

# Scrutiny & Overview Committee Agenda



To: Councillor Sean Fitzsimons (Chair), Councillor Robert Ward (Vice-Chair), Sherwan Chowdhury, Jerry Fitzpatrick, Joy Prince and Andy Stranack

Reserve Members: Richard Chatterjee, Felicity Flynn, Maddie Henson, Stephen Mann, Stuart Millson and Callton Young

A meeting of the **Scrutiny & Overview Committee** which you are hereby summoned to attend, will be held on **Tuesday, 5 March 2019** at **6.30 pm** in **Council Chamber - Town Hall**

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

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www.croydon.gov.uk/meetings  
Monday, 25 February 2019

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

N.B This meeting will be paperless. The agenda can be accessed online at [www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)

## **AGENDA – PART A**

**1. Apologies for Absence**

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

**2. Minutes of the Previous Meeting (Pages 5 - 16)**

To approve the minutes of the meeting held on 11 February 2019 as an accurate record.

**3. Disclosure of Interests**

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

**4. Urgent Business (if any)**

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

**5. Safer Croydon Partnership**

To receive a presentation on the Safer Croydon Partnership.

The Committee is asked to consider whether it wishes to make any recommendations following the discussion of this item.

**6. Question Time: Cabinet Member for Safer Croydon and Communities (Pages 17 - 38)**

Question time with the Cabinet Member for Safer Croydon and Communities, Councillor Hamida Ali.

The Committee is asked to consider whether it wishes to make any recommendations following the discussion of this item.

**7. Developing a Public Health Approach to Violence Reduction**

To receive a presentation on developing a Public Health Approach to violence reduction.

The Committee is asked to consider whether it wishes to make any recommendations following the discussion of this item.

**8. Exclusion of the Press and Public**

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

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

**PART B**

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# Public Document Pack Agenda Item 2

## Scrutiny & Overview Committee

Meeting held on Monday, 11 February 2019 at 6.30 pm in F10 - Town Hall

### MINUTES

**Present:** Councillor Sean Fitzsimons (Chair); Councillor Robert Ward (Vice-Chair); Sherwan Chowdhury, Jerry Fitzpatrick, Joy Prince and Andy Stranack  
**Also Present:** Councillor Hamida Ali and Oliver Lewis

### PART A

#### 8/19 **Minutes of the Previous Meeting**

The minutes of the meeting held on 15 January 2019 were agreed as an accurate record, subject to the following amendments.

Minute 1/19, paragraph three be amended to:-

‘The Chief Executive assured Members that information should be provided in a timely fashion when requested by the Committee. It was agreed that going forward requests for information would be listed separately from recommendations to prevent delays in the requested information being circulated to Members.’

Minute 4/19, first bullet point be amended to:-

‘In light of ongoing cuts to Council grant funding from central Government, the Administration had taken a clear view that the Budget proposals for 2019/20 would seek the maximum increase in both Council Tax (without triggering a referendum) and the Adult Social Care precept to continue to protect frontline funding.’

#### **Information Request**

Having noted that the information on Cil funding raised on a Ward level, as detailed in the Cil Annual Monitoring report would be circulated to all Members, the Committee requested information from the previous three years for their respective Wards.

#### 9/19 **Disclosure of Interests**

There were none.

#### 10/19 **Urgent Business (if any)**

The Chair advised the Committee that following the unfortunate death of their former Council colleague, Maggie Mansell, a vacancy had arisen on the

Children & Young People Sub Committee. It was proposed that Councillor Callton Young would fill the vacancy.

The Committee **resolved** that Councillor Callton Young be appointed as a member of the Children & Young People Sub Committee.

11/19 **Pre-Decision Scrutiny: Development Voluntary & Community Sector Strategy for Croydon**

The Committee received a report, set out on pages 15 to 58 of the agenda, together with a supplemental presentation, that provided information on proposals for a Voluntary and Community Sector Strategy for Croydon. The Committee was asked for its comments, which would be used to inform the final strategy that would be considered by the Cabinet in March 2019.

During the introduction of the report, which was presented by the Cabinet Member for Safer Croydon and Communities, Councillor Hamida Ali, the following points were noted:-

- The voluntary and community sector was a massive asset for the borough with 819 groups registered with the Charity Commission and over 2,000 with Croydon Voluntary Action.
- The Council worked with the sector in a number of different ways including providing infrastructure support to build capacity, co-ordinating engagement, providing information on commissioning opportunities and a range of work through the One Croydon Alliance.
- The Strategy was being developed to coordinate the Council's work with the voluntary sector, to ensure that there was transparency in the Council's grant processes and that funding was balanced.
- The Community Fund was the main source of voluntary sector funding provided by the Council. It was last awarded in September 2016 with funding provided over a three year period. This was to provide greater certainty to the organisations in receipt of a grant. In total £1.9m of funding was being awarded per annum to 31 separate organisations.
- The Prevention Fund, was a grant aimed at organisations providing services for the over 65s. This fund awarded a total of approximately £500k per year to 21 organisations.
- Other funds available to the voluntary and community sector included the Community Small Grants fund, which had a budget of £100,000 for small grants up to £5,000. There was also Subsidy and Rate Relief and Community Ward budgets.
- As part of the process of developing the Strategy a consultation process had been undertaken, with 225 organisations responding and over 100 organisations communicated with directly.
- From the responses to consultation, the main threats to voluntary and community sector organisations included funding concerns, the lack of affordable premises and the availability of volunteers.

- As a correction to the published report, it was highlighted that 70% of organisations who had responded felt that their needs were not being met by the Council, rather than 30% which was stated in the report.
- The responses had also indicated that there was an expectation that the Council would facilitate collaboration, that the Council should be doing more to promote the sector, provide affordable space, provide funding and assisting with capacity building

Following the introduction, the Committee was given the opportunity to question the Cabinet Member on the proposed strategy. The first question posed asked whether there was a need for a voluntary sector and whether the sector was providing services that should be funded by either the Council or the Government. In response it was advised that it was not for the Council to say whether there should be a voluntary sector or not. The sector did a lot of valuable work in the community that supported the aims of the Council. In particular there were instances where the voluntary sector could help in ways that the Council was unable, such as through peer support to reduce youth violence. The Labour Manifesto had given a commitment to maintaining the Community Fund and it was expected that this would be the case.

In response to a question about the number of Local Voluntary Partnerships in the borough, it was advised that it was proposed there would be six partnerships, with the application process underway. As a follow up it was questioned whether the Council could do more to raise public awareness of the Local Voluntary Partnerships. It was acknowledged that more could be done and that the strategy would help to direct the Council in doing so.

The Committee raised concern about whether there was sufficient evidence being provided of client satisfaction as part of the grants process. It was agreed that client feedback should be essential evidence in informing the Council about the actual outcomes arising from the grant funding awarded. As such it was questioned whether organisations had to provide evidence of client satisfaction and whether technology could be used as a means of collecting feedback.

In response it was advised that recipients of Community Fund grants held quarterly meetings with the Contract Managers at the Council. These meetings focussed on project delivery and would include evidence such as client feedback. Through the creation of the strategy, it would be possible to review how grant funding was monitored to ensure that criteria such as client feedback was prioritised.

The Committee highlighted that although there was a thriving voluntary sector in the borough, there may be certain areas where this was not the case and as such it was essential that the strategy gave consideration to how these areas of need would be identified and what could be done to address the shortfall. In response it was advised that the strategy would set out a number of priorities and it was expected that there would be a strand focussing on a community based approach, which would fit into the Council's own work on locality based services. Should gaps in provision be identified, then funding could be focussed towards these area. However, further thought would need

to be given on how best to support grass root organisations within local communities.

As it was highlighted that some organisations may have concerns about how grant funding was awarded, with there being a perception that grants were being awarded to those organisations best able to write funding bids, it was questioned how future grant awards would be determined. It was advised that funding would be based upon a clear set of criteria, against which bids would be evaluated. It was important to ensure that proportionality was used to ensure that a more rigorous process was used to determine larger grant applications. A team of officers from across the Council was used to evaluate the bids to ensure that the process was robust and transparent.

As it was noted that key performance indicators would be used as part of the monitoring process, it was questioned whether there were any penalties for those organisations who did not achieve their targets. It was advised that as funding was paid in instalments, if there was a significant issue then funding could be withheld.

As an alternative to the Council setting priorities it was suggested that consideration should be given to allowing the voluntary and community organisations to set the priorities themselves. It was acknowledged that the new Strategy would be an opportunity to bring organisations together to build trust and relationships. This would lead to greater opportunities to feed into the setting of priorities through allowing a greater flow of information.

There was a general level of consensus amongst the Committee that there was a need to reassess the approach to funding (including Rate Relief) particularly in regard to organisations who had received a similar level of funding over a long period of time. This would ensure that the funding was still being used to deliver the outcomes intended by the Council and would help to improve the transparency of the process. It was also agreed that there was a need for the Council to be clearer on what it was funding and the level of support the sector could expect to receive.

In response to a question about oversight of how Councillors spent their Ward Budgets, it was advised that although the spending of the budget was within an individual Councillor's discretion, guidance was provided and there were checks in place within the Communities team who processed the applications. Given that it was near the end of the financial year a request was made for data on the amount of money remaining in the Councillor Ward Budget fund for the current year.

Given that the availability of premises had been raised as an issue during the consultation it was questioned what support the Council could offer in this regard. It was acknowledged that it was a challenge for the Council to provide support as its estate was almost fully occupied. Where possible the Council did look to create community space, such as the former premises of the South London and Maudsley NHS Trust on Tamworth Road. It should also be considered whether rate relief could be made dependent on organisations offering space to other voluntary sector organisations as an incentive.



## Information Requests

Information was requested on the amount of funds unspent in the Councillor Ward Budgets for 2018/19 broken down by Ward.

## Conclusions

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

1. That it was a very positive report and the full answers given by the Cabinet Member to the Committee's questions was to be commended.
2. The Committee agreed with the need for the Strategy, as set out in the report.
3. The Committee agreed that there were locality issues with some areas being underrepresented by voluntary organisations than others.
4. There was a concern that feedback from service users was not being taken into account, as it could be used to help measure the success of a service.
5. It was agreed that the Council should not be too prescriptive on the type of grants it offered.
6. The Committee had significant concerns about the benefit provided by the infrastructure support organisations supported by the Council and felt that the current relationship should be reviewed.

## Recommendations

The Committee **RESOLVED** to recommend to the Cabinet Member for Safer Croydon and Communities:-

1. That the final Strategy should set out how it will identify the unmet need within the Borough and how it will work with the voluntary and community sector to meet this need.
2. That more funding should be made available for grass root organisations than at present.
3. That feedback from service users should be taken into account when monitoring the outcomes from grant funding.
4. That feedback from service users should be used to inform future needs and priorities.
5. Within the Community Grants fund the majority of funding should be retained for three year contracts, but an increased amount should be retained for flexible funding as required.
6. There should be a fundamental review of infrastructure support organisations to ensure they were achieving their expected outcomes.

The Chair advised the Committee that given their significance it had been decided to split the next item into two and consider the Cultural Strategy and the Libraries Strategy separately.

**Pre-Decision Scrutiny: Development of a Culture Plan for Croydon**

The Committee received a report, set out on pages 59 to 64 of the agenda, together with a supplemental presentation, that set out information on proposals for a Cultural Plan for Croydon. The Committee was asked for its comments, which would be used to inform the final strategy that would be considered by the Cabinet later in the year.

During the introduction of the report, which was presented by the Cabinet Member for Culture, Leisure and Sport, Councillor Oliver Lewis the following points were noted:-

- The Cultural Strengths in the borough included a good cultural calendar of events such as Mela and the Pride Festival, the recent successful bid for Cultural Enterprise Zone status which had resulted in funding of £1m, the Cultural Partnership Fund and the strong musical heritage of the borough.
- Weaknesses included the boroughs reputation which effected investment and a historical lack of investment in culture in the borough.
- Potential opportunities included the population of Croydon which was young and diverse, culture should be seen as a means to delivering on other priorities such as the work on Prevention, the newly refurbished Fairfield Halls and the Music City project.
- Challenges included ongoing budget constraints and having to find an approach for Croydon that was distinct from other London Boroughs.

Following the introduction the Committee was given the opportunity to question the Cabinet Member on the emerging Cultural Plan. It was highlighted that there had been a number of previous Cultural Strategies that had met with varying degrees of success and as such it was questioned what would help to ensure that the forthcoming Plan would be more successful. In response it was highlighted that the profile of culture had changed within the Council over the past five years with its importance being prioritised by the Administration. Evidence of this could be seen through the investment made in the refurbishment of Fairfield Halls and the Cultural Enterprise Zone.

A number of Members emphasised that it was important that the Plan reflected the different district centres within the borough. This was felt to be particularly significant with the forthcoming redevelopment of the town centre in Croydon. It was also agreed that although the report highlighted the large proportion of young people in the borough, it was essential that the strategy was reflective of the diverse age range in the population of the borough as well.

As it had been highlighted during the presentation that there had been initial success with the Cultural Partnership sponsorship Fund, it was questioned how much had been raised through the scheme. It was advised that at present £100,000 had been raised. The scheme offered a tiered package to contributors which was based upon the amount donated. It was early days

for the development of corporate sponsorship for cultural events in Croydon and there was no set percentage being aimed for.

The Mayor of London's Cultural Strategy was highlighted and in particular that there was little mention of Croydon within the document, which had a predominantly central London focus. As such it was questioned what could be done to attract wider investment in Croydon. In response it was advised that while it would be beneficial if the Mayor's strategy had a greater Outer London focus, Croydon did make a good case to the Mayor, which could be evidenced through the Council being awarded funding for the Cultural Enterprise Zone.

In response to a comment that there needed to be sufficient big events arranged throughout the year to raise awareness of the cultural offer in the borough, it was advised that there would be more big events in Croydon over the next few years. With festivals such as Mela and Pride continuing to grow and the Ends Festival in Lloyd Park. The reopening of the Fairfield Halls also presented the opportunity to host high class musical events.

It was acknowledged that Croydon's reputation would be a risk to the success of the strategy and that this risk could be exacerbated by the redevelopment of a large part of the town centre over the next few years. As such it was highlighted that managing visitor expectations would be key, with a need for wayfinding to connect the different cultural elements in the town being essential.

In response to a question about plans for non-performance art it was highlighted that the Clock Tower redevelopment would increase gallery space in the borough. It was confirmed that there would be plans such for non-performance art and other forms of cultural heritage in the strategy. It was also highlighted that it would be important to ensure that support was given for more rehearsal and performance space within the borough.

It was agreed that it was essential for the strategy to outline what success would look like and how it would be achieved. The Cabinet Member advised that there would be key indicators set out within the strategy which would be aligned with the intended outcomes over the next four years.

The Committee agreed that there were many areas, such as the public realm maintenance and public transport, which would be key to the success of the strategy, which were also outside its remit. As such there was a need within the strategy to outline how it would interact with other strategies and plans to achieve its aims.

## **Conclusions**

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

1. The Committee concluded that the biggest risks to the success of the Cultural Plan lay outside of the control of the Cabinet Member for Culture, Sport & Leisure.
2. The Committee accepted that the Council was in a different situation to when the previous strategy was developed in 2010, but reiterated that the factors outside the control of the Plan remained.
3. The Committee agreed that the redevelopment of the town centre represented a major risk to the Plan and as such there was a need to focus upon culture in district centres.
4. It was acknowledged that many of the actions set out in the Cultural Plan would not be new, but would need to be clear on aspirations and constraints.

### **Recommendations**

The Committee **RESOLVED** to recommend to the Cabinet Member for Culture, Sport and Leisure:-

1. The Cultural Plan needed to take into account the Council's aspirations for the borough on a wider level and ensure that its own aims were aligned with these.
2. It was essential that the Cultural Plan clearly set out how it will interact with the other key strategies and plans of the Council and external partners to achieve its aims.
3. The Cultural Plan should be a three to five year plan to cover the period of major redevelopment in the Town Centre.
4. Actions in the Cultural Plan should cover the whole of the borough and be a reflection of the diverse population in Croydon.
5. That all actions should include SMART objectives to define how they will be achieved.
6. The Cultural Plan should be signed off by the Cabinet as a whole, with actions allocated to those Cabinet Members who will have a role in delivering it.

### **13/19 Pre-Decision Scrutiny: Development of a Libraries Plan for Croydon**

The Committee received a report, set out on pages 59 to 64 of the agenda, together with a supplemental presentation, that set out information on proposals for a Libraries Strategy for Croydon. The Committee was asked for its comments, which would be used to inform the final strategy that would be considered by the Cabinet later in the year.

During the introduction of the report, which was presented by the Cabinet Member for Culture, Leisure and Sport, Councillor Oliver Lewis the following points were noted:-

- Strengths of the library service included the management of the 13 libraries within the borough being brought back in-house, libraries were one of the few universal free services and were already hosting a wide range of events.

- Weaknesses identified included the age of the library portfolio which needed investment to bring back up to standard, the IT equipment was in need of updating and the marketing of the range of services available could be improved.
- Opportunities included some of the sites having the potential for redevelopment as housing, which would include the provision of new library facilities. There was also the possibility of having more flexible opening hours through the use of new technology.
- The challenges to making improvements were that any potential changes to the service could often be met with fierce public resistance and the significant cost of improvement.

Following the presentation, the Committee was given the opportunity to question the Cabinet Member about the proposed strategy. The first question related to the use of data and whether the location of library users was mapped, with a view to finding out those parts of the borough where the service was least used. In response it was confirmed that data was available and used, but this was only dated from when the service came back in house. Having reviewed the data, most parts of the borough were within 1.5 miles of a library or 30 minutes travel by public transport.

In response to a question about the budget available to make library improvements, it was advised that a capital bid would be submitted in 2019/20 for IT improvements and initial refurbishment, but it was highlighted that the service had to live within its means.

In regard to library improvements, it was questioned whether there was any plans to completely demolish and rebuild any libraries. It was highlighted that there were plans in place for a new library in South Norwood. The current building had an inaccessible layout based over five floors, which presented a number of operational issues. As such this building would be demolished and be replaced by a new development, to be built by Brick by Brick, which would include a new library facility on the ground floor and housing above. The new building would also include a community space that could be used flexibly.

There was a general level of agreement amongst the Committee that the strategy should be ambitious and embrace new technology to improve the service. It was noted that the possibility of allowing customers access to the library outside of hours through the use of technology was due to be trialled. However this would need to be fully evaluated to ensure that managed effectively before being rolled out on a wider scale.

The possibility of providing more community space was welcomed, but it was cautioned that the hire charge would need to be affordable. In response it was highlighted that the current charge was £15 per hour, which was relatively affordable. At present the main issue to increasing community use was the current opening hours of libraries. Options were being considered to allow the use of South Norwood Library during the evenings and weekends. If this worked, then the possibility would be considered for other libraries, where it was viable.

The Committee was disappointed to note that the number of book loans had decreased and questioned the reason for this, along with possible strategies being considered to increase borrowing. It was agreed that it was important to continue to encourage reading and another summer book challenge for young people was planned, regular school visits were organised and an investment had recently been made in a pop up library to promote the service.

Although there had been a national decrease in the number of library loans, there were a number of possible reasons which contributed to the decrease locally including a historic underinvestment in the book stock and new technology meant that people were opting to read in different formats. It was advised that the Council would be re-joining the London Consortium of Libraries which would give user's access to over 6m books. It was also acknowledged that although there were a lot of good events organised by the library service, it was possible that these could be better marketed to make people aware of what was on offer.

It was agreed that although libraries should remain a place to access books, there was often a certain amount of space that was poorly used. To improve the use of libraries thought needed to be given to how best make use of this space and ensure it had a greater flexibility.

It was highlighted that there is a national framework for successful libraries, which was based on delivery of seven different outcomes. In order to inform the strategy, it was suggested that the libraries in the borough should be mapped against these seven outcomes and this evidence should be used as the basis for the new Libraries Strategy. It was also agreed that it would be important to ensure that the Libraries Strategy interlinked with other Council strategies.

## **Conclusions**

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

1. That library usage had changed from being primarily a book borrowing service.
2. That the seven national outcomes were a useful basis for understanding future provision.

## **Recommendations**

The Committee **RESOLVED** to recommend to the Cabinet Member for Culture, Sport and Leisure:-

1. That the national outcomes for library usage should be used as a basis for the strategy, with the service offered being evaluated against these outcomes.
2. That the strategy should be informed by usage data and other available sources of information.

3. That the Libraries Strategy should interlink with other Council strategies and plans.

14/19 **Exclusion of the Press and Public**

This motion was not needed.

The meeting ended at 9.50 pm

**Signed:**

**Date:**

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# Agenda Item 6

For general release

<b>REPORT TO:</b>	<b>Scrutiny &amp; Overview Committee</b> <b>5 March 2019</b>
<b>SUBJECT:</b>	<b>Cabinet Member Question Time</b>
<b>LEAD OFFICER:</b>	<b>Jacqueline Harris Baker, Executive Director of Resources</b> <b>Shifa Mustafa, Executive Director of Place</b> <b>Hazel Simmonds, Executive Director of Gateway, Strategy and Engagement</b>
<b>CABINET MEMBER:</b>	<b>Councillor Hamida Ali</b> <b>Cabinet Member for Safer Croydon and Communities</b>
<b>PERSON LEADING AT SCRUTINY COMMITTEE MEETING:</b>	<b>Councillor Hamida Ali</b>

## **CORPORATE PRIORITY/POLICY CONTEXT:**

[Corporate Plan for Croydon 2018-2022](#)

- Everyone feels safer in their street, neighbourhood and home;
- People live long, healthy, happy and independent lives;
- Our children and young people thrive and reach their full potential.

Crucial to the delivery of any of our priorities and objectives in Croydon is the impact on our residents, whether adult, child or young person. This report details how the council's equality and diversity agenda is imperative to secure positive outcomes for all residents.

Safety is a top priority and working with our partners, our activities are regularly reviewed and embedded for all residents to live, work and socialise in the borough without harm.

Our businesses feel confident that our standards are clear and easy to access, and feel supported that the council is supportive of their delivery.

<b>ORIGIN OF ITEM:</b>	Policy and Partnerships
<b>BRIEF FOR THE COMMITTEE:</b>	Delivering for Croydon, ensuring that safety and communities are at the heart of our delivery. To provide an update on all areas of the Cabinet Member's portfolio, and map the progress made

	against our priorities identified in the Corporate Plan.
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**1. EXECUTIVE SUMMARY**

- 1.1. This report provides a strategic overview of the progress and challenges of 2018/19. It further provides a summary of service budget issues, both for the immediate and longer term, in addition to any strategies and policies that will be worked on over the coming 12 months.
- 1.2. This report also acts as a progress update and response to the conclusions and recommendations made at meetings concerning the areas of this portfolio.

**2. CONTEXT**

- 2.1. I am pleased to introduce my first scrutiny report following the successful re-election of this Administration in May 2018.
- 2.2. This report highlights our accomplishments across what is a diverse portfolio of services. We are delivering our manifesto commitments as reflected in the council’s Corporate Plan 2018-2022. Specifically this report will update on the following Corporate Plan themes and objectives;
  - Everyone feels safer in their street, neighbourhood and home;
  - People live long, healthy, happy and independent lives;
  - Our children and young people thrive and reach their full potential.
- 2.3. Adopted by the council on 8 October 2018, the Corporate Plan sets out how we will deliver against our manifesto commitments, working with businesses, residents and partners. Delivery Planning will ensure that service delivery and projects are driven with our new ways of working in mind, ensuring a system-wide approach to working with partners.
- 2.4. The Corporate Plan gives emphasis to delivering services that help residents and businesses thrive in Croydon; encouraging personal responsibility for positive outcomes. Our vision focusses on reducing inequalities, supporting health, happiness, and independence, and maintaining a safe place where people choose to live, work and socialize, and everyone has the opportunity to flourish.

**3. EVERYONE FEELS SAFER IN THEIR STREET, NEIGHBOURHOOD AND HOME**

**Community Safety**

- 3.1 Ensuring that Croydon is a safe place to live, work and visit was a clear commitment within the manifesto and Corporate Plan. We need to reduce the fear of crime and ensure more people feel safer in their street, neighbourhood and home. We have a responsibility to keep our residents safe.
- 3.2 Improving community safety is not the responsibility of the Council alone. In order to tackle the challenges that Croydon faces, and for any improvements to

be sustained, we must work in partnership. The Safer Croydon Partnership acts as the statutory Community Safety Partnership for Croydon. The partnership is responsible for coordinating the development and implementation of Croydon's Community Safety Strategy. The partnership comprises a wide range of partners, including police, fire, probation, health, businesses, community and voluntary sector organisations.

- 3.3 The Community Safety Strategy aims to reduce the overall crime rate in Croydon by focusing on violent crime and domestic abuse, improving the safety of children and young people, and tackling anti-social behaviour and environmental crime. Within the Corporate Plan, and with partners through the Local Strategic Partnership, we have a genuine commitment to make Croydon the safest London borough for young people.
- 3.4 Our preventative and community-oriented approach towards tackling serious youth violence is gaining recognition across a number of our key stakeholders including, London Councils, the Greater London Authority (GLA), the Metropolitan Police Service, and the Mayor's Office for Policing and Crime (MOPAC). We believe treating youth violence as a public health issue is the best way to make a difference. A public health approach means developing an evidence-led, preventative and long-term approach.

#### **Partnership & Intelligence – governance**

- 3.5 The Safer Croydon Partnership (SCP) and intelligence unit is responsible for coordinating the bidding for MOPAC local crime prevention funding (LCPF). Following the restructure of the partnership in autumn 2017, the community safety team has been supporting the function, with the new governance structure. This includes the executive board, five thematic programme boards and their supporting case management and problem solving panels. The current thematic boards are aligned to the Partnership's key strategic priorities including;
- Youth crime and safety
  - Domestic abuse and sexual violence (DASV)
  - Offender management
  - ASB and environmental crime
  - Confidence and community engagement
- 3.6 The support the team provides includes the creation and monitoring of the partnership key performance framework, annual strategic assessment, bi-monthly thematic updates, LCPF funding returns and in-depth thematic reviews presented at the executive board.
- 3.7 The team is currently producing a refreshed strategic assessment to inform the thematic action plans for 2019/20, alongside a public survey on community safety issues, which has had over 1,000 responses to date. A key challenge for the partnership is that the majority of partners are now structured to deliver services at a regional level. This includes probation, community rehabilitation company (CRC), and the police, who are in the process of moving to a tri-borough structure encompassing Sutton, Bromley and Croydon. As these changes are designed to deliver management savings, the capacity for partners to engage in local partnership structures has reduced.

## **Knife crime and serious violence**

- 3.8 Serious violence and violent crime is a key priority for the Safer Croydon Partnership.
- 3.9 Whilst not responsible for front line delivery, the community safety team has also coordinated the partnership's response to Serious Youth Violence (SYV) and knife crime, including the creation of the borough's SYV and knife crime action plan. This coordination is managed through the Gangs and SYV Sub-Group with representatives from council services, Community Rehabilitation Company, health, police, voluntary and community sector, and education sector.
- 3.10 The group has been managing the delivery of the SYV and knife crime action plan which has over 50 actions under the themes: Plan, Prepare, Protect, Pursue and Prevent. The plan was cited as best practice at the London Knife Crime Conference on 27 June, by London Councils, MOPAC and the Metropolitan Police Service.
- 3.11 In addition to the partnership group there is the SYV forum set up by the Croydon BME forum which brings together voluntary and community sector organisations working in this area – enabling engagement with over 30 partner organisations who are delivering work to tackle SYV and knife crime in Croydon.
- 3.12 A key challenge has been coordinating the volume of activity currently being undertaken, with multiple funding streams that sit outside of the partnership's governance structure. The partnership has, for example, mapped over 165 interventions going into Croydon schools that are relevant to the SYV and knife crime prevention. Whilst it is fantastic to have such a range of activities, it is very challenging to identify exactly what is leading to the reductions Croydon has seen in SYV and knife crime since January 2018.
- 3.13 Croydon is currently leading on a nationwide project carrying out online test purchasing, by a young person, of knives. This is funded through National Trading Standards and we are finding that a significant percentage of test purchase attempts are resulting in knives being delivered to us. All such cases are proceeding to further investigation with a view to potential legal action being taken against the retailers. In addition, a further project of test-purchasing cosmetic products which we are having tested for the presence of illegal skin-whitening agent is taking place. This team also deals with doorstep scams, other age-restricted products such as alcohol and tobacco, and the sale of counterfeit products.
- 3.14 The current enforcement notice issued by the Information Commissioner's Office (ICO) against the MPS has also impacted on the ability of the police to share gangs' information until the ICO are satisfied that the MPS has improved its policies and practices. The ICO has announced a second investigation into partners that receive police information which may make partners increasing reluctant to share data due to the risk of ICO sanctions.

## **Violence Reduction Network**

- 3.15 As set out earlier in the report, we believe treating youth violence as a public health issue is the best way to make a difference. A public health approach means developing an evidence-led, preventative and long-term approach. Our work to date has gained significant recognition, however, further improvements are needed and the improvements that have been achieved need to be sustained. Therefore, the Council recently announced the proposal to establish a Violence Reduction Network, and engagement with partners, stakeholders and the community is currently underway.
- 3.16 Compared to other London boroughs, youth violence and weapon enabled violence in Croydon has been falling at a significant rate since January 2018.
- Knife crime with injury where the victim is under 24 reduced by 27%, with Croydon ranked 7th highest of the 32 London boroughs.
  - Total knife crime reduced by just under 17% in Croydon in 2018 and is ranked 12th highest.
  - Whilst Croydon ranks highest in London for Serious Youth Violence, the borough also has one of the highest youth populations in the city (93,000).
  - Based on the number of young people living in the borough, Croydon is ranked 16th highest rate in London with 3.7 offences per 1,000 young people. This is one place lower compared to January 2019.

## **Croydon Violence Reduction Approach: Framework and Delivery Model**

- 3.17 One of the key priorities for the administration was to adopt a public health approach to violence for the borough. In January 2019 the council held a violence reduction conference to start to shape the approach and how we would deliver it. Some of the clear messages from the conference were that the approach needs to be built on the existing provision in the borough, that the community and voluntary sector are key in both shaping and delivering services and the approach has to use existing structures rather than create a new governance arrangement.
- 3.18 Since the conference the council has been working with a wide range of partners to draft the Croydon Violence Reduction Approach – Framework and Delivery Model. A series of listening events have been planned for February and March, to present the broad themes and priorities of the Framework and gain commitment in the support of its delivery.
- 3.19 The Croydon Violence Reduction Approach set out how we define “violence” in the borough. The approach needs to recognise the importance of defining violence in all its forms. Therefore, our definition of violence in Croydon is based on how we define domestic abuse. It includes controlling, coercive, threatening, degrading and violent behaviour. It can be carried out directly, through others, online or in other digital formats. The diagram below illustrates the types of violence that are included.
- 3.20 The framework sets out five key themes and a series of priorities. The priorities are the key actions that need to be delivered in the next 12-24 months to

ensure we achieve sustained reduction of violence in the borough. Our intention is to use the listening events to test the themes and priorities to make sure they reflect the views of our partners, community, voluntary sector providers and our citizens. The themes are as follows:

- **Theme 1** – Using Data to drive our approach: gathering data that can identify existing and new trends is core to prevention and changing outcomes long term.
- **Theme 2** – Preventing violence before it occurs: taking every opportunity to intervene early, we can be more successful in preventing the long term harm that violence can cause. Using evidence based data, we have the opportunity to provide a support programmes for those young people and young adults who are showing the indications of behaviour that increase their risk of becoming involved in violent relationships in later life.
- **Theme 3** – Community based support: looks at how we build a network of support at a local level, using the strength of our community and voluntary sector organisations, so that those who are experiencing violence can navigate and find pathways that lead away from conflict and violence.
- **Theme 4** – Targeted intervention: aims to address violence, by looking at the wider family and connected family dynamics. It supports children, young people and their families who struggle with symptoms of trauma to access targeted provision.
- **Theme 5** – Intensive intervention and enforcement: to provide bespoke intensive support programmes delivered by highly skilled professionals or organisations who can provide long term support. These support is aimed at those who are heavily involved in serious violence and offer help for those who are looking to make a positive change. For those that refuse help, agencies and the community will use their combined efforts to enforce and reduce the harm to society.

3.21 Priorities are still being developed and will be shaped by the partner and stakeholder engagement that is underway. However, it is clear that the following are already identified as key issues for the Violence Reduction Network:

- Every person understands the role they can play in reducing violence;
- Developing community based networks;
- A collaborative approach - combining our resources and inviting those that have the best skills and knowledge to lead on the themes and deliver the actions that we will make the most difference.

### **Domestic Abuse and Sexual Violence**

3.22 Our approach to tackling domestic abuse and sexual violence (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 DASV service, the FJC (formerly the “Family Justice Centre”).

3.23 The partnership also has a specific priority for the safety of children and young people beyond the youth violence and knife crime issues highlighted previously. There are a number of priorities that link with the Croydon safeguarding

Children Board including CSE (Child Sexual Exploitation), DASV and female genital mutilation (FGM).

- 3.24 The FJC provide independent advocacy support and delivers its services at a new dedicated centre as well as the police station, hospital and numerous community based locations. The work of the service is aligned with the partnerships Domestic Abuse and Sexual Violence Strategy 2018-21.
- 3.25 Increasing children's social care referrals to the FJC was an area which the DASV programme board focussed on exploring further. Through identifying this and delivering DASV training to children's social care professionals at the start of the financial year we have seen an increase by 45% in the referrals made to the FJC by the service during quarter three, when compared to the previous quarter. This is a positive outcome and will continue to be regularly monitored to help identify risks more efficiently.
- 3.26 The FJC regularly delivers training sessions to council staff, schools and nurseries to help raise awareness of DASV and introduces the services of the FJC. The service also run the DASV forum in conjunction with Croydon Voluntary Action. The forum is open to anyone working with residents and families within the borough, and is well attended (70 at the last event).
- 3.27 The DASV leads form a professional network of officers that, as a service, we can impart specialist knowledge to include training offers and to form a cohesive pathway to share information about clients we know that are impacted by abuse. For example, 87% of schools have a designated and trained DASV lead, whilst 83% of GP practices have identified a DASV lead.
- 3.28 Croydon is the only London site of a new national pilot to disrupt the perpetrators of domestic abuse and sexual violence, either through intensive case management work or focused police enforcement activity. The Drive project has been running since July 2018, with the intensive support commissioned via Rise Mutual and is due to last until January 2020.
- 3.29 Whilst not yet in post, there is a multiagency bid in place to recruit a female genital mutilation (FGM) social worker for 2019/20, to work within the Multi-Agency Safeguarding Hub (MASH) team to be based at Bernard Weatherill House.
- 3.30 FGM often takes place within the family context, making it difficult to identify and record. Despite this, here in Croydon there are estimated to be 3,480 females who have been affected by FGM at some point in their lives. This project works in partnership with the National FGM Centre and will align activity with existing projects that support and protect the women, girls and communities affected by FGM in our local area.
- 3.31 The project aims to reduce the rate of repeat victimisation, whilst improving the mental wellbeing of DV survivors. The profile of harmful practices will be raised across practitioners working with young girls.
- 3.32 The ambition of this project is to maintain an average of 20 volunteers who in turn, would support up to 2 families at any given time for between 3 and 6 months. To achieve this, the volunteer coordinator will deliver a minimum of two

training courses each year. 22 were carried out last year, which exceeded the target.

- 3.33 In addition, we aim to support 156 clients (this does not include their children) by the end of the project in 2022.
- 3.34 Further, the project will ensure that after the two years all professionals within Croydon working with young girls and families will have an increased understanding of FGM, the mandatory reporting procedures if FGM is suspected, confidence to complete the risk assessment tool and to discuss such a matter with individuals and families.

### **Tackling Anti-Social Behaviour and Environmental Crime**

- 3.35 Anti-social behaviour has consistently ranked as a key community safety priority when surveying our residents. Whilst it may not receive the same headlines as violent crime, it can still cause significant harm to individuals and communities. It can also increase the fear of crime and impact on the quality of life for our residents.
- 3.36 The Anti-Social Behaviour (ASB) team work closely with housing and the police and have a number of ‘tools’ to deal with all aspects of anti-social behaviour, including informal contracts, injunctions, premises closure orders and possession orders (for council properties). They do not deal with ‘criminal’ behaviour as such, as this is dealt with by the police, but very often there is a fine line or an overlap.
- 3.37 Cases closed by the ASB Team in 2017 are as follows:

<b>Client Group</b>	<b>Count</b>
A: Noise	47
B: Verbal Abuse / Harassment / Intimidation	36
C: Hate related incidents	1
D: Vandalism and damage to property	15
E: Pets and animal nuisance	5
F: Nuisance from vehicles	1
G: Drugs / substance misuse / dealing	6
I: Domestic Violence / abuse	3
K: Litter / Rubbish / Fly Tipping	7
L: Garden nuisance	7
M: Misuse of communal areas / public space	35
O: Other criminal behaviour	14
<b>TOTAL</b>	<b>177</b>



3.38 Cases closed by the ASB Team in 2018 are as follows, reflecting a reduction in public demand:

<b>Client Group</b>	<b>Count</b>
A: Noise	26
B: Verbal Abuse / Harassment / Intimidation	13
C: Hate related incidents	1
D: Vandalism and damage to property	4
E: Pets and animal nuisance	2
F: Nuisance from vehicles	1
G: Drugs / substance misuse / dealing	6
I: Domestic Violence / abuse	4
K: Litter / Rubbish / Fly Tipping	1
L: Garden nuisance	2
M: Misuse of communal areas / public space	12
O: Other criminal behaviour	11
<b>TOTAL</b>	<b>83</b>

3.39 The Neighbourhood Safety Team (NST) is comprised of circa 35 Neighbourhood Safety Officers and 5 Neighbourhood Safety Managers. The teams are currently deployed across the borough on an area basis covering all the wards in the borough as follows:

- North
- Central
- South

3.40 We have a proactive enforcement team dealing with emerging environmental hot spot areas who will deal with more complex investigations and direct operations focus. In addition we have Time Banded Waste Collection Team. This Team has identified areas of the borough where there is a predominance of flats above commercial premises and will ensure that all waste is properly deposited between agreed times for collection. This team also deal with business and their responsibility to responsibly and legally dispose of waste.

3.41 The NSO's support multiagency operations in the borough across departments and with external stakeholders and partners such as the police and immigration along with the council's anti-social behaviour, outreach and support teams. This includes supporting ASB team led operations, focussing on the active street population of street drinkers and the rough sleepers in the town centre.

3.42 The NSO teams also provide high visibility reassurance patrols in partnership with the police particularly in the aftermath of a violent event such as a stabbing. Officers are visible in the areas affected and will also patrol parks and greens spaces where these incidents have taken place in the past. NSO's support the HRA funded areas by providing high visibility ASB patrols in council

housing areas supporting tenancy officers, safer neighbourhood (police) teams and caretaker services.

- 3.43 The team successfully coordinated the LCPF submission for the partnership's projects worth £598,000 per annum, and has drawn down Section 106 funding to bid for improvements to public spaces where there is crime and disorder, including the Shrublands estate shopping parade, Wandle Park and Thornton Heath recreation. Access to sustainable funding is, however, an ongoing challenge for the partnership. Croydon's LCPF allocation was cut by £110,000 by MOPAC from 2019/2020 to fund regional projects, while many funding streams from central government and the Greater London Authority tend to work in paralegal rather than in partnership with local community safety partnerships as part of their bidding processes.

### **Counter Extremism**

- 3.44 Prevent is the government programme to prevent people being drawn into terrorism and extremism and ensure that appropriate advice and support are given.
- 3.45 Croydon has been prioritised as a 'Tier 2' borough, which means it currently receives dedicated Home Office funding for several posts including a Prevent Coordinator, education officer and Channel coordinator. The Counter-Terrorism and Security Act (2015), placed the Prevent programme on a statutory footing. The multi-agency Prevent delivery board oversee the action plan required by the Home Office to monitor how this funding is spent.
- 3.46 A key role of both the coordinator and education officer is to deliver Workshops to Raise Awareness of Prevent (WRAP) training sessions. More than 200 sessions have been carried out for council staff, in schools and colleges and for third sector workers to help facilitate this since 2015. As part of the 2018/19 funding allocated by the Home Office, the team have also rolled out a Digital Resilience programme (online safety awareness session), to over 435 attendees, including pupils and staff at 15 schools and over a 100 foster carers.
- 3.47 The local authority has a statutory duty to host a Channel panel with statutory partners, which has the function of assessing the risk of vulnerable people, referred to the police, being drawn into terrorism. The board is well represented with a variety of partner agencies including the police, social services and mental health.
- 3.48 Croydon receives a high volume of Channel cases referred into the Prevent team. Cases that engage, or are offered a Channel intervention provider, are generally split evenly between Islamist extremism and Far-Right extremism. General data trends such as age and referral origination reflect the trends documented in the South London cluster.
- 3.49 The Prevent team have identified that 60% of all Channel cases that are offered a Channel intervention have domestic violence (DV) incidents recorded. The Prevent team are currently working on a project that will analyse Channel cases with recorded DV incidents and identify policy recommendations and an action plan to develop cross-collaboration between Prevent and DV services.

3.50 The Council has successfully secured Home Office funding to provide a Community Coordinator under the counter extremism programme. This programme is distinct from the Prevent programme, and seeks to engage with local communities to develop community cohesion and reduce the risk of extremism. The role also includes a particular focus to tackle hate crime. The Council held a successful programme of events during Hate Crime Awareness week in 2018.

## **CCTV**

3.51 The current CCTV infrastructure is very old and is reliant on analogue technology, which is past its useful life. The current system is also very reliant on leasing fibre from BT which is expensive to maintain for existing cameras as well as installing new columns. In recognition of this, £2m in the Growth zone programme funding has been secured to modernise and update the network.

3.52 An external review was commissioned to produce a report identifying the best ways to upgrade the network including transmission, Camera and Control room specifications. The review included the identification of opportunities for CCTV to tie into the emerging Smart Cities programme and the specification supplied will enable the control room to develop into a Smart Cities control hub using data analytics and sensor networks to improve service delivery and income generation. The implementation of the new network will start in 2019/20 following a public consultation and procurement process.

3.53 As the network infrastructure review is a long term programme, the service successfully bid for Section 106 funding to purchase ten re-deployable mobile cameras in December 2017. These have been deployed through the partnership Joint Action Group (JAG) to support partnership activity in crime and disorder hotspot locations.

3.54 CCTV has now completed its restructure following the transfer of facilities management contracted security staff. All staff have completed Home Office accredited CCTV training and the service is moving towards achieving the Surveillance Camera Commissioner's (SCC) desktop third party accreditation process, which will demonstrate the control rooms compliance with the SCC code of practice (and allows the use of the SCC watermark).

3.55 There has been an SCC compliance officer working group across services that use surveillance equipment inclusive of Parking, CCTV, Neighbourhood Safety Officers and Anti-Social Behaviour teams. To date the service has completed stage one (self-assessment) of the SCC compliance process and reviewed all its processes to ensure GDPR (DPA 2018) compliance.

## **4 REGULATORY SERVICES**

### **Licensing**

4.1 The licensing team process applications, and issue licenses and permits for a wide range of licensable activities. The team also respond to enquiries & complaints from licence applicants/ holders, members of the public and other stakeholders such as the police and the London Fire Brigade. In addition,

compliance/ enforcement officers regularly check on compliance with the terms and conditions of licenses issued.

- 4.2 The team need to produce and regularly review statutory policy documents in relation to the Licensing Act 2003 & the Gambling Act 2005 which have both been reviewed in the last year and therefore no new reviews are expected in the next twelve months.
- 4.3 Contested applications are taken before the licensing sub-committee (Licensing Act 2003 & Gambling Act 2005) and all other matters go before the substantive licensing committee. This includes policy matters, fee reviews and adopting new conditions as well as contested application for other matters, like street trading.
- 4.4 A national government initiative to cut the maximum stake on betting terminals to £2.00, will have an impact on betting shops both locally and nationally. Following the implementation of this initiative, the council will implement a policy locally to ensure that we are compliant. This review will take place in the next twelve months.

Figures for licensing in 2018 are as follows:

- New premises: 59
- Full variation: 19
- Minor variation: 22
- Vary DPS: 157
- Transfer: 70
- Animal welfare renewals (01/01/18 to 31/12/2018): 48
- Special treatment renewals (01/04/2018 to 31/03/2019): 156
- Gambling premises renewals (2018): 61
- Temporary event notices: 552

In total, the council renewed 66 licenses in 2015, versus 61 in 2018. Therefore five gambling premises have surrendered their licences between 01 January 2015 and 31 December 2018.

#### **“Best Bar None”**

- 4.5 In recent years a competition – “best bar none” – has taken place as a scheme that bars in Croydon can take part in to check standards, and claim the winning place as the best bar in Croydon. This is in the form of an audit, either by an external party, or by the council. This is an excellent opportunity to check staff training, emergency procedures and how the venue is rated via customer feedback, and ensures that businesses in Croydon are of a high standard. It is intended that this competition will run again in the coming year.

#### **Food and safety**

- 4.6 The team carry out routine food hygiene inspections as well as investigating complaints relating to food or health and safety issues, and have recently had some successful prosecution outcomes, with one food business receiving fines and costs totalling over £13,500 for food hygiene offences including an

infestation of mice. The team are currently investigating issues of illegal indoor smoking in Shisha bars.

### **Noise pollution**

- 4.7 The pollution team deals with issues of noise from all types of premises and can serve notices to stop excess noise or unruly behaviour which causes a disturbance to others.

## **5. PEOPLE LIVE LONG, HEALTHY, HAPPY AND INDEPENDENT LIVES / OUR CHILDREN AND YOUNG PEOPLE THRIVE AND REACH THEIR FULL POTENTIAL**

- 5.1 As the title of this portfolio highlights, working with our communities is critical to identify and deliver our priorities. The voluntary and community sector (VCS) play a vital role in providing services and support to our residents, especially those that are more vulnerable or isolated.
- 5.2 Our Communities Team provide a strong link with the VCS, providing advice and guidance and managing a range of funding processes. This section outlines some of the key activities that the Communities Team are currently supporting.

### **Voluntary and Community Sector Strategy**

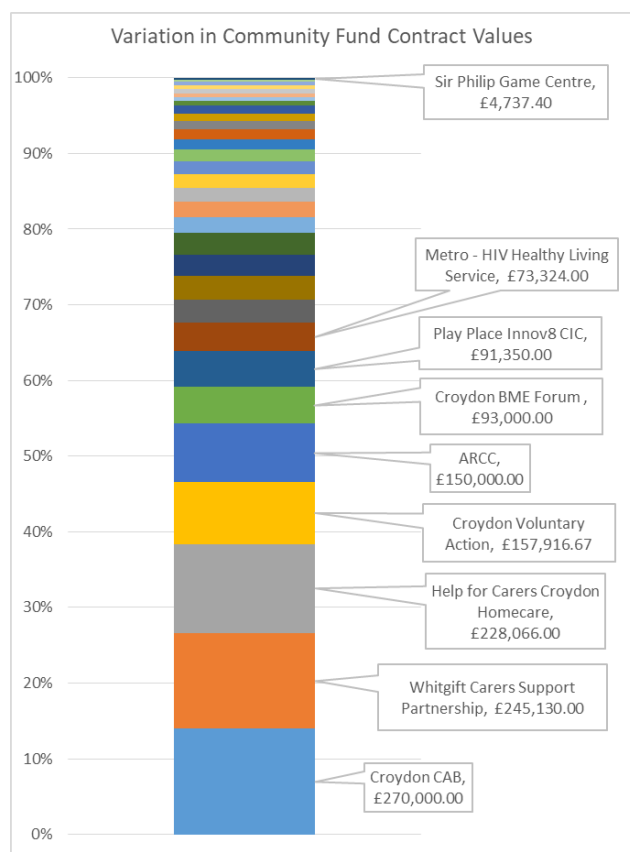
- 5.3 The council is developing a Voluntary and Community Sector Strategy which will provide a framework for the council's work with the sector. This will be the first such strategy developed by the council. It will set out the priorities for which the council seeks support from the sector. The voluntary and community sector is a crucial partner in the implementation of the council's approach to locality working and our focus on prevention and early intervention.
- 5.4 The strategy will also set out the ways in which the council will support the sector, directly and indirectly, in terms of funding and commissioning, contracting opportunities, promoting and supporting volunteering, maximising the availability of premises for the sector, and building the capacity of voluntary and community sector organisations. The council will also facilitate and encourage collaborative working and partnership with and among organisations.
- 5.5 The strategy development timetable has been set to provide as much time as possible for organisations and groups from across the sector to develop proposals and prepare submissions. This included a survey of voluntary and community sector organisations which ran from 7 December 2018 to 8 February 2019, two engagement events held on 22 January and 5 February and interviews held with the main infrastructure organisations in November and December 2018. This is in response to feedback received through the engagement process and previous tender processes.

- 5.6 The Scrutiny and Overview Committee conducted a pre-decision scrutiny on 11 February 2019 at the request of Councillor Ali. The strategy will be considered by the cabinet in March.
- 5.7 The council will engage with the sector in April and May to develop the framework for commissioning. It is anticipated that the tender process for the Prevention and Community Funds will open in June. Throughout the tender process the council will offer support sessions and advice for any organisation that is considering a submission, or developing a submission. The tender process is expected to close in November, with proposals evaluated and reported to Cabinet in December for decision. Decommissioning support will be provided between January and March 2020, with new contracts commencing from 1 April 2020.
- 5.8 It is expected that the council will also develop policies on the allocation of council premises, rent subsidy, and discretionary rate relief to the sector, following the publication of the strategy.
- 5.9 The council provides a range of support to the voluntary and community sector (VCS), which will be captured in the new strategy. A key element of this support is financial, and there are a number of grant schemes and funding for the VCS:
- Community fund
  - Prevention fund
  - Community small grants
  - Community ward budgets
  - One Croydon Alliance

### Community Fund 2017/18

- 5.10 Three-year programme of grants awarded September 2016 brought together different grants programmes & VCS spend, through a commissioning model which was prevention focussed and in-line with the Opportunity & Fairness Commission identifying the following outcomes:

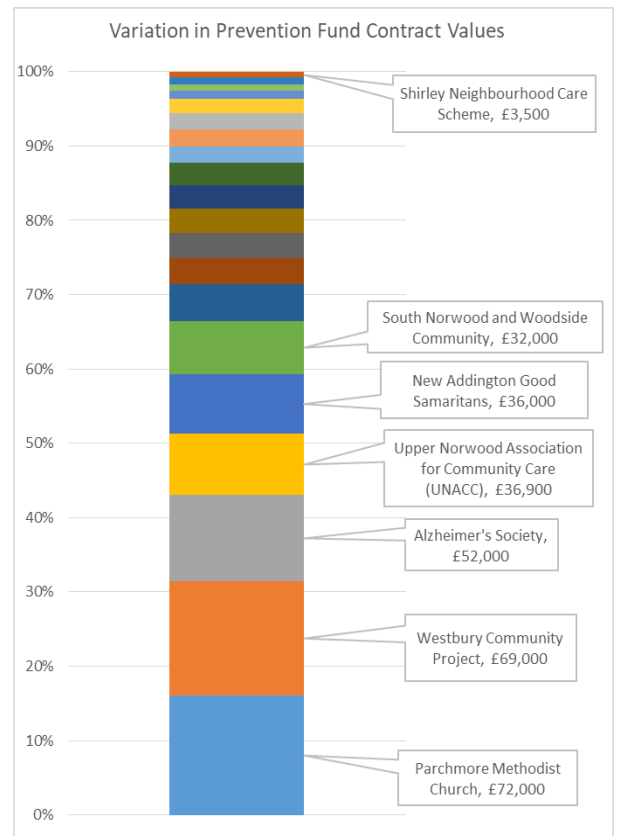
- *Vibrant, responsible and connected communities*
  - *Connected borough where no one is isolated*
  - *Supporting residents towards better times*
  - *Leaving no child behind*
  - *Finding homes for all*
- **31 VCS** organisations received £1,935,510
  - Funding ranged from **£4.7k to £270k**
  - **54%** of funding went to **5 organisations**



## Prevention Fund 2017/18

5.11 Providers deliver services aimed at over 65s including lunch clubs, befriending, entertainment/ outings, hospital transport and shopping services for over 65's.

- **21 VCS** organisations receive £449,750
- Funding ranged from **£1.4k to £72k**
- Nearly **60%** of funding to **5 organisations**



## Other funding

5.12 The Council supports the VCS through a range of other funding streams:

- Community small grants (up to £5k per grant, £100k total per annum)
- Subsidy and rate relief
  - £247k rental subsidy grant to 18 VCS organisations; 51 get premises rent free
  - £156k discretionary rate relief to 48 VCS organisations in respect of 117 properties.
  - Mostly low value, but nearly 50% is paid to 6 organisations.
  - Budget does not permit new applications for relief.
- Community ward grants (£560k pa)
- A significant number of contracts across the council were successfully bid for and are delivered by VCS orgs. These providers are part of the council's supply chain.
- Additional investment (sometimes one-off funding) for the VCS, which follows a different commissioning process (e.g. £250k youth funding).

## Community empowerment and devolution

- 5.13 The council has continued its commitment to community devolution and empowerment. Funding has been devolved to local areas in the form of ward budgets and early adopter areas have been developing community empowerment and testing different approaches.
- 5.14 Ward budgets now stand at £8,000 per year per councillor to support local community initiatives. The decision making for the spending of ward budgets sits with the individual councillors, who are best placed to understand the needs of the communities they serve.
- 5.15 Councillor-led community empowerment and devolution early adopter areas are at various stages. In South Norwood and Woodside, “We Love SE25” is now a formally constituted group comprising of a range of local organisations and individuals. The South Norwood Community Plan was published in December 2018 as a result of this group’s work in partnership with the council. The success of this community-led approach contributed to a successful bid to the GLA’s Good Growth Fund, securing a total of £2.4 million (including council match funding) for the South Norwood and Woodside area. The funding will be used to tackle some key elements of the Community Plan, including reactivating empty shops, improving local community assets, providing support for new and existing businesses and further community capacity building over the next 3 years.
- 5.16 It is clear from the early adopter areas that community capacity, including that of councillors, varies and is vital to developing a successful local steering group or “town team” approach. Local solutions need to develop at a pace that is driven locally and in response to local need and interest, rather than being imposed by the council. Whilst the principles established for community empowerment and devolution early adopters include the principle of councillors as community leaders, in some cases, some officer support may be required to assist the initial development of local steering groups.
- 5.17 The early adopters have taken different approaches, with different priorities and outcomes as a result. It is considered that this area of work could be developed further and a second phase of community devolution and empowerment early adopters is planned to start in early 19/20. This will build on the lessons learnt to date and launch with a new prospectus and community leadership training for interested members. This second phase will provide continued light touch support for the councillor-led early adopter areas already identified as well as any new places put forward by the local ward members. In particular, this will be an excellent opportunity for those Councillors newly elected in May 2018.

## **6. Croydon Resilience**

- 6.1 The Council is a member of the Croydon Local Resilience Forum, which is chaired by the Council’s Resilience Manager. The Local Resilience Forum brings together all agencies with a significant role to play in responding to and recovery from the effects of emergencies.



- 6.2 The Croydon Local Resilience Forum is highly regarded across London. It has dealt with a range of incidents, including major fires, gas leaks that required large numbers of people to be evacuated, and the Tram derailment.
- 6.3 The Council has a resilience team to coordinate its activities in this area. The resilience team have been implementing a large regional programme locally. Known as 'standardisation', London local authorities have previously committed to standardise particular elements of their command and control structure, and response capabilities. Some aims of this programme are to improve efficiency of documentation (plan) management and training delivery for emergency planning teams, consistency in responding to incidents and more effective mutual aid (sharing of staff in large incidents).
- 6.4 The resilience team have been undertaking the following to ensure Croydon is aligned by May 2019. This has included:
- Introduction of London Local Authority (LLA) Concept of Operations (CONOPS) – a response and recovery policy framework agreed January 2019.
  - Review and development of the Borough Emergency Control Centre (BECC) procedures – December 2018/ January 2019.
  - Review and development of the Local Authority Liaison Officer (LALO) procedures – October/ November 2018.
  - Delivery of LLA LALO training package – December 2018.
  - Delivery of LLA BECC training package – February to April 2019.
  - Development of Council Silver role – a new role replacing Chief Officer on Call currently in place. Council Silver will have a more active role in large incidents and be a conduit between the BECC and Council Gold Group.
  - Delivery of Council Silver training to Directors – planned for April.
  - Delivery of Council Gold training to Executive Leadership Team – planned for April.
  - Review of the Corporate Emergency Response Plan (CERP) – planned for March/ April.
- 6.5 Although most of the principles contained within the standardised procedures and training are similar to what has been being delivered by the resilience team previously, the amendments to align to other boroughs to have consistent procedures is anticipated to enhance Croydon Council's response to civil emergencies.
- 6.6 **Exercise Safer City** is a pan-London local authority command post exercise which takes place annually. The 2019 exercise is due to take place on 1st & 2nd May and its aim is to test a number of elements of a Council's response functions, as well as testing the central regional response capabilities such as the London Local Authority Coordination Centre (LLACC). The exercise will seek to validate the new procedures from standardisation and be a beneficial practice for the council's emergency response volunteers. Details are still being finalised, however it is expected that a number of staff and services will be involved at some stage over the 2-day exercise. Local delivery of the exercise is being planned and will be run by the resilience team.

- 6.7 **Resilience Standards for London (RSL):** is a new set of standards to support local authorities to better deliver their resilience programme and assess capability and organisational resilience levels. RSL replaces the previous London assurance programme Minimum Standards for London. The draft standards are currently in a consultation period before being rolled out later in the year. The standards have been derived from the Cabinet Office national resilience standards and the London working group has included Hari Mollett, LBC Resilience Officer. The Executive Leadership Team have been briefed on the standards and the outcomes expected from them. The aim is to encourage more ownership of response capability across the organisation, which will include service areas taking the lead for plan development.
- 6.8 **Corporate Resilience Board:** The Chief Executive has established an officer board whose role is to maintain oversight of the corporate resilience programme. London local authority resilience/ emergency planning has been undergoing significant change over the last 2-3 years, with a large amount of change initiated following learning from the London incidents of 2017, namely the Grenfell Tower Fire, as well as programmes such as the RSL's, standardisation and Member engagement. The board will consist of the resilience team and their line management, director representation from each department and Brexit lead officer(s). The first meeting was held on 27 February and Chaired by the Chief Executive.
- 6.9 **Role in civil emergencies training for Members:** a regional project between the Local Authority Panel and London Councils is to develop training packages for Leaders and elected Members to ensure a joint understanding of their role in civil emergencies. The packages are near completion and will be agreed by the Leader's Committee soon. There will be an opportunity for Members to attend training sessions and be shared material to support the response to civil emergencies. The resilience team will share further information when received.
- 6.10 In December, the **Croydon Resilience Forum (CRF)** established a formal reporting line to the Local Strategic Partnership (LSP). The CRF is a statutory sub-group of the regional London Resilience Forum and is a grouping of responder agencies who collectively plan and prepare for major incidents for the borough. The forum is chaired by Kelly Jack - Resilience Manager, London Borough of Croydon. The LSP will have oversight of the CRF business plan as well as be kept up to date with multi-agency resilience activities such as training, exercises, and incident responses and learning. Generally, the CRF is a well-working forum however there are some challenges with the engagement to complete some pieces of planning. It is hoped that the connection to the LSP will be conducive in helping to address the outstanding pieces of work and support the resilience team in continuing to drive a successful resilience forum.

## 7. **Equality and diversity**

- 7.1 In our Corporate Plan for Croydon 2018-2022, equality and diversity are incorporated through all priorities to ensure that it is at the heart of everything we do. This Administration has been clear from the outset that equality of opportunity should be accessible to all; and that we will work to ensure no one is left behind. This report details how the council is working towards a stronger, fairer borough with access to opportunity for all residents.

- 7.2 Throughout 2017/2018 we have worked towards promoting equality of access to education and jobs through the development of programmes tailored to the needs of under-represented communities; worked to ensure employment opportunities for disabled people transitioning into employment or who may need more supportive work environments; are developing more apprenticeship programmes dedicated to meeting the needs of Croydon's young people; and are have increased the availability of parenting training and support services for single parent families. A full annual equalities report will be presented to Cabinet in March 2019.
- 7.3 As part of the Prevent role a weekly community tension score is carried out to test tensions across the borough. Over the last year, the tension scores for Croydon have generally remained consistently low.
- 7.4 Despite national grievances around "punish a Muslim day" and President Trump's visit, Croydon did not see any significant changes in community tensions in relation to these events. Equally tensions remain currently unaffected in relation to Brexit. However, recurring issues around serious youth violence have been noted.
- 7.5 All submissions for the community tensions score are received regularly, from which the lack of tension amongst our communities is illustrated. 'No submission' has only occurred once in the last year from one organisation.
- 7.6 As set out earlier in the report, it is intended that the Violence Reduction Network will have a significant impact on reducing violence, by taking a public health approach to tackling all forms of violence across the borough, including hate crime.

### **Equality Framework for Local Government (EFLG)**

- 7.7 The council is working towards accreditation to the Local Government Association's Equality Framework for Local Government (EFLG) and intends to invite the LGA to do a site visit to carry out an EFLG peer challenge in October/ November 2019. This assessment will seek to review our working practices around embedding equality and diversity across the organisation, and to ensure that we have equality at the heart of our delivery for residents.
- 7.8 The EFLG has three levels of achievement (developing, achieving, excellent) which are measured against five performance areas:
- Knowing your communities
  - Leadership, partnership and organisational commitment
  - Involving your communities
  - Responsive services and customer care
  - A skilled and committed workforce
- 7.9 The purpose of the EFLG is to help organisations review and improve their performance in this areas, particular for services to people with protected characteristics under the Equality act 2010.
- 7.10 In order to ensure effective governance of the project, an Officers Equality Working Group and a Members Oversight Committee have been established. The assessment requires a series of case studies to detail the work that the

organisation has delivered, as well as a self-assessment against the assessment criteria. To date, case studies have been drafted, alongside an initial self-assessment against the standards, an overall narrative, and an Equality Action Plan has been drafted to address any areas for improvement, and any gaps that we may have.

- 7.11 Following the receipt of EFLG assessment results, it is intended that an Equality Strategy and an underpinning action plan will be developed, to further embed equality and diversity, incorporating the wider corporate equalities work programme including strategic actions to address feedback from the Stonewall Workplace Equality Index, and address any areas of weakness identified through the EFLG process.

### **Financial Inclusion - Credit Union**

- 7.12 The current credit union figures for 2018/19 (April to December) are as follows:

	<b>2018/19</b>	<b>2017/18</b>
<b>Membership figures</b>	6,377	5,004
<b>Online joiners</b>	2,267	1,339
<b>Online banking users</b>	2,335	1,661
<b>Total members savings</b>	£3.5m	£2.7m
<b>Total loans</b>	£3.1m	£2.1m

*This continues the upward trend of membership since the credit union launched in Croydon.*

- 7.13 In 2017 the credit union collaborated with the council in an attempt to provide support for some of the most financially vulnerable members of the community, with the aim of improving their financial resilience and to reduce their reliance on pay day loans, which typically start a cycle of debt. In February 2017 the credit union began offering the “Engage” account to its members. This account allows members to have better control of their money. Registered members can be provided with a debit card, can set up standing orders, make faster payments and have access to all services via internet banking.
- 7.14 Current figures from the resulting pilots are listed below:
- *287 universal credit members have been referred to credit union for financial assistance*
  - *266 of those have been accepted*
  - *188 members have had universal credit payments received via their credit union account*
  - *The total value outstanding under LBC Loan = £74,349 (56 loans)*
  - *Current savings balance of jam jar Members = £41,212*
  - *46 members with agreements to pay rent/ service charges to the council, 15 of which are currently active*
  - *£55,626 paid in total to the council in rent/ service charge to the end of December 2018*

## **Developing a Public Health Approach to violence reduction**

*Please refer to item 7, for which a presentation will be given to update on this area of work.*

## **Community Safety Partnership**

*Please refer to item 5, for which a presentation will be given to update on this area of work.*

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**CONTACT OFFICER:** *Gavin Handford, Head of Policy and Partnerships*

**BACKGROUND DOCUMENTS:**

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