the racial and economic inequality in our borough laid bare.

These challenges will require us all to pull together to support each other and play our part to get us through the tough times to come.

Covid and leaving the EU are beyond the council's control, but it is against this backdrop, Croydon Council itself faces a financial challenge the scale of which has not been seen in local government. We have been subject to stinging external criticism – which although it hurts, we accept. We know if we are to put things right every area of our work will be impacted as we seek to reshape the council and put it on a stable financial footing, in order to weather the storms to come.

It's clear that Croydon faces crises on a number of fronts. It would be easier to give up and let someone else try to solve our triple challenges. But giving up is not in our nature. We are determined to use our democratic mandate, our convening power and influence and our resources efficiently and effectively to support residents through the tough times to come.

We remain hopeful and ambitious for our borough, and know, that while the immediate future looks uncertain, Croydon has a bright future.

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REPORT TO:	CABINET 25th November 2020 COUNCIL 30th November 2020
SUBJECT:	The Croydon Renewal Financial Recovery Plan and Submission to MHCLG for the Capitalisation Direction
LEAD OFFICERS:	Interim Chief Executive, Katherine Kerswell Executive Director Resources, Jacqueline Harris Baker Director of Finance, Investment & Risk, Lisa Taylor & Section151 Officer
CABINET MEMBERS:	Leader of the Council, Councillor Hamida Ali Cabinet Member for Croydon Renewal, Councillor Stuart King Cabinet Member for Resources & Financial Governance, Councillor Callton Young
WARDS:	All
<p>SUMMARY OF THE REPORT</p> <p>The council's annual budget is required by law to be both balanced and deliverable in year and to provide a sustainable and balanced footing over the medium term for the delivery of all council services. However, it currently forecasts an in-year overspend in excess of £30m at the end of 2020/21.</p> <p>Further risks are very likely to arise which would increase the overspend up to £67m. This is considerably in excess of the council's general fund reserve, which now stands at £7m.</p> <p>In addition, the draft Medium Term Financial Strategy presented to Cabinet and Council in September 2020 identified future savings of £79m required over 2021/24 to meet future pressures not funded within the existing base budget.</p> <p>The Council does not currently have a deliverable plan to balance its budget this year as required by law. In view of this, the Chief Finance Officer issued a S.114 notice on 11 November 2020.</p> <p>The report proposes additional in-year savings of £0.5m revenue and £0.5m capital spending and department savings of £70m for 2021/24.</p> <p>Delivery of the level of savings needed will require a fundamental re-shaping of the organisation, not achievable in a single year. A capitalisation direction will therefore be requested from MHCLG for both the current year forecast and the likely gap in 2021/22 and future years with in the medium term financial strategy.</p> <p>In order to secure a Capitalisation Direction from government, the Council will need to demonstrate that it is willing to take difficult decisions in order to balance its budget in 2020/21, 2021/22 and future years.</p>	

This report sets out the first consultation proposals for savings in order to balance the 2021/22 budget and for later years. The financial gap will remain significant once these savings are implemented and the Council will need to continue to develop savings proposals to balance its budget over the next three financial years.

FORWARD PLAN KEY DECISION REFERENCE NO.:

The decisions in this report are not key decisions

1. RECOMMENDATIONS

The Cabinet is recommended to

- 1.1 Note that the in-year savings options approved at Cabinet and Full Council in September 2020 to reduce the forecast overspend this year and amend the 2020/21 budget have been reviewed and revised as part of the quarter 2 financial monitoring from £27.9m to £10.2m.
- 1.2 Note and recommend to Full Council the latest in-year forecast revenue budget overspend of £30m and the further risks that are likely to materialise which could increase the overspend up to £67m in this financial year.
- 1.3 Consider the additional in-year savings for 2020/21 that will be presented to the extraordinary meeting of Full Council on 1 December 2020 to respond to the S.114 notice.
- 1.4 Consider and recommend to Full Council the savings proposals for consultation as set out in this report for the Medium Term Financial Strategy and 2021/24 and note that consultation will begin on 9 December 2020. To note that the outcome of this consultation will be brought back to Cabinet and Full Council as part of the 2021/22 budget setting process in February / March 2021.
- 1.5 Delegate to the Executive Director of Place authority to commence the statutorily defined and required consultation to review the provision of library services.
- 1.6 Note that the September Cabinet and Full Council noted that an in-year review and future review of the capital programme was underway and that it would be reported back to the November cycle of meetings. Pressure of work has resulted in this report needing to be deferred. It will be reported to the December cycle of meetings.

2. EXECUTIVE SUMMARY

- 2.1 The London Borough of Croydon faces a significant challenge to become a financially balanced and sustainable council as required by law.

- 2.2 This situation has been caused by financial and other governance failures as identified in the Report in the Public Interest and other reports, and exacerbated by the Covid19 pandemic and a decade of austerity funding of local government nationally.
- 2.3 This lack of good governance and effective internal controls has led to the council experiencing deteriorating financial resilience for a number of years, culminating in a S.114 notice being issued in November 2020. The issuing of this notice by the S.151 officer was fully supported by the administration.
- 2.4 A new 2020/21 budget will be presented to Full Council on the 1st December 2020 to respond to the S.114 notice.
- 2.5 The September Cabinet and Council noted that an in-year review and future review of the capital programme was underway and that it would be reported back to the November cycle of meetings. This work is underway but due to pressure of work has resulted in this report needing to be deferred. It will be reported to the December cycle of meetings.

3 BACKGROUND

- 3.1 Following an April 2020 meeting with the external auditor and receipt of their letter, the Council set up a Finance Review Panel in May 2020. With the support of external expert advisers, this panel attempted to deliver sufficient savings in year and rein in expenditure to balance the budget which was forecast to overspend by some £62.7m at the time.
- 3.2 An immediate measures programme and in-year savings were identified totaling some £27.7m in additional savings. This £27.9m when added to the existing £14m residual savings agreed as part of the 2020/21 budget would have contributed a significant amount towards the £62.7m forecast overspend.
- 3.3 However some errors in reporting led to £17.7m of these additional savings being incorporated into the forecast outturn in month 5 resulting in double counting. This was revealed from the extra due diligence checking of Quarter 2 outturn (month 6 reports). In total over £25m of savings are planned to be delivered in 2020/21.
- 3.4 Additional in-year pressures also emerged. The external auditor has raised concerns about the accounting treatment for some £5.8m of expenditure on the 2019/20 accounts. The non-payment of previous years' interest payments of £14m and the £5m dividend and £11m interest due in this financial year as per Brick by Brick's business plan for 2020/21 as agreed by Cabinet in February 2020 have also materialised as a serious risk to this year's accounts.
- 3.5 This has led the Council to revise its in-year forecast to project a £67m overspend in 2020/21 with only £7m in reserves.
- 3.6 For future years, taking account of increased demand and other inflationary pressure the council faces a deficit by the end of its medium term financial strategy in 2023/24 of £190m without corrective action.

- 3.7 It is clear that the Council will need a loan from government (known as a capitalisation direction) to cover the majority of the deficit for this financial year and for future years as the council works to reshape and balance its budget in a sustainable way.
- 3.8 In September 2020, Cabinet and Full Council agreed to formally open negotiations with MHCLG to agree a capitalisation direction. Based on the need to address the structural deficits in children's' and adults' services and broader savings proposals, loans would be required of £70m in 2020/21 and £64m in 2021/22.
- 3.9 MHCLG has appointed a non-statutory Rapid Review Team to report on the council's governance, culture and management of risk before recommending to MHCLG whether to agree to the request for a Capitalisation Direction for Croydon and to recommend whether any other intervention is warranted.
- 3.10 Full Council will meet on 1 December 2020 to consider the S.114 Notice, agree a revised budget and decide on any further action required to balance the budget in year. This will need to include the immediate reduction of the council's operational and service delivery costs.
- 3.11 This report therefore presents additional proposals for in-year non-staffing related savings of £0.5m revenue and £0.5m capital spending for 2020/21. It also presents consultation proposals for department savings totalling £70m for inclusion in the Medium Term Financial Strategy for 2021/24.

4. ADDITIONAL RISKS TO BE CONSIDERED

- 4.1 It is important to draw to Cabinet and full Council's attention that further risks may materialise that could have considerable impact on the Council's ability to balance its budget in year and in future years.

These risks include:

- The annual audit of accounts is underway and there could be adjustments required that could impact on the Council's current level of general fund reserves.
- The Report in the Public Interest recommendation requests a review of all Transformation Funding and whether it meets the national schemes criteria. Any expenditure that does not meet this will need to be covered in the general fund revenue budget.
- The HRA review currently underway could reveal charges that need to be posted to the general fund.
- Strategic Review of Companies recommendations could generate requirements for future funding
- Redundancy costs are not included in any of the estimates for future costs to be covered and will need to be capitalised.
- The review of all Council debt could result in write offs that are currently not covered in any forecasts.
- Whilst some future demand has been factored into growth, it could still outstrip forecasts.

- Cost to deliver the improvement plan and provide any specific and specialist skills to deliver have not been factored in at this stage.
- It would be reasonable to assume that the Government would cover further cost of the pandemic but this may not be sufficient to cover all costs incurred.
- The cost of the Democratically Elected Mayor referendum should it proceed next year has not been factored in at this stage.
- Covid19 may have an impact on the future income collected via the Collection Fund (Council tax and Business Rates).
- There is a risk of contract failure arising as a result of Covid19.
- Track record of delivery of savings.
- The Spending Control Panel has seen significant numbers of purchase orders raised which are backdated. It is unclear at this stage if these have been fully included in the financial forecast.

5. S.114 NOTICE AND EXPENDITURE CONTROL PROTOCOL

- 5.1 On 11 November 2020 the Council's Chief Finance Officer (S.151) issued a S.114 notice to the London Borough of Croydon.
- 5.2 Once such a notice has been issued, the council is immediately prevented by law from incurring any expenditure, unless the Chief Finance Officer authorises it under grounds specified in the Local Government Act 1988. She has issued guidance to the Council on what expenditure is considered essential. The Council has set up a Spending Control Panel, which meets daily and is chaired by the Chief Finance Officer, her deputy or another manager in the council's finance team to control council spending. All expenditure; whatever the amount, must now be approved by the Panel, along with any recruitment requests.
- 5.3 Full Council is due to meet on 1 December 2020 and is required by law to consider the concerns raised in the S.114 notice and decide whether it agrees with the view contained in it and any action it proposes to take in consequence of it. The Chief Finance Officer will recommend a new budget for 2020/21 at that meeting.

6. ADDITIONAL IN-YEAR SAVINGS

- 6.1 In order to address its' severe financial pressures, Full Council approved in-year additional revenue budget savings of £27.9m on 28 September 2020. In addition, capital expenditure was reduced by £156m (45%) in-year against a programme totaling £343m. However, the S.114 notice clarified that £17.7m of those £27.9m revenue budget savings were incorrectly identified as new savings.
- 6.2 Further related savings for this financial year are set out in the schedule in Appendix A and include for example; maintaining the existing stringent controls on all expenditure and recruitment, the reduction of agency staff, the stopping of all overtime, and the temporary reduction of highways maintenance to a minimum safe level. The total value of in-year savings is estimated at £0.5m revenue and £0.5m capital spending.

- 6.3 It is estimated that there may be some further savings to be achieved in this financial year but it is very difficult to predict with any certainty the amount at this stage. The Spending Control Panel has only been operational for a few weeks and therefore it is too soon to accurately predict the long term impact of its' work. In line with prudent financial management, the schedule in Appendix A offers a range in which the minimum figure is taken as the forecast or a zero forecast. Actual savings will be closely monitored and reported.

7. CROYDON COUNCIL RENEWAL (FINANCIAL RECOVERY) PLAN

- 7.1 The Croydon Renewal Plan consists of a number of elements; an overarching improvement plan, a financial recovery plan, an improvement board to ensure delivery of these plans and a submission to MHCLG for the capitalisation direction the Council needs. This report; part 2 on the agenda is presenting to Cabinet the financial recovery plan element of the Croydon Renewal Plan.
- 7.2 In order to address the initially identified £79m budget gap in 2021/24, £91m of savings and income options have been identified across departments and corporate services. However, a total of £155m in investment was also required to address structural deficits and other financial correctives.
- 7.3 Structural deficits in the children's social care and adult social care budgets were not addressed in a timely fashion year on year which then manifested as significant overspends at the end of each financial year. Over £50m of transformation monies were spent on adults and children's services. Yet significant issues still remain with continued overspending and unresolved cost pressures.
- 7.4 This investment is required in 2021/22 to bring social care and other service budgets up to a level that reflects the actual cost of services currently delivered and committed to such as in placements or expected to meet future demographic and demand-led growth. It is also required to increase capacity in the Resources Department to support the transformation of the council such as a programme management office. Corporate investment is for inflation, including contracts and salaries.
- 7.5 Overall, there is growth of £105m in 2021/22, savings of £41m resulting in net growth of £64m. For the following two years growth is £50m and savings are £50m.
- 7.6 These incremental annual changes do not currently achieve a balanced budget position as the total growth requested significantly exceeds that included in the original modelling of the savings.
- 7.7 Further work will now commence to bring these growth bids down so a more affordable medium term strategy is presented to Cabinet and Full Council in February / March for the 2021/22 budget.

	<-- Incremental Annual Change -->			<-- Cumulative Annual Change -->		
	2021/22	2022/23	2023/24	2021/22	2022/23	2023/24
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
<u>Efficiencies Proposals</u>						
Children, Families & Education	(6,467)	(3,521)	(1,564)	(6,467)	(9,988)	(11,552)
Health, Wellbeing & Adults	(9,708)	(10,614)	(9,505)	(9,708)	(20,322)	(29,827)
Place	(11,755)	(5,749)	(4,426)	(11,755)	(17,504)	(21,930)
Resources	(3,491)	(1,536)	(1,230)	(3,491)	(5,027)	(6,257)
Total Efficiencies Proposals	(31,421)	(21,420)	(16,725)	(31,421)	(52,841)	(69,566)
<u>Growth Requests</u>						
Children, Families & Education	24,870	85	77	24,870	24,955	25,032
Health, Wellbeing & Adults	28,891	6,919	6,880	28,891	35,810	42,689
Place	6,082	(400)	1,000	6,082	5,682	6,682
Resources	8,541	(565)	(355)	8,541	7,976	7,621
Corporate Budgets	10,463	10,673	10,886	10,463	21,136	32,022
Total Growth Requests	78,847	16,712	18,488	78,847	95,559	114,046
Net	47,426	(4,708)	1,762	47,426	42,718	44,480
Corporate Pressures	26,245	7,994	7,052	26,245	34,239	41,291
Corporate Funding (C/Tax & NNDR)	(9,423)	(5,756)	(5,872)	(9,423)	(15,179)	(21,051)
Net Remaining Gap	64,248	(2,470)	2,942	64,248	61,778	64,720

7.8 In developing these proposals a number of options have been considered in budget development meetings. They have been further challenged at the business development meeting challenge panels with rigorous LGA/external challenge input. The conclusions of all those meetings have resulted in the savings proposals for consultation as outlined in Appendix B.

8. CONSULTATION

- 8.1 Each savings proposal in this report will require further verification and due diligence along with its own process for implementation including consultation with staff, the public, the business community and service users prior to any decision to implement is taken and as part of this consultation the equalities impacts will be fully considered.
- 8.2 Significant changes to library services are subject to specific statutory consultation processes, with weight attached to engagement, allowing time for responses, equalities impact assessments and the level of resource available to fund services. The Executive Director for Place will draw up a consultation timetable and process that accords with the statutory requirements.

9 PRE-DECISION SCRUTINY

- 9.1 Members of the Scrutiny and Overview Committee considered progress in developing the Council's improvement programme and work to improve the council's financial position on 17 November 2020. The Croydon Renewal Plan reports both Parts 1 and 2 will be further considered by that committee during December and January with feedback provided to Cabinet in January and February as part of the formal budget decision making process.

10 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 10.1 This report clearly identifies that the Council currently cannot balance its budget over the period of the Medium Term Financial Strategy and support from MHCLG in the form of a capitalisation direction will be essential to ensure that there is time to remodel the council's operating costs and deliver the savings programme safely.
- 10.2 The table above details the savings and growth that have currently been identified for next year and the two following years. It can be seen that the budget is unbalanced for 2021/22 with a forecast budget gap of £64.2m. Whilst work will continue to reduce this budget gap support will be required in the form of a capitalisation direction.
- 10.3 The forecast departmental growth next year is currently estimated to be £68m, with a further £37m of corporate growth, offset by departmental savings of £31m and corporate savings of £9m, resulting in a budget gap of £64m at the time of writing.
- 10.4 Further work will continue to be undertaken to reduce this budget gap. The lower the gap the less capital borrowing will be required in the form of the capitalisation direction. It is essential that the borrowing is kept as low as possible as this will incur repayment costs for the council for a long period.
- 10.5 Given the current forecast budget gap the capitalisation direction will be essential to the future financial viability of the London Borough of Croydon and Members and Officers are committed to working with MHCLG to agree the direction and deliver plan to make Croydon financially sustainable by the end of the MTFS period.
- 10.6 The issuing of a S114 notice was necessary as the current year's budget remains unbalanced with costs greater than the funding available and no deliverable plan to deliver a balance budget at present. This will be dealt with in more detail at the extraordinary Full Council meeting on the 1 December 2020 which will be dedicated to the issue of the S114 notice and response within the statutory 21 day deadline.

11. LEGAL CONSIDERATIONS

- 11.1 The Head of Litigation and Corporate Law comments on behalf of the interim Director of Law and Governance that the Local Government Finance Act 1992 section 31A places the Council under a statutory responsibility to set a balanced budget i.e. the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year must not exceed resources (including sums borrowed) available to it to meet that expenditure.
- 11.2 The report presented to Members by the Chief Finance Officer on 11 November 2020 was issued under section 114(3) of the Local Government Finance Act 1988 (LGFA) . Such a report must be issued where it appears to the Chief Finance Officer that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed resources

(including sums borrowed) available to it to meet that expenditure. A copy must be served upon Members and the council's auditors.

- 11.3 Where a report has been made under S114(3), then during the prohibition period the authority shall not enter into any new agreement which may involve the incurring of expenditure (at any time) by the authority unless the chief finance officer of the authority authorises it to do so. For these purposes "the prohibition period" means the period—
- (a) beginning with the day on which copies of the report are sent, and
 - (b) ending with the first business day to fall after the day (if any) on which the authority's consideration of the report under is concluded.
- 11.4 During the prohibition period, the Chief Finance Officer can authorise expenditure only to improve the situation, prevent the situation from getting worse or prevent it from recurring. Contracts entered into in breach of these provisions are void.
- 11.5 The report proposes numerous ways of changing/reducing/removing services and each of these proposals will need to be assessed to ascertain whether or not there is a requirement to consult prior to consideration of such changes. The law has recognised that there are four main circumstances where a duty to consult may arise. First, where there is a statutory duty to consult. Second, where there has been a promise to consult. Third, where there has been an established practice of consultation. Fourth, where, in exceptional cases, a failure to consult would lead to conspicuous unfairness.
- 11.6 The key features of a lawful consultation process, commonly referred to as the "Gunning" requirements are set out in *R v Brent LBC ex parte Gunning* (1985) 84 LGR 168 QBD. These principles require that consultation should:
- a) be undertaken at a time when the relevant proposal is still at a formative stage;
 - b) give sufficient reasons for particular proposals to permit of intelligent consideration and an intelligent response;
 - c) give consultees adequate time for consideration and response; and
 - d) the product of consultation must be conscientiously taken into account when finalising any proposals.
- 11.7 In addition, in making decisions pertaining to changes in spending and budgets which could impact on service delivery, the decision makers need to consider the Council's obligations under the Equality Act 2010, in particular, the requirement to have due regard to the three aims of the Public Sector Equality Duty (the Equality Duty) in designing policies and planning / delivering services. In reality, this is particularly important when taking decisions on service changes. The three aims of the Equality Duty are to;-
- a) Eliminate unlawful discrimination, harassment and victimisation;
 - b) Advance equality of opportunity; and
 - c) Foster good community relations between people who share any of the defined Protected Characteristics and those who do not.
- 11.8 Whilst the Council must have due regard to the Equality Duty when taking

decisions, there is a recognition that local authorities have a legal duty to set a balanced budget. However, where a decision is likely to result in detrimental impact on any group with a protected characteristic it must be justified objectively. This means that the adverse impact must be explained as part of the formal decision making process and attempts to mitigate the harm need to be explored. If the harm cannot be avoided, the decision maker must balance the detrimental impact against the strength of legitimate public need to pursue the service change to deliver savings. Finances cannot be the sole consideration.

- 11.9 Members are specifically referred to the case of *WX v. Northamptonshire County Council* [2018] EWHC 2178 (Admin) <https://www.casemine.com/judgement/uk/5b7a6bd92c94e0268d0dc356> where decisions of both the Cabinet and Council to make budget cuts and changes to the delivery of library services following the service of a section 114(3) report were found to be unlawful and quashed for failure to take account of consultation responses. The court held that whilst Cabinet could not be criticised for being motivated by the financial situation this could not be their only concern when there were statutory duties to comply with. The key point of this decision therefore is the need to ensure that the rules surrounding consultation and decision-making are followed when reaching decisions about service provision even where there is a recognised urgent need to make a decision because of finances.

Approved by: Sandra Herbert Head of Litigation and Corporate Law on behalf of the interim Director of Law and Governance & Deputy Monitoring Officer

12. HUMAN RESOURCES IMPACT

- 12.1 Any budget proposals that may have an impact on the workforce would be consulted on in line with agreed formal consultation arrangements with the recognised trade unions.

Approved by: Sue Moorman on behalf of the Director of Human Resources

13. EQUALITIES IMPACT

- 13.1 The 2010 Equality Act, whilst not imposing a specific duty to consult, lays a requirement to have due regard to the equality impact when exercising its function. As a public body, the Council is required to comply with the Public Sector Equality Duty (PSED), as set out in the Equality Act 2010. The PSED requires the Council to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities. Failure to meet these requirements may result in the Council being exposed to costly, time-consuming and reputation-damaging legal challenges.
- 13.2 An Equality Impact Assessment (EqIA) is the chosen procedure by the Council for checking the lawfulness of decisions in relation to the impact on people with certain characteristics protected by the Equality Act

- 13.3 Assessing the impact of proposed changes to policies, procedures, services and organisational change is not just something the law requires; it is a positive opportunity for the council to ensure it makes better decisions, based on robust evidence.
- 13.4 Our approach is to ensure quality information about the equality impact of savings proposals are considered as part of the process and financial decision making and is therefore designed to demonstrate that the Council has proper regard to these aims, in accordance with its statutory equality duties.
- 13.5 The Council seeks to ensure that even in this time of economic challenges the substantial savings are identified and delivered in an informed, balanced and sustainable way. At the end of the process we seek to ensure that going forward our budget is better targeted and that money is spent where it will have the greatest effect.
- 13.6 As an organisation we are committed to protecting the most vulnerable in our communities and to ensure that in making difficult decisions about funding we maintain an absolute commitment to tackling inequality and disadvantage and promoting equality for everyone who lives and works in the borough.
- 13.7 The equalities impact assessment identifies those areas within the 2020/21 savings proposals which are relevant to equalities and seeks to describe their potential equalities impact when taken together. Our approach for assessing the equalities impact of savings proposals is an ongoing process. At this stage the analysis is indicative and as individual proposals are further developed and implemented they will be subject to further assessment.
- 13.8 The Council recognises that, in determining the savings proposals, account is taken of relevant knowledge and information within the relevant area or directorate, as well as from service users or potential users. It is possible that there will be people that will be impacted on more by more than one reduction or service change outside the managers influence. This is referred to as 'cumulative impact' and the council has sought to understand such an impact, particularly in relation to people with protected characteristics.
- 13.9 In undertaking the cumulative equality analysis we have focused on the following:
- 13.10 As the proposals have developed they have been screened for potential impacts on those with protected characteristics (race, sex, disability, religion or belief, sexual orientation, gender reassignment, pregnancy and maternity, and age), as well as non-statutory equalities considerations: language, socioeconomic and health and social wellbeing.
- 13.11 We will not complete separate EAs on each proposal. We will undertake a screening of all savings proposals and identify those that are relevant to equality and thereby need to be assessed - for the most part these will be assessments that focus on the potential for the proposals to affect staff, residents and/or service users.

13.12 The impact of the proposals on staffing is addressed through Equality Analysis undertaken as part of the HR process except where a savings proposal involves the deletion of a service in its entirety and the impact on staff of redundancies is clear.

13.13 Initial analysis of the potential cumulative equalities impacts has been carried out, and is reported in Appendix C to the report with the potential impact of the budget proposals on the Council's equality objectives.

Approved by: Yvonne Okiyo, Equalities Manager

14. ENVIRONMENTAL IMPACT

14.1 It is proposed to consult on closing one Household Waste, Reuse and Recycling Centre. Consideration will be given to the necessary improvements to another facility to increase its capacity.

15. CRIME AND DISORDER REDUCTION IMPACT

15.1 As a result of the financial challenges the Council faces, there are a range of proposals in this report for consultation that could impact the local authority's ability to act on crime and disorder in the borough.

15.2 The Council will continue to work through its Community Safety Partnership (the Safer Croydon Partnership Board) to mitigate the impact of proposals in this report. In the next financial year the local authority will update and replace its current community safety strategy to make best use of the assets and resources in the borough to reduce crime and disorder and the impacts on our residents.

16. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

16.1 Following the issue of a S.114 notice on 11 November 2020, this report presents further in-year savings of £0.5m to reduce the projected budget deficit for 2020/21 of £30.2m plus the £36m of further pressures arising from Brick by Brick non payment and clarification of accounts for 2019/20. The report also presents savings proposals for consultation to aid the development of the 2021/22 budget and later years in the medium term financial strategy.

17. DATA PROTECTION IMPLICATIONS

17.1 **WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

NO.

The Director of Finance, Investment and Risk comments that this report presents high-level financial data only.

CONTACT OFFICER: Katherine Kerswell, Interim Chief Executive

APPENDICES TO THIS REPORT

Appendix A – Schedule of additional in-year savings for 2020/21

Appendix B – Schedule of proposals for savings and growth in 2021/24

Appendix C – Equality Assessment

BACKGROUND DOCUMENTS: None

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Department	Description	Type	Timescale	Impact	Mitigation	2020/21 (£)
Corporate /Cross-cutting						
All	Agency Staff – Monthly spend is ~£2m. High proportion of spend is on social workers. Implement top-down approach to use of agency staff and bring forward proposal to give immediate notice where not exempted. Freeze all further agency recruitment until end of financial year.	Temporary reduction	Nov/Dec	Impact in all areas	Agree exceptions for some job types (e.g. social worker). Local triage through covering of roles by permanent staff or stopping activity	£0.5m
All	Introduce general voluntary redundancy opportunity based on existing VR scheme. Allow “bumping” of redundancies. Promote reduced hours and flexible retirement schemes. Capitalise redundancy costs.	Permanent reduction	TBC	Impact most areas	Manage locally by reallocating work or stopping activity	TBC
Adults, Place, Resources	Transformation Spend – review of all allocated transformation fund related activity and terminate activity where possible. Some activity already stopped.	Permanent reduction	TBC	Activity will be stopped		TBC
All	Stop all overtime.	Cost avoidance - assume overtime not in forecast	Immediate	Activity will be stopped	Redistribute / reorganise workload	TBC
All	Freeze on non-essential spend - additional controls on procurement and ordering of services. Procurement pipeline to be controlled. Additional layer of controls on PO authorisation. Withdraw purchase cards.	Temporary reduction - assume already in forecast	Immediate	Contract activity will be stopped or reduced		TBC
All	Continue recruitment freeze - this is already in place but strengthen process to reduce exceptions and compliance	Temporary reduction - assume already in forecast	Immediate		Cover vacancies by redistributing / reorganising workload	TBC
All	Subjective analysis of spending – follow up to spending freeze work - identify budgets where spending is to be completely frozen and issue further instructions to budget managers, with weekly compliance monitoring by spending panel and intervention where required	Work in progress - assume already in forecast	Immediate	Cost avoidance		TBC
All	Blanket review of PO's over 6 months old	Work in progress	Immediate	Will assist with spending control by preventing spending against orders issued in previous financial years		TBC
All	Review of 2019/20 accruals	Work in progress	Immediate	To identify accruals where spend is no longer required. Will potentially result in reduction in forecast		TBC
All	Review of balance sheet credits – e.g. credit balances on council tax, business rates, debtors	Work in progress, initial indications are sums are not substantial	Immediate	Unclaimed credit balances over a certain age can be taken as a one off saving.		TBC
Place - Temporary Measures						
Place	Temporarily reduce highways maintenance to minimum safe level until end of financial year / spending restrictions lifted.	Temporary reduction	Immediate	Increased risk of claim Moving into the winter period and ability to react to weather conditions Contract issues	Maintain minimum safe level	£500k (capital)

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SCHEDULE OF PROPOSALS FOR SAVINGS & INVESTMENT IN 2021/22**1 Place Department**

1.1 The following table details the savings and investment for the Place Department.

Place - savings	£'000
Closure of Libraries Buildings – in year 2	9
Combining posts across Museum and Libraries	(73)
Culture and Leisure total	(64)
Economic Development Team Streamlined Service	(208)
Move to Streamlined Regeneration Team	(153)
De commission Croydon Works	(66)
Reduce/remove services	(941)
Growth, Employment and Regeneration total	(1,368)
Merge parks and green spaces	(369)
Parks total	(369)
Cease Specialist Nursery Transport	(113)
ANPR camera enforcement	(5,025)
Parking Charges Increases	(3,014)
Public Realm - Phase two	(270)
Providers' Savings Proposals	(13)
Revised Landlord Licensing Scheme	(800)
Night Time Noise Reduction Service	(85)
Re-introduce bulky waste charges	(250)
Reviewing provision of Household Reuse and Recycling Centres (HRRCs)	(20)
Public Realm total	(9,590)
Reduce the Antisocial Behaviour Team	(160)
Reduce Functions and Team in the VRN	(204)
Violence Reduction Network total	(364)
Place – Savings total	(11,755)
Investment	
Highways Maintenance Growth	400
Violence Reduction Management - Sufficient Revenue Costs	82
Investment Property Income reduction	5,400
Building Control	200
Place - Growth	6,082
Place Total	(5,673)

Culture and Leisure:

- 1.2 Culture and Leisure covers the borough's Museum and Archives, Libraries and Leisure Contract. Croydon has 13 library buildings, Croydon has to reduce its service levels in the light of current resources and will present proposals on library closures and changes in service provision. Significant changes to library services are subject to statutory consultation. Croydon Museum is currently closed to the public and will remain closed for the next two year period with a reduced service through the 2021/24 period, to include statutory provision of Archives and care of our collection whilst keeping the main focus on planning for the London Borough of Culture in 2023 which will be a reformed programme which responds to, and within, the current context.
- 1.3 The council's 15-year leisure contract with GLL is across five leisure centres and three sports facilities. Currently in year 3, the immediate closure of all leisure facilities in response to Covid-19 meant that GLL subsequently experienced cash flow issues, resulting from the immediate and complete loss of income, as well as unavoidable operating costs. In May 2020 the council agreed a supplier relief loan for £279k, accounting for the closure period of March-June 2020. Upon government guidance to reopen facilities, a phased reactivation process was implemented; however, increased safety measures have resulted in significant reductions in footfall and membership. GLL have requested a further revenue loan to support their ongoing position, a decision which will impact the stability of the contract in the longer term and is key in our medium-term financial strategy.

Growth, Economy and Regeneration:

- 1.4 A coordinated approach to growth, economic development and regeneration will be retained through an integrated, streamlined team. Whilst there will be a reduced service and some programmes that are not part of the renewal programme will be stopped, this proposal will enable a number of core functions to continue and to ensure that the significant growth that will be delivered through the Growth Zone and across the borough, will be rooted in the principles of 'good growth'.
- 1.5 The team will focus on the core areas of business enablement and employment and skills, with an immediate focus on supporting businesses through the Covid-19 pandemic, safeguarding our high streets and driving the economic recovery of the borough as we navigate through the challenges of the recession. The team will continue to focus on supporting the growth of the borough and ensuring that the benefits of this growth are harnessed for local residents and businesses.

Home and Social Investment:

- 1.6 A review on all council assets will take place and is likely to make a significant contribution to revenue savings over the next three year period, as well as generating a capital receipt. The review has commenced and it covers an initial 35 council owned assets that will be subject to closure, rationalisation, sale, demolition or redevelopment. During 2021/24, the team will also focus on delivering an Asset Management Plan that will inform longer term spending requirements across the portfolio and ensure that budgets are developed in an accurate and timely manner.

Parks:

- 1.7 It is proposed to merge all current resources for development and maintenance of the borough's parks into one team and make a further saving. Most of this will be achieved by radical changes in maintenance regimes, including adopting a meadowing approach to grass cutting and stopping bedding schemes. Other services relating to parks and outdoor sporting facilities will also be affected, including locking up and unlocking and there will be a reduction in support for and maintenance of facilities such as bowling greens. Specific clubs and user groups will be engaged with in terms of further detail in the new year, but the council's intention is to reduce spend in these areas.

Planning and Strategic Transport

- 1.8 It is a statutory requirement for a local planning authority to have an up to date Local Plan. Croydon is currently 60% through its review of its current 2018 Local Plan and is scheduled to publish its proposed submission Local Plan in January 2021, prior to its submission to the Secretary of State and ahead of a Planning Inspectorate Examination of the Plan in late 2021. Should the Local Plan Review be endorsed by the Secretary of State, it is anticipated it will be adopted in mid-2022. The review addresses the increase in housing targets from the new London Plan and provides three transformational chapters setting out new policy for the areas of East Croydon station, Purley Way and the town centre. Having an up to date Local Plan is imperative for Croydon's sustainable growth and being able to manage and facilitate development, but once adopted the Spatial Planning Service could be reduced for a period of time. skeleton service would remain to provide minimum statutory plan making function, policy and place making expertise for the determination of planning applications and pre application advice, research and monitoring function, conservation and heritage function, Section 106 and Community Infrastructure Levy function and support fee income
- 1.9 The Grenfell tragedy has been the catalyst for major change within this industry and the introduction within the next 18 months of the most major revisions to the Building Regulations and Building Control in 30 years, under the new Building Safety Bill. This will include new statutory duties to local authorities for

enforcement and compliance of high risk residential buildings including existing buildings, under the direction of the newly formed Building Safety Regulator, a new arm of the Health and Safety Executive (H&SE). In Croydon this will create considerable new work, albeit with full fee recovery and possible start-up funding from MHCLG. Investment in this service will be required.

Public Realm proposals:

1.10 Safer streets

The Road Traffic Regulation Act 1984 makes provision for the council managing parking facilities on and off the highway, having regard to the desirability of securing and maintaining reasonable access to amenities, the National Air Quality Strategy and other relevant traffic management objectives.

The RTRA1984 is not a fiscal measure and does not authorise the council to use its powers to charge for parking solely to raise revenue. Any surplus from parking charges is ring-fenced to the Traffic Management Account (TMA), from where it can be allocated to highway or transport related expenditures as defined under the Act.

Other Public Realm proposals

- 1.11** Croydon has three Household Reuse and Recycling Centres (HRRCs) where residents can take their waste. These are: Factory Lane, Purley Oaks & Fishers Farm. The Statutory requirement under the Environmental Protection Act (EPA) is for Waste Disposal Authorities to have one HRRC, meaning that Croydon is operating with two more sites than is legally required. Therefore there is an opportunity to explore closing either one or two of HRRCs which may reduce the operational costs of running these sites. It is assumed that one site would be closed and a small amount of investment will be made in the remaining sites to ensure they are fit for purpose.
- 1.12** As part of the councils staffing review in 2020 the Public realm directorate brought together a number of services through a rationalisation at head of service level, the primary aim of this was to bring together service areas that have a significant synergy. This approach has provided further opportunities below head of service. This also includes a proposal to reduce the councils Noise service and stop the night time noise service , but the council will continue to respond to statutory noise complaints and take reasonably practicable steps to investigate where the complainant is a borough resident.
- 1.13** It is proposed that we withdraw specialist nursery transport (for children with Special Needs). However, due to DfE guidance on not changing provision within year, this cannot be implemented until the earliest September 2021, for the academic year (Sept 2021-July 2022). The planning and conversations with those families who are planning their nursery places beginning in September 2021 is about to start happening now, with those nursery placements (which

may be accepted on the premise of receiving transport) being agreed by March 2021.

Violence Reduction Network:

- 1.14 The Violence Reduction Network was created in 2019 to adopt a public health approach to tackling the underlying causes of violence in Croydon. Very few of the functions in the VRN are statutory, but many of the non-statutory functions keep people safe or directly avoid costs elsewhere. Croydon benefits from significant external funding streams for these services and the specific capacity to support bidding and monitoring in particular remains key. Additionally, demands in this service area are high and the impact of COVID has been to increase this.
- 1.15 Elsewhere further streamlining is proposed: reducing provision to a stricter statutory definition in the response to anti-social behavior, for example, and a review of all non-statutory enforcement services across the council.
- 1.16 As has been amply proved over the last six months in particular, the council cannot reduce its resilience function; indeed, it is proposed to strengthen and broaden it. To date funding has had to be found on a year by year basis with no base budget for it. A revenue growth bid is included in relation to this service in order to re-set a realistic and permanent baseline position. This does not represent growth in real terms, but rather realignment and proper budget re-basing.

2 Children, Families and Education

- 2.1 The following table details the proposed savings and investment for the Children, Families and Education department

	2021/22 (£,000's)
Children, Families and Education	
Restructure children's EDT service	(60)
Options to reconfigure Early Help	(424)
Reconfigure across the adolescent, youth and YOS services	(1,450)
Review CWD care packages	(384)
Reduce the numbers of children in care	(794)
Appeal Rights Exhausted	(288)
Increase social work case loads	(1,065)
Reduce support for systemic model of practice	(272)
Early Help and Children's Social Care	(4,737)
Reconfigure children's centres	(535)
Additional Education Savings	(876)
Early Learning Collaboration (Decommissioning)	(82)
Family Group Conference Service	(203)

Croydon Music & Arts (CMA) - Waiver of match funding	(34)
Education	(1,730)
Children, Families & Education - Savings	(6,467)
Children Looked After	9,196
Leaving Care	2,031
Loss of Grant Income	1,297
Asylum Seekers Budget Correction	2,357
Children with Disabilities and Transition	8,662
Early Help and Children's Social Care	23,543
SEND Strategy	1,327
Education	1,327
Children, Families & Education - investment	24,870
Children, Families & Education - Net	18,403

Early Help and Children's Social Care

- 2.2 Following an inadequate judgement from Ofsted in 2017, a comprehensive improvement programme underpinned by £28.9 million transformation funding and the appointment of skilled and experienced leaders led to the Ofsted grading of 'good' in March 2020 and the lifting of the improvement notice issued by the Secretary of State for Education. The transformation programme is aimed to shift demand for services across early help and children's social care, reducing the high numbers of children on statutory plans, subject to repeat interventions and coming into Croydon's care.
- 2.3 With the scale of the council's financial challenge there is a need to re-assess services and reduce spend, maintaining statutory responsibilities and minimising the risk of adverse consequences for children and families. As a result, the following savings are being proposed.

Unaccompanied asylum seeking children

- 2.4 The location of Lunar House in the borough makes Croydon a national point of entry for asylum seekers, including unaccompanied children. The National Transfer Scheme protocol (NTS) was created by the Home Office to enable the safe transfer of unaccompanied children from the entry authority to another local authority, to ensure a more even distribution of unaccompanied children across local authorities. The NTS protocol is intended to ensure that unaccompanied children can access the services and support they need, and forms the basis of a voluntary agreement between local authorities in England to ensure a more even distribution of unaccompanied children. It is intended to ensure that any participating local authority does not face a disproportionate

responsibility in accommodating and looking after unaccompanied children under its duties under the Children Act 1989 simply by virtue of being the point of arrival for unaccompanied children.

- 2.5 The national voluntary agreement limits the number of unaccompanied children that local authorities take care of to 0.07% of the child population. Based on the current 0-17 population in Croydon this would be around 66 children. The number of children cared for by the council has far exceeded the voluntary agreement for a number of years. In September 2020 there were 249 unaccompanied children in Croydon's care, almost four times the voluntary agreement. Moreover, as children reach 18 and leave care they are entitled to care leavers' services. The effect of the high numbers over a number of years means that formerly unaccompanied children make up almost 60% of Croydon's current care leavers.
- 2.6 The financial strain on Croydon is significant and unsustainable. A fresh approach that continues to fulfil statutory responsibilities as corporate parents whilst securing a fairer deal for Croydon is required. A number of actions are underway to achieve this:
- Complete a forensic review of grant income from the Home Office against the total expenditure for unaccompanied asylum seeking children and care leavers over the past 3 years, including the co-ordination of pan-London arrangements on behalf of all London boroughs. This is being carried out with external support and challenge from the council's retained financial consultants and will include the impact on the wider children's services budget
 - Negotiate with the Home Office and Department for Education to secure the same support that is already being provided to other port of entry authorities such as Kent and Portsmouth:
 - Full cost recovery for services provided by Croydon such as age assessments, the social care duty service at Lunar House and the substantial legal fees
 - Increased funding for children cared for over and above the voluntary national rate
 - Work with London local authorities to safely transfer responsibility for children in Croydon's care to reduce the disproportionate financial burden
 - Introduce a needs-based approach to withdrawing services to young people whose appeal rights are exhausted alongside earlier, robust triple planning as part of their pathway plan at 16+. This will assist and support a planned, safe voluntary return when all legal routes to remain have been exhausted and avoid forced detention and removal when young people have no recourse to public funds, limited access to the NHS and education and cannot work legally in the United Kingdom.
- 2.7 The outcomes of these actions and negotiations will inform decisions on

whether Croydon can continue to accept newly arrived children into its care. This is commensurate with the approach taken by Kent and Portsmouth in recent months. The outcomes will also inform options to identify the capacity threshold for the numbers of unaccompanied children that can be safely cared for within the grant funding available. Cabinet will be kept updated on progress against the above actions.

Reconfigure services for adolescents

- 2.8 There are duplications within the adolescents' service, resulting in additional costs which are not sustainable. Further challenges can arise when considering whether children should transfer to the social work with families or looked after children services, and where there are sibling groups statutory oversight has proved a challenge. The proposal is to realign the adolescents' service to establish one team providing expertise across the practice system to enhance the offer to young people from statutory case holders. The proposals will ensure that specialisms built up are sustained and continue whilst delivering in a smarter, more streamlined manner.

Reduce support for the systemic model of practice

- 2.9 Fully embedding the system practice model will ensure that practice continues to make sustained change with families. The service enables clinical therapists to offer bespoke interventions to address emotional well-being and mental health needs. The service will review what has been most impactful and prioritise the essential minimum offer that will continue to support high quality day to day practice. To ensure that the improvements to Children's Services are not lost from October 2020 the Children's Improvement Board has been reinstated. The board will provide additional assurance to oversee and challenge the implementation of the budget reductions to ensure the improvement journey is not undermined.

Remove support for young people whose appeal rights are exhausted

- 2.10 Appeal Rights Exhausted (ARE) describes a person whose request for asylum or immigration application has been refused, and who has made all of the appeals allowed, without any success. A needs-based approach to withdrawing services to young people who are ARE is proposed, alongside earlier, robust triple planning with unaccompanied minors as part of the pathway plan completed for all children looked after aged 16+. This will assist and support a planned, safe voluntary return, when all legal routes to remain have been exhausted and avoid forced detention and removal when the young person has no recourse to public funds, limited access to the NHS and education and cannot work legally in the United Kingdom.

Reconfigure Early Help

- 2.11 Reduce the early help and youth engagement offer to a targeted service that continues to provide step down from children's social care and contribute with our partners towards early intervention where this will prevent, delay or reduce the need for statutory services, and where not to do so would lead to a direct increase in cost. Close working with partners to identify opportunities to enhance service delivery through ongoing multi-agency working and use of partners' settings and buildings on a locality basis.

Review care packages for children and young people with disabilities

- 2.12 Children and young people with disabilities receive packages of care to enable them to remain safely at home with their families and then move on to safe, supported living arrangements where this is in their best interests as young adults. Packages will be regularly reviewed to ensure these continue to meet needs and support transition to independent living.

Reduce the numbers of children in care

- 2.13 Children's services are committed to keeping children with families wherever it is safe to do so, reducing the number of children in care. The number of local children in care has steadily reduced since April 2018, supported by a number of key actions including:
- A weekly care panel to review all requests for care, agreeing packages of support to keep children at home;
 - A fortnightly Children Looked After review panel to systematically review children who could be reunited with families, and to review the highest cost placements to ensure these continue to meet children's needs;
 - The systemic practice model, enabling social workers to build on families' strengths to safely care for their children;
 - The edge of care service working with adolescents and their families to resolve familiar conflict and reduce either the need for care or duration of emergency placements.
- 2.14 Benchmarking Croydon with similar local authorities indicates that a further reduction is achievable. The savings following these reductions are proposed over 2021/23 to ensure that the decisions about the care of individual children are robust, in the child's best interest, effectively supported and confidently hold risk.

Increase social work caseloads

- 2.15 The 2017 Ofsted inspection identified a legacy of poor practice leading to poor outcomes for children and families. Additional staff were recruited to reduce social workers' caseloads, taking these to below both London and national averages. Focused work to improve the quality of day-to-day practice has been effective. Caseloads will now be gradually increased over 2021/23 from 16 to

an average of 17. Heads of service will manage and monitor the increase closely to balance continuity of care for children and their families and manageable workloads for individual staff with the need to address the financial challenge for the service.

Review managers' spans of control

- 2.16 Review staffing structures to ensure these meet the council's design principles for managers' span of control. Implement this change over 2022/24 to ensure the increase in social work caseloads is carefully supported and managed at the front line.

2.17 ***Cease providing a Family Group Conference service***

The proposal is to end the Family Group Conference service and develop the capacity for staff in the targeted early help service to undertake systemic family meetings, supervised and supported by a clinical therapists. Developing the offer to families through early help staff will remove the reliance on external sessional workers and build more agile internal capacity to meet families' needs

Education

Early Learning Collaboration

- 2.18 It is proposed to de-commission the Early Learning Collaboration, bringing functions in-house and deploying internal staff to deliver the statutory functions. Funding from the 5% top slice of the Dedicated Schools Grant will replace the General Fund.

Music and Arts Service

- 2.19 An agreement has been reached with the Arts Council in relation to the match funding requirement in 2020/21. The service will become fully funded by grants and traded services in the future.

Reconfigure children's centres

- 2.20 It is proposed to reconfigure children's centres to a hub & spoke model based on a locality footprint. The delivery model will be worked up alongside the current children's centres leadership to inform a commissioning exercise.

Additional Education Savings

- 2.21 The following savings are being proposed across Education services:
- Reduction/cessation of non-statutory education functions from 2021/22,
 - Moving of functions and related costs to be covered by traded and grant income
 - Reduction in business support across children's social care and education, achieved through a de-centralisation of business support management and deletion of vacancies.

Growth across the Children, Families and Education Department

Placements for children looked after, children with disabilities and care leavers

- 2.22 The department currently spends more than the budget each year on all placement costs and the Independent external challenge through the Partners in Practice programme and the council's retained finance consultant has taken place to enable valid judgements to be made to ensure the right size budgets enable us meet the needs of Croydon's children in care, children with disabilities and care leavers.

Special educational needs transformation

- 2.23 Investment to improve the experience of children and young people with special educational needs and disabilities (SEND) and their families. Realign the service to meet the needs of pupils at a much earlier stage and educate more SEND pupils in the borough and in mainstream schools, delivering the Council's 0 – 25 SEND strategy and the Department for Education Dedicated Schools Grant Recovery Plan.

3 *Health, Wellbeing and Adults*

- 3.1 The following table details the savings and investment for the Health Wellbeing and Adults Department.

	2021/22 (£,000's)
<u>Health, Wellbeing and Adults</u>	
Reduction in Welfare Rights	(230)
Baseline Savings - Disabilities Operational Budget	(3,015)
Stretch Savings - Disabilities Operational Budget	(1,367)
Review of Contracts - OBC Commissioning, Working Age Adults	(600)
Baseline Savings - Mental Health Operational Budget	(459)
Stretch Savings - Mental Health Operational Budget	(225)
Reduction in Placements & Accommodation - budget (PLAN A)	(200)
Croydon Discretionary Support - reduction in service (PLAN A)	(292)
Contact centre and Access Croydon: Reduction in line management	(95)
Restructure	(72)
Savings on care provision - ASC Older People Baseline (5%, 7.5%, 10%) - Net of income adjustments	(1,908)
Savings on care provision - ASC (Older People - Stretch (2.5% extra Yr 1 & 2) - Net of Income Adjustments	(691)
Income from Care UK Beds released to self-funders	(254)

Welfare rights in-house service deletion - stretch (300)

Health, Wellbeing & Adults - savings	(9,708)
Growth to fund current Activity/Run Rate	23,048
Growth to fund Cost Inflation in Care UK Contract	254
Growth to fund projected Demographic and Cost Pressures	5,221
Convert Unfunded Income Officers to Permanent GF Funding	311
Growth to fund demographic and inflation in future years - ASC (Community Equipment Service)	57
Health, Wellbeing & Adults - investment	28,891
Health, Wellbeing & Adults - Net	19,183

ADULT SOCIAL CARE

- 3.2 The Adult Social Care budget has been overspending for a number of years with the underlying causes of overspends in adult social care being rising demand and complexity of need. These are now are being addressed through effective action to manage both demand and the resulting cost pressures.
- 3.3 The council is working with social work practice and finance leads from the Local Government Association (LGA) and have accepted their view that Croydon's spending on younger and older adults is significantly higher than that of comparable boroughs.
- 3.4 A 'cost of care' tool has therefore been developed to build a zero based adult social care budget and set a baseline for current activity and cost from which then to reduce to bring in line with the average level of spending in London or England as appropriate. Work to resolve overspends in other demand led areas in housing such as emergency and temporary accommodation is ongoing.
- 3.5 The table above sets out the budget growth and savings requirements for next year for Health Wellbeing and Adults and the plans to reduce expenditure from this starting point.
- 3.6 The stretch targets are 10% over three years' package and placement spend reductions. Further areas being developed will support increasing the savings proposals further.
- 3.7 On the advice of the LGA finance lead, the council is setting a revised budget to reflect current activity. The revised 2020/21 budget limits current spending where it is safe to do so.
- 3.8 The 2021/22 budget is based on current activity (the 2020/21 outturn) with 3% added for demand growth and 4% added for inflation* (based on an assumed

National Living Wage increase next year of 5% as part of the Government's objective to increase the rate to £10.50 by 2024); a 5% saving is then applied to the revised budget achieved.

- 3.9 LGA advice is that 5% savings for 2021/22 will be challenging but are achievable if implementation starts as soon as possible with appropriate resources and focus. Given high spending on adult social care, higher savings should be achievable in later years – potentially 10% a year.
- 3.10 The intention is that by the end of 2023/24, spending and activity for younger adults should be aligned to the average for London and spending and activity for older adults should aspire to be at or below the national average.
- 3.11 National comparison data is not yet available, so the growth figures above have been applied to the national 2018/19 spend figures to provide a comparison figure.

Year one Medium term financial strategy (MTFS) proposed savings

- 3.12 The total impact of the proposals below is expected to provide a minimum of £9.7m savings in year one (2021/22). Further options appraisals and decisions will continue to be made to add to these proposals.
- 3.13 For year one of the MTFS period of 2021/22 the adult social care package and placement spend will be reduced by between 5 & 10%, to be achieved through:

Savings proposals ready to be taken forward

- a. The 'placements programme' will contribute significantly to the placement and package spend reduction by improving systems, processes and payments; better use of accommodation, and better use of placements.
- b. By using good information and advice for self-help, direct payments as a first offer to residents and 'digital by default' plans will all contribute. The adult social care front door is diverting 85% of enquiries from transferring into statutory care. Further work to embed the gateway model and strengths based practice to continue to increase diversion and improve information and advice to ensure self-help is maximised.

Savings proposals can be taken forward after external engagement

- a. Contractual arrangements with providers in the adult social care market are being reviewed. 65% of contracts are due to end in the next two years and opportunities will be taken to design out cost at the design stage, apply further efficiencies during procurement and ensure value for money during the contract period once let with good contract management, operational and strategic provider relations.
- b. The integration of health and social care and locality focused working in multi-disciplinary teams will provide good outcomes for residents joining up

care and resources, contributing to financial sustainability in the medium to long term. Accurate funding and affordable service models for hospital discharge pathways are included. The community equipment joint pool with health will be re-evaluated in relation to health and social care spend and re-negotiate the funding levels.

- c. Croydon remains an outlier for those assessed as eligible for continuing health care (CHC) health funding for people with health conditions compared to its South West London neighbors. New CHC processes and joint funding agreements are being negotiated and put in place to ensure appropriate levels of funding for people across health and care.
- d. The adult social care charging policy will be re-reviewed, although it has already contributed to an additional £3.2m is being achieved from the review implemented this year as outlined above.

Savings proposals needing more work before they can be progressed

- a. Spending on younger adults transitioning into adulthood.
- b. A transition to the voluntary sector of adult social care activity will bring a return on investment in the medium term.
- c. Where subsidy remains, such as for service user of the meals service, this will be reviewed and consulted on as appropriate.
- d. A three year care commissioning plan and sourcing of appropriate accommodation plan is being defined to contribute to the 5-10% reduction in package and placement spend.
- e. The in-house provision service providing extra care accommodation for older adults, active lives day services for people with autism, learning disabilities and physical disabilities, day provision for people with dementia, careline responders service and shared lives accommodation which provides an efficient way of accommodating and caring for people with disabilities to meet assessed eligible care needs. An options appraisal will be conducted to:
 - ensure we maximise the use of these services as an alternative to commissioned care packages as the first priority
 - decommission external contracts and bring people with needs into this provision, or decommission parts of the in-house service;
 - deliver a combination of these.
 - The Careline response service income targets will also be maximised as well as looking at the funding levels for this service.

GATEWAY SERVICES

Savings proposal needing more work before they can be progressed.

- 3.14 An options appraisal will be completed for a Gateway service re-design and structure to identify the opportunities, risks and benefits of integrating services

across the Health, Wellbeing and Adults department. The further integration of the gateway model into the operations of social care and housing is central to this.

- 3.15 The welfare rights service that supports people to maximise their income. An options appraisal is being developed to determine the impact of moving the service to the front door and reducing it and working with the voluntary sector to ensure advice is delivered well to residents.
- 3.16 The No Recourse to Public Funds Service. A target is being worked through to reduce this budget through more efficient use of accommodation.
- 3.17 Contact Centre and Access Croydon. Access Croydon remains closed to the public as a 'walk-in' service and operates on an emergency only and appointment basis as it has done since March 2020. And as such less management cover is now required in the Contact Centre.
- 3.18 For 2021/22 in Gateway Services - subject to consultation it is proposed to delete 2 vacant posts within Gateway Services where the current post holders are holding interim roles. It is recommended that the deletions of these roles will align to the timeline of any organisational restructure.

HOUSING

Savings proposal needing more information before they can be progressed.

- 3.19 Savings are being modelled through the ongoing review of Croydon's Temporary Accommodation/Discharge of duty schemes – reviewing and revising current contract terms and negotiating new Terms and conditions as well as planning exit strategies (where appropriate). Developing 'Croydon's Offer' to private sector landlords/agents, making our schemes work better for Croydon and reducing costs and improving income recovery and working with housing partners to develop schemes and improve take up are underway.

Savings proposal is ready to be taken forward

- 3.20 There will be an independent strategic review of the Housing Revenue Account.

4 Resources

- 4.1 The following table details the savings and investment for the Resources Department.

Appendix B

2021/22

(£,000's)

Resources Department

VCS Small Grants (100)

Rent Subsidy (246)

Policy Team Reduction (110)

Communities Team Reduction (123)

VCS Community Fund Reduction (400)

Strategy and Partnerships (979)

Stop Your Croydon publication (50)

Reduce Communications to statutory minimum (109)

Remove campaigns budget and stop campaigns (50)

Communications and Engagement (209)

Digital -Reduce to statutory minimum with invest to save model for funding projects (150)

CDS Reduction in IT contract costs due to LBC smaller workforce (50)

Extensions or procurements of core IT contracts (340)

Rent out LBC capacity to Brent (72)

Croydon Digital Services (612)

Reduce staffing in Mayor's Office (98)

Deliver governance review in cost neutral way (250)

Staffing reductions (100)

Scale back members special responsibility allowances (103)

Delete Head of Service and replace G15 post (15)

Law and Governance (566)

Deletion of Learning & Development manager post (80)

Consolidation of Training Spend (200)

Human Resources (280)

Health Wellbeing and Adults contract reductions (242)

Community Equipment Service Income Generation (75)

Business intelligence (65)

Review of staffing portfolio across Commissioning & Procurement services (260)

Commissioning and Procurement (642)

Automation Of Revenue Processes (50)

ICT savings - contract renewal efficiencies (153)

Finance, Investment and Risk (203)**Resources - Savings** (3,491)

Agency rebate internal model 3,610

Commissioning and Procurement 3,610

Realign services charges to other funding sources 3,451

Croydon Digital Services 3,451

	Appendix B
Enhance capacity and resilience in the finance team	1,000
<u>Finance, Investment and Risk</u>	1,000
Corporate Programme Management Office	480
<u>Strategy and Partnerships</u>	480
Resources - investment	8,541
Resources - Net	5,050

Commissioning and Procurement proposals

- 4.2 The commissioning and procurement division will contribute to the council's delivery of its Medium Term Financial Strategy in a numbers of ways, directly and indirectly. As a main priority the division will work with the service departments to review the current commissioning pipeline to prioritise and de-prioritise the programme. The pipeline priority criteria will be based on maximising value and proposing to reduce spend through:
- Negotiating in-year for cost reduction, stabilising the market and providing assurance to providers
 - Designing out cost at the design stage of the commissioning cycle
 - Procuring for best value and reduced costs, maximising the benefits from the market
 - Ensuring once the contracts are let that the services meet the KPI's and that efficiency and value for money are rigorously tested and continuously improved
 - Ensuring improved governance and reduced thresholds for contract and spend controls
- 4.3 The Commissioning and Procurement division proposes to provide direct savings in 2021/22, contributing with the following savings proposals:
- A review of Health, Wellbeing and Adults contracts.
- A review of the Business Intelligence service for the Council.
- Increased income in Community Equipment Service through growth of the service and excellent quality to the client contracts held providing additional income.
- A review of the division's staffing portfolio, including a review of grading and spans of staffing reporting.

Policy & Partnership

- 4.4 The service will continue to support the political and officer leadership teams to deliver against the Council's priorities, however, this will be with smaller teams and therefore the level of support will reduce.

Staff levels will reduce in the policy team, communities' team and the Leader and Cabinet Office. This will only be possible by reducing the support that is provided by these teams.

Budget growth is proposed for the Corporate Programme Office. This funding was established on a temporary basis in 2020 to provide capacity and capability to manage, monitor and report on corporate programmes and projects. If this is to continue revenue growth is required.

Voluntary & Community sector spend

The majority of spend within the division is through the Community Fund, under which the Council has provided grants and commissioned services within the voluntary and community sector.

The Community Fund includes financial contributions from external funding sources including the Better Care Fund, Public Health, HRA and CIL . Any change in these funding streams would require a reduction in spend.

In addition, it is proposed to remove the small grants fund and Councillor Ward budgets programme.

Croydon Digital Service (CDS) and Communications

- 4.5 Digital capacity and skills will be essential to support the organisational change required. Likewise communications will be critical, both internally and externally, as the Council moves to a sustainable balanced budget. However, there are opportunities for savings in these services:

- CDS staffing reduction: There are potential savings if CDS staffing reduced to a minimum level required to operate, but not improve, core digital and technology systems and products. Discussions are ongoing in light of high demand for enhanced digital offer in support of savings across all council services.
- The service continues to identify income opportunities, and the proposals include increased income from renting hardware capacity to another local authority, with a contract already in place generating income.
- Contract procurement will deliver significant savings next year, based on core IT contracts that are due to expire in May 2022 covering data centre and cloud hosting, end user technical support, IT infrastructure, hosting and networks, mobile phones, print and telephony.

- Communications and Engagement staffing reduction, the communications team will not fill vacancies, remaining at its current reduced size, reshaping at an appropriate time within this reduced budget to ensure it meets the needs of the council.
- Campaign budgets will be reduced and the Council will cease the publication and distribution of Your Croydon. The Council will rely instead on communications via community networks and digital channels, as well as the ongoing use of our e-newsletter and website.

Finance, Investment and Risk

- 4.6 Investing in a strong finance, investment and risk division is key to driving the improvements that have been identified through the Report in the Public Interest and ensuring that the Council moves to a sustainable and balanced budget.

Investment is planned to increase the capacity and resilience with the Finance Team. This will be critical for both managing and monitoring our expenditure against budget and ensuring that savings are delivered on time. Additional capacity will be created to support services with improved financial monitoring and verification,

Digital changes in the Revenues and Benefits team within the division will result in savings,, with contractual changes with key suppliers, recommissioning of existing contracts and consolidating the systems used to result in efficiencies and savings.

Further automation of Revenues processes will also mean that staffing levels will be able to be reduced in future years, 2022/23 and beyond. We plan to automate resident contact, special arrangements, improve eforms and enhanced citizens' access - the replacement for my account.

Human Resources

- 4.7 Continuing to administer and deliver HR policy, undertake recruitment, pay staff, administer pensions and train the organisation are e key functions of this division.

The division is also supporting the organisation to reorganise and undertake the culture change required. This is why the savings are profiled to take most effect towards the later end of the MTFS period.

The first year savings will include centralising training spend across departments to deliver efficiencies and opportunities to develop further shared learning and practice and build more resilience into team and make savings on management.

The future focus for efficiency will include, a review of the HR divisional management team, a review and redesign of the workflow activity between recruitment, HR and payroll and an informed reorganisation of resources. Learning and development service model will also be reviewed and reorganised.

Law and Governance

- 4.8 The Law and Governance division will continue to provide clear legal and professional advice and guidance to enable the organisation to deliver its statutory duties during a time of significant change and challenge. Savings are proposed within the division as follows:
- Earlier this year the governance review published its final report with a number of recommendations which the council accepted and intend to implement. These were costed and budget growth previously approved to support the changes. In light of the financial context, it is proposed to deliver the recommendations in a cost neutral way. This will require a rationalisation of existing meetings and support.
 - Savings are proposed in the Mayor's Office, with staff reductions. As a result, there will also be a reduction in the civic programme.
 - The division will remove the role of Head of Legal Business and Compliance and replace it with a revised role at a lower grade.
 - The Administration is undertaking a review of Members Allowances, including Special Responsibility Allowances. This is expected to deliver savings for the 2021/22 budget.

2021/22 Budget Savings Proposals for Consultation - Equality Analysis

The Council's budget is under significant pressure and is no longer fully balanced or deliverable. The impact of Covid19 has led to a reduced level of income, increased costs, and the inability to deliver some of the savings that were approved in the 2021/22 budget.

Croydon is proud to be home to 386,710 people, all of whom have needs and aspirations, and at every stage of the budget development process and delivery we will consider how the decisions we make will affect them. We have taken great care in putting this cumulative impact assessment together, and as we get new information and our proposals develop we will refine this further.

We are facing huge financial challenges and some of the decisions we are looking to make will be difficult. All have been considered with the interests of our residents at heart, and the work that we have done to strengthen communities and understand the needs of our residents will help us to support them in the years to come.

1. Our approach to equality impact assessing our 2021/2022 budget savings proposals

Scope of this assessment

This assessment identifies those areas within the 2021/22 savings proposals for consultation which are relevant to equalities and seeks to describe their potential equalities impact when taken together. Our approach for assessing the equalities impact of savings proposals is an ongoing process. At this stage the analysis is indicative and as individual proposals are further developed and implemented they will be subject to further assessment.

Our legal duties

In April 2011 the Equality Act (2010) introduced a new public sector duty which extends the protected characteristics covered by the public sector equality duty to include age, sexual orientation, pregnancy and maternity, and religion or belief.

Section 149 Equality Act 2010 requires public bodies to have **due regard** to the need to:

- **eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act;
- **advance equality of opportunity** between people who share a protected characteristic and people who do not share it; and
- **foster good relations** between people who share a protected characteristic and people who do not share it.

Having **due regard** means consciously thinking about the three aims of the Equality Duty as part of the process of decision-making. This means that decision makers must be able to evidence

that they have taken into account any impact of the proposals under consideration on people who share the protected characteristics before decisions are taken – this includes decisions relating to how they act as employers; how they develop, evaluate and review policy; how they design, deliver and evaluate services, and how they commission and procure from others.

In the context of major reductions being required we have therefore endeavoured to ensure that:

- The process followed to assess the equality impact of financial proposals is robust; and
- The impact financial proposals could have on equality groups is thoroughly considered before any decisions are taken.

By law an assessment must:

- Contain sufficient information to enable a public authority to show it has paid “due regard” to the equalities duties in its decision-making; and
- Identify methods for mitigating or avoiding any adverse impact

Assessing the impact of proposed changes to policies, procedures, services and organisational change is not just something the law requires; it is a positive opportunity for the council to ensure it makes better decisions, based on robust evidence.

Our approach is to ensure quality information about the equality impact of savings proposals are considered as part of the process and financial decision making and is therefore designed to demonstrate that the Council has proper regard to these aims, in accordance with its statutory equality duties. It seeks to ensure that even in this time of economic challenges the substantial savings are identified and delivered in an informed, balanced and sustainable way. At the end of the process we seek to ensure that going forward our budget is better targeted and that money is spent where it will have the greatest effect.

As an organisation we are committed to protecting the most vulnerable in our communities and to ensure that in making difficult decisions about funding we maintain an absolute commitment to tackling inequality and disadvantage and promoting equality for everyone who lives and works in the borough.

Context

Croydon Council faces a financial crisis of unprecedented severity. It has been experiencing rising financial and service demand pressures for a number of years. The coronavirus pandemic has exposed serious underlying weaknesses in the Council’s financial resilience and governance. In accordance with the Local Government Act 1988, the Council is required to “manage its budget within the approved estimates”. This means that it cannot spend more than it has available to fund those costs, and if it appears that expenditure in the year is going to exceed available resources then action needs to be taken immediately to ensure spend is reduced and the budget is balanced and therefore remains lawful.

The council is currently forecasting an overspend at the end of the 2020/21 financial year in excess of £30m despite the approval of in-year savings on 28 September. While additional savings in current and future years are proposed, further risks are likely to arise which could result in an overspend in the region of £66m. This is several times in excess of the Council’s unrestricted reserves, which now stand at £7m (subject to external audit). The council does not currently have a deliverable plan to balance its budget this year as required by law. In view of

this, the Director of Finance, Investment and Risk (Croydon Council's Section 151 Officer) issued of a S.114 notice by on 11 November 2020.

The new administration has provided a framework of priorities for 2021-24 and ways of working to inform the task of reshaping the council and refocusing its work which is required in order to put it on a stable financial footing and ensure that the most vulnerable residents are protected from the impacts of the covid pandemic. The three priorities are:

- To live within our means, balance the books and provide value for money
- To focus on tackling ingrained inequality and poverty in the borough
- To focus on providing the best quality core service we can afford, in particular social care for the most vulnerable people and keeping streets clean and safe. This means we will stop delivering some services.

Our Approach

In undertaking the cumulative equality analysis we have focused on the following:

- As the proposals have developed they have been screened for potential impacts on those with protected characteristics (race, sex, disability, religion or belief, sexual orientation, gender reassignment, pregnancy and maternity, and age), as well as non-statutory equalities considerations: language, socioeconomic and health and social wellbeing.
- We will not complete separate EAs on each proposal. We will undertake a screening of all savings proposals and identify those that are relevant to equality and thereby need to be assessed - for the most part these will be assessments that focus on the potential for the proposals to affect staff, residents and/or service users.
- The impact of the proposals on staffing is addressed through Equality Analysis undertaken as part of the HR process except where a savings proposal involves the deletion of a service in its entirety and the impact on staff of redundancies is clear.
- Initial analysis of the potential cumulative equalities impacts has been carried out, and is reported here along with the potential impact of the budget proposals on the Council's equality objectives.
- This cumulative EA report will be considered by Cabinet alongside the budget

Consultation

The specific duties require listed bodies to meet the engagement provisions as part of assessing the impact on people with protected characteristics. This will help listed bodies to better understand the impact of their proposals on the different characteristics.

Consultation must be carried out with relevant public bodies, voluntary, community, trade union and other interest groups, such as staff, with an interest in the matter. It needs to be proportionate and relevant.

For our services to meet the needs of local residents, and of the community at large, it is essential that our plans and policies take into account the views of local people and others who use our services.

We will ensure we consult citizens, including equality on the budget proposals as they are developed in more detail. This will help us to take account of the potential impact of the proposals on these groups, and to mitigate these impacts where possible

Our approach to consultation

We will use a broad range of consultation methods to ensure as far as possible that people have sufficient information to comment, as well as the time and necessary support they require to have their say. All feedback gathered will be collated and carefully considered as part of the decision making process.

Staff implications

A significant number of savings as presented in the savings proposals for consultation will include the restructure of teams and service areas. To ensure that in delivering the savings required by the reduction in the Council's budget, we maintain our focus on promoting equality of opportunity and eliminating discrimination for our workforce, we have taken steps to monitor the impact of staffing changes and retain a focus on promoting equality of opportunity and eliminating discrimination for our workforce.

At this stage the equalities impact on staff is unknown. Each of the proposals which impact on staff will undergo an EIA to identify which staff will be affected and to put forward mitigating actions as part of the HR process except where a savings proposal involves the deletion of a service in its entirety and the impact on staff of redundancies is clear.

We will undertake meaningful consultation with both employees and the trade unions. The contribution of the trade unions will be important in the council achieving its key aims and objectives particularly in these challenging times. Officers and members will continue to consult widely with them in all aspect of service design and delivery.

Staff supported by the proposals in this budget will be supported as appropriate throughout the process and the number of compulsory redundancies will be minimised wherever possible

Proposal	Type of change	Who is affected	Potential Equalities Impact	EA Status	Savings
Place Dept.					
Libraries					
Close libraries	Service change (stop service)	<p>Service users – parents</p> <p>Impact on specific groups/communities – age (all ages) , disability, gender, race</p>	<p>Potential breach of statutory duty to provide a comprehensive and efficient library service.</p> <p>Need to carry out an assessment of local needs to determine accessibility needs including physical,</p> <p>Public consultation required with current service users.</p> <p><i>Race</i> – free internet access allows user to access information in different languages. Libraries also provide books in other languages</p> <p>Disability – Travelling further to the nearest library can limit the frequency of visits by disabled users. There may be additional transport costs associated with having to access services further away</p> <ul style="list-style-type: none"> - Loss of access to computerised technology and provision of specialist equipment <p><i>Age (older people)</i></p> <ul style="list-style-type: none"> - Loss of ability to connect with others on the web which keeps their mind busy and prevents them from developing dementia <p><i>Age (younger people)</i></p> <ul style="list-style-type: none"> - Loss of activities - story time, holiday activities, homework - Loss of opportunities to socialise, learn socialising skills, - Fewer opportunities to form a connection between pre-school and 	Consultation and EA pending	

			<p>school could have a negative impact on literacy and attainment levels</p> <ul style="list-style-type: none"> - Children from underprivileged and low income families could be more affected more seriously by the reduction in opportunities to have access - Reduction in number of libraries in buildings, school-age children could lose 'safe' havens during after school hours before parents return from work - Fewer opportunities for younger and older generations to mix could lead to more social rifts and a lack of understanding between generations <p><i>Gender</i> – more female than male use the library service. People who are 65 years old and over and who live alone are more likely to be women</p> <p><i>All Groups:</i> Loss of opportunity to contact with others/socialise –could lead to social isolation and loneliness</p> <p>Loss of opportunity to have access to computers and the internet which may restrict access to information, services, participation in activities e.g. story time, holiday activities, research and connect with others on the web</p> <p>Withdrawal of services could impact on social inclusion and access to specific support services e.g. books on prescription resources for people with mild to moderate emotional or psychological issues</p> <p>Loss of opportunity to offer promotional material, including signposting to</p>		
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			appropriate educational opportunities and providers of advice e.g. Further education		
Combining posts across Museum and Libraries	Service transformation on staffing	Could affect staff across all 9 protected characteristics	Proposal could have negative impact on different groups pending the equality data of staff in scope	Consultation and EA pending	
Growth, Employment and Regeneration					
Economic Development Team Streamlined Service	Service transformation on staffing	Could affect staff across all 9 protected characteristics	Proposal could have negative impact on different groups pending the equality data of staff in scope	Consultation and EA pending	
Move to Streamlined Regeneration Team	Service transformation on staffing	Could affect staff across all 9 protected characteristics	Proposal could have negative impact on different groups pending the equality data of staff in scope	Consultation and EA pending	
Reduce/remove services	Service transformation on staffing	Reduce our capacity to deliver services that around community safety	This could have a negative impact in relation to socio-economic inequalities: - employment - jobs for local people (inc construction jobs) - housing - new homes - environment/public realm - public squares & spaces	Consultation and EA pending	
Parks					
Merge parks and green spaces	Service transformation on staffing	Could affect staff across all 9 protected characteristics	Proposal could have negative impact on different groups pending the equality data of staff in scope	Consultation and EA pending	
Public Realm					
Cease Specialist Nursery Transport	Service change (stop service)	Young people (age), disability, socio-economic	It would be problematic for a small number of families who this service supports.	Consultation and EA pending	
Reduce the Antisocial Behaviour Team	Service transformation on staffing	Could affect staff across all 9 protected characteristics	Proposal could have negative impact on different groups pending the equality data of staff in scope	Consultation and EA pending	
Reduce Functions and Team in the VRN	Service change (reduction provision) Service transformation on staffing	Could affect staff across all 9 protected characteristics	Proposal could have negative impact on different groups pending the equality data of staff in scope Reduce our capacity to deliver services that around community safety/keeping residents safe	Consultation and EA pending	

Children Families and Education					
Restructure children's EDT service	Service transformation on staffing	Could affect staff across all 9 protected characteristics	Proposal could have negative impact on different groups pending the equality data of staff in scope	Consultation and EA pending	
Options to reconfigure Early Help	Service transformation on staffing	Could affect staff across all 9 protected characteristics	Proposal could have negative impact on different groups pending the equality data of staff in scope	Consultation and EA pending	
Reconfigure across the adolescent, youth and YOS services	Service transformation on staffing	Could affect staff across all 9 protected characteristics	Proposal could have negative impact on different groups pending the equality data of staff in scope	Consultation and EA pending	
Review CWD care packages	Service change (reduction provision)	Age – young people	Reduction is support provided to children with disabilities and their families	Consultation and EA pending	
Reduce the numbers of children in care	Service change (reduction provision)	Age – young people	<p>Covid 19 has seen a significant rise in domestic violence, this will also impact on young people affected by this in particular as well as other children at immediate risk of harm and those in need of help and protection</p> <p>Could impact on care and support for children and young people where there is evidence that they have suffered significant harm or are at immediate risk of significant harm</p>	Consultation and EA pending	
Reconfigure children's centres	Service transformation on staffing and reduction in provision	<p>Age – young people</p> <p>Socio-economic Families</p> <p>Staff working in children's centres</p> <p>Health Practitioners such as Health Visitors and Midwives</p> <p>Provision provided by VCS and Faith sectors</p> <p>Schools due to impact on school readiness</p>	<p>Inability to offer support to the children and families who need it most</p> <p>Reduce mechanism to improve outcomes for young children and their families and reduce inequalities between families in greatest need and their peers in child development and school readiness, parenting aspiration and parenting skills, child and family health chances</p> <p>Reputational risk to Council</p> <p>Consultation required</p>	Consultation and EA pending	
Health, Wellbeing and Adults					

Reduction in Welfare Rights	Service change (reduction provision)	Vulnerable residents	Service is integral to our strategy of supporting vulnerable adults and low income/benefit dependent families in Croydon particularly as the financial landscape of the borough continues to be impacted by Covid-19. Service is pivotal to our strategic and operational response to impacts of Covid and recovery of our residents to financial and housing stability and resilience. This service has seen an increase in demand of 300%	Consultation and EA pending	
Review of Contracts - OBC Commissioning, Working Age Adults	Procurement/Contract	Age- Older People	Could put vulnerable adults at risk and push more residents into statutory services costing more further downstream	Consultation and EA pending	
Contact centre and Access Croydon: Reduction in line management	Service transformation on staffing	Could affect staff across all 9 protected characteristics	Proposal could have negative impact on different groups pending the equality data of staff in scope	Consultation and EA pending	
Resources Dept					
VCS Small Grants	Service change (reduction provision)	Vulnerable residents Communities including those who share protected characteristics	Reduce our ability to support VCS organisations and grass roots projects. Negative impact on our VCS relationships and partnership. Reduction in grass roots VCS activity	Consultation and EA pending	
Policy Team Reduction	Service transformation on staffing	Could affect staff across all 9 protected characteristics	Proposal could have negative impact on different groups pending the equality data of staff in scope	Consultation and EA pending	
Communities Team Reduction	Service transformation on staffing	Could affect staff across all 9 protected characteristics	Proposal could have negative impact on different groups pending the equality data of staff in scope	Consultation and EA pending	
Community Fund Reduction	Service change (reduction provision)	Vulnerable residents Communities including those who share protected characteristics	Reduce our ability to support VCS organisations and grass roots projects. Negative impact on our VCS relationships and partnership. Reduction in grass roots VCS activity	Consultation and EA pending	
Reduce staffing in Mayor's Office	Service transformation on staffing	Could affect staff across all 9 protected characteristics	Proposal could have negative impact on different groups pending the equality data of staff in scope	Consultation and EA pending	

Appendix C

Staffing reductions	Service transformation on staffing	Could affect staff across all 9 protected characteristics	Proposal could have negative impact on different groups pending the equality data of staff in scope	Consultation and EA pending	

REPORT TO:	CABINET 25th November 2020 COUNCIL 30th November 2020
SUBJECT:	Strategic Review of Companies and other investment arrangements Brick by Brick Croydon Ltd (“BBB”) Shareholder decision – Directors and articles of association
LEAD OFFICER:	Katherine Kerswell – Interim Chief Executive
CABINET MEMBER:	Leader of the Council Councillor Hamida Ali
CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON The strategic review arises from the report in September on the wider review of the Council’s general fund budget and the development of the Croydon renewal plan.	

FINANCIAL IMPACT

In order to ascertain the financial impact of the Council’s previous investment and lending decisions in particular those relating to BBB, further detailed work will be required. The impact of the non payment to date of any interest and dividends is reflected in revised spending plans.

In relation to Director changes and changes to BBB’s articles of association, this does not have a direct financial impact on the Council.

FORWARD PLAN KEY DECISION REFERENCE NO.: 3320CAB

The decision is due to be taken under Special Urgency (notice published on 20 November 2020).

This decision cannot reasonably be deferred because the results of the Strategic review need to be reported as a matter of urgency to limit the Council’s cost exposure. When commissioned at the September Cabinet, it was always the intention to report to the November Cabinet, but no separate listing was made in the forward plan. If the report is not considered at this meeting, the Council will not be able to take appropriate action in regard to its associated companies and other entities where necessary.

The agreement of the Chair of the Scrutiny & Overview Committee has been obtained.

1. CABINET RECOMMENDATIONS

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

The Cabinet is recommended to:

- 1.1 Note the recommendations set out in the report by PwC, and refer the report to the December meeting of the Scrutiny and Overview Committee for their

challenge and assessment. A report from that meeting to be presented at the January Cabinet meeting alongside an action plan.

- 1.2 Authorise the initial further work required on the options identified by PWC regarding the Council's interest in BBB in order to best inform further consideration of those options at the January Cabinet meeting.
- 1.3 Agree that funding of BBB shall continue in line with current loan arrangements and conditions, provided that all funding for construction, and completed unit purchases shall be reviewed on a site by site basis.
- 1.4 Agree that all site transfers to BBB, be halted until the Council has completed the options appraisal.

The Cabinet, on behalf of the Council, exercising its functions as sole shareholder of BBB is recommended to:

- 1.5 Approve the special resolutions contained in Appendix [2] to amend the articles of association of BBB to
 - i. allow quorate meetings to take place with any two Directors present, removing the requirement for an Executive Director to be present and
 - ii. provide for the provision of all unanimous or majority decisions taken by the Directors and minutes of all Directors meetings to the Council as sole shareholder.
- 1.6 Approve the ordinary resolutions contained in Appendix [2] to appoint two Non-Executive Directors to the Board of BBB (both with a finance background), also noting and agreeing that BBB shall indemnify those new Directors in accordance with the company's articles of association and by utilising the company's own insurance policy.
- 1.7 Approve the ordinary resolutions contained in Appendix [2] to remove the two current Directors of BBB, in their capacity as Directors (also noting Executive Directors are employees of the company).
- 1.8 Approve the ordinary resolution contained in Apppendix [2] to provide for the right of the Council as sole shareholder to inspect any of the Company's accounting or other records or documents at any time.

2. COUNCIL RECOMMENDATIONS

- 2.1 The Council is asked to note the recommendations set out above, which are to be considered by Cabinet on 25th November 2020 and that Council shall receive a verbal update in respect of the outcome, in accordance with recommendation xii of the "Croydon Renewal Plan and amendments to the 2020/21 General Fund Budget" report to Council of 21st September 2020.

2. EXECUTIVE SUMMARY

- 2.1 This purpose of this report is to receive and note the reported outcomes of the strategic review requested by Cabinet and Council in September 2020. The review has highlighted that the governance arrangements with the Council's subsidiaries are not adequate and that existing protocols need to be enforced and enhanced. In addition governance of the Council's loan portfolio has also been inadequate.
- 2.2 The initial financial conclusions of these past decisions have been included in forecasts for the current year. However, further detailed work will be required with regard to BBB to enable the Council to determine the optimum future relationship with BBB.
- 2.3 Additionally, the purpose of this report is to seek approval from Cabinet, exercising their functions as the sole shareholder of BBB on behalf of the Council, to resolve by ordinary and special resolutions of the company the changes to the Board of Directors and amendments to the articles of association of the company as detailed in the recommendations set out in Appendix[2].

3. THE REVIEW

Background

- 3.1 The Cabinet at its meeting on 21st September 2020, instructed that a strategic review be undertaken of the Council's group of companies and other entities and to report back to the November Cabinet. To ensure that the review was independent the Council asked Mr Chris Buss former Director of Finance and Deputy Chief executive of Wandsworth council to act as client for the review and reporting direct to the Interim Chief Executive.
- 3.2 Following a procurement exercise PwC were appointed to undertake the review which covered the following five areas:
- BBB – Council's wholly owned company
 - Croydon Affordable Housing - LLP group structure
 - Growth Zone
 - Revolving investment fund (RIF)
 - Asset investment fund (AIF)

The review concentrated on BBB due to the high value of loans with the company and the higher public profile of that investment.

- 3.3 PwC undertook the review over four weeks interviewing a range of council staff, staff from BBB and a number of other parties. Daily report backs were made to the Council and the project was completed in time for this report to be made to the November committee as requested. The report from PwC is attached and the key findings are summarised in paragraphs 3.4 - 3.9.

Key Findings

- 3.4 The review commenced by examining BBB and reached the following findings. The financial governance arrangements within BBB are lacking, there is an absence of company wide cash flow and forecasting arrangements and inadequate reporting at board level of financial issues. BBB's performance has consistently been below that forecasted in its business plan. As a matter of urgency a Finance Director should be appointed. The Council's oversight of BBB has been lax, allowing inadvertently for loans to expire without formal agreement to extend them. BBB's ambitious strategy of development, endorsed by the Council when it agreed the business plans, has placed the Council at risk in relation to these loans.
- 3.5 The absence of adequate financial systems and processes in BBB means that the Council cannot have assurance as to the accuracy or veracity of the financial information produced by BBB. The outcome is that additional work will be required to enable the Council to determine what is the best strategy for the Council in its future relationship with BBB including which of the options detailed in the report is recommended for future action. It is for the Council as the sole shareholder to determine the future arrangements for BBB including future funding of the company. The work to enable this decision to be made has commenced and will report back as soon as it is completed.
- 3.6 The review has indicated that budgeted income figures within the Council in respect of interest receivable in the current year and potential dividends are at risk. The likelihood of receiving them cannot be confirmed due to forecasts and financial systems within BBB not being suitably robust to enable the Council to place reliance on them.
- 3.7 With respect to the Croydon Affordable Housing, the review identified a range of governance and possible accounting issues as well as issues over tenants having the ability to pay. However, the report does not recommend discontinuing the current arrangements with external investors and suggests exercising caution about further delivery of affordable housing through this route until a further review is undertaken .
- 3.8 The review of the Growth Zone arrangements has noted that the Council's financial circumstances mean that investment though the Growth zone will be limited but that at present the Growth Zone should remain in existence.
- 3.9 The RIF, which was set up as a Council investment portfolio with Cabinet approval in September 2014, and AIF, set up as part of the Council's investment strategy in 2018, both need improved governance around them and clearer reporting to the Council both in terms of costs and reporting. The asset investment fund is under performing compared to the original business plan and there is currently a loss of asset value, this will need to be considered in any decision to dispose of any of the assets.

Next steps

- 3.10 The review makes a number of recommendations for acceptance and implementation by the Council. These are detailed in Appendix 1 and relate

both to the Council's own arrangements but also those of its subsidiaries (BBB and the Croydon Affordable Housing LLP group companies). Many of the findings of the review echo the findings of the report in the public interest issued by Grant Thornton. As with that report, it is recommended that the Council accepts all the recommendations and instructs officers to draw up an action plan to ensure that these recommendations are implemented.

- 3.11 The issues arising with BBB have been raised with the management of BBB at a meeting attended by the Chief Executive and the Leader of the Council. They were also discussed at a Shareholder Investment Board meeting held on the 17th November.
- 3.12 Once the second phase of the review has been completed, the Council should be in a position to determine the future of BBB. This will take some time. There are over 20 schemes currently on site which have existing funding agreements in place, although some of these are past the repayment period. To stop BBB drawing down on those agreements could present cash flow issues with consequences that would further increase the risk to the Council. It will therefore be necessary to make payments to BBB in line with current loan arrangements ensuring that conditions for funding are met. The purchase of completed units previously agreed in July will also need to be reassessed on a site by site basis and reviewed in the light of the resources available to the Council.
- 3.13 The Council is also due to transfer a number of sites to BBB, including some with planning approval, in the light of the current review, it is proposed to suspend the transfer of all sites to BBB until the Council has completed the options appraisal.

Functions as sole shareholder

- 3.14 The Council, as BBB's sole shareholder, is able to amend the company's articles of association and also has the ability to appoint and remove Directors.
- 3.15 There have been recent changes to the Board of Directors at BBB, meaning there are currently only two appointed Directors of BBB (which is the minimum number of Directors to enable quorate meetings to take place). Given the proposed removals, it is necessary to appoint two new Directors of BBB.
- 3.16 Given PwC's report and recommendations, it is proposed that the new Directors have a strong background in finance. The following individuals are recommended to be appointed as Directors because of the skills and experience they have, as detailed below:
 - a. Duncan Whitfield is the Strategic Director of Finance and Governance at the London Borough of Southwark with over 20 years experience in the local government finance sector.
 - b. Ian O'Donnell is a finance consultant working on the financial review at the Council. A CIPFA accountant, he has been a consultant since June 2019 and has previously worked as the Executive Director of Resources and s151 officer at Ealing Council as well as the Director of Finance at Waltham Forest Council with a career spanning over 30 years in local government.

- 3.17 In relation to the associated indemnity, it is recommended that the Directors be indemnified under BBB's own insurance policy. This would not cover criminal acts, any other intentional wrongdoing, fraud, recklessness, any acts outside of their powers or the bringing of any action in defamation.
- 3.18 To strengthen oversight of the Company by the Council, as sole shareholder, two further resolutions are recommended. The first enables the Council to have sight of all minutes of Directors meetings and records of all decisions made by the Directors in future. The second ensures the ability of the Council to inspect all Company accounting or other records or documents at any time.

4. CONSULTATION

- 4.1 No formal consultation has been made on this report, other than factual accuracy checks with external third parties including BBB .

5. PRE-DECISION SCRUTINY

- 5.1 The Report in the Public Interest which was discussed at the emergency council meeting on the 19th November 2020 raised a series of concerns in regard to BBB and the Council's relationship with its external companies and entities. Recommendations 17 and 18 in the Action Plan for the Report in the Public Interest describe the strategic review report being presented to Scrutiny and Overview before being presented at Cabinet.
- 5.2 With the kind support of the Chair of Scrutiny and Overview, the report has in fact been presented to Cabinet first. This is due to the timing of the receipt of the report and the need to progress some interim urgent measures based on its findings. The strategic report and proposed action plan is referred to the December meeting of Scrutiny and Overview committee for a full review and challenge prior to it returning in January to Cabinet for final decision.

6. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 6.1 It is important that the Council has a thorough understanding of all of its investments, particularly where they are deemed high risk or the financial exposure can change. This will enable the Council to mitigate and manage those risks and inform any future decisions.
- 6.2 The Council has budgeted £16.7m of interest and investment income from BBB within the 2020/21 Budget and therefore the financial position of BBB has a considerable impact on the Council's finances.
- 6.3 The estimated cost of this review to date is £125k These costs have been included in the quarter two financial monitoring.
- 6.4 In order to respond to the recommendations in the review , it will be necessary

to review the capacity and skills of officers and Members to ensure they are suitably qualified and trained to undertake their roles.

6.5 Options

The Council has a clear need to carry out this work, in order to inform its Medium Term Financial Strategy and the financial support required from MHCLG.

The Council did not have sufficient capacity or in-house expertise to carry out this review, so external support has been commissioned.

6.6 Risks

By accepting and responding to the recommendations of this review, the Council can address the ongoing risks:

- That the Medium Term Financial Strategy will not properly reflect the financial impact of its investments; and
- The Council may be exposed to financial losses over the medium to long term
- The Council needs to make significant improvements to its governance arrangements over external organisations and its investments.

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

7. LEGAL CONSIDERATIONS

- 7.1 The Interim Director for Law and Governance comments that as sole shareholder of BBB, the Council has the ability to act on this Report and its recommendations. The Council has authority under the general power contained in Section 1 of the Localism Act 2011 to continue to take steps in relation to the operation of the company (including its financial relationship with the company), having particular regard to the Council's fiduciary duties.

Approved by: Sean Murphy, Interim Director of Law and Governance and Deputy Monitoring Officer

8. HUMAN RESOURCES IMPACT

- 8.1 There are no direct implications for LBC employees. However, the implications of the issues raised and how they are addressed may have an effect on the medium term financial plan. Any subsequent savings plans that have a staffing impact will be subject to agreed HR procedures and formal consultation

Approved by: Sue Moorman, Director of Human Resources

9. EQUALITIES IMPACT

- 9.1 There are no equalities impacts arising from this report. However the implications of the issues raised and how they are addressed may have an effect on the medium term financial plan. Any subsequent savings plans that have a staffing impact or impact on vulnerable and/or groups that share a protected characteristic will be subject to agreed HR procedures, formal consultation and equality analysis

Approved by: Yvonne Okiyo, Equalities Manager

10. ENVIRONMENTAL IMPACT

- 10.1 There are no environmental impacts arising from this report

11. CRIME AND DISORDER REDUCTION IMPACT

- 11.1 There are no Crime and disorder reduction impacts arising from this report

12. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 12.1 The report by PwC details a wide range of governance failures on behalf of the Council, in its relationship with BBB in particular but also in respect of Croydon Affordable Housing. The recommendations made by PwC will improve the Council's oversight of all of the areas covered by the review. The additional work required on BBB will enable the Council to fully consider its options with regard to the future of BBB with a view to minimising the future financial risk to the Council and maximising the return on its financial outlay in support of the company.

13. OPTIONS CONSIDERED AND REJECTED

- 13.1 The Council has the option of either accepting all or in part the recommendations included within the strategic review. Having examined the recommendations it is difficult to argue from a Council perspective that none of the recommendations should be implemented as they will improve the Council's governance of its directly owned companies and other investments.
- 13.2 In relation to the exercise of the Council's functions as sole shareholder of BBB, the option to do nothing has been considered but is not recommended. In particular, the appointment of Directors with the right expertise will assist with implementing the recommendations of the PwC report, and the carrying out of any further agreed options for its future.

14. DATA PROTECTION IMPLICATIONS

14.1 WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?

NO

14.2 HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED?

NO

CONTACT OFFICER:

Chris Buss, consultant

APPENDICES TO THIS REPORT:

Appendix 1 - PwC Report
Appendix 2 – Proposed BBB Shareholder resolutions

BACKGROUND PAPERS:

PwC Report

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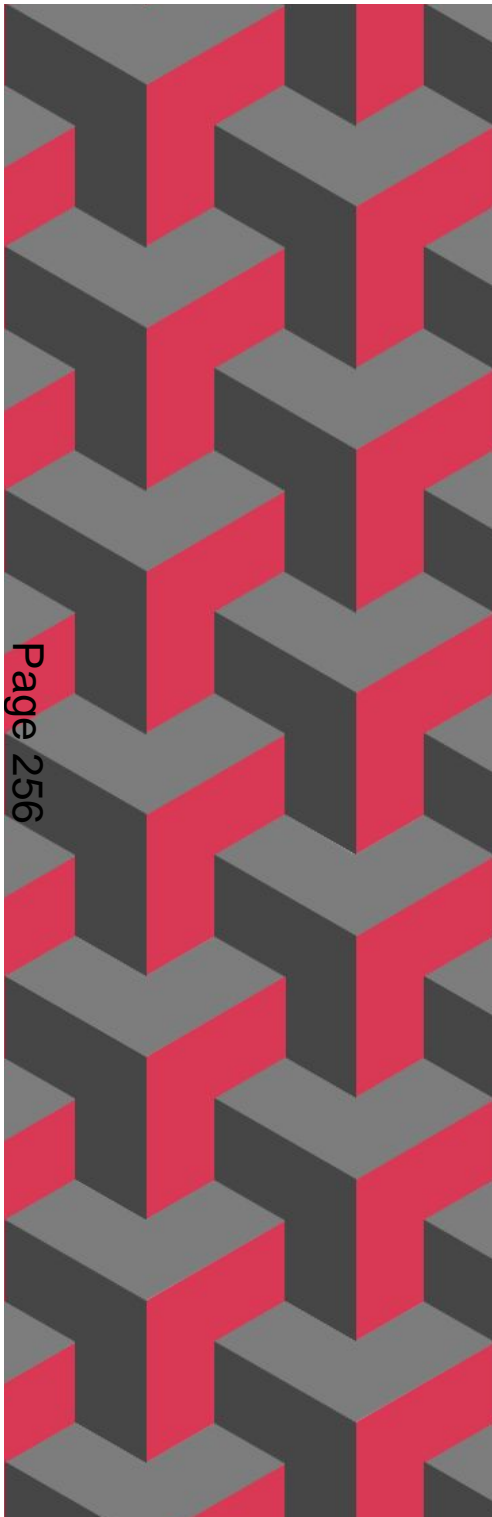
London Borough of Croydon

Independent strategic review of Brick by Brick Croydon Ltd, Growth Zone, Croydon Affordable Homes LLP, the Revolving Investment Fund and the Asset Investment Fund

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London Borough of Croydon Council
Bernard Weatherill House
8 Mint Walk
Croydon
CR0 1EA

We report on London Borough of Croydon Council ("LBC") and its subsidiaries, Brick by Brick Ltd ("BBB") and Croydon Affordable Homes LLP ("CAH") (together, the "group")) in accordance with our engagement contract dated 5 October 2020.

This report has been prepared in connection with the purpose as stated in the engagement contract. This review was carried out for LBC only.

We draw your attention to important comments regarding the scope and process of our work, set out in the appendices.

Save as described in the agreement or as expressly agreed by us in writing, we accept no liability (including for negligence) to anyone else or for any other purpose in connection with this report, and it may not be provided to anyone else.

Yours faithfully

PricewaterhouseCoopers LLP

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PwC scope and limitations of our work

Scope of our work

The London Borough of Croydon Council ("LBC" / "the Council") has engaged PwC to carry out an independent review of its property development related subsidiaries/funding vehicles ("the entities").

The scope of our engagement specified that c.75% of time should be spent on the review of Brick by Brick Croydon Limited ("BBB") with the balance spent on the remaining entities. Accordingly, the depth of analysis on BBB is greater than that delivered on Croydon Affordable Homes LLP ("CAH"); Growth Zone ("GZ"); the Revolving Investment Fund ("RIF"); or the Asset Investment Fund ("AIF"). We have taken a prioritised approach to this review given the finite amount of time and resource available.

Key parts of our review work:

- Rapid financial and operational review of BBB;
- Strategic options review of BBB;
- Review of governance arrangements between LBC and BBB plus desktop review of governance arrangements with the other subsidiaries/funding vehicles;
- Current performance, Value for money and Governance arrangements of CAH, GZ, RIF and AIF.

Due to Government mandated Covid-19 travel restrictions, all meetings were held by video conference or telephone call with correspondence via email.

Approach to our review

We have taken a prioritised approach to this review given the short timeframe (four weeks). Whilst information was provided quickly by LBC, some financial information from BBB took over two weeks to be provided, limiting our ability to undertake analysis.

We have carried out initial and follow-up reviews of documentation provided by BBB and LBC to build understanding of the BBB financial position and performance including detailed Board, committee and other working papers for FY19/20 and FY20/21, plus any other available and relevant supporting documentation (including governance structures, loan agreements and detailed development site reporting where available).

We held initial and follow-up interviews with the Board and key staff members of BBB as well as key Council personnel, to form a view on performance, operations, governance and strategic options.

A similar approach was adopted for the other entities within scope albeit on a reduced scale due to the agreed focus of review work toward BBB.

Limitations in relation to our work

Our work commenced on 5 October 2020 with a first draft reporting deadline of 3 November 2020.

It was recognised that this short time frame of four weeks would require prioritisation of work, and that this would result in a high level of review across a large number of complex issues.

The full details required by the Council in respect to certain matters will require further work up, using information that has not been available to us during the course of our review.

In particular, in respect to BBB, delays in receiving information and the quality of information received have impacted the depth of review analysis we have been able to perform, in particular in relation to the current financial position and forecast performance of BBB.

Additional time would be required to refine the analysis, particularly regarding the strategic options available to the Council. Therefore the options set out should be considered indicative. We would recommend further work before a final decision is made by LBC on the future of its investments.

We also bring attention to the following:

- There are several examples of information provided not reconciling with information held by the Council (e.g. loan amounts and drawdown amounts) and we have had to work through these on a line by line basis to understand the correct current position;
- Audited FY19/20 accounts for BBB were outstanding during our review and accordingly we have based our analysis on the draft 2019/20 accounts provided to us by BBB;
- We have not conducted scenario modelling to assess the likely impact of COVID-19 or Brexit on the future performance of the entities or the Council's requirements.

Brick by Brick - operational review

Section two

2a

At a glance

Page 261

1

LBC created BBB in FY15/16 to increase the quantity and quality of affordable housing available and deliver a positive contribution.

Against a backdrop of a nationwide shortage of social housing and affordable homes, with particular acuity felt in London, London Borough of Croydon ("LBC") established a commercial subsidiary, Brick by Brick Croydon Limited ("BBB") in FY15/16 to support an increase in the pace and quality of affordable housing being brought to market in the borough.

Delays in development timelines together with market uncertainty created by COVID and Brexit have impaired BBB's performance against plan and resulted in significant delays to LBC's return on investment.

BBB's draft accounts for the year ended 31 March 2020 (FY19/20) suggest a small profit before tax against LBC's cumulative lending of £199.5m and £14.4m of interest due.

LBC has proactively sought to gain a better understanding of the current and future performance of BBB and strategic options by commissioning this independent review of BBB.

3

We have completed our work through a combination of interviews and review of documentary evidence.

Our independent review has been conducted through the following:

- Initial and follow-up review of documentation provided by BBB and LBC to build understanding of the BBB financial position and performance including detailed Board, committee and other working papers for FY19/20 and FY20/21 plus any other available and relevant supporting documentation (including governance structures, loan agreements and detailed development site reporting where available);
- Initial and follow-up interviews with the Board and key staff members of BBB as well as key Council personnel to form a view on performance, operations, governance and strategic options.
- Council and BBB staff have been supportive of this process however there have been delays and limitations to the information available, that have impeded the ability to meet the scope in the timeframe available.

2

The depth of our work has been limited by unavailability of robust financial information from BBB. The lack of management accounts and a 13 week rolling cash flow is concerning.

- We have been asked to perform a rapid review of BBB finances, operations and governance and identify strategic options for LBC.
- Our review and analysis has been limited by the absence of BBB financial documents, such as up to date management accounts, forecast financial performance for the Company and a 13 week rolling cash flow. The business keeps a detailed summary of incoming and outgoing funds, but this does not give the Board, shareholders or lenders an up to date overview of Company performance, profitability or cash requirements. This lack of financial oversight is concerning.
- Our review has been limited by the time in which to conduct the fieldwork, analyse and prepare outputs. It was agreed with LBC that a prioritised approach should be taken. Further detailed work is required in a number of areas.

4

BBB has significantly underperformed against the FY19/20 business plan.

- Since its inception in 2015, BBB has been entirely dependent on funding from LBC and to date (September 2020) has total borrowings of £214m, comprising loans of £199.5m plus interest payable of £14.4m.
- In its FY19/20 business case, BBB ambitiously stated an ambition to deliver c.500 residential units per annum, targeting the completion of 14 sites already in development (307 units). Planned sales of £132.3m and a profit of £10.3m (7.8%) should have allowed the commencement of repayment of debt to LBC. No interest or loan capital was repaid to LBC in FY19/20.
- BBB attributes this to a number of factors including delays due to COVID, development issues and delays with actions sat with Council departments (such as Planning). We believe COVID was a relatively minor causal factor given the year ended on 31 March 2020. We note there is no reference to a FY19/20 impact in BBB's March or April Board minutes.

At a glance

Page 262

5

BBB's governance requires significant strengthening at Board level with a need for substantially improved financial oversight. LBC also needs to enhance oversight of BBB.

- BBB's governance structure and practices require significant improvement. In particular there is a need for greater financial stewardship and assurance to both the Board and its shareholder (LBC).
- The Board lacks a qualified Finance Director. In addition, the business' in-year financial reporting processes have significant gaps and must improve substantially.
- The appointment of a suitably qualified Director of Finance to strengthen the Board is essential. BBB should prepare monthly management accounts including both year to date overall performance versus plan and forecast outturn for the year, with narrative against any variance. This will provide increased Board oversight of BBB's financial performance and allow it to provide greater assurance to its shareholder and lender, LBC.
- LBC's shareholder oversight of BBB must improve. We recommend rapid appointment of suitable LBC representatives to the BBB Shareholder and Investment Board.

7

Land transfers have been conducted in a way which appears to be s123 compliant, but the method used has been inconsistent.

- The Council has sought to comply with obligations under s123 of the Local Government Act 1972 in relation to best consideration for any land which transfers to BBB. However, there are inconsistencies and differences in the approach that the Council and BBB have used in valuing the land, and where there are material valuation differences these should be better understood and resolved;
- There has been no previous formal documentation or agreement on the 'high' value of affordable housing units to be acquired from BBB which underpinned the valuation BBB has ascribed to the land acquired from the Council;
- The Council and BBB should ensure that all commercial arrangements between them are comprehensively documented going forward.

6

BBB's loan portfolio has not been properly managed by LBC or BBB, and several of the Company's loans are technically in default as a result.

- BBB and LBC put in place loan agreements which cover the lending against specific developments. We have had sight of 30 of these documents.
- In many of the documents we have reviewed, the loans have breached their final repayment dates, and as a result BBB is technically in default on those loans. This is despite the fact that BBB continues to request further drawdowns against the loans.
- We understand that the loans were treated as extended by virtue of discussion of BBB's business plans but have seen no documentary evidence of Board or Cabinet discussions in this respect. This has resulted in loans not defaulting, due to an informal renegotiation apparently endorsed by LBC's lack of action in this respect.
- The loan drawdown process has not operated as stipulated in the loan agreements. The appropriate controls have not been applied by LBC to the LBC lending to the Company.

8

BBB's ambitious strategy of developing large numbers of small, complex and more risky sites has led to significant delays. This strategy has put LBC's investment at risk.

The 2016 Cabinet proposal for the establishment of BBB included the following:

1. Maximise the use of the Council's assets to deliver new homes;
2. Enable an innovative commercial model which will benefit the Council financially and help meet savings targets;
3. Bring forward the development of key sites across the borough;
4. Secure improved community facilities.

As of October 2020, the delays in bringing new homes to the market has put the Council at serious financial risk and resulted in only a handful of new homes being available. As a consequence, savings have not been made. The severity of this situation has not been exposed until late in 2020, as the formal controls that should have been in place were absent.

At a glance

9 Next steps

- As BBB's sole funder, LBC has a number of options in respect to how to address this situation and maximise potential value from BBB. We have set these out for LBC in section 2b.
- Irrespective of the options, LBC should:
 - Review the governance and management of BBB, tightening controls around loan funding in particular;
 - Improve capacity and capability of the teams that interact with BBB on a daily basis including in finance and planning;
 - Require BBB to improve its financial oversight by producing a 13 week rolling cash flow forecast and integrated forecast profit & loss and balance sheet statements; and
 - Require BBB to appoint a sufficiently qualified Director of Finance.

Brick by Brick - Strategic options

Section two

2b

At a glance: Options available to the Council regarding BBB

1

We have set out what we consider to be the options available to the Council at this point in time.

- We have used the available information to assess the options in respect to BBB, taking into account:
 - The likely costs and potential revenue from BBB's development activities;
 - Further funding required (noting that LBC's financial position is extremely challenged);
 - The status of BBB's developments, and known problem areas;
 - The potential impact on LBC's loan funding to BBB, and interest accrued;
 - The impact of insolvency on BBB's assets;
 - The likely challenges in implementing the options;
 - The likely time requirement to deliver the options.

3

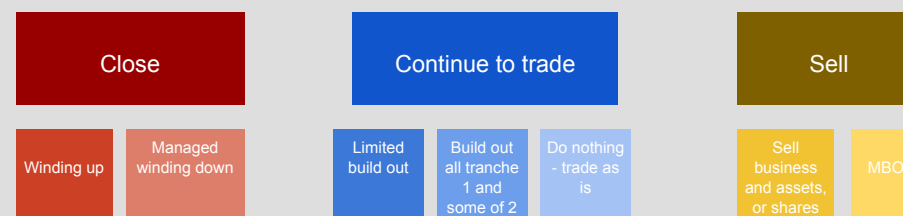
The options that present the best financial outcomes for the Council are continuing to trade: Limited build out or build out tranche 1 and some of 2.

- We believe, based on the available information and our discussions to date, that continuing to trade the business while further examining build out or sales options but they do require continued investment in BBB before a cash return is generated.
- Please note that our ability to assess the future costs, future sales and impact on the assets values has been extremely limited. LBC should undertake further work in respect to the detail on these options.
- All of the options result in the Council writing off substantial loan funding and accrued interest.

2

Seven options are available to the Council under three categories: Close, Continue to trade or Sell

- We have assessed the options available to LBC having considered the available limited information, and have classified seven options under three categories:



4

There is a significant amount of detailed work still to do, to firm up the options, the financial impact of each and their viability

- At this time, we do not believe BBB's information (i.e. lack of company level financial forecasts) is robust enough for the Council to make a strategic decision in respect of these options.
- As a result, the following actions should be immediately taken, to ensure that the Council is able to make a fully informed decision about the best option to select:
 - The appointment of a Director of Finance;
 - The rapid work up of robust BBB financial (P&L) forecasts; and
 - Further asset review work to test asset values.

Growth Zone - review

Section four

3

At a glance

1

Growth Zone is LBC's funding vehicle for investment regeneration in Croydon and is set up to retain and invest business rate increases.

Growth Zone was set up to provide LBC with a vehicle to coordinate its regeneration funding. The original business plan included £309m of Council and £209m of partner funding (GLA, TfL and others) and was predicated on the building of a Westfield retail centre in Croydon.

- Since the submission of the final business model in 2018 the economic climate has changed substantially and the planned scope has been greatly reduced.
- An original £167.8m of approved spend was reduced to £78m by LBC in February 2020, with FY20/21 planned spend reduced from an initial £21m to £6.7m.
- Of an initial 100 projects, 35 are paused and 15 have been stopped.

3

The impact of COVID-19 on the Council and its partners presents a significant risk to fund planned investments and a future business rates receipts on which the model relies.

- There is a significant risk that the parties involved in GZ will have a reduced scope to invest in the near future given the competing demands and costs of the COVID-19 response to date and the potential reduction in forecast business rate increases on which GZ is reliant for future investment.
- Furthermore any increase in lockdown measures may adversely impacted existing project timescales and/or increase the costs of delivery.
- We recommend that LBC continues to communicate clearly with its GZ partners and seeks assurance from each on the forecast ability to fund existing projects to support its own investment decisions and before committing to fund any projects that have not yet commenced.
- A revised business case is recommended to adequately reflect changes in current and future population behaviours and requirements. This should come back to the LBC's cabinet in light of the severity of the cash issue in LBC.

2

Given the ongoing COVID-19 pandemic and economic uncertainty, reducing planned funding in FY20/21 to £6.7m was a sensible step as the original business plan is no longer fit for purpose and requires revision.

- Further to the case by case COVID-19 review undertaken by LBC that resulted in the pausing of 35 projects and the cessation of 15, we recommend a project by project review of the remaining 47 projects be made to assess the return on investment (financial and non-financial) be undertaken to ensure further investment still delivers value.
- This review should also consider if the £6.7m currently forecast in FY20/21 should continue. We understand LBC are in the process of reviewing this.
- Reappraisal may enable LBC to pause further investment. However, we would not recommend closing down the GZ programme as this provides LBC with a vehicle to focus any recovery investment required of it and (dependent on central government policy) does provide LBC with the ability to use Business rates that it may otherwise have to return to central government.

4

Governance structures appear reasonable but the frequency of meetings with partners may need to increase to provide more assurance to LBC in the current climate.

- The monthly suite of meetings including the GZ Steering committee and subgroups seems appropriate in terms of membership and frequency, but the frequency of meetings with key stakeholders may need to increase in particular with GLA given current uncertainty.
- Processes for risk assessment of ongoing projects gives a means of exception reporting but should be completed consistently in order to give a complete picture.

At a glance

5

There are a number of key next steps LBC should consider in relation to Growth Zone

Given the current economic uncertainty, the steps the Council have taken to review and revise down the ambitious investment plan for Growth Zone are sensible.

There will be a continuing need for some investment in Croydon, particularly in light of the need to generate growth after the pandemic, and so switching off all planned investment would be unwise.

Any subsequent increase in planned investment should be supported by a business case and taken through robust governance and sign off processes for full scrutiny.

Croydon Affordable Homes LLP - review

Section five

4

At a glance

Page 270

1

The LLPs were created as commercial entities to provide affordable housing and generate a positive contribution to the LBC general fund of £1.4m per annum.

- The LLPs are jointly owned by LBC (10%) and Croydon Affordable Housing LLP (90%) which is a registered charity.
- They currently lease 344 properties (248 in CAT and 96 in CAH) from the Council on 80 year leases with a 40 year Council break clause. These properties were purchased through sale and lease back to two funders.
- The LLPs' structure has enabled LBC to utilise right to buy receipts previously not permitted through the housing revenue account allowing investment in Croydon Borough rather than releasing these funds to central government.
- The transfer of assets to LBC's Pension Fund is outside of our review, however we note that the Council is planning to transfer the properties to LBC's pension fund at the 40 year lease break clause to reduce the annual LBC pension contributions.

3

The life cycle costs of maintenance and repair do not appear to be reserved for in the LBC accounts. This must be addressed and may create an additional increasing annual liability.

- We understand that reserves for life cycle costs for the leased properties are currently not being made in the accounts of LBC. We understand that legal advice suggests the LLPs cannot make the provision in their own accounts.
- We note that the model used for CAH's development included average lifecycle costs of c.£1.4k per property per annum based on 8% of rental income. RICS life cycle costing guidance suggests that provision should be made of c.3% of the asset value per annum. The CAH approach is significantly lower than this but we note that 3% of asset value may be excessive for affordable housing and a tailored approach may be required.
- Immediate steps should be taken by LBC and CAH to assure the Board and Cabinet that suitable provisions for life cycle costs are being made. The amount not reserved may need to be backdated.
- This is particularly important given the planned transfer of the benefit of the properties to LBC's pension fund and reliance on the future rental revenues.

2

The LLPs' latest financial statements were not available for review, but the FY19/20 forecast outturn was £317k (68% behind target) behind plan, due to bad debts and voids.

- Detailed financial information regarding the group's financial performance in 2019/20 was not available, nor was any record of FY20/21 financial performance in the year to date. We understand that 2019/20 accounts are currently with the external auditors but have not received these. This is a clear shortcoming in the LLP's financial monitoring and governance, given the value and significance of the assets held.
- The forecast outturn as at Q3 FY19/20 indicated the LLPs expected to deliver a combined surplus in 2019/20 of £148k against a budget of £465k. This shortfall in performance was attributed to higher than budgeted voids in CAH (12%) in year, reducing income by £108k and a growing bad debt provision in CAT (£127k over budget). Lettings management performance may also be a factor.
- We note that in Q4 a further 81 homes were transferred but these would not be reflected in the Q3 figures.

4

The governance arrangements of the CAH LLPs require significant strengthening, as they have been run with insufficient financial oversight.

- Our desktop review of Board and other papers plus interviews with CAH personnel suggests that the quality of financial reporting internally and externally needs to improve. Board papers suggest the last detailed financial update was in February 2020 (in the previous financial year) but only gave a forecast outturn and there is no evidence of the Board receiving a final 2019/20 position or update on FY20/21 trading performance.
- LBC's holding company was dissolved as Companies House filing deadlines were not met. We understand this position is being addressed by LBC, but indicates a need to significantly improve corporate governance and administration.
- We recommend LBC puts in place robust governance around the LLPs given the value of the assets held, with dedicated team resource aligned to the funding that the LLPs provide.

At a glance

5

CAH and CAT have partially met their purpose of increasing affordable housing available to Croydon residents, however we understand there is an ongoing mismatch of tenants to appropriate properties, resulting in the increase in rent arrears.

- We note that whilst the LLPs have increased the affordable housing available to Croydon residents, they are not forecast to deliver the surplus in line with business plans.
- If the 2019/20 Q3 forecast outturn was accurate, small cost increases or reductions in rental income would result in a failure to breakeven. This would trigger a waterfall payments model that may result in the Council not receiving its full management fee. The Council's overall position would be exacerbated by the need to increase lifecycle reserves.
- Properties are not generating rents in line with plan and costs of chasing rent arrears and increasing bad debt provision are driving financial underperformance.
- Better matching of tenants to appropriate properties is required if the LLP model is to deliver returns in line with the business plan.

6

The operational and business model for the CAH group of LLPs requires detailed review before further investment is made by LBC, and dedicated oversight of the LLPs should be established.

- Before LBC invests any further funds in properties via the CAH LLPs, it should undertake a detailed review of the businesses to ensure:
 - The full future cost of the properties is understood and accounted for appropriately, including lifecycle reserves.
 - There is a clearly understood cash impact for LBC in terms of forecast flow of funds from the LLPs.
 - There is a clear strategy on the use of homes in terms of tenant type and affordability.
 - The quality of financial reporting LBC receives from the LLPs improves, so that LBC has a detailed monthly phased financial plan at the start of each year with monthly progress reports against this at an income and expenditure level, with variance analysis and narrative plus a revised forecast outturn for the year.

Revolving investment fund - review

Section six

5

At a glance

1 The RIF was set up in 2014 to increase the amount of funding available to drive growth. Loans totalling £269.7m have been provided through the RIF, mainly to BBB. Many are in default.

- The RIF was set up with Cabinet approval on 29 September 2014, to accelerate the provision of homes, fund development projects, drive growth and sustainable employment opportunities. The RIF was explicitly intended to deliver capital and revenue returns for the Council.
- Since inception, RIF has provided loans totalling £269.7m to Council initiatives and subsidiary companies owned by LBC.
- The main areas of lending are to BBB (£208.8m*), Real letting property investments - relating to a management property fund providing housing to homeless individuals (£45m), and CAH (£8.4m).
- As at July 2020, the outstanding balances against loans, including accrued interest, provided through the RIF totalled £269.7m.
- No BBB loans have been repaid as a consequence of the lending, in direct contravention of multiple loan agreements which are technically in default.

3 Governance around the Loans provided has been informal and is not in line with the plan agreed by Cabinet, or best practice.

- The RIF fund was intended to be ring-fenced and have clear governance and decision making. Neither of these stated intentions have been put into place.
- There is no robust treasury plan for management of these loans, or set of standard operating procedures in relation to the management of RIF loans and loan management is not in keeping with industry best practice in relation to management of loans of this size.
- Changes in personnel have left a lack of corporate memory in relation to the RIF loans. It has been particularly challenging to locate copies of loan documentation for the purposes of this review.
- Management of the RIF's loan book has been left to the LBC finance team, but up until mid-October 2020 there was no individual within LBC who had current active oversight of the RIF loan portfolio.

2 A limit of £272.2m was placed on lending by RIF in the 2018-22 Medium Term Financial Strategy. The RIF has loaned £17.5m more to date than budgeted, in contravention of the Strategy.

- The 2018/22 Medium Term Financial Strategy ("MTFS") noted that total RIF borrowing from 2018 to 2022 would be £272.2m.
- However, the scale of the funding through the RIF suggests that no cap has been exercised on the funding that the RIF has provided per annum to the extent that in FY20/21 the RIF can currently only lend a further £2.5m before reaching the £272.2m limit stated in the MTFS.
- Since there was an expectation that funding provided would revolve back from BBB to the Council to reinvest, there may have been an expectation that funding would not become excessive. However since the majority of funding to date (£208.8m to BBB*) has not delivered returns, any further investment represents an increased borrowing requirement for the Council.

4 RIF lending is currently invested in 23 development projects, several of which are not performing as planned.

- Key investments are not performing as intended. Indeed, many BBB loans are overdue with no evidence of having been renegotiated or interest paid to date.
- The risk profile of the RIF loan book is therefore much higher than planned.
- The RIF has not been revolving, because very few of the loans have repaid with £208.8m* tied up in BBB loans with no interest received to date.
- The Council has not operated a balanced lending approach in contradiction to the careful analysis set out in the 2018 MTFS paper, with the majority on RIF investment focused on residential development.

* Note: £208.8m as at July 2020. Total funding as at 30 September is £214m.

Asset Investment Fund (“AIF”) - review

Section six

6

At a glance

1

The AIF was set up in 2018 as part of LBC's investment strategy, to fund non-residential property investments. LBC has made investments of £98.8m through the AIF.

- The AIS was designed to group Council investments in commercial property as a vehicle to deliver revenue returns. The fund created is referred to as the Asset Investment Fund ("AIF") and was capped at £100m. The purchase of Croydon Park Hotel ("CPH") at £31.3m was completed before the AIF's inception but is accounted for in the AIF, bringing the fund limit to £131.3m.
- Based on the latest LBC documentation, the AIF has spent £98.8m on £93.5m of assets plus £4.9m of purchase costs, funded through general LBC borrowing.
- Assets purchased (including purchase costs) are: Croydon Park Hotel (£31.3m), Colonnades phases 1 & 2 (£53.5m), 60 Vulcan way (£7.4m); and 37-39 Imperial Way (£6.6m.)

3

Croydon Park Hotel and the Colonnade leisure and retail park both present significant financial risks to LBC that need to be addressed.

- The closure of CPH creates a £1.7m shortfall in FY20/21 rent receipts and exposes the Council to unbudgeted costs for the vacant property including maintenance, repairs, security and insurance.
- LBC currently estimates CPH is worth less than the purchase price. The asset should be appropriately impaired following external valuation, with the corresponding impact reflected in the income and expenditure statement.
- To mitigate this LBC are in the process of assessing alternative uses for the site with a view to generating income and currently expect to retain the property until the market recovers. This process should be prioritised.
- The Colonnades leisure & retail park has a number of tenants that have and will continue to be impacted by COVID-19 restrictions. Rents have underperformed and there is further risk of rent default. LBC should monitor this investment closely and plan for a downside scenario on rent receipts.
- The forecast net return on investment may be overstated by up to £0.6m as described in point 2. LBC should review and agree on the appropriate rate at which the AIF interest is calculated.

2

LBC is forecasting significant AIF underperformance in FY20/21, with a £82k forecast net return against a budget of c.£2.4m. We think the actual return could be a loss of £(0.5m).

- The AIF is forecast to deliver a £82k net return to the Council in FY20/21 against a FY20/21 budget net return of c.£2.4m. The target return based on 2% of total investment of £131.3m is £2.6m.
- Forecast underperformance is driven by two key factors:
 - Croydon Park Hotel ("CPH"). This was expected to deliver rents of £1.7m p.a. but the tenant trading company went into administration in June 2020 in part due to COVID-19 trading pressures with no rent expected in FY20/21.
 - Colonnades leisure & retail park - COVID-19 restrictions have impacted several tenants, leading to rent deferrals and reduced interest in vacant slots, all reducing in year rent receipts.
- The forecast net return of £82k is predicated on an assumed 2.44% rate of interest on borrowing. The current average borrowing rate for LBC is 3.15% which equates to an additional c.£0.6m cost per annum. Adjusting the forecast £82k net return for this additional interest cost would result in a net loss to LBC of c.£0.5m.

4

The monitoring and governance of AIF investments is very limited, and should be strengthened with clear Cabinet scrutiny.

- The process by which assets were acquired is clearly documented and followed LBC policy in terms of formal notices, recorded decisions and supporting documentation.
- The timeframes around making offers for the assets were short and delegated authority was used to make offers, but the commercial rationale behind this was documented.
- However, ongoing monitoring of the AIF portfolio and governance is very limited. AIF performance is not discussed at any formal board, with reporting confined to within the Asset and Estates team and Place directorate. AIF is covered by general financial monitoring on a monthly (previously quarterly) basis.
- The current underperformance of investments, in part due to COVID-19, underlines the importance of the AIF receiving suitable and regular executive oversight. Given the issues regarding Croydon Park Hotel and the need to quickly address these, we recommend higher levels of Cabinet scrutiny going forward.

5

The Council will need to make a strategic decision on the future of the AIF, considering current financial pressures vs long term investment. Immediate sales are likely to reduce value achieved.

- Given the the Council's financial pressures and the current economic uncertainty in the UK due to COVID-19, we agree with the decision to not pursue any further investment in the AIF.
- Making strategic decisions on asset realisation at a time of uncertainty may impact value and therefore disposals in the immediate term are currently unlikely to realise best value.
- We believe the best course of action at present is to seek to maximise returns on the existing investments and undertake annual strategic reviews of the AIF to assess if/when disposals will result in best value.
- However, if LBC needs to release cash to mitigate financial pressures in year, the AIF does represent significant potential for unlocking cash.

Recommendations and next steps

Section six

7

Key observations and recommendations

Priority

The actions have been given a 'Priority' rating from high to low. This reflects the degree of urgency with which we believe the actions should be addressed.

High

This is critical to progress.

Medium

This is important to progress.

Low

This is least important to progress.

Ease of implementation

The 'Ease of implementation' rating in the final column indicates the level of difficulty of implementation, taking into account any work already undertaken

R

Hardest to implement in the available time period.

A

Can be implemented in short to medium term.

G

Easiest to implement in the available time period.








Key observations and recommendations

Ref.	Area	Observation and action	Responsible Organisation	Priority (High / Med / Low)	Ease of implementation (Red / Amber / Green)
1	BBB - Financial planning	The Company does not currently produce a consolidated phased plan against which to assess year to date financial performance, nor does it produce consolidated forecasts in terms of cash flow, profit and loss or financial position. We recommend that BBB should improve its financial oversight by producing: A 13 week rolling cash flow forecast; and integrated forecast profit and loss and balance sheet statements.	BBB	High	A
2	BBB - Financial governance	There is currently no financially qualified member of the Board to provide challenge to BBB's reported performance or forecasts. BBB should ensure that there is a sufficiently qualified Director of Finance in post to increase the internal financial scrutiny and challenge and support the Shareholder Board to improve its understanding of the business's finances.	BBB	High	A
3	BBB - Financial Governance - reporting	BBB does not currently have any integrated company-wide financial monitoring or forecast and therefore it is challenging for the Board to make effective decisions on the basis of Company financial performance. Whilst we understand there is an ambition to produce monthly management accounts moving forward, BBB should integrate development, sales and financial projections into a monthly reporting cycle to provide visibility to the Board on the Company's financial position.	BBB	High	R
4	BBB - Financial Governance	There is a lack of financial capacity and capability within BBB. In addition to the appointment of a qualified Director of Finance we expect there to be at least one additional suitably qualified member of staff who can support the development of robust financial information to proactively manage the BBB business.	BBB	High	A
5	BBB - State aid	Improve documentation of arrangements for the subsequent sale of assets by BBB, particularly where this has a direct influence on the valuation of land to be acquired / transferred.	LBC	Med	A

Key observations and recommendations

Ref.	Area	Observation and action	Responsible Organisation	Priority (High / Med / Low)	Ease of implementation (Red / Amber / Green)
6	LBC - Purchase of BBB properties	<p>The Cabinet has approved in July the further purchase of 231 BBB properties, but has not yet entered into contract for any of these. We understand that the status of these property purchases is pending, subject to review. The Council will need to decision on a site by site basis whether to pursue this option and notify BBB accordingly immediately prior to the practical completion of the schemes.</p> <p>LBC should review the proposed purchases of these properties in light of current market conditions, so that it does not exceed these thus exposing the Council to risk under S123.</p>	LBC	High	A
7	LBC - BBB developments	LBC has not created sufficient capacity in its own teams (such as planning) to allow for the increased demand for services that its drive to create affordable homes is generating. There is evidence that some of the delays experienced on BBB development sites are being driven by longer than normal process time in the Council's operational teams. Since the Council must avoid preferential treatment to BBB, it may wish to consider general additional capacity in these teams to support quicker processing across the board. This will support quicker resolution for all developer delays including BBB.	LBC	High	A
8	LBC - BBB - State aid	<p>The Council should regularly review the financing and operational arrangements of BBB for ongoing compliance with State Aid requirements, particularly in the context of:</p> <ul style="list-style-type: none"> • Maintaining a state aid compliant capital structure including the equity loan debt model • Pricing loans on a state aid compliant basis which reflect the risk associated with investing in BBB specifically. 	LBC	High	A




Key observations and recommendations

Ref.	Area	Observation and action	Responsible Organisation	Priority (High / Med / Low)	Ease of implementation (Red / Amber / Green)
9	LBC - Governance	There are significant concerns around the adherence to governance procedures within LBC and its subsidiaries. LBC should consider commissioning a wider and thorough governance review of the organisation.	LBC	High	
10	LBC - Governance	There is insufficient capacity within the LBC corporate governance team to appropriately oversee the application of governance across the organisation. LBC should review its governance team structure and ensure it has the required level of capacity and capability along with senior input to ensure best practice governance procedures are adhered to.	LBC	High	
11	LBC - Governance	It has proven difficult to obtain a complete set of documentation in relation to loans and other agreements between LBC and its subsidiaries. LBC should ensure that it collates and maintains a complete central repository of all commercial arrangements between itself and its subsidiaries,	LBC	Med	
12	LBC - Governance	Given the level of risk associated with BBB, the Council should consider reviewing the BBB risk entry on the central risk register and reflect the risk outside of general governance matters.	LBC	Med	
13	LBC - Disposals	Where analysis and calculations are undertaken with regard the allocation of negative land value across sites, greater levels of clarity and explanation as to the process undertaken should be developed and retained for future audit trail purposes.	LBC	Med	
14	LBC - Disposals	Consider the greater use of third party external valuers for all future site disposals, transfers or acquisitions.	LBC	Med	
15	LBC - Disposals	Maintain an audit trail or log of key assumptions employed in developing valuations and analyses related to land transfers, disposals and acquisitions, particularly where this is performed in house (external valuers typically provide detailed reports on valuation, including assumptions employed).	LBC	Med	






Key observations and recommendations

Ref.	Area	Observation and action	Responsible Organisation	Priority (High / Med / Low)	Ease of implementation (Red / Amber / Green)
16	GZ - Business case	<p>The assumptions on which the original business case was based (forecast business rates increases and the development of a Westfield retail complex) are no longer valid and the business case should be revised.</p> <p>This should be done building on the COVID-19 impact review already completed and must consider the change in the economic forecast for the duration of the proposed investment period and the changes in the requirements of Croydon's population and behaviours following COVID-19 and any associated downturn.</p>	LBC	High	A
17	GZ - Governance	<p>Annual and quarterly review meetings with GLA and the Mayor of London's office: Frequency of governance meetings with stakeholders may not be sufficient in light of ongoing economic uncertainty.</p> <p>LBC may wish to consider increasing frequency until such time as a revised GZ business plan is agreed including the underpinning assumptions over funding - i.e. business rate increases and the Councils ongoing ability to utilise these.</p>	LBC	High	A
18	GZ - Governance	Any subsequent increase in planned investment should be supported by a business case and taken through robust governance and sign off processes for full scrutiny.	LBC	Low	A




Key observations and recommendations

Ref.	Area	Observation and action	Responsible Organisation	Priority (High / Med / Low)	Ease of implementation (Red / Amber / Green)
19	RIF	The RIF fund was intended to be ring-fenced and have clear governance and decision making. Neither of these stated intentions have been put into place. Cabinet should urgently revisit the purpose of the RIF fund, and set clear lending controls with well enforced drawdown requirements to prevent any further loss of control.	LBC	High	
20	RIF	Management of the RIF's loan book has been left to the LBC finance team, but up until mid-October 2020 there was no individual within LBC who had current active oversight of the RIF loan portfolio. Changes in personnel have left a lack of corporate memory in relation to the RIF loans. It has been particularly challenging to locate copies of loan documentation for the purposes of this review. Loan documents should all be properly archived and filed so that they can be easily located. An automated reminder and alert system should be established so that Loans are properly managed.	LBC	High	
21	RIF	There is no robust treasury plan for management of these loans, or set of standard operating procedures in relation to the management of RIF loans and loan management is not in keeping with industry best practice in relation to management of loans of this size. A robust set of operating procedures should now be put into place with immediate effect.	LBC	High	

Key observations and recommendations

Ref.	Area	Observation and action	Responsible Organisation	Priority (High / Med / Low)	Ease of implementation (Red / Amber / Green)
22	CAH - Life cycle cost provision	We understand that there should be a provision in the LBC accounts for the life cycle costs of the lease properties managed by the CAH group of LLPs. There is no evidence that this provision exists suggesting there is a risk that the true future costs of the leases through to the planned transfers to the Pension Scheme are not recognised. CAH should recognise a liability in their accounts to address this, and funds should be ring fenced to reflect this future cost.	CAH	High	
23	CAH - State aid	A more consistent approach to agreeing land value between the Council and its wholly owned subsidiary: It does not appear to be logical for the two related entities to have materially different views on land valuation.	LBC	Med	
24	CAH	There is a lack of clarity on whether or not life cycle costs are being appropriately recognised. Immediate steps should be taken by LBC and CAH to assure the Board and Cabinet that suitable provisions for life cycle costs are being made. The amount not reserved may need to be backdated.	LBC	High	
25	CAH	We recommend LBC puts in place robust governance around CAH given the value of the assets held, with dedicated team resource including a company secretary function to oversee general CAH LLP group companies house filing and require improved financial reporting from the LLPs.	LBC	Med	
26	CAH	LBC should formulate a clear strategy on the use of homes in terms of tenant type to understand the impact of suggested rent levels and the ability to pay these.	LBC	Med	

Key observations and recommendations

Ref.	Area	Observation and action	Responsible Organisation	Priority (High / Med / Low)	Ease of implementation (Red / Amber / Green)
27	AIF	Monitoring of the AIF portfolio and governance is very limited. AIF performance is not discussed at any formal board, with reporting confined to within the Asset and Estates team and Place directorate. AIF is covered by general financial monitoring on a monthly (previously quarterly) basis. The governance of AIF should be formalised with a clear regular review with reports to Cabinet on status.	LBC	Med	
28	AIF	Making strategic decisions on asset realisation at a time of uncertainty may impact value and therefore disposals in the immediate term are currently unlikely to realise best value. We believe the best course of action at present is to seek to maximise returns on the existing investments and undertake annual strategic reviews of the AIF to assess if/when disposals will result in best value.	LBC	Med	
29	AIF	If LBC needs to release cash to mitigate financial pressures in year, the AIF does represent significant potential for unlocking cash. Assess if there is a need for cash. If there is, then undertake a more detailed review of each asset for suitability to meet this need. This could include a detailed valuation exercise.	LBC	High	

Appendices

Section eight

8

Scope and process

Scope	Process
Purpose	The report was produced for LBC only and is a confidential document.
Access to management	In general, we have had reasonable access to LBC staff and directors, the Board and staff of BBB, personnel linked to the CAH group, RIF and AIF.
Management representation	We have shown sections of this draft report (excluding section 3 - strategic options), plus supporting appendices to: BBB's CEO (sections related to BBB), the former LBC Section 151 officer (historical pages only); a Trustee of CAH LLP and the Head of Asset Management and Estates (the AIF and RIF sections). They have confirmed that, to the best of their knowledge and belief, the report does not contain any material error of fact, there has been no material omission and it fairly sets out the recent results, state of affairs and (where relevant prospects of the subjects of this review. To the extent that we consider appropriate, we have incorporated their comments in this report.
Access to information	Our work has comprised a review and analysis of the financial and other information provided to us by LBC, BBB, the Trustee of Croydon Affordable Housing LLP and other individuals, plus discussions with individuals related to each of the entities that form the subject of our report. We have assumed that this information and management's explanations and representations are complete, accurate and reliable. The quality and availability of financial information available from BBB has impacted the level of detail we have been able to provide in our strategic options analysis. Further work would be required to deliver more detailed modelling of the proposed options.
Clarity of information	The information provided to us, together with our access to management, has allowed us to gain insight and understanding into some of the more significant risks, trends and issues faced by each of the entities.
Review process	Our work was performed over a 4 week period commencing 5 October 2020. We had access to LBC officers. We also had access to the CEO, BBB and the BBB senior management team and other staff.
Exclusions from scope	LBC should consider our recommendations in the light of its own assessment of the security position. We point out that the scope of our work did not include a detailed review of the Croydon Housing market BBBs competitive position in this markets. Furthermore, our work did not include a review of any of the entities tax affairs or its pension arrangements.
Financial projections and short-term cash flow forecast: Prospective Financial Information ("PFI")	Any underlying PFI referred to in this report was not prepared or developed by us and we have not restated any PFI or made assumptions or projections relating to PFI. Management has full responsibility for the judgements involved in, and results of, its PFI preparation processes. While we may have performed sensitivity analyses on PFI and underlying assumptions, any tables aggregating our comments or observations of vulnerabilities and sensitivities do not represent restatements of or revisions to PFI; they are only a summary of our analysis to assist you with your evaluation of PFI. It is your responsibility to consider our analysis and make your own decisions. As events and circumstances frequently do not occur as expected, there may be material differences between PFI and actual results and cash flows. See also our comment below re BREXIT. We take no responsibility for the achievement of predicted results.
BREXIT	Given the UK referendum result and the subsequent triggering of Article 50 there is uncertainty, which could persist for some time, as to what this may mean for businesses, whether in the UK or outside it but with trading or other connections with the UK. As a result, our work may not have identified, or reliably quantified the impact of, all such uncertainties and implications.
COVID-19	It is not possible for LBC, its subsidiaries or us to assess with any certainty the implications of COVID-19, either in terms of how long the current crisis may continue or in terms of its impact, potential or actual, on LBC or subsidiary business. For example, BBB may face significant supply issues if its supply chain includes entities in regions where the authorities have implemented, or may implement, measures to contain and/or prevent the spread of COVID-19. Similarly, demand for products and services may be significantly impacted. BBB has modified its projections to try and show a possible outcome. It has not considered the potential impact on balance sheet items (such as impairment to assets (such as fixed assets, investments, inventory, receivables), or liabilities and provisions (including potential claims)). BBB has not implemented contingency measures. We note that the potential variation between projected and actual results is likely to be materially greater than it might otherwise have been. We take no responsibility for the achievement of projected or predicted results or balances."

PwC scope and limitations

Interviews conducted

Key individuals we have interviewed:

BBB

- CEO
- Chair
- Financial Controller
- Head of Operations
- Head of Delivery
- Head of Property & Engagement,
- Head of Design
- 4x Development managers

LBC

- Interim CEO
- Director of Growth Zone
- Executive Director of place
- Executive Director of resources and monitoring officer
- Head of Asset Management and Estates
- Head of Growth Zone
- Head of Internal Audit
- Interim Director of Law & Governance
- Risk and Corporate Programme Officer
- S151 Officer and Director of Finance

Others

- External Auditors of the Council and former auditors of BBB
- Former S151 Officer at LBC
- Trustee of Croydon Affordable Housing LLP

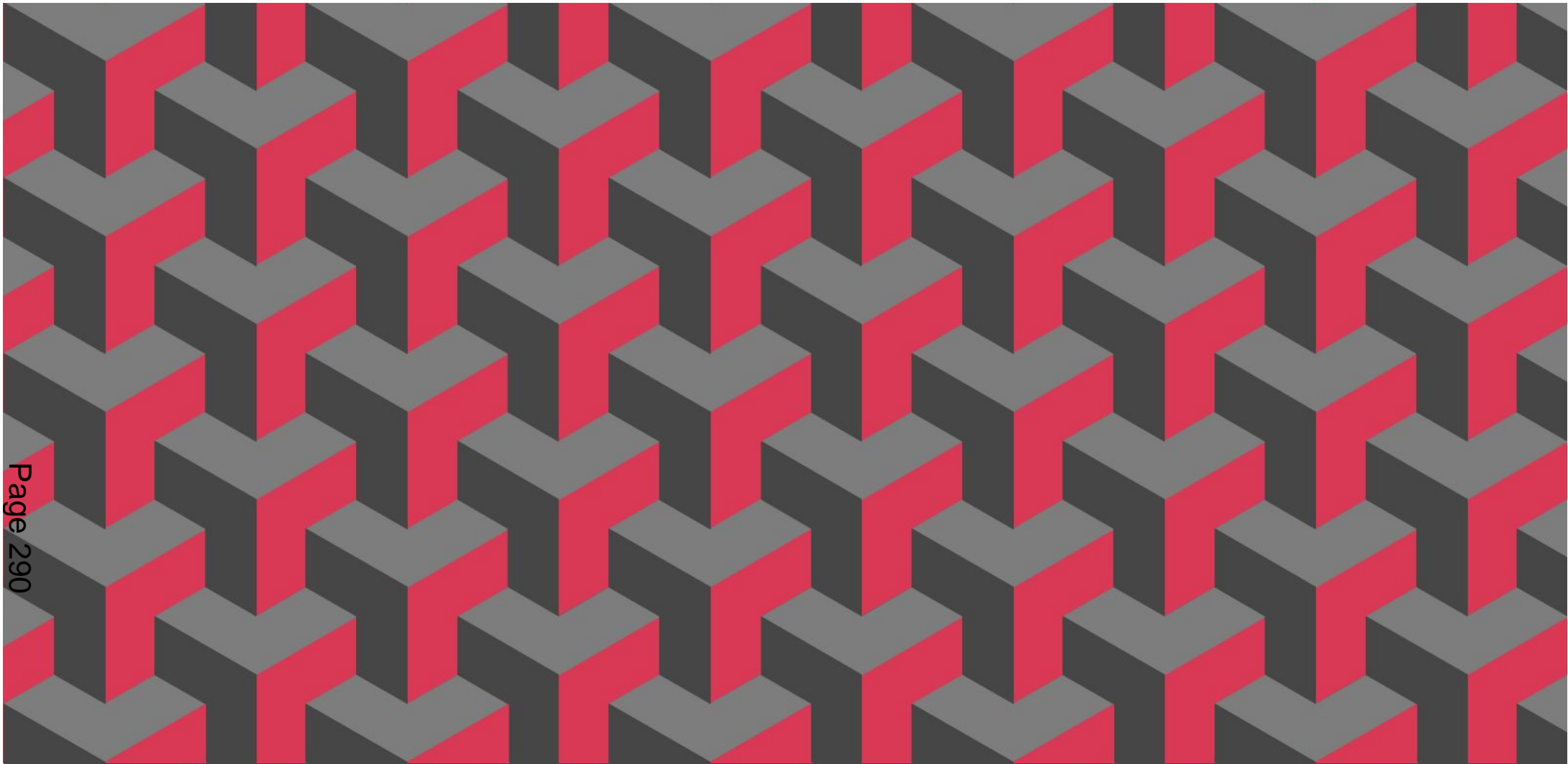
Glossary

Our report includes a number of terms and short descriptions, which we define alongside:

Term	Definition
AR	Affordable rent
BBB	Brick by Brick Croydon Ltd
BTR	Built to rent
CAH	Croydon Affordable Homes LLP
CAT	Croydon Affordable Tenures LLP
CEO	Chief Executive Officer
CGA	Common Ground Architecture
Company	Brick by Brick Limited
Council	London Borough of Croydon
CT	Corporation tax
EBIT/ EBITDA	Earnings before interest and tax/ Earnings before interest, tax, depreciation and amortisation
EUV	Existing use value
FOT	Forecast outturn
FY19/20, FY20/21, FY21/22	Financial years ending March 2019, March 2020 and March 2021
GLA	Greater London Authority
Group	LBC's subsidiaries, Brick by Brick Ltd and Croydon Affordable Homes Ltd.
GZ	Growth Zone
HMRC	Her Majesty's Revenue & Customs
HTB	Help to buy
LBC	London Borough of Croydon Council
LLP	Limited liability partnership

Term	Definition
Ltd	Private limited company
M6	Month 6 financial period, ending 30 September 2020
MBO	Management buy out
MEIP	Market Economy Investor Principle
MTFS	Medium term financial strategy
MVL	Members voluntary liquidation
NED	Non-executive director
P&L	Statement of profit and loss
p.a.	Per annum
PAYE	Pay as you earn
PC	Practical completion
PFI	Prospective financial information
PwC	PricewaterhouseCoopers LLP
Q1, 2, 3, 4	Quarters ended/ending June, September, December, March
RIF	Revolving Investment Fund
S/O	Shared ownership
S106	Section 106 - the legal agreement between a developer seeking planning permission and the council
S125	Legal agreement between tenant and landlord when tenant is eligible for the Right to Buy to Right to Acquire
Sensitivity	The estimated illustrative financial effect of a change to a key assumption, to reflect either a vulnerability or an upside
SME	Small and medium enterprises
SWOT	Strengths, weaknesses, Opportunities, Threats
TFL	Transport for London
Tranche 1	Site developments in construction

Term	Definition
Tranche 2	Site developments with approved / submitted planning applications
TUPER	Transfer of Undertakings (Protection of Employment) Regulations
VAT	Value added tax
VFM	Value for money
Vulnerability	An unquantifiable sensitivity that may present upside or downside risk
YTD	Year to date



COMPANY NUMBER 09578014

PRIVATE COMPANY LIMITED BY SHARES

WRITTEN RESOLUTION

of

BRICK BY BRICK CROYDON LIMITED (Company)

Date: 2020 (Circulation Date)

Under Chapter 2 of Part 13 of the Companies Act 2006, the member of the Company has required the Company to propose that resolution 1 is passed as a special resolution and resolutions 2 to 5 are passed as ordinary resolutions (the **Resolutions**).

SPECIAL RESOLUTION

1 THAT, the articles of association of the Company be amended by:

a. Inserting a new definition of ‘*Finance Director*’ as below:

“Finance Director means the Director appointed and designated as the finance Director,”

b. Amending the existing definition of ‘*Director*’ to:

“Director means a director for the time being of the Company (including any Executive Director, Finance Director and Non-Executive Director), and includes any person occupying such position, by whatever name called,”

c. Deleting article 12.2 and replacing it with the following new article 12.2:

“Subject to Article 12.3, the quorum for the transaction of business at a Directors’ meeting shall be any 2 Directors”:

d. Inserting a new Article 15.3 as below:

“Following any unanimous or majority decision taken by the Directors (whether such decision is taken by electronic means or otherwise) the record of such decision shall be circulated to the Shareholder within 2 working days of the date of the decision and in any event all meetings of the Directors shall be properly minuted and those minutes provided to the Shareholder within not more than 5 working days of such meeting taking place.”

e. Deleting article 18.1 and replacing it with the following new article 18.1:

“Unless otherwise determined by ordinary resolution, the number of Directors shall not be less than 2 (and shall not be more than 4 and may

comprise of an Executive Director (if appointed), Finance Director (if appointed) and Non-Executive Director(s)). No shareholding qualification for Directors shall be required”

ORDINARY RESOLUTIONS

- 2 THAT, pursuant to Article 19.2 of Company’s articles of association, Colm Lacey be removed from office as Director of the Company with immediate effect.
- 3 THAT, pursuant to Article 19.2 of Company’s articles of association, Martyn Evans be removed from office as Director of the Company with immediate effect.
- 4 THAT Duncan Whitfield be appointed to the office as Non-Executive Director of the Company with immediate effect.
- 5 THAT Ian O’Donnell be appointed to the office as Non-Executive Director of the Company with immediate effect.
- 6 THAT, pursuant to Article 51.3 of the Company’s articles of association, for so long as the Council is the sole shareholder of the Company, it shall be entitled to inspect any of the Company’s accounting or other records or documents at any time.