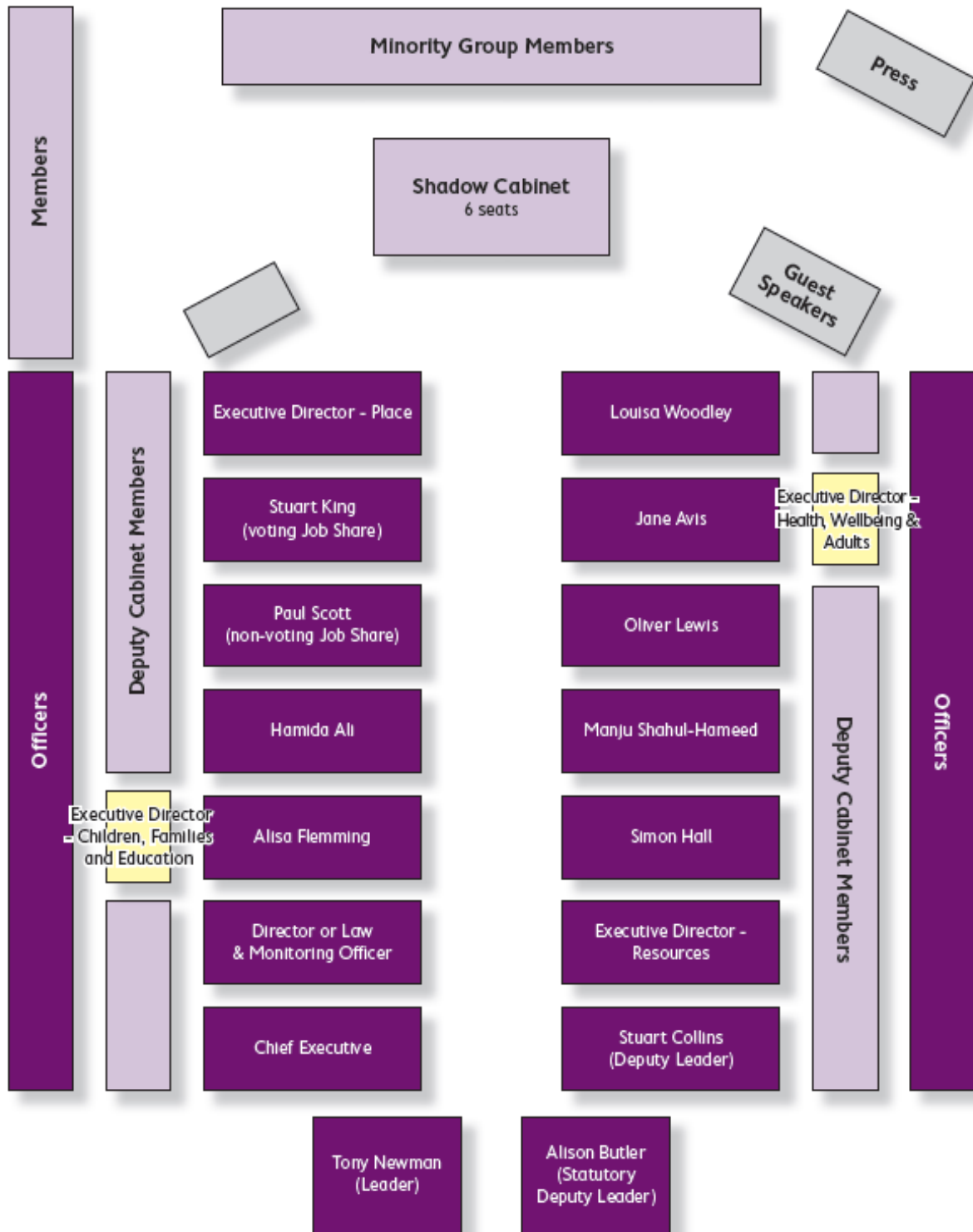




**CABINET
AGENDA**
for the meeting
on
15 October 2018 at
6.30 pm

Cabinet Seating Plan



To: Croydon Cabinet Members:

Councillor Tony Newman, Leader of the Council - Budget and Strategic Policy

Councillor Alison Butler, Deputy Leader (Statutory) and Cabinet Member for Homes & Gateway Services

Councillor Stuart Collins, Deputy Leader and Cabinet Member for Clean Green Croydon

Councillor Hamida Ali, Cabinet Member for Safer Croydon & Communities

Councillor Jane Avis, Cabinet Member for Families, Health & Social Care

Councillor Alisa Flemming, Cabinet Member for Children, Young People & Learning

Councillor Simon Hall, Cabinet Member for Finance & Resources

Councillor Stuart King, Cabinet Member for Environment, Transport & Regeneration (Voting - Job Share)

Councillor Oliver Lewis, Cabinet Member for Culture, Leisure & Sport

Councillor Paul Scott, Cabinet Member for Environment, Transport & Regeneration (Non-Voting - Job Share)

Councillor Manju Shahul-Hameed, Cabinet Member for Economy and Jobs

Invited participants:

Councillor Louisa Woodley, Chair of the Health & Wellbeing Board

All other Members of the Council

A meeting of the **CABINET** which you are hereby summoned to attend, will be held on **Monday, 15 October 2018** at **6.30 pm** in **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**

JACQUELINE HARRIS BAKER
Director of Law and Governance
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5 October 2018

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

The meeting webcast can be viewed here: <http://webcasting.croydon.gov.uk>

The agenda papers are available on the Council website

www.croydon.gov.uk/meetings

AGENDA – PART A

1. Apologies for Absence

2. Minutes of the previous meeting (Pages 7 - 18)

To approve the minutes of the meeting held on 24 September 2018 as an accurate record.

3. Disclosure of Interests

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

4. Urgent Business (If any)

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

Cabinet Member: Cabinet Member for Economy & Jobs, Cabinet Member for Environment, Transport & Regeneration (Job Share)

5. Delivering the Croydon Growth Zone (Pages 19 - 46)

Officer: Lee Parker
Key decision: yes

Cabinet Member: Cabinet Member for Environment, Transport & Regeneration (Job Share)

6. Third Local Implementation Plan (LIP3) & Liveable Neighbourhood Bid (Pages 47 - 76)

Officer: Heather Cheesbrough
Key decision: yes

Cabinet Member: Cabinet Member for Culture, Leisure & Sport

7. Culture, Leisure & Sport update (Pages 77 - 84)

Officer: Hazel Simmonds

Key decision: no

Cabinet Member: Cabinet Member for Children, Young People & Learning

**8. Croydon Safeguarding Children Board Annual Report 2017/18
(Pages 85 - 168)**

Officer: Maureen Floyd

Key decision: no

Cabinet Member: Cabinet Member for Families, Health & Social Care

**9. Croydon Adults' Safeguarding Board Annual Report 2017/18
(Pages 169 - 172)**

Officer: Guy Van Dichele

Key decision: no

Please note: Appendix to follow

Cabinet Member: Leader of the Council

**10. Construction, Modern Day Slavery and Employer with Heart
Charters and IHRA Definition (Pages 173 - 202)**

Officer: Gavin Handford and Sarah Warman

Key decision: no

Lead Member: Chair of Scrutiny & Overview Committee

**11. Stage 1: Recommendations arising from Children & Young People
Scrutiny Sub-Committee (Pages 203 - 206)**

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

Officer: Richard Simpson

Key decision: no

Cabinet Member: Cabinet Member for Finance & Resources

12. Investing in our Borough (Pages 207 - 212)

Officer: Sarah Warman

Key decision: no

**Cabinet Member: Cabinet Member for Children, Young People & Learning and
Cabinet Member for Families, Health & Social Care**

12a. **Passenger Transport Procurement Strategy (Pages 213 - 222)**

Officer: Sarah Warman

Key decision: no

13. 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.”

Cabinet

Meeting of held on Monday, 24 September 2018 at 6.30 pm in Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillor Tony Newman (Chair);

Councillor Alison Butler, Hamida Ali, Jane Avis, Alisa Flemming, Simon Hall, Stuart King (voting - Job Share), Oliver Lewis and Paul Scott (non-voting – Job Share)

Also Present: Councillors Janet Campbell, Jason Cummings, Patsy Cummings, Nina Degrads, Maria Gatland, Lynne Hale, Patricia Hay-Justice, Simon Hoar, Yvette Hopley, Bernadette Khan, Maggie Mansell, Jason Perry, Helen Pollard, Tim Pollard, Robert Ward and Louisa Woodley

Apologies: Councillor Stuart Collins, Sean Fitzsimons, Shafi Khan and Manju Shahul-Hameed

PART A

64/18 **Minutes of the previous meeting**

The part A minutes of the Cabinet meeting held on 16 July 2018 were received. The Leader of the Council signed the minutes as an accurate record with the amendment that the following councillors were also present:

Councillor Tim Pollard
Councillor Maria Gatland
Councillor Lynne Hale
Councillor Yvette Hopley
Councillor Vidhi Mohan
Councillor Helen Pollard

65/18 **Disclosure of Interests**

There were none.

66/18 **Urgent Business (If any)**

There were no items of urgent business.

Corporate Plan 2018/22

The Leader of the Council provided Cabinet with a presentation outlining that the Corporate Plan had been inspired by the 2018 Croydon Labour manifesto. Members were given an overview of the council's priorities for the next four years including; a Healthier Croydon with increased joint commissioning, Choose Your Future being extended, delivering affordable homes, ensuring the streets of Croydon are safe despite the backdrop of reduced policing, a cleaner and more sustainable borough, supporting employment opportunities for young residents with work to continue to delivering a university, building a strong business sector, delivering sustainable transport, and ensuring that culture remained at the heart of regeneration. The Corporate Plan ambitions were set against the context of delivering cuts of 70% over the last ten years and the associated pressures experienced; however a commitment was provided that frontline services would be protected.

The Cabinet Member for Finance & Resources noted that councils across the country were having to reduce services to the statutory minimum to balance the budget; however it was stated that that was not the case in Croydon as the finances of the council had been taken control of. It was further noted that the Financial Strategy clearly supported the delivery of the Corporate Plan.

A presentation by the Chief Executive gave context to the Corporate Plan, noting that there were clear objectives for delivering the outcomes; including the different way the council would be working with residents in localities. The Chief Executive provided Cabinet with key statistics for the borough including that it was anticipated that the borough would experience substantial growth in population; however it was noted that there were already over 94,000 young residents which was the largest proportion of 0-17 years olds of any borough.

It was noted by the Chief Executive that since 2011/12 £5.5 million in grant funding had been lost; whilst substantial demands on services were being experienced including 627 child protection cases, 272 unaccompanied asylum seekers, and over 3,500 adults for which the council was responsible for.

The Chief Executive informed Members that £34.1 million had been spent on a variety of services to overcome social isolation, and as such there was a need to work more smartly to deliver services. Services would be delivered using an evidence based approach and a large amount of work had already been undertaken to gain a clear picture of the different residents across the borough and it was recognised that different localities required different services. The intention was to work with residents at an earlier stage before they reached crises point with a key focus on early intervention and prevention, and working closely with partners. Partnership working would be integral to the success of the locality working and would build upon work already being undertaken; such as

developing the Gateway Service and further integrating with the NHS including the One Croydon Alliance.

Members were informed that three delivery pilots would be opened across the borough which would be tailored to the needs of the area and would deliver services closer to where people needed them. A hub in Thornton Heath would be launched before the end of 2018 and it was intended that the Croydon south pilot would be opened from Spring 2019.

The Chief Executive gave Members an overview of the council workforce which stood at just over 3,000 employees. The response rate to the recent staff survey had been 75%; with 88% of respondents stating that they would recommend the council as an inclusive employer and 92% feeling valued by their teams. However, it was noted that only 23% of respondents feeling there were opportunities for career progression. Members were informed that there were four leadership programmes within the council and two director posts were being ring fenced for internal recruitment only to ensure there were opportunities for employees.

The Cabinet Member for Culture, Leisure & Sport drew Members attention to the arts, culture and sport section of the Corporate Plan noting that it was an important priority as culture had a positive impact and improved people's health and life chances. Furthermore, there were positive economic impacts as more businesses were wanting to move to Croydon due to the investment.

The Cabinet Member for Homes & Gateway Services stated that an important area of work was ensuring that residents living in the private rented sector, who were increasingly those on the lowest incomes, were living in accommodation that was fit for purpose. The Cabinet Member stated she was pleased to see that the council had a strong emphasis on ensuring housing was right and fit, but also was looking at the welfare, income and education of those living in the properties.

In response to Member questions the Cabinet Member for Homes & Gateway services confirmed that figures regarding the number of Landlord Licences that had been withdrawn would be provided to the Leader of the Opposition. She further stated that there had been significant progress in improving accommodation in the private rented sector as the council was working with landlords to ensure the properties were fit for purpose; however prosecutions had been made when notices had not been complied with.

Members discussed the different demographics of the borough and ensuring that the council was able to engage with all vulnerable residents to ensure no one was missed through the new locality work. The Leader confirmed that work was continuing to progress the work on the locality hubs and ensuring there was full understanding of the population and its needs.

The Cabinet Member for Transport, Environment & Homes (voting Job Share) confirmed that preliminary results on the 20mph zones 1 and 2 had been received and had been positive. Within the Labour manifesto there had been a commitment to extend 20mph speed limits to more roads, and as such roads would be assessed as to whether it would be appropriate to reduce the speed limit. It was further noted by the Cabinet Member that the Mayor of London had announced that he planned to introduce 20mph speed limits on Transport for London (TfL) roads.

In response to queries regarding the TfL consultation on reducing bus services the Leader stated the council would engage with TfL; however it was important to recognise that TfL had faced significant cuts in government grants also. The Cabinet Member for Environment, Transport & Regeneration (voting Job Share) further confirmed that the council had engaged positively with TfL and had an agreement for a Croydon bus review to be undertaken to ensure services met the needs of residents.

The Cabinet Member for Safer Croydon & Communities informed Members that there had been a restructure within the Place department and the position of Director of Public Realm had been formed which would facilitate the streamlining of services and improved responses. A review of community safety had been commissioned; however it was important to recognise that safety was the responsibility of the whole organisation and increased investment was being made into the service including 50% more Neighbourhood Officers.

In response to Member questions the Leader stated that neighbourhood forums would not be introduced in the same manner as they had been before; rather there would be a focus on further community devolution so that local communities and ward councillors were more involved in decisions affecting the area for which it was hoped there would be cross party support.

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

RESOLVED to:

Recommend to full Council the Approval of the Corporate Plan for Croydon, 2018 – 2022, as set out in Appendix A & B of the report.

68/18

Quarter 1 Financial Performance 2018/19

The Leader informed Cabinet that the Quarter 1 Financial Performance 2018/19 and Medium Term Financial Strategy 2018/2022 would be taken as one item at the meeting.

The Cabinet Member for Finance & Resources stated that the Financial Strategy had been drafted against the backdrop of financially challenging

times for local authorities, with a number of authorities close to being unable to balance their budgets, due to the cuts being experienced by local government.

In Croydon it was recognised there was a fast growing population which also brought a number of challenges in ensuring that services were delivered despite the reduction in government grants. The Strategy sought to set out the service areas that would likely see a rise in demand and the areas of possible growth. However, due to the lack of concrete plans from the government in regard to funding beyond April 2020, assumptions had been made on the level of government funding that might be received, that council tax would increase by 2% each year, and that the Adult Social Care precept would also continue.

Whilst it was recognised that to ensure the budget was balanced £26 million of savings or additional income would need to be realised; the council would continue to spend an additional £17million on children's services to ensure it was delivered and would be sustainable.

The Cabinet Member informed Members that key areas of savings and income over the next four years were outlined within the report. The Corporate Plan was highlighted for the focus on prevention work, working in localities and joining up services. By working to keep families out of crises there would be improved outcomes for families and a reduced pressure on the public purse.

The asset investment strategy was highlighted by the Cabinet Member for having been designed to provide net revenue to the council by using the authority's borrowing power. The revenue would be used to improve services and housing.

The Executive Director informed Members that the Medium Term Financial Strategy did not provide a detailed budget for the next four years, and reports would continue to be brought to Cabinet four times a year outlining the financial position of the council. The uncertainty of funding, in particular in regards to adult social care was noted, and as such income would be crucial to delivering the Strategy.

The Cabinet Member stated that the Quarter 1 financial performance showed continuing pressures on services with an increased number of looked after children, continued pressures on SEN transport and adult social care. It further noted that there had been £2.8 million from property income; however there was a forecast overspend of £1.5 million. Unaccompanied Asylum Seekers had an associated net cost of £7 million and despite work to get the Home Office to recognise the expenditure there had not been a response to a letter to the Home Secretary in relation to the expenditure.

In response to the forecasted overspend, the Cabinet Member informed Members that income and savings initiatives for 2019/2020 were being

reviewed as to whether they could be brought forward to the current financial year.

In response to Member questions the Leader stated that the increase in Member Allowances had been the first in ten years and it was felt that it was important to ensure Members were paid allowances that reflected their work. It was suggested that if a Member did not wish to take the increased allowance then it could be arranged that they did not receive it.

The Executive Director informed Members that when the budget was set that early estimates had been made in regards to the Brick by Brick dividends. The business plan for Brick by Brick, that had been agreed by Cabinet after the budget had been set, suggested that dividends would be received at varying levels over a long period of time. As such, it was stated that the situation would be reviewed once dividends were received as to whether the monies would be released to the general budget to deliver services or would be kept in reserves. With regards to the re-profiling of Brick by Brick schemes Members were informed that the details would be provided.

In response to Member questions the Cabinet Member confirmed that the overspend of £700,000 on street lighting had been due to the increase in energy costs, however the contract was due to be re-procured and the cost of energy would be reviewed to reduce the pressure experienced.

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

RESOLVED to:

1. Note the current revenue outturn forecast at the end of the first quarter of 2018/19 of £1.468m, this is before exceptional items of £1.131m, resulting in a total overspend of £2.599m;
2. Note the ongoing engagement with and lobbying of Government by the Council for additional funding for Croydon, both in general terms and specifically Unaccompanied Asylum Seeking Children given Croydon's gateway status, fire safety measures and mitigation of the impact of the Universal Credit implementation.
3. Note the HRA position of a £0.725m forecast underspend against budget;
4. Note the capital outturn projection of £466m, forecast to be an underspend of £37.9m against budget;
5. Approve the changes to the capital programme, as set out in paragraph 7.4 and Table 6.

6. Note the letter that was sent to Home Secretary, attached at appendix 3, requesting a review of our UASC funding rates for 2018/19.

69/18

Medium Term Financial Strategy 2018/22

The Leader informed Cabinet that the Quarter 1 Financial Performance 2018/19 and Medium Term Financial Strategy 2018/2022 would be taken as one item at the meeting. The minutes for the item can be found at minute 68/18.

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

RESOLVED to:

The Cabinet recommend to Full Council:

1. The approval of the Medium Term Financial Strategy (MTFS) 2018/22 including the establishment of a £100m asset acquisition fund as referenced in the MTFS which is set out in Appendix 1 to this report.
2. Subject to recommendation 1.1 being approved, to agree that the Cabinet Member for Finance and Resources, acting in consultation with the Leader, be given authority to approve asset acquisitions made pursuant to the Asset Investment Strategy referenced in the Medium Term Financial Strategy 2018/22 and set out in full in Appendix 2 to this report.

70/18

Croydon's Partnership Early Help Strategy Update Report

The Cabinet Member for Children, Young People & Learning informed Members that the final draft of the Strategy would be agreed by the Croydon Safeguarding Children Board on 25 September 2018, and the aim of the Strategy was to strengthen provision for children and families by supporting them as early as possible.

Cabinet was asked to note that the name of the service in paragraph 3.7.10 of the report should read 'Best Start Family Solutions Service', a service that recognised and would support different families with different needs.

Zoe Harris, the Headteacher of Elmwood Infant School, stated that she had worked in all three localities and felt confident that the Strategy would meet the needs of children across the borough. It was recognised that often schools were the first point of contact for schools and could often provide advice as to which organisations could be contacted for additional support; including housing. Ms Harris stated that there was a responsibility for all partners to meet the needs of a family before they

reached crises point and it was felt that the Strategy would provide clarity on how to provide the support at an early stage.

The Interim Head of Early Help informed Members that following the Ofsted inspection in 2017 there was a recognised need for an all age strategy and a significant amount of work had been undertaken to develop the Strategy by all partners. By working in localities, in partnership and with communities it was felt that families would be supported at an earlier stage before they reached crises point, and would support work to ensuring families were resilient.

Members were informed that work was ongoing on developing the performance frameworks and how matrixes for how the impact of the Strategy would be assessed. It was anticipated that analysis would be undertaken at the launch of the Strategy and that performance would be assessed quarterly and reviewed.

The Shadow Cabinet Member for Children, Young People & Learning stated she was pleased to see that the Strategy had been developed as it was a key policy for delivering positive outcomes for families and would assist in budget savings. Furthermore, the Shadow Cabinet Member was pleased that the Strategy would be locally based and was all-age; however concerns were raised with regards to the partnership work and how it would be measured. It was noted that previous strategies had not been as successful due to the fragility of partnership work.

In response the Cabinet Member noted the concerns; however it was felt that the success of the Strategy would be due to all partners recognising it was the responsibility of all to meet the needs of the family, and all partners had been active in the development of the Strategy. It was noted that measuring the impact of the Strategy would be important and the framework would evolve as would the Strategy to ensure that the needs of the children in the borough were being met.

The Leader confirmed that the Chair of the Safeguarding Board was working with partners to ensure there was a robust plan in place ahead of the implementation date of September 2019, and there was a commitment to go beyond the statutory guidance to ensure the safeguarding of children.

Cabinet thanked officers and partners for their work in developing the Strategy.

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

RESOLVED to:

1. Note the progress made in development of Croydon's Partnership Early Help Strategy and proposed plan for implementation.

2. Endorse the Final Draft of the Partnership Early Help Strategy which will be considered for finalisation and agreement at the Croydon Safeguarding Children Board in September 2018.

71/18

Governance Review

The Leader noted that there had been cross party support to take the review forward while the Leader of the Opposition stated he felt that there was room for improvement in the Council's governance arrangements which would enable better participation by all councillors and the public.

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

RESOLVED to:

Cabinet recommends to the Council to –

1. Approve the establishment of a cross party governance review panel to assess and review the Council's governance arrangements as set out in the draft scoping document and terms of reference for the governance panel as set out in Appendix 1.
2. To appoint a maximum of 7 councillors (4 Labour 3 Conservative) and 1 independent member to the governance review panel (together with independent external chair and such other expert independent members external to the Council as the panel may wish to co-opt in a non-voting capacity).
3. To require the governance review panel to report its findings and make recommendations within the 2018/2019 municipal year on options and improvements to the Council's governance arrangements, and in any event to report on progress to the Cabinet and Council, as advised.

72/18

Care Leavers' Local Offer

The Cabinet Member for Children, Young People & Learning noted that it was a statutory requirement for councils to publish their Local Offer by the end of September 2018, and that the proposed Offer had been developed in collaboration with care leavers. Members were introduced to Ashley who was a Croydon care leaver and who had supported officers in developing the Offer.

Ashley informed Members that she had been working with officers to develop the Local Offer by giving the view of a care leaver and her experiences. In working to develop the Local Offer, Ashley stated that she had found the experience interesting and had learnt about services that were on offer that previously she was unaware of. It was noted that there

were 732 care leavers in the borough and it was important that they were made aware of the support that was available to them; as such Ashley informed Members that the Local Offer document would be available in different formats to ensure it was accessible and would be continually updated following feedback from care leavers to ensure it remains a functioning and useful document.

The Leader thanked Ashley for her work on developing the Local Offer and for speaking so passionately to Members.

The Shadow Cabinet Member for Children, Young People & Learning congratulated Ashley for her excellent work. The Shadow Cabinet Member further recommended that the Local Offer be read by all councillors to support them in their role as Corporate Parents.

It was noted by the Cabinet Member for Homes & Gateway Services that housing was an important area and that the council had a responsibility as corporate parents to support care leavers; as all young people required support when leaving home.

The Opposition Lead for Scrutiny stated it was an important document which all councillors should be recommended to read. It was suggested that there was an opportunity for the Corporate Parenting Panel to have a more enhanced role to proactively monitor the delivering and bring to the attention of all councillors information relating to their role as a Corporate Parent. In response the Cabinet Member for Children, Young People & Learning stated that a copy of the Local Offer could be provided to all new councillors when elected, and that training sessions on the responsibilities of a Corporate Parent would be reintroduced for all councillors. Furthermore, the Cabinet Member stated that the Corporate Parenting Panel would be reviewed to establish what could be done to strengthen the Panel further.

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

RESOLVED to:

The Cabinet is recommended to approve the Offer and the Council's commitment to prioritising the needs of Care Leavers, and to note that the offer will be regularly updated and enhanced.

73/18

Stage 1: Recommendations arising from Scrutiny

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

RESOLVED to:

Receive the recommendations arising from Scrutiny and Overview Committee (10th July & 4th September 2018) to provide a substantive response within two months (ie. at the next available Cabinet meeting on **19 November 2018**).

74/18

Stage 2: Response to recommendations arising from Streets, Environment & Homes Scrutiny Sub-Committee 20 March 2018 & 26 June 2018

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

RESOLVED to:

Approve the response and action plans attached to this report at Appendix A and that these be reported to the Scrutiny and Overview Committee or relevant Sub-Committees.

75/18

Investing in our Borough

The Cabinet Member for Finance & Resources stated that a number of contracts listed within the report were to be extended to ensure that all contracts relating to early help expired at the same time. It was planned that this would facilitate ensuring the early help offer was coordinated when all the contracts were let.

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

RESOLVED to:

The Cabinet is requested to note:

1. The contracts over £500,000 in value anticipated to be awarded by the nominated Cabinet Member, in consultation with the Cabinet Member for Finance and Resources or, where the nominated Cabinet Member is the Cabinet Member for Finance and Resources, in consultation with the Leader.
2. The list of delegated award decisions made by the Director of Commissioning and Procurement, between 02/06/2018 – 08/08/2018.
3. The list of delegated award decisions for contracts over £500,000 in value and procurement strategies over £5,000,000 in value made by the nominated Cabinet Member in consultation with the Cabinet Member for Finance and Resources or, where the nominated Cabinet Member is the Cabinet Member for Finance

and Resources in consultation with the Leader since the last meeting of Cabinet.

4. Property acquisitions and disposals agreed by the Cabinet Member for Finance and Resources in consultation with the Leader since the last meeting of Cabinet.
5. The Cabinet recommends to the Leader of the Council that prior to the next meeting of Cabinet in October, the Cabinet Member for Finance and Resources in consultation with the Leader, be authorised to agree the award in respect of the contracts related to the Good to Great ICT transformation programme in line with the strategy approved by Cabinet on 20th November 2017 (reference: 91/17 Investing in our Borough c. ICT sourcing strategy) for the reasons set out in para 4.5 and 4.6. Note that any awards made under this delegation will be notified in the standard contracts report to the next meeting of Cabinet.

76/18

Exclusion of the Press and Public

This item was not required.

The meeting ended at 8.19 pm

For General Release

REPORT TO:	Cabinet 15 October 2018
SUBJECT:	Delivering the Croydon Growth Zone
LEAD OFFICER:	Shifa Mustafa, Executive Director of Place Lee Parker, Programme Director, Growth Zone
CABINET MEMBER:	Councillor Stuart King Cabinet Member for Environment, Transport & Regeneration (Job Share) Councillor Manju Shahul-Hameed Cabinet Member for Economy & Jobs
WARDS:	All
<p>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</p> <p>Delivering the Growth Zone is a key priority of the administration to support investment in jobs, housing, economic growth and the regeneration of the Town Centre.</p> <p>The benefits of the Growth Zone will be realised across the whole borough with improvements made to transport and the public realm on key corridors as well as greater employment and cultural opportunities.</p>	
<p>FINANCIAL IMPACT</p> <p>The Council received a £7m grant from the Treasury in 2016. The grant funds the cost of any borrowing in the first 4 years of the Growth Zone programme (from 2017/18) before the business rates uplift creates sufficient income to repay and service the Growth Zone loan.</p> <p>The Growth Zone business rate uplift retention funding mechanism was approved by Cabinet in July 2016 and the Mayor of London in September 2016, and ring-fences growth in business rates from April 2018 for 16 years, plus an option to extend by 3 years, in the designated area. A Statutory Instrument was laid in parliament which led to the formal approval of the Growth Zone by the Government from 1st April 2018.</p> <p>Significant progress has been made with Town Centre developments (including the Whitgift Centre redevelopment) to now move to the delivery stage of the Growth Zone programme. The package of measures aim to support the growing borough through providing enhanced transport capacity, reduced air pollution, an exciting cultural offer and the creation of new jobs as part of a larger, stronger local economy.</p> <p>The full Growth Zone programme includes an estimated £520million of projects supported by a loan of £309.9million with the balance (circa £210million) met from other sources including TfL, the GLA or S106 planning obligations. This report focuses on the first phase of the programme up to 2023.</p>	

KEY DECISION REFERENCE YES.: 1418CAB

The decision may be implemented from 1300 hours on the 6th working day after the decision is made, unless the decision is referred to the Scrutiny & Overview Committee by the requisite number of Councillors.

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

1. RECOMMENDATION

- 1.1 Agree to fund the projects as summarised in paragraph 3.2 of this report and itemised in Appendix 1; and,
- 1.2 Subject to the requirement to comply with the provisions of Part 4G of the Constitution in taking delegated decisions and the parameters within paragraph 3.88 delegate to the Executive Director of Place in consultation with the Executive Director of Resources (Section 151 Officer), the Cabinet Member for Finance and Resources and the Cabinet Member for Environment, Transport & Regeneration (Job Share), authority to make necessary changes to the funding and phasing to the projects in Appendix 1. Any such changes will be reported to Cabinet.

2. EXECUTIVE SUMMARY

- 2.1 The Croydon Growth Zone is a Tax Incremental Financing (TIF) model which harnesses business rates uplift to enable borrowing to fund infrastructure. The Croydon Growth Zone programme consists of a range of transport, public realm social infrastructure and technology projects as reported to Cabinet in December 2017. They are deemed essential to mitigate the impact and maximise the opportunities of the growth planned (as detailed in the Croydon Local Plan 2018, Croydon Opportunity Area Planning Framework 2013 and the London Plan) in Croydon for the benefit of existing and future residents, businesses and visitors.
- 2.2 This report seeks approval for funding projects in the Growth Zone programme that will be delivered between now and March 2023 or where financial commitments will be made to secure future delivery e.g. future bus services.
- 2.3 The Growth Zone programme comprises 46 projects and a budget of £4m was approved by Cabinet in December 2017 to develop these projects further and begin implementation from April 2018. These funds were allocated from the £7m grant received from the Treasury to commence the programme and cover any interest payments from the loan in the early years. The business case and detailed background for these projects were included in the Growth Zone Delivery Plan and Programme produced by Peter Brett Associates in March 2018.

2.4 It is acknowledged that the Growth Zone is dependent on the anticipated business rate uplift from the major developments notably the redevelopment of the Whitgift Centre by the Croydon Partnership which received outline planning consent in November 2017. Cabinet resolved to progress the 2014 Whitgift Compulsory Purchase Order in June 2018. These are two key milestones underpinning the continued progression of the Growth Zone and the recommendations of this report.

3. GROWTH ZONE PROGRAMME

3.1 This section covers progress made so far on delivering the Growth Zone programme and details projects to be delivered by March 2023. **Appendix 1** contains a detailed list of projects this report is seeking approval to deliver which are summarised in this section. Although there is one overarching programme, which is also depicted spatially in **Appendix 2**, this report provides more detail on specific projects and initiatives split by different workstreams.

3.2 The table below summarises the expenditure requested in this report broken down by themes as follows:

Workstream	(A) GZ funding approved 2018/19 (£000's)	(B) GZ funding requested 2019/20 - 2022/23 (£000's)	(C) Total funding (£000's)
Transport	1,000	115,748	116,748
Public Realm	400	44,363	44,763
Construction Logistics	400	1,840	2,240
Parking	400	1,200	1,600
Culture	800	1,500	2,300
Smart Cities	700	0	700
Social Infrastructure	70	500	570
Employment & Skills	180	800	980
Energy	50	100	150
TOTAL	4,000	166,051	170,051

3.3 Further reports will be submitted to Cabinet setting out more detail on other projects particularly those under the energy, smart city and social infrastructure themes as these projects reach an appropriate stage for decision. These will include the estimated costs and timescales and be funded from the overall Growth Zone programme budget of £309.9m.

Transport

3.4 The Growth Zone includes a significant investment to the local transport network to cater for the projected growth in residents and visitors. Through the assessment of future growth and travel patterns, a range of schemes have been developed which will ensure people can travel in, out and around Croydon safely and efficiently.

3.5 A number of the projects remain in the early stages of scheme development. Subsequently, a proportion of the funding for 2018/19 has focused on the progression of concept / developed design options, with delivery scheduled over the next 4 years. In addition, a key component of this year's programme has focused on Croydon's project management input into schemes led by external partners - the Brighton Main Line Upgrade Project (led by Network Rail) and two TfL-led projects: Transforming Fiveways & Tram Capacity Improvements. Certain project areas are at a more advanced stage, in particular the Cycle Programme and this has been the main focus of scheme delivery in 2018/19.

3.6 A brief summary of the work undertaken to date on key transport projects included as follows:

Streets – Fiveways

3.7 Officers have been working with TfL to determine changes to the scheme design, in response to public consultation comments, engineering constraints and to better align the project with healthy streets objectives. Following this work, Croydon Council endorsed the Fiveways scheme design in September 2018. Transport for London also issued their 'Response to Issues Raised' Consultation Report in September 2018. A planning application for the scheme is anticipated in late 2018, subject to Environmental Screening.

Rail – West Croydon Station

3.8 The Council has commissioned a multi-disciplinary project team to assess potential options associated with the redevelopment of West Croydon Station. The current piece of work, focusing on the development of concept design options, is scheduled for completion in December 2018.

Buses

3.9 Officers have undertaken a combination of strategy, design and delivery work in 2018. The Council has been working with TfL to consider potential changes to the way buses stop and stand in the Town Centre in response to the masterplan aspirations and the changing highway environment.

3.10 A particular focus has been on the Mid-Croydon area in light of the experimental pedestrianisation of the High Street and associated major developments that affect highway operations during the construction and implementation phases. TfL is also reviewing the most effective way for buses to serve the Town Centre during the upcoming period of intensive construction works.

3.11 Officers have also been working with TfL on wider Bus Priority measures that support bus access improvements to and from the Town Centre. Schemes have been designed during 2018, with the intention to commence delivery in early 2019.

Trams

3.12 The Council and TfL have been investigating options to improve the tram network capacity, in response to significant increases in patronage once the major developments have been realised in the Town Centre over the next few

years. A number of options are currently being assessed, with a decision on next steps due by early 2019.

Walking & Cycling

- 3.13 The Walking and Cycling programme has been developed to create a significant increase in sustainable and 'active travel' in the Borough, with a particular focus on the safe routes in and around central Croydon, building on Croydon's recently adopted Cycle Strategy. TfL has identified Croydon as the London Borough with the greatest potential for Cycling due to the very large number of short car trips that could readily be made on foot or by bike if conditions are right. The proposed walking and cycling schemes will be delivered across 4 phases.
- 3.14 A number of schemes have been delivered or are scheduled for delivery in 2018/19 including:
- Ampere Way – Therapia Lane
 - Fairfield Frontage – Park Lane / College Road
 - Lloyd Park

A232 Chepstow Road / junction with Addiscombe Road

- 3.15 This is a critical junction, providing access to the Growth Zone from the east for walking, cycling, trams, buses and other forms of road transport, whilst providing a strategic east-west traffic 'movement' function. Achieving an appropriate balance between the various modes of transport using this junction is essential if efficient access to and from the Town Centre is to be achieved. In 2018/19 funding has been set aside to enable the development of potential design options for the junction.

Brighton Road / Mitcham Road / London Road Corridors

- 3.16 These three corridors have been identified as the key 'movement' corridors serving the Growth Zone and it is essential that their design, and the priority afforded to each transport mode, responds appropriately to the future needs of Croydon Town Centre, whilst also taking into account localised priorities.
- 3.17 In 2018/19 funding has been set aside to enable the development of potential design options for each of the 3 corridors with a view to improving the ability to move people and goods along them and to take them closer to the Mayor of London's 'Healthy Streets' objectives.

Brighton Main Line & East Croydon Station

- 3.18 Croydon has been working collaboratively with Network Rail to bring forward major changes to the railway network in central Croydon to address the governing operational constraints on the Brighton Main Line. An initial public consultation in relation to the project is planned for November 2018.

Proposed for the next 4 years

- 3.19 Given the timescales involved with the delivery of transport projects, the key focus over the next 4 years is progressing many of the schemes from the design to delivery stage.

Streets – Fiveways

- 3.20 The Council has an existing commitment to contribute £20m to the TfL led Fiveways project. Following recent design changes to better accommodate cyclists, TfL have requested an additional £5m from the Council which will entail a variation to the Transport Infrastructure Agreement. The Council's total contribution to the Fiveways project is now requested to be £25m made up of £5m from the Council's capital programme and £20m from the Growth Zone. The key project milestones include concept design completion by December 2019, detailed design completion by May 2021, with construction commencing from June 2021 and completion by June 2023.

West Croydon Station

- 3.21 Whilst the project is in early stages of feasibility, it is the intention to deliver at least the first phase of improvements at the station by 2023. As a minimum, the scheme will address some of the fundamental issues with the existing station to improve the ticket hall capacity and achieve step free access. This first phase will be intended to provide some of the enabling works prior to the comprehensive redevelopment of the station that may take longer to realise given the complexities associated with major station projects.

Buses

- 3.22 Over the next 4 years a comprehensive programme of bus priority measures will be delivered to support access to and from Croydon Town Centre. These will be based on the current feasibility designs that are being progressed. The Council anticipates that it will have identified off-street solutions for bus standing, to address issues associated with on-street bus standing in the mid-Croydon area. The routing and frequency of bus services through the Town Centre are also expected to change, in response to changes in service patterns and demand. Coach parking arrangements will also be addressed as part of this work.

Trams

- 3.23 Tram capacity enhancements, in response to expected growth are expected to be addressed by the 1st major phase of tram enhancement schemes. A scheme to reinstate the 3rd platform at East Croydon Station to automated working will also have been completed during this period as well as an additional tram serving New Addington. George Street Tram Stop is anticipated to be upgraded and improved prior to the opening of the redeveloped Whitgift Centre.
- 3.24 Scheme development is also anticipated to commence on some of the longer term tram schemes, including the double tracking works at Wandle flyover and further along the line to the west to help address capacity constraints.

Walking & Cycling

- 3.25 The walking and cycling programme will be delivered across 4 phases. Over the next 4 years the majority of projects within the programme are scheduled for delivery in order to create a comprehensive and coherent network across the borough. The Growth Zone will fund a large element of the Croydon Cycle Strategy approved by cabinet on 22 January 2018 (**0518CAB**).

Traffic Management

- 3.26 To facilitate efficient traffic control a Variable Message System (VMS) will be introduced in the Town Centre and main radial routes into/out of the town. There is potential to link this system with the temporary scheme that will be deployed throughout the main construction phase in the Town Centre from 2019. The system will also complement online and web tools aimed at improving journey information.

A232 Chepstow Road / junction with Addiscombe Road

- 3.27 Over the next 4 years design, consultation and delivery of an improvement scheme at this junction will take place. The aim is to improve the traffic flow at the junction and reduce congestion whilst making improvements to the public realm, pedestrians and cyclists.

Brighton Road / Mitcham Road / London Road Corridors

- 3.28 Corridor improvement projects are expected to be delivered on London Road and Mitcham Road. The nature of interventions will be determined by the design process and engagement with residents and businesses in the area.
- 3.29 For Brighton Road, whilst elements of the corridor improvement scheme are scheduled for delivery, some of the key junction improvements are anticipated to take place beyond 2023.

Brighton Main Line & East Croydon Station

- 3.30 The Growth Zone funding contributions will ensure that Croydon can adequately resource the project moving forward and also directly commission specialist work, if necessary, in order to positively influence the project and harness the wider regeneration opportunities.

Wellesley Road Crossing

- 3.31 The Wellesley Road surface level crossing, to link the redeveloped Whitgift Centre main entrance to Lansdowne Road will be delivered by 2023. Subways underneath Wellesley Road will be closed.

Delivery & Servicing Management

- 3.32 Funding has been set aside to assist with delivery & servicing management in Croydon Town Centre over the next 4 years, during the time when construction related activity is at its peak.

Project / Initiative	GZ funding approved - 2018/19 (£000's)	GZ funding requested for 2019/20 - 2022/23 (£000's)
Trams – 1st Phase Network Enhancements and additional studies	25	26,775
Trams - George Street Tram Stop	0	1,081
Rail – West Croydon Station	90	11,410
Rail - Brighton Main Line (CARS), including East Croydon Station	0	1,000
Buses – Bus Priority	100	4,900
Buses – Bus Route Upgrades	0	10,000
Walking & Cycling Programme	460	14,194

Traffic Management/Variable Message Signs	0	1,000
Streets – A232 Chepstow Road / Addiscombe Road	80	4,120
Streets – Brighton Road Corridor	100	4,900
Streets – London Road Corridor	70	8,280
Streets – Mitcham Road Corridor	60	6,503
Streets – Fiveways	15	19,985
Streets - Wellesley Road Crossing	0	1,500
Delivery & Servicing Management	0	100
TOTAL	1,000	115,748

Place and Public Realm Sub-Group

- 3.33 Improvements to the streets are required to facilitate more people and provide a streetscene that is befitting of a modern, prosperous Town Centre. **Appendix 2** also contains a map of the planned Growth Zone public realm investment and the relationship with the Croydon Opportunity Area Masterplan Areas.

Progress to date:

- 3.34 Public Realm in Croydon Town Centre was discussed at the Streets, Environment and Homes Scrutiny Sub-Committee on 12th September 2017. Feedback from scrutiny has helped shape the programme and will ensure designs accommodate the needs of all the community in particular families and the elderly.
- 3.35 Delivered precursor projects include the **Croydon Arts Store; Ground Art installations; ‘College Square’ installation; the College Road ‘Street Park’; High Street** pedestrianisation (including a series of installations such as Ground Art pieces, a parklet, light art trail, further greening and a cultural programme). The projects provided an important platform for collaborations, began to change patterns of behaviour and use of these places which are vital components of long term sustainable growth, regeneration and improving perceptions.
- 3.36 Design briefs for **Minster Green and forecourt** and **Thomas Turner path** have been produced. For the Minster the brief will frame the regeneration of the area immediately around the minster, and is a step towards creating a space that will raise the profile of Croydon’s rich heritage within and outside the borough while catering for the existing and future local community. For Thomas Turner path, the brief set out how this key link between the retail core and the civic centre (and the future Town Hall Square) is to be improved to both encourage footfall but also create a pocket space.

Proposed for the next 4 years:

- 3.37 As a consequence of the recent investment in the public realm at East Croydon and West Croydon through the Connected Croydon programme, the wider Croydon Opportunity Area will now be the focus for the next stage and in particular the Fair Field area and the Mid Croydon area (extended to include

North End/Crown Hill), as illustrated by the proposed split in funding in the table below.

	GZ funding approved - 2018/19 (£000s)	GZ funding sought for 2019/20 – 2022/23 (£000's)
P1 – Old Town Public Realm	200	5,715
P2 – Mid Croydon Public Realm (incl. North End & Crown Hill)	200	22,662
P3 – East Croydon Public Realm	0	4,586
P5 – West Croydon Public Realm	0	1,400
P8 – Fair Field	0	10,000
TOTAL	400	44,363

Old Town Public Realm (see supporting Map ref P1)

- 3.38 Delivery of public realm in Old Town will follow and build upon the recent interventions through the Mayor's Regeneration Fund.
- 3.39 The **Minster Green and forecourt project** will be developed up to RIBA stage 2 by the end of the financial year. This will include a public consultation and the delivery of precursor interventions. RIBA stage 3 is to be completed by summer 2019 to be then delivered on site late 2019.
- 3.40 Drummond Road currently provides a (poor) connection between Old Town and North End. In the future, once the Whitgift centre is redeveloped and the Wellesley Road pedestrian crossing at Lansdowne Road delivered, it will become part of a key East–West pedestrian route linking Lower Addiscombe to Wandle Park. The **Drummond Road project** will improve this link and encourage footfall from the retail core into the Old Town area.
- 3.41 Frith Street, Keeley Road, and Priddy's Yard, while in parts located in conservation areas and benefiting from a few commercial units, have a disjointed public realm and some unattractive frontages. The **Frith Street, Keeley Road, and Priddy's Yard project** will improve the streetscape and frontages along these roads, including activating blank frontages, with the aim to increase footfall in this area both from the retail core (through Drummond Road and Keeley Road) and Church Street.
- 3.42 The Arcade is the Victorian link between Croydon High Street and Surrey Street. The **Arcade project** will build upon the improvements recently delivered to Surrey Street. It is likely to be delivered jointly with the High Street project (part of the Mid Croydon Public Realm programme of projects, P2). The proposals will be sensitive to the link's heritage and seek to preserve and enhance its historic features. It is likely to include lighting proposals.
- 3.43 The existing bridge across the railway is replaced with a new ramped bridge which improves cycle, pushchair, wheelchair and pedestrian access in to Wandle Park from Waddon New Road through the **Access to Wandle Park project**.
- 3.44 St Johns Rd / Waddon Rd and Rectory Green offer direct views towards the

Minster and a visual connection between the western, residential, side, and the eastern, commercial side of Old Town, that is otherwise split in two by the Roman Way. The **St Johns Rd / Waddon Rd and Rectory Green project** will deliver public realm improvements, protecting and enhancing views towards the Minster, improving pedestrian and cycle movements and supporting businesses along these routes.

3.45 The **Church Road, Old Palace Road and Howley Road project** will deliver public realm improvements to these streets (mostly located in Conservation Areas) helping to enhance the historic setting of the area, and in particular of the Old Palace building. The project will also improve pedestrian connections through the delivery of new crossing(s), traffic calming, and better wayfinding in particular with regards to pedestrian and cycling routes to and from the Old Palace School and the sports pitches.

Mid Croydon Public Realm (see supporting Map ref P2)

3.46 All streets within the Mid Croydon area will be upgraded in coordination with the proposed and anticipated private developments. Some key projects will be financed and delivered privately (although managed through the planning system). In particular Queen's Garden will be relandscaped and a new Town Hall Square will be created. Projects to be delivered with Growth Zone funding are listed below.

3.47 The **Thomas Turner path project** will be developed up to RIBA stage 2 by the end of the financial year. This will include a public consultation and the delivery of precursor interventions. RIBA stage 3 is to be completed by summer 2019 and then delivered on site late 2019.

3.48 New high quality streetscape will be delivered as part of the **Katharine Street, Park Street and Mint Walk projects**. Together with improvements to Fell Road and the new Town Hall Square, both to be delivered by the developer, these projects will entirely rejuvenate the public realm of Croydon's civic centre, delivering a new focus for public life and creating a new setting for the Town Hall.

3.49 Croydon High Street will be improved through the **High Street project**, taking on lessons learnt from the temporary work done through the Meanwhile programme including its experimental closure. This project is likely to be delivered jointly with the Arcade project (part of the Old Town Public Realm programme of projects, P1). It will deliver a high quality streetscape joining a redeveloped North End (see below) to the restaurant quarter (South End) that was improved as part of the Connected Croydon programme.

3.50 Streets on the edge of the Mid Croydon area will also be upgraded in coordination with adjacent developments, including **Park lane** between Katharine Street and Park Street, and the **Flyover / Fell Road. Park Lane gyratory** will also be improved.

3.51 The Whitgift shopping centre surrounds will be upgraded in time for its reopening. This will include an entirely rejuvenated streetscape along **North End / Crown Hill** and public realm improvements along **George Street**. This will be coordinated with improvements to be delivered to **Poplar Walk** (part of the West Croydon Public Realm programme of projects, P5), and Wellesley

Road, including the new crossing to be delivered at Lansdowne Road (reference H1).

East Croydon Public Realm (see supporting Map ref P3)

- 3.52 Delivery of public realm in East Croydon will follow and build upon the recent interventions delivered through the Connected Croydon programme. In particular-further work to **George Street** will be delivered, completing the work to this arrival space.
- 3.53 Most of the investment in the East Croydon area to date has been made in the West of the railway track. This will be rebalanced, with the expected delivery of the Cherry Orchard Steps opening the Eastern entrance to the railway bridge. The **Billinton Hill** and **Cherry Orchard Road projects** will contribute to rebalance both side of the railway tracks and link the residential areas immediately to the east of the railway tack to Croydon Centre.
- 3.54 The **Dingwall Road project** will allow to upgrade the streetscape along the Ruskin Square development site.

West Croydon Public Realm (see supporting Map ref P5)

- 3.55 The **Poplar Walk project** will see the delivery of public realm improvements to this street. This will be done in time for the opening of the redeveloped Whitgift shopping centre and coordinated with the other streets forming its surround notably North End / Crown Hill and George Street (delivered as part of the Mid Croydon Public Realm programme of projects, P2), and Wellesley Road, including the new crossing to be delivered at Lansdowne Road.

Fairfield Public Realm (see supporting Map ref P8)

- 3.56 Public Realm improvements to the area around Fairfield Halls will be delivered in part by the consented College Green redevelopment and in time for the Fairfield Halls re-opening in 2019.
- 3.57 The redevelopment of Fairfield Halls presents an opportunity to make major improvements to the area surrounding area. The intention is to commission a world class design for the space at the heart of the Croydon Opportunity Area and Cultural Quarter. The brief seeks inspiration and ideas from leading architects to produce a design that transforms this space and to reflect the history of the site when it was known as the Fair Field.

Construction Logistics

- 3.58 The Council as a local traffic authority has a Statutory Duty to facilitate expeditious movement of traffic on our roads and a dedicated officer has been appointed to oversee this area of work in the Growth Zone. A **Construction and Logistics sub-group** has been established which is responsible for planning and overseeing measures that minimise the impact of the construction activity in the Town Centre and on adjoining roads. The Council works with contractors to ensure sites are safe and take into consideration other road users including pedestrians, cyclists and those with mobility or sensory impairments.

Progress to date

- 3.59 Significant planning has been carried out to determine the timeline of projects, anticipated vehicle load and analysis of Croydon's highway network to understand the impact of construction on the Town Centre. Based on this work a Construction Logistics Plan has been developed which contains a range of measures that will be required from all developments taking place within and near to the Town Centre to mitigate their impacts.
- 3.60 In preparation of the rapid increase in construction and HGVs a number of initiatives have been implemented to keep Croydon moving and open for businesses at all times.

These include:

- A dedicated resource appointed to oversee the programme and liaise with developers and contractors to aid co-ordination of works.
- Ongoing engagement with developers and contractors to co-ordinate works and develop local solutions to manage traffic. This involves a series of workshops and regular liaison and guidance via a construction and logistics forum. The safety of cyclists is a key part of this workstream and there is joint working with officers from TfL learning from experiences elsewhere in London.
- Communications around planned disruption to the transport network to allow residents and businesses to identify alternative travel options and promote meanwhile activities and events including more information on the Council's website and social media channels.
- Work with all major utilities and developers to ensure utility works are coordinated and to minimise the impact of essential works.
- Travel Demand Management measures to support local businesses whilst there is disruption to the transport network associated with the development activity and helping their staff and visitors switch from the car to sustainable travel modes during the construction period and afterwards.
- Electronic applications to monitor construction traffic, using real time traffic updates and a Satnav system.
- Monitoring and enforcement on HGV's if they exceed specified emission levels and enforcement activity relating to parking and moving traffic offences.
- Permitted construction routes and prescribed delivery hours implemented to control and monitor their movement and access to sites. In particular, limits on HGVs in the peak periods.
- HGV holding areas established at various distances from the Town Centre when the requirement for capacity increases to minimise the impact of construction delivery traffic and ensure timely arrival of goods.

Proposed for the next 4 years

- 3.61 The following outlines the broad scope of planned activities for the next four years:
- Highways Impact Electronic Monitoring and Co-ordination Systems - including a Growth Zone navigation app and an Urban Data Platform where the public will be able to see the various developments and associated

- construction traffic and roadworks occurring.
- Vehicle Consolidation Centre – establishing a vehicle consolidation centre to reduce trips into the Town Centre by unifying multiple vehicle loads into single journeys.
 - CCTV monitoring - installation of additional CCTV units to provide comprehensive coverage of traffic conditions throughout the Town Centre and its approaches as well as upgrades and alterations to enforcement markings and provisions to allow the highway to be kept clear and moving.
 - Utility Co-ordination – continued co-ordination of utility activities in and around Growth Zone including development connections to ensure minimal disruption to the travelling public.
 - Travel Demand Management.
 - Variable Message Signs - a network of electronic signs to direct traffic on a 'live' basis.
 - HGV Emission Control and Monitoring.
 - Enforcement - use of traffic modelling software and additional site monitoring where needed to address local traffic issues.
 - LBC/Utility/Developer Co-ordination Workshops and Forum - including a creation of a Croydon-specific constructor's award scheme to recognise best practice within the Growth Zone.
 - Communications - Communications updates, workshops and other activities to keep Croydon residents informed on the progress of the developments and its effects on traffic and the public highway.
 - HGV Holding Areas - upgrades to the HGV holding areas in terms of monitoring and facilities, and expansion to match increasing levels of construction traffic.

Project / Initiative	GZ funding approved - 2018/19 (£000's)	GZ funding requested for 19/20- 22/23 (£000's)
Highways Impact Electronic Monitoring and Co-ordination Systems	100	
Growth Zone navigation app + updates/Urban Data Platform		150
Vehicle Consolidation Centre		400
CCTV monitoring		270
Staff resourcing (Development Impact Engineers)	105	*
Utility Co-ordination	60	150
Travel Demand Management	70	200
VMS signs		200
HGV Emission Control and Monitoring	18	160
Enforcement	30	110
LBC/Utility/Developer Co-ordination Workshops and Forum	12	50
Communications	5	50
HGV Holding Areas		100
TOTAL	400	1,840

*Ongoing staffing costs to be funded from the overall Growth Zone programme

Parking

- 3.62 The **Parking** workstream looks at assessing current and future demand, supply & displacement for parking as will be impacted by new developments and ensuring the on-going provision of a balanced and accessible parking arrangement in the Town Centre and surrounding areas. It also aims to explore advancements in technology & how these may be used to make parking easier and more efficient to manage.

Progress to date

- 3.63 The 2018/19 Parking programme includes the commission of a review to understand the current supply and demand profile of parking provision and to understand the changes & impacts over the next 4 years, so that a balanced approach can be applied to deliver adequate provision. These will involve detailed parking stress surveys in the Town Centre and surrounding areas, inclusive of existing Controlled Parking Zones, free bay zones and a 500m radius surrounding these zones; together with surveys of the types of vehicles using the provision to understand how these factors could be affecting the air quality.
- 3.64 Also underway is the commission of a 'Software as a Solution' (SaaS) system that will see the making and management of the borough's statutory Traffic Management Orders (TMOs) transition from a manual process to a digital map-based system resulting in improvements and efficiencies in managing parking compliance and enforcement.

Proposed for the next 4 years

- 3.65 The reviews of the Town Centre parking profile conducted in 2018/19 will inform our approach to managing Controlled Parking Zones, ranging from simple revisions to conditions (e.g. boundaries, hours of operation) to the implementation of new zones. Also, there will be the design of various measures from how to manage an anticipated increase in commercial vehicles (e.g. services & deliveries to the increased numbers & density of homes) through to other viable measures based on reducing air polluting emissions.
- 3.66 Technological solutions will also be investigated to identify those that offer a range of improvements from signage to car parks to solutions that help route drivers to available on & off street parking spaces using sensors, open data, APPs, in-car messaging etc., both of which can help reduce congestion into and around the Town Centre and improve the parking experience for drivers. Technology that helps the management of the growth of commercial vehicle activities will also be explored such as considering Virtual loading bays & virtual kerb-space management. Further report(s) will be submitted to the Traffic Management Advisory Committee setting out more detail on other projects/initiatives within the Parking theme as they are developed and reach an appropriate stage for decision.

Project / Initiative	GZ funding approved - 2018/19 (£000's)	GZ funding requested for 19/20 - 22/23 (£000's)
Comprehensive assessments of existing & potential Controlled Parking Zones / Design and Implementation	255	1,000
CPZ: Digital mapping of TMOs	80	
Project Management Resource	65*	
Parking – on and off street technology		200
TOTAL	400	1,200

*Ongoing staffing costs to be funded from the overall Growth Zone programme

Culture

- 3.67 The cultural programmes supported by Growth Zone funding outlined in previous cabinet reports have contributed to increasing the profile of Croydon in a positive way, have improved perceptions of key public spaces and engaged thousands of residents and visitors in cultural activity in the Borough. All of this improves the overall case for inward investment and business retention; establishing Croydon as a place with a vibrant cultural offer with places that are engaging and welcoming to spend time in.
- 3.68 For the next 3 year period there are a number of programmes in the pipeline: WSP has been commissioned to produce a lighting plan for Croydon incorporating a series of large and small scale lighting installations and pieces across the borough. Both permanent and temporary, these will focus on sites of architectural interest, areas where there is change happening and creating new routes. This programme, **Croydon-Lit**, will contribute to an improved public realm and benefit the night time economy. Whilst there is a focus in the Town Centre, there will also be interventions across district areas such as the very successful lighting festival earlier this year in Trumble Gardens.
- 3.69 The first stage of **Croydon Music City (CMC)** has been commissioned from Sound Diplomacy who have helped develop strategies for cities across the world including Barcelona, London, Brisbane and Berlin and have been involved in establishing initiatives like New York Music Month, London's Night Czar and the international Music Cities programme.
- Phase 1 – Music Audit and Stakeholder Survey and Engagement (September – November 2018) includes a music audit mapping Croydon's music ecology, producing a SWOT analysis with proposed solutions to identified issues, an online survey for industry and community consultation, 5 roundtable stakeholder sessions and 30+ interviews with key music leaders and organisations.
 - Phase 2 – Partner development and Music Strategy (January – March 2019) includes the development of an inward investment programme developing new partnerships for Croydon, the creation of a new music industry network and development of a music strategy, budget and action plan.

- 3.70 During the summer of 2018 the Council and Croydon BID delivered a programme of events and activities on the High Street. Initial figures show that footfall increased from the same period in the previous year and retail income was also higher. For October 2018, the focus will shift to **College Square** with a series of small scale events and that will promote civic life in the space with a strong educational aspect developed in collaboration with Central Saint Martins, University of Arts London and with input from Croydon College. This programme of animating public spaces will continue over the next 3 years as spaces need to change and transform.
- 3.71 **Croydon Art Store (CAS)** opened its doors in November 2017. It is a temporary takeover of the old Grange furniture store in the Whitgift Centre by a consortium of local and neighbouring arts organisations, including Croydon Council, Turf Projects, Art Halo and Kingston School of Art. The four floor arts space has provided a collaborative and participatory visual arts and events programme with a focus on youth engagement and learning. Turf have run 7 exhibitions with visitor figures of just under 6,000 for the last year, 40% of those under the age of 24. These project have levered in just under £100k of Arts Council funding. The longer term objective of the project has been to test the role of arts and culture in a shopping centre, and aims to inform how the visual arts can be integrated in to future developments in Croydon.
- 3.72 The table below sets out the funding requested for the Croydon Lit programme and the development and implementation of the cultural programme including the projects noted in this section. A further report will be submitted to Cabinet providing more detail on the cultural programme.

Project / Initiative	GZ funding required - 2018/19 (£000's)	GZ funding requested for 19/20- 22/23 (£000s)
Croydon Lit	0	1,000
Cultural Programme	800	500
TOTAL	800	1,500

Smart City (technology)

- 3.73 The approval of the initial 'Smart City' programme by Cabinet in December 2017 (**1917CAB**) has enabled the workstream to move forward with the priority areas of digital connectivity, the Internet of Things and data. The 'Smart City' workstream's primary objective is to ensure that the Council makes the best use of technology and data opportunities to better respond to the challenges, build capability and attract further investment.

Improving digital connectivity within the borough

- 3.74 Exploratory work was undertaken in relation to improving digital connectivity in the Growth Zone and pan-Croydon, leveraging both public and private investment. The Council has engaged with optic fibre providers to explore a variety of schemes to deliver full fibre to residents and businesses. This includes:

- Progressing the development of a proposal to DCMS Local Full Fibre Networks challenge fund, in partnership with Coast to Capital LEP and its members as well as discussing partnership opportunities with Network Rail.
- Bringing fibre to the premise to social housing estates across the borough: early dialogue with providers on the deployment of full fibre network to premises to social housing estates, with affordable entry-level prices and digital inclusion activities.
- Regular conversations with providers to push for more and faster upgrade of their network, in particular fibre to the premises for businesses in the Town Centre, district centres and growth corridors.

Internet of Things (IoT)

- 3.75 The Internet of Things consists of devices or sensors that ‘talk’ to each other using connectivity. As part of Croydon's approach to becoming a smart city it aims to become a recognised Internet of Things test bed to develop innovative solutions for a wide range of purposes. The Council has established a Low Power Wide Area Network (LPWAN) for IoT development. The network is free to use for experimentation and prototyping of IoT solutions. Croydon Council, in partnership with Digital Catapult, has run an IoT innovation challenge on measuring the impact of construction sites on air pollution to help collect relevant data and address this challenge in such a way as to minimise and mitigate the negative impact.

Urban Construction Asset Management (UCAMP)

- 3.76 LBC has been awarded a Department for Transport (DfT) grant of £80k to trial a new system and technology to preventatively identify roads defects and damages. For this project the Council and DfT are working with a local tech business, Connected Space, using connected vehicle technology and machine learning to assess road quality and trigger alerts for early maintenance intervention. The solution is directly embedded in the Urban Data Platform developed for the Growth Zone. The pilot project is in recognition of DfT seeing Croydon as a supporting testbed for new ideas and innovation.
- 3.77 Other initiatives in the pipeline include a Connected Autonomous Vehicle pilot, overall upgrade of Croydon's CCTV network and open data. A separate and more comprehensive Smart City cabinet report will be produced by the new Chief Digital Officer including detailed forward planning and a request for expenditure in future years.

Social Infrastructure

- 3.78 The provision of social infrastructure in the form of health, education, community and play facilities is an important aspect of the programme. They will support the growing number of residents and visitors to the Town Centre and avoid undue pressure on existing facilities.
- 3.79 A working group has been formed and a review of the initial social infrastructure theme/projects list has been completed. Further work is required on feasibility and business case development, and reports will be presented to Cabinet in at the appropriate stage to progress the delivery of these capital projects. In the meantime this report seeks a budget of £500k to progress projects to a detailed feasibility stage. Local residents will be engaged and consulted as projects are

progressed.

Proposed for the next 4 years:

- 3.80 The working group will be proceeding with the development and refinement of the following workstream themes and projects:

Infrastructure for programming and activity – community space

- 3.81 A community space audit for the central Croydon area, to map and understand the existing availability of community space for use and hire, including assets owned or managed by the council will be carried out. A strategy will be then developed to enable better use of such spaces, including more use throughout the day and ensure there is adequate provision.

New primary care facility

- 3.82 Working with the NHS Croydon Clinical Commissioning Group, the Council will progress the development of a new primary care facility in central Croydon.

Croydon Clocktower

- 3.83 Architects have prepared a design options and feasibility study for the Clocktower, allowing for refurbishment and realignment of spaces, including re-design of the main library and museum gallery areas. Their proposals include innovative more open designs for the main entrance area and a combined central reception space. Further Cabinet approval will be sought to progress this project once there is more certainty regarding the project costs, planning and phasing.

Parks and Open Spaces

- 3.84 Following the positive community engagement and renewal projects recently completed in Wandle Park, and the recently completed high level masterplan for Park Hill, a strategy of access to these key green spaces to develop improved routes to and from the Town Centre will be developed. The cultural, commercial and educational activities that could be developed in both parks including links to the developing walking routes through the Wandle Valley, and opportunities for learning, training and activities for all ages will be explored.

Croydon Works

- 3.85 The Council's training and employment service – Croydon Works provides a valuable route to employment for local people and likewise supports the skills and resources required by developers to deliver their developments. The Growth Zone programme has currently allocated £180k to support this service and requests a further £800k over the next 4 years to continue this.

Energy

- 3.86 The Growth Zone programme includes the potential for an energy centre located in Wandle Road car park. Initial feasibility looks positive both commercially and technically and the GLA have offered £150k to help take this project forward. This report seeks £100k to contribute to this project to reach a decision next year as to whether this is a viable project worth implementing or not. Alongside this, other decentralised energy projects such as community

energy schemes will be considered with the aim of reducing carbon emissions and lowering energy costs.

Governance

3.87 The governance to oversee the Growth Zone programme was approved by the Cabinet Member for Homes, Regeneration and Planning in July 2017 (2417HRP). The Steering Group is co-chaired between Croydon Council and the GLA. The Mayor of London has approved the full Growth Zone programme with the decisions regarding the delivery of the programme delegated to senior GLA officers.

Delegation

3.88 As part of the work on the projects detailed in Appendix 1, a delegation is sought to authorise the Executive Director of Place in consultation with the Cabinet Member for Environment, Transport and Regeneration (Job Share), Cabinet Member for Jobs and Economy and the Executive Director of Resources to make necessary changes to the funding and phasing of projects in Appendix 1 within the parameters set out within the Council's Constitution, particularly the provisions of Parts 4B, 4C, 4G and 4I, and the provisions of this paragraph 3.88. The recommended parameters are that:

- the delegation shall not permit the making of any changes which would amount to a key decision as defined by the Council's Constitution. Any changes which would constitute key decisions should be presented to Cabinet for consideration and decision making.
- the exercise of the delegated decision making should be within the Council's budget and policy framework.
- in taking the delegated decisions, the decision maker shall adhere to the principles of:
 - Proportionality;
 - Due construction and taking of professional advice from other relevant Council Officers;
 - Human Rights and Equalities;
 - Presumption of openness in accordance with the Freedom of Information Act;
 - Consideration and evaluation of alternatives; and
 - The 'Wednesbury' reasonableness principles.

4. CONSULTATION

4.1 In developing the Growth Zone programme significant engagement has taken place with TfL and the GLA. Engagement also continues with major developers and utility companies to identify infrastructure requirements and likely build rates of their schemes which inform the Growth Zone financial modelling and Construction Logistics programme.

4.2 With regard to resident and business engagement a roadshow is planned to provide information on the various projects and for residents to have their say.

The roadshow will support informal and statutory consultation associated with any of the projects. Engagement with the local community will increase as projects are progressed to ensure there is communication and feedback on the changes to the Town Centre and on the corridors leading into it. This will possibly including the formation of a dedicated Community Forum subject to consultation with Ward Members. There is also ongoing business engagement supported by the BID and Develop Croydon to help businesses manage the impact of the construction. This includes supporting them to develop travel plans which assist their staff and customers through the next few years as developments commence construction.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

The effect of the decision

- 5.1 The Council agreed to the creation of the Growth Zone in July 2016, which included the funding mechanism for £520 million of projects; supported by a loan of £309.9 million to be taken out by the Council and the balance made up of contributions from TfL, the GLA and s106 planning obligations. A Statutory Instrument was placed in parliament and subsequent approval given to commence the Growth Zone from 1st April 2018. This report builds upon the preparatory work undertaken so far and identifies a range of projects that are intended to be delivered by March 2023.
- 5.2 The table below sets out the anticipated spend profile for the projects noted in this report. It is expected additional requests for funding for the social infrastructure, smart city and energy themes will follow this report and add to the overall amount sought in the table below up to a maximum of £309.9m. The £166m shown in this table will be funded from borrowing as set out in the financial implications section of this report.

2019/20	2020/21	2021/22	2022/23	Total
£8m	£20m	£60m	£78m	£166m

Risks

- 5.3 A review of the Growth Zone has been undertaken and the following risks have been identified:

Risk	Mitigation
The business rate uplift forecast in the financial model is not forthcoming at the rate forecast throughout the life of the model, which would put financial pressure on repaying and servicing the debt.	Sensitivity testing has been undertaken to provide confidence that the modelling can respond to unforeseen circumstances to include changes to interests rates, increases in costs and reduction in income from business rates uplift. Financial modelling will continue throughout the life of the Growth Zone. The borrowing noted in section 5.2

	depends on the satisfactory progress of developments occurring in the Town Centre which will bring about the uplift in business rates used to repay the debt. If these developments slip, the amount to be borrowed in future years could be affected and if so this variation will be reported to Cabinet.
Project and infrastructure delivery is delayed and is not commensurate with development activity.	Governance arrangements are in place with partners and stakeholders to ensure clear understanding of roles and responsibilities. Regular meetings of the Growth Zone Steering Group and Working Group is a practical method of monitoring project management and the early identification of any delivery issues for attention.
The projects delivered early in the programme are subject to overspend and this reduces the funding available to deliver projects within the later stages of the programme.	Expenditure and delivery of projects will be managed by the Growth Zone Steering Group and Working Group. Any unavoidable overspend will mean a reduction in funding available for projects planned for the future.

- 5.4 Risk identification and mitigation measures will be an intrinsic element of the governance of the Growth Zone Steering Group and Working Group.

Future savings/efficiencies

- 5.5 As further work is undertaken in the Growth Zone, a specific aspect will be the consideration of procurement routes and the packaging up of individual projects to optimise cost efficiencies. The Growth Zone Steering Group brings all partners together to ensure the sharing of information and this will be the forum to facilitate much of these activities.
- 5.6 It is likely that both within individual projects and the programme as a whole further savings and efficiencies will be identified through technological advancement.

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

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Solicitor to the Council comments that in taking any decisions pursuant to the proposed delegation, the officer decision maker will need to adhere to the Decision making protocol within Part 4G of the Constitution, the provisions of Part 4B of the Constitution in relation to Access to Information including the publication, where required, of key decision notices and will need to adhere to the provisions of the Budget and Policy Framework Procedure Rules at 4C, including ensuring that any such decision is not contrary to the Council’s policy framework and is not contrary to and is wholly in accordance with the budget approved by Full Council.

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

7. HUMAN RESOURCES IMPACT

- 7.1 There are no immediate HR implications that arise from the recommendations in this report for Croydon Council staff. If any issues arise these will be managed under Croydon's Policies and Procedures in the usual manner. Resources required to support the delivery of the programme will be top sliced from the capital budgets for each project and overseen by the relevant sub groups and the Growth Zone Steering Group.

Approved by: Jennifer Sankar, Head of Human Resources, Place on behalf of Sue Moorman the Director of Human Resources

8. EQUALITIES IMPACT

- 8.1 A key priority for the Council is to work with our partners to make Croydon a stronger fairer place for all our communities. Croydon's Opportunity and Fairness Plan 2016-20 outlines actions to tackle inequalities such as educational attainment, health, homelessness, unemployment, crime and social isolation, particularly in the borough's six most deprived wards. Successful delivery of the Growth Zone interventions and projects outlined in this report will create more opportunities for Croydon residents and contribute towards greater equality, fairness and better outcomes for all.
- 8.2 An Equalities Analysis has been completed for the Growth Zone programme as a whole. This found that the programme will have a positive impact for all protected groups. Further analysis will be undertaken as individual projects are progressed through the design stages. The sub-groups will ensure this occurs and where necessary action will be taken to mitigate any negative impacts on groups that share a protected characteristic. In addition, in exercising any delegated decision making, the officer in question will ensure that Equalities impacts are appropriately explored and considered by the Decision maker prior to such decisions being taken.

9. ENVIRONMENTAL IMPACT

- 9.1 Projects included in the Growth Zone will be delivered in line with current environmental requirements and legislation, and the Local Plan policy which promotes, as part of sustainable development, the consideration of environmental impacts. The Growth Zone focusses on improving air quality and enhancing facilities for healthy lifestyles and sustainable transport.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 The Borough Commander is aware of the Growth Zone and has requested regular progress reports to enable future planning for policing. The design of public realm schemes will involve liaison and consultation with the Metropolitan Police Service to reduce the risk to personal safety.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 The decision to progress with the Growth Zone was taken by Cabinet in July 2016 and the Mayor of London in September 2016. Subsequently, Cabinet in December 2017 agreed the Growth Zone work programme for 2018/19. Furthermore, the Government approved the Regulations for the Growth Zone funding mechanism and area in February 2018. Since the inception of the Growth Zone and the initial Development Infrastructure Funding Study (January 2014), it has been understood that the infrastructure required to mitigate the growth planned will not be delivered by existing delivery methods, current funding availability or through planning gain. Therefore, the Growth Zone is essential to enable the delivery of critical and essential infrastructure to mitigate the impact of the growth planned (Croydon Local Plan 2018, Croydon Opportunity Area Planning Framework 2013 and London Plan) for the benefit of existing and future residents, businesses and visitors. The Growth Zone is an innovative approach to fund and deliver this critical and essential infrastructure.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 As part of the justification for the Growth Zone outlined in the July 2016 Cabinet report the option of not forward funding infrastructure, but to depend upon the market and the provision of infrastructure only through public sector capital funding, CIL and s106 was considered, but deemed unable to deliver the critical and essential infrastructure to mitigate planned growth. This remains the case today, the absence of the Growth Zone is very likely to lead to the accommodation of growth, especially in the Croydon Opportunity Area, without the critical and essential infrastructure identified in Appendix 1 of this report.

CONTACT OFFICER: Lee Parker, Programme Director – Growth Zone (ext 47052) and
Steve Dennington, Head of Spatial Planning (ext 64973)

BACKGROUND PAPERS:

Croydon Growth Zone – Infrastructure Programme - 11 December 2017
<https://democracy.croydon.gov.uk/documents/s4489/Croydon%20Growth%20Zone%20Infrastructure%20Programme.pdf>

Growth Zone – Overview and Financial Arrangements for Repayment - 11 July 2016
https://democracy.croydon.gov.uk/Data/Cabinet/20160711/Agenda/cab20160711_07_01_report_and_appendix_1c40b.pdf?cmte=CAB&meet=49&href=/akscroydon/images/att7589.pdf

Croydon Growth Zone Delivery Plan and Programme, Peter Brett Associates, February 2018

Equalities Analysis

APPENDICES:

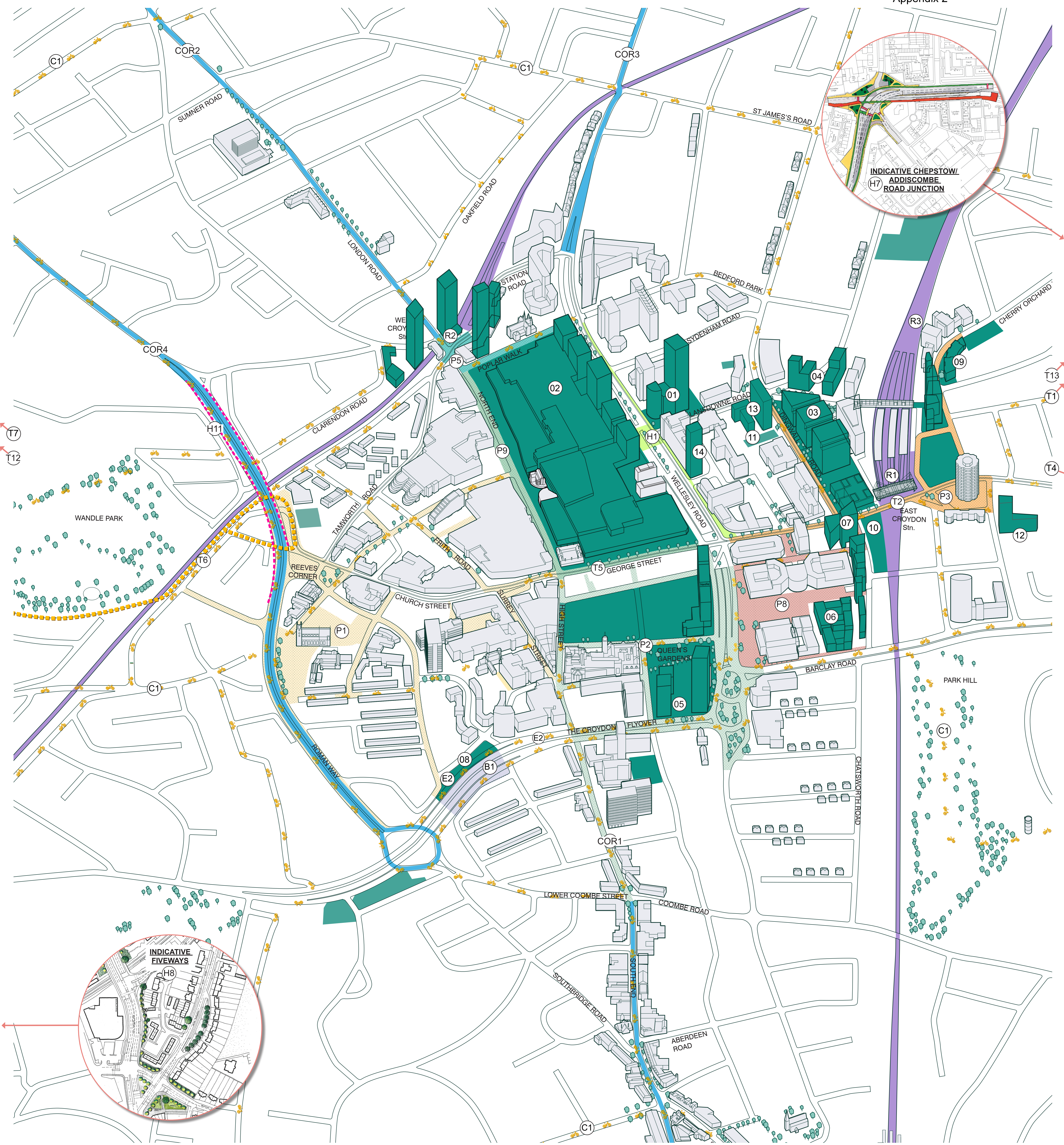
Appendix 1 – Growth Zone programme (2019-2023)

Appendix 2 - Growth Zone Map – Spatial expression of the Growth Zone Programme and Masterplan areas.

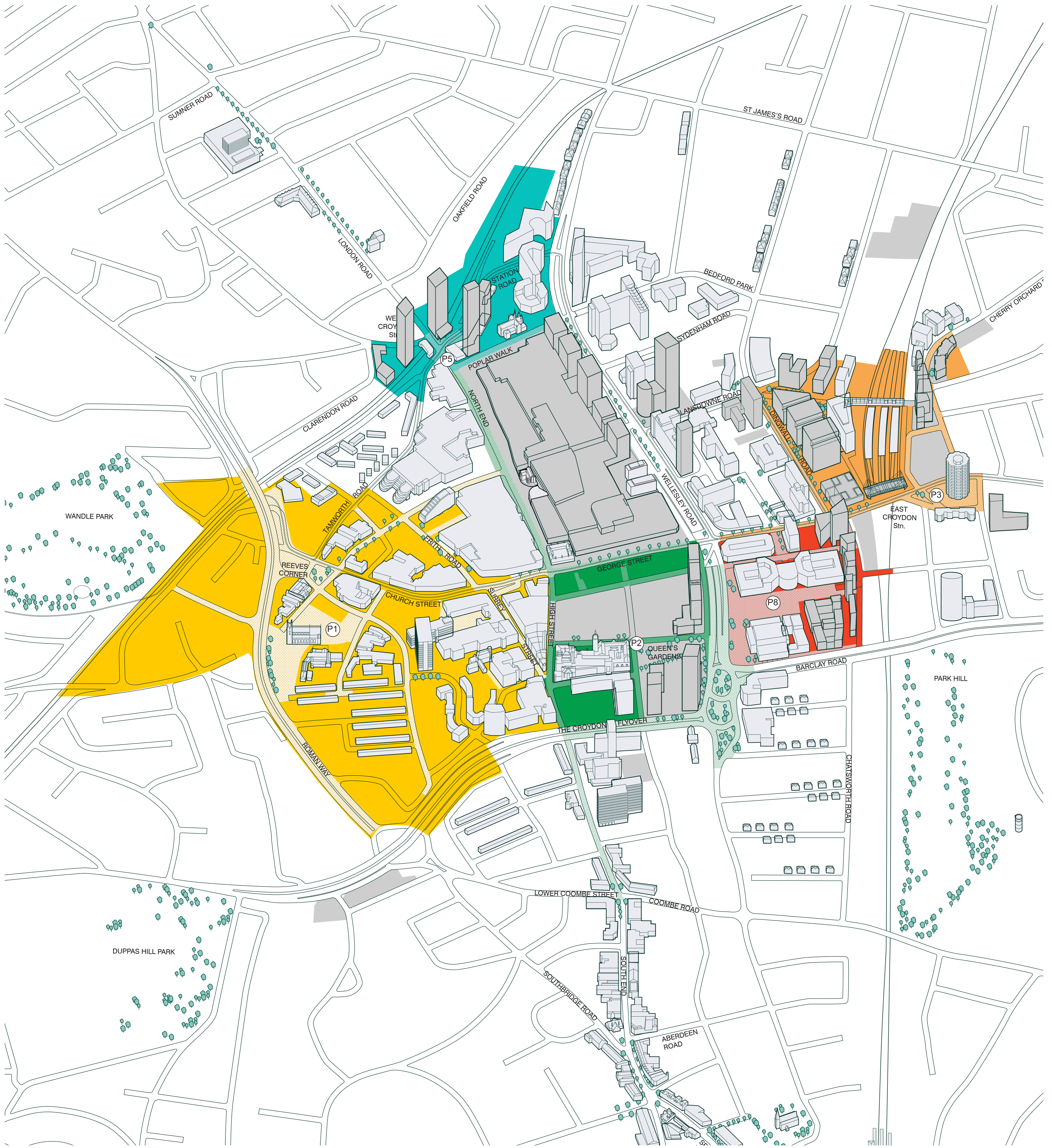
Growth Zone Programme – 2019-2023

Project/Initiative	Growth Zone funding requested for 2019/20 to 2022/23
<i>Transport</i>	
Trams – 1st Phase Network Enhancements and additional studies	26,775
Trams - George Street Tram Stop	1,081
Rail – West Croydon Station	11,410
Rail - Brighton Main Line (CARS), including East Croydon Station	1,000
Buses – Bus Priority	4,900
Buses – Bus Route Upgrades	10,000
Walking & Cycling Programme	14,194
Traffic Management/Variable Message Signs	1,000
Streets – A232 Chepstow Rd / Addiscombe Rd	4,120
Streets – Brighton Road Corridor	4,900
Streets – London Road Corridor	8,280
Streets – Mitcham Road Corridor	6,503
Streets - Fiveways	19,985
Streets - Wellesley Road Crossing	1,500
Delivery & Servicing Management	100
<i>Public Realm</i>	
P1 – Old Town Public Realm	
• Minster Green & Forecourt	1,967
• Drummond Road	233
• Frith Street, Keeley Road and Priddy's Road	320
• Arcade (High Street – Surrey Street)	52
• Access to Wandle Park	584
• St. Johns Road, Waddon Road and Rectory Green	80
• Church Road	294
• Old Palace Road	1,987
• Howley Road	198
P2 – Mid Croydon Public Realm	
• Thomas Turner path	210
• Katherine Street	376
• Park Street	2,403
• Mint Walk	383
• High Street	2,079
• Fell Road	3,686
• Park Lane gyratory	5,575
• North End	6,400
• George Street (west)	1,550
P3 – East Croydon Public Realm	
• George Street (East)	950
• Billinton Hill and Cherry Orchard Road	2,644
• Dingwall Road	992

P5 – West Croydon Public Realm	
• Poplar Walk	1,400
P8 – Fair Field	
• Fair Field	10,000
Construction Logistics	
• Growth Zone navigation app + updates/Urban Data Platform	150
• Vehicle Consolidation Centre	400
• CCTV monitoring	270
• Utility Co-ordination	150
• Travel Demand Management	200
• VMS signs	200
• HGV Emission Control and Monitoring	160
• Enforcement	110
• LBC/Utility/Developer Co-ordination Workshops and Forum	50
• Communications	50
• HGV Holding Areas	100
Parking	
• Controlled Parking Zone	1,000
• Technology	200
Culture	
• Croydon Lit	1,000
• Cultural Programme	500
Smart Cities	0
Social infrastructure – project development	500
Croydon Works	800
Energy - feasibility	100
TOTAL	£166,051

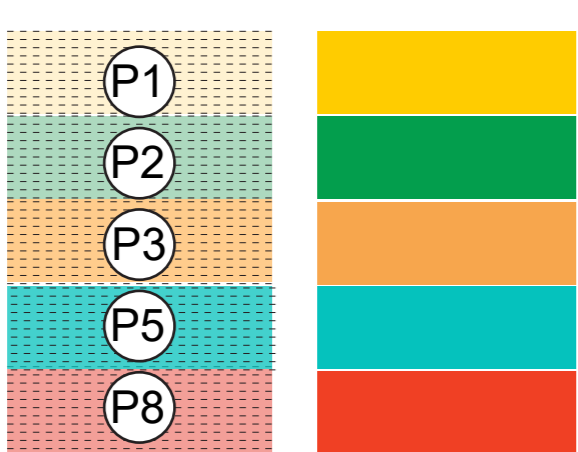


<p>CONSTRUCTION LOGISTICS sub-group (H11) HGV Holding Areas</p> <p>CULTURE sub-group (P7) (not illustrated)</p> <p>ENERGY sub-group (E2) District Energy Centre</p> <p>PARKING sub-group (H3) (not illustrated)</p> <p>PLACE AND PUBLIC REALM sub-group</p> <ul style="list-style-type: none"> P1 Old Town Public Realm P2 Mid Croydon Public Realm P3 East Croydon Public Realm P5 West Croydon Public Realm P8 Fairfield Public Realm <p>SMART CITIES sub-group (SC1-SC4) (not illustrated)</p> <p>SOCIAL INFRASTRUCTURE sub-group (S1-10) (not illustrated)</p>	<p>TRANSPORT sub-group</p> <p>BUS</p> <ul style="list-style-type: none"> B1 Bus improvements within the COA, including: - Wandle Road Bus Stand B2 Bus improvements outside the COA (not illustrated) <p>CYCLING</p> <ul style="list-style-type: none"> C1 Various cycle routes infrastructure <p>CORRIDORS</p> <ul style="list-style-type: none"> COR1 Brighton Road COR2 London Road COR3 Crystal Palace (indicative) COR4 Mitcham Road / Roman Way <p>HIGHWAYS</p> <ul style="list-style-type: none"> H1 Wellesley Road Crossing H2 COA Traffic Management (not illustrated) H7 A232 - Chepstow Road j/w Addiscombe Road H8 A23 - Fiveways H10 Delivery & Service Management (not illustrated) 	<p>RAIL</p> <ul style="list-style-type: none"> R1 East Croydon Station Rebuild R2 West Croydon Station Rebuild R3 Brighton Mainline Upgrade <p>TRAM</p> <ul style="list-style-type: none"> T1 Elmers End Second Platform T2 East Croydon Additional Platforms T3 Tram Network Enhancements T4 New Addington (12th) Additional Trams T5 George Street Tram Stop T6 Croydon to Morden Rd- Wandle Flyover Double Tracking T7 Croydon to Morden Rd- Phipps Bridge Double Tracking T8 Croydon to Morden Rd- Additional Trams T9 Stabling & Power Upgrades Part 1- Eastern Satellite Depot T12 Stabling & Power Upgrades Part 2- Therapia Lane T13 Beckenham Branch Capacity Enhancement 	<p>MAJOR PRIVATE DEVELOPMENTS</p> <ul style="list-style-type: none"> 01 One Lansdowne Road 02 Whitgift Centre 03 Ruskin Square (Commercial) 04 Ruskin Square (Residential) 05 Taberner House 06 College Green 07 101 George Street 08 Wandle Car Park 09 Morello 2 10 Mondial 11 Job Centre 12 Pocket Living 13 Carolyn House 14 Cambridge House
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PLACE AND PUBLIC REALM SUB-GROUP Programmes of work:

- Old Town Public Realm
- Mid Croydon Public Realm
- East Croydon Public Realm
- West Croydon Public Realm
- Fairfield Public Realm



CORRESPONDING MASTERPLANS AREAS:

- Old Town
- Mid Croydon
- East Croydon
- West Croydon
- Fairfield

REPORT TO:	CABINET 15 OCTOBER 2018
SUBJECT:	Third Local Implementation Plan (LIP3) & Liveable Neighbourhood Bid
LEAD OFFICER:	Shifa Mustafa, Executive Director, Place Heather Cheesbrough, Director of Planning & Strategic Transport
CABINET MEMBER:	Councillor Stuart King, Cabinet Member for Environment, Transport & Regeneration (Job Share)
WARDS:	All

CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON

This report sets out the details of Croydon’s draft Local Implementation Plan 3 (LIP3) and the associated Liveable Neighbourhood bid and seeks Cabinet approval to submit the documents to the Mayor of London and Transport for London for review and eventual approval. The documents are in support of and aligned with the following corporate priorities and policies:

AMBITIOUS FOR CROYDON – CORPORATE PLAN 2018-2022

Key themes:

- Transport and environment
- Creating jobs and growing the economy
- A healthier Croydon

FINANCIAL IMPACT

The LIP3 document includes a three year programme of investment for the Borough in which we must set out the schemes that we intend to deliver in order to meet the Mayor of London’s transport outcomes.

For the period of the LIP3 programme of investment from 2019/20 to 2021/22 the core Neighbourhoods and Corridors funding submission will be approximately £7.1m. There is also an additional £1.9m within the funding submission in relation to Bus Priority and Cycling Programmes part of TfL Strategic Funding.

The Liveable Neighbourhood bid will be for an anticipated further £8m of funding between 2019 and 2022 although this needs to be confirmed and therefore is only included in this report for information purposes.

KEY DECISION REFERENCE NO.: 1518CAB

The decision may be implemented from 1300 hours on the 6th working day after the decision is made, unless the decision is referred to the Scrutiny & Overview Committee by the requisite number of Councillors.

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

1. RECOMMENDATIONS

The Cabinet is recommended to:

- 1.1 Note the overarching Mayor's Transport Strategy (MTS) outcomes, draft Croydon objectives, three year programme of investment, target trajectories and overall approach for delivering the Third Local Implementation Plan (LIP3).
- 1.2 Approve the draft LIP3 core components at appendices A to D of this report as the basis of the draft LIP3 to be finalised by the Executive Director, Place, in consultation with the Cabinet Member for Environment, Transport and Regeneration (Job Share).
- 1.3 Agree that the Executive Director, Place, in consultation with the Cabinet Member for Environment, Transport and Regeneration (Job Share), be delegated authority to submit the draft LIP3 document to the Mayor of London for his review by the November 2018 deadline and to consult more widely on the draft LIP3.
- 1.4 Agree that the Executive Director, Place, in consultation with the Cabinet Member for Environment, Transport and Regeneration (Job Share), be delegated authority to finalise the LIP3 document for submission to the Mayor of London for his approval by the February 2019 deadline.
- 1.5 Approve the submission of the Liveable Neighbourhood funding bid to the Mayor of London and TfL based on the summary at section 5 of this report.

2. EXECUTIVE SUMMARY

2.1 This report:

- sets out the context of the Mayor's Transport Strategy and the need to develop a Third Local Implementation Plan (LIP3);
- summarises the key elements of the draft LIP3 including the local objectives, proposed schemes, programme areas and targets;
- seeks approval for the Executive Director, Place to finalise the draft of the LIP3 in consultation with the Cabinet Member for Environment, Transport and Regeneration (Job Share), submit the draft LIP3 to TfL and undertake wider stakeholder consultation;
- seeks approval for the submission of a Liveable Neighbourhood funding bid to TfL for local access and other improvements to the Old Town and Western Growth Zone area; and
- seeks delegated authority for the Executive Director, Place to approve any necessary changes to the final LIP3 document and Liveable Neighbourhood bid prior to submission to TfL and approval by the Mayor of London.

3. MAYOR'S TRANSPORT STRATEGY

- 3.1 The Mayor's Transport Strategy (MTS) was published in March 2018 and sets out the strategic direction for Transport in London over the next two decades.
- 3.2 The MTS seeks to deliver the integration of land use and transport, and the provision of a robust and resilient public transport network, with an ambitious aim to reduce Londoners' dependency on cars in favour of increased walking, cycling and public transport use. It sets out three priority themes for delivery:
- Healthy streets and healthy people
 - A good public transport experience
 - New homes and jobs
- 3.3 The MTS includes three new transport policy concepts that borough councils are required to consider:
- 'Vision Zero' road danger reduction approach
 - Road traffic reduction strategies
 - Liveable Neighbourhoods programme (replacing Major Schemes)
- 3.4 The key overarching framework for the new MTS is the 'Healthy Streets Approach'. This policy puts people and their health at the centre of our decision making, helping everyone to use cars less and to walk, cycle and use public transport more.
- 3.5 The MTS sets an overarching target that 80 per cent of all trips in London will be made by walking, cycling or public transport by 2041. The current figure for London is 63 per cent and in Croydon is 49 per cent.
- 3.6 The Mayor's Vision Zero ambition is that "no one to be killed in or by a London bus by 2030 and for deaths and serious injuries from all road collisions to be eliminated from the streets by 2041".
- 3.7 There are nine core outcome of the MTS that borough councils are required to work towards meeting:
- Healthy Streets and Healthy People*
- 1) London's streets will be healthy and more Londoners will travel actively
 - 2) London's streets will be safe and secure
 - 3) London's streets will be used more efficiently and have less traffic on them
 - 4) London's streets will be clean and green
- A Good Public Transport Experience*
- 5) The public transport network will meet the needs of a growing London
 - 6) Public transport will be safe, affordable and accessible to all
 - 7) Journeys by public transport will be pleasant, fast and reliable
- New Homes and Jobs*
- 8) Active, efficient and sustainable travel will be the best options in new developments
 - 9) Transport investment will unlock the delivery of new homes and jobs.

4. LOCAL IMPLEMENTATION PLAN

4.1 Borough councils are required to set out their proposals for implementing the MTS in their area. This is through the Local Implementation Plan (LIP). It is a legal requirement under the GLA Act 1999 section 145 for borough councils to prepare a LIP “as soon as reasonably practicable” after the Mayor has published his Transport Strategy.

4.2 This is the third LIP document that borough councils are required to produce and henceforth it is known as the LIP3. The LIP3 document must include:

- details of the transport issues and challenges facing the Borough;
- local objectives setting out how it will meet the MTS outcomes;
- a three year LIP programme of investment for the Borough from 2019/20 to 2021/22 including costed and indicative funding with description and risks;
- a list of all potential long term transport schemes to be implemented in the Borough to 2041;
- detail of match funding sources for all LIP schemes, e.g. borough council capital, s106, CIL, Growth Zone funding;
- Borough outcome indicator targets and monitoring plan for meeting them; and
- strategic environmental assessment of the draft LIP3 proposals.

LIP3 Development Timetable

4.3 The timetable for local authorities to develop, finalise and obtain approval for their LIP documents has been set by the Mayor and TfL and is outlined below:

- submit draft LIP3 documents for consultation to TfL, GLA and other statutory consultees (including general public) by 3rd November 2018;
- TfL, GLA and statutory consultees will respond to the draft LIP3 with comments by 10 December 2018;
- Borough councils then have until 16th February 2019 to submit their final LIP3 to TfL reflecting the comments received in the consultation period; and
- the Mayor is due to approve the documents by the end of March 2019 with the final LIP3 being published in April 2019.

4.4 The core components of draft LIP are summarised in the remainder of this section (section 4) of this report with more detail appended to this report. A first draft of the accompanying text for the body of the LIP3 is provided as one of the background documents to this report.

Challenges facing the Borough

4.5 In the LIP3 document borough councils are required to outline the key challenges and issues facing it that will influence transport and movement. Below is a summary of the key challenges and issues identified for Croydon in the draft LIP3:

- Huge growth in the form of 32,000 new homes by 2036, with 10,000 of these and 23,500 new jobs in the Growth Zone.
- An ageing population with the number of residents over 65 increasing by 41 per cent by 2031.
- Epidemic of inactivity with only 26 per cent of Croydon residents undertaking the minimum 20 minutes of active travel each day needed to stay healthy.

- One in three children in Croydon are now overweight and two in three adults are overweight.
- There are 400,000 potentially cycle-able daily journeys in Croydon but currently only 6,000 are cycled per day. Croydon has the lowest cycling mode share of all London boroughs (0.7%).
- Croydon has the largest internal car commuting of all the London boroughs.
- Car ownership has increased from 132,000 in 2001 to 148,000 in 2016.
- 7.5 per cent of premature deaths in Croydon are linked to air pollution.
- Average bus wait times in the Borough have increased by 9 per cent in two years.
- Overcrowding on the tram and rail network is a significant problem and set to worsen and many rail stations in the Borough are still not fully accessible.

Draft LIP3 Objectives

- 4.6 The proposed key local objectives outlined in the draft LIP3 expressing how Croydon will meet the outcomes in the MTS are detailed below:
1. Croydon will look to reduce the number of local in-borough car journeys by creating a transport network that prioritises walking, cycling and public transport.
 2. Croydon will create healthy streets and neighbourhoods that encourage walking and cycling, where traffic volumes and speeds are low.
 3. Croydon will improve accessibility for pedestrians and cyclists through increased priority at key junctions and reduced severance caused by major roads, railway lines and parks (after dark).
 4. Croydon will deliver the network of cycle routes outlined in the Croydon Cycle Strategy.
 5. Croydon will support and deliver the principles of the Vision Zero Action Plan working towards ensuring we have the safest roads in London with no killed or serious injuries on our roads by 2041.
 6. Croydon will reduce the volume of traffic on our roads and associated congestion through better management of our roads and kerbside space, and by offering pleasant, practical and safe alternatives to the private car and vans.
 7. Croydon will tackle road based air pollution by reducing traffic volumes, supporting the shift to zero emission vehicles and introducing new green infrastructure.
 8. Croydon will work with the Mayor, TfL, Network Rail, bus operators and train operating companies (TOCs) to improve public transport links, reduce overcrowding on the public transport network and ensure Croydon is the best connected metropolitan centre in Outer London.
 9. Croydon will work with the Mayor, TfL, Network Rail, bus operators and TOCs to ensure the entire public transport network is accessible, safe and step free.
 10. Croydon will work with TfL to improve the efficiency and reliability of bus services to accommodate growth in the Borough.

11. Croydon will ensure all new development incorporates the ten Healthy Streets principles into their design, and ensure they are integrated with local walking and cycling networks as well as public transport.
12. Croydon will work with key partners to increase the public transport capacity in the Borough to support the creation of new homes and jobs planned over the next two decades.

Proposed LIP3 Delivery Plan & Programme Areas

- 4.7 Borough councils are required to include a Delivery Plan in their LIP3 that outlines the projects and programme areas that will contribute to the delivery of the Mayor's Transport Strategy. Croydon's draft LIP3 three year programme at appendix B of this report deals only with the funding provided by TfL to support implementation of LIPs. The much more significant contribution towards achieving the Transport Strategy objectives via the Growth Zone is outlined at appendix C. In appendix B it is proposed to retain many of the previous LIP2 work areas whilst reflecting the new MTS outcomes and policy frameworks specifically the *Healthy Streets* principles, *Vision Zero* ambition and a road traffic reduction strategy.
- 4.8 The Council will focus the limited resources that are provided through LIP funding on areas of the Borough that have been identified as having the greatest potential for meeting the MTS outcomes and targets. This will include factors such as; accident history, propensity to walk and cycle, propensity to shift from car use, higher levels of deprivation, poorer air quality and the number of schools and other sensitive sites such as hospitals.
- 4.9 The following programme areas and projects being proposed in Croydon's draft LIP3 are detailed below:
 - *Healthy Schools Neighbourhoods* – this will be a holistic approach to tackling the school run and encouraging walking and cycling to and from school whilst also helping all in the neighbourhood make local journeys on foot and by bike. It will include a package of measures such as school pedestrian zones, bikeability training, school safety schemes, neighbourhood traffic reduction schemes and behaviour change measures, all focused upon a cluster of schools in the same neighbourhood at the same time. Two areas that have been identified as having clusters of schools suitable for piloting the concept are Broad Green and Upper Norwood.
 - *Dockless and electric bike share schemes* – this will involve the successful introduction of a dockless and hub based bike share scheme that will include electric bikes (e-bikes). The e-bikes in particular will help contribute to improving accessibility in areas to the south of the Borough that have hillier terrain and poorer public transport coverage. A dockless and e-bike hire scheme will be a key means for supporting the intensification areas identified in the Council's Suburban Design Guide Supplementary Planning Guide (SPD2).
 - *Cycling Strategy* – the proposals and infrastructure schemes previously agreed through the Croydon Cycling Strategy will continue to be progressed and funded as part of the LIP3 alongside Growth Zone funding. This includes the Cycle Quietway route to Sutton, safe cycle routes in parks and

- residential areas, and the continued installation of secure cycle parking provision at all rail stations, district centres and residential areas.
- *Walking and Pedestrian Improvements* – this programme area will include continued provision of safe and secure pedestrians crossing facilities, with dedicated pedestrian phases and pedestrian countdown where appropriate. There will continue to be funding for accessibility improvements to the public realm to ensure residents with mobility issues are able to access local amenities and public transport. It also includes funding to improve and upgrade Public Rights of Way.
 - *Buses* – TfL provides funding for bus improvements through the Strategic Bus priority programme however this only applies to main bus corridors. This funding programme will examine what can be done to improve bus services in the south of the Borough, with specific focus upon improving accessibility to support the suburban intensification areas. As well as traditional bus services the work will also consider new concepts such as on demand minibuses and autonomous vehicles.
TfL's funding is being more than matched by Growth Zone funding for Bus Priority and Bus Standing
 - *Behaviour change* – this work stream includes a variety of activities such as cycle training, led rides, cycling events, promotional events, education and behaviour change projects to encourage more walking and cycling.
 - *School Travel Plans* – This is a continuation of the school travel planning programme for schools that are outside of the Healthy Schools Neighbourhoods areas.
 - *Vision Zero, Safer Streets* – this will be an evidence led approach to road danger reduction and safer streets in accordance with the Vision Zero Action Plan. The Mayor's aim is for no one to be killed in or by a London bus by 2030, and for all deaths and serious injuries from road collisions to be eliminated from London's streets by 2041. Croydon's Vision Zero Safer Streets programme will focus upon improving safety in our district centres with the highest collision rates involving vulnerable road users. It will involve aligning our road safety engineering schemes to match Vision Zero principles. It will include the introduction of 20mph zone on main roads in district centres and other locations with higher than average casualty incidences. It will consider how the design of the street contributes to road traffic collisions and where appropriate look at improvements such as junction realignment, gateway treatments and improve pedestrian crossing provision.
 - *Car Clubs* – this programme area will continue the expansion of Car Clubs in the Borough including electric vehicle charging provision and the introduction of flexible Car Clubs in the north of the Borough. This will reduce the need for individual car ownership by increasing access to shared car club vehicles.
 - *Electric Mobility* – this will support the Council's ambition to install 400 electric vehicle charging points across the Borough by 2022 and enable the shift to zero tailpipe emission vehicles resulting in improved air quality.
 - *Traffic reduction strategies* – this programme area will investigate and deliver new strategies for reducing traffic volumes and congestion in the Borough as required by the MTS. It will include reviews of parking management in the Borough, with a focus upon reducing the number of staff driving for work through the implementation of a Council Staff Travel Management Plan. The work stream will also consider the demand

management tools proposed in the MTS and understand whether they are appropriate mechanisms for both reducing traffic congestion and funding new transport infrastructure such as tram extensions.

- *Construction Logistics & Freight Management* – this work will consider options for better managing construction traffic through the establishment of a Construction Consolidation Centre. It will also continue the work to monitor and enforce construction and logistics plans for development sites. A further piece of work will involve assessing the feasibility of micro-consolidation, micro-distribution centres and cargo bike delivery schemes in the Borough in order to reduce freight movements and deliveries.

4.10 There are a number of other discretionary LIP programme areas where funding is provided on a needs or competitive bidding basis. The programmes include:

- *Principal Road Network Maintenance* – this includes resurfacing and major maintenance works on the strategic road (A roads) network in the Borough. In recent years Croydon has received up to £1 million per annum from TfL for repairing our main roads. However the TfL has decided to freeze all Principal Road Network Maintenance funding (other than for ‘emergencies’) to borough councils for a period. This is a result of the ending of revenue support to TfL from central government and London being unable to seek monies from the new National Roads Fund, which is funded by ring-fenced Vehicle Excise Duty (VED).
- *Bridge Strengthening* – funding is allocated to borough councils based upon an assessment and prioritisation of critical road bridges and structures Londonwide. As with Principal Road Maintenance Funding, there is a short term funding freeze but the likes of Black Horse Lane Bridge will be funded to completion. However the funding need / amount for the Bridge for 2019/20 has yet to be confirmed with TfL.
- *Liveable Neighbourhoods* – this replaces the previous ‘Major Schemes’ programme area. The objective of the programme is to deliver transformational changes to town centre areas or adjacent residential neighbourhoods through dramatically improved walking and cycling conditions, and reducing traffic dominance. It is recommended that a bid for funding currently anticipated at £8million be submitted focused on the Roman Way corridor and extending into the neighbourhoods either side (some of the agreed Growth Zone Walking and Cycling Programme and Public Realm Programme etc. funding would be indicated as an amount of match funding to / as part of the bid).

4.11 TfL will also fund a number of other work areas called Strategic Funding Programmes. These tend to be areas that the Mayor considers strategic priorities and require cross borough cooperation. They include:

- Borough Cycling Programme
- Mayor’s Air Quality Fund
- Bus Priority Programme

4.12 A three year costed and indicative programme of investment (using TfL Funding) for the period of 2019/20 to 2021/22 can be found in appendix B.

Draft LIP3 Long Term Interventions up to 2041

4.13 Borough councils are required to outline their long term ambitions for transport improvements and how this list of schemes supports its long term aspiration for

the borough (consistent with the MTS outcomes and policies). A full draft list of transport aspirations and proposals for the Borough up to 2041 are outlined in appendix C.

Monitoring & Targets

- 4.14 Borough councils are required to set indicator targets against the MTS mode share aim and outcomes using the respective outcome indicators set by TfL. Details of the Croydon outcome indicator targets and associated delivery targets are listed in appendix D.
- 4.15 The key overarching mode share target for Croydon is “to reduce the number of journeys made by car and shift these journeys to walking, cycling and public transport, so that by 2021/22, 50per cent of all journeys are by sustainable modes and by 2041 the figure is 63per cent”. The current mode share figure for Croydon is 49 per cent.
- 4.16 This supports the overall London wide target of 80% of all journeys by walking, cycling and public transport by 2041. This will be a very challenging target for the Borough to meet and a robust traffic reduction strategy will need to be implemented to ensure it can be met.

5. LIVEABLE NEIGHBOURHOOD BID SUBMISSION

- 5.1 The ‘Liveable Neighbourhoods’ programme replaces the previous ‘Major Schemes’ programme. The TfL programme has a total budget of £114.9m over five financial years (2017/18 – 2021/22). Borough councils are required to develop project proposals and submit bid applications with a range of £1million to £10million, with the majority probably expected to be under £5million.
- 5.2 The Mayor’s intention is that they will deliver attractive, healthy, accessible and safe neighbourhoods for people. Typically, this will involve changes to town centres and their surrounding residential areas to improve conditions for walking and cycling and reduce traffic dominance. This may include new pedestrian crossings, a network of good cycle routes, reduced parking provision, redesigned junctions, restrictions on motor traffic in town centres, high streets and residential streets, and wider improvements against each of the ten Healthy Streets Indicators.
- 5.3 The Strategic Transport Team in partnership with Regeneration, Spatial Planning and Public Health has developed a bid proposal to reduce the severance on western side of the Growth Zone whilst also incorporating a School Super Zone.
- 5.4 The Ring Road is formed of Roman Way and Old Town to the immediate west and the Croydon Flyover to the south west of the town centre. These roads are up to six carriageway lanes wide in places and when they were built they severed the local residential communities from the ‘Old Town’ area, making it inhospitable and difficult to walk or cycle into the town centre.

- 5.5 The flyovers and underpasses not only act as a physical barrier to pedestrian movement but they are also a psychological barrier resulting from the noise generated by the fast moving traffic, the fear of crossing the road, the dark and intimidating subways, and the harsh concrete structures. The aim of this project is to break down the physical and psychological barriers and reconnect the areas to the west and east of Roman Way with the Old Town area by reducing severance through the creation of new crossings and gateway treatments.
- 5.6 It will involve reducing traffic dominance of the Ring Road by reallocating roadspace to pedestrians and cyclists and introducing new green infrastructure, innovative lighting and public art. These interventions will help counter the grey concrete, traffic noise and air pollution, and transform the perception of the underpasses, turning them into an attraction in their own right.
- 5.7 The proposal includes a number of the schemes outlined in the Old Town Masterplan including the plans to enhance the urban realm, particularly around the historic Croydon Minster and to create a new public space at Reeves Corner.
- 5.8 Public Health and partners in the Council are working together to develop proposals for a School Super Zone and will focus on the 400 metres around a school that has a student catchment area within the proposed Liveable Neighbourhood area.
- 5.9 Details of the Liveable Neighbourhoods Expression of Interest (EOI) can be found in the background papers to this report.
- 5.10 The deadline for the full application submission to TfL is the 30th November 2018. The anticipated level of funding the Croydon bid will be for is £8 million.

6. DELEGATED AUTHORITY REASON

- 6.1 It is recommended that the Executive Director of Place, in consultation with the Cabinet Member for Environment, Transport and Regeneration (Job Share) be delegated authority to finalise the draft LIP3, to make any further amendments to the document following submission to TfL and wider consultation and prepare and submit the Liveable Neighbourhoods bid.
- 6.2 The reason for this request is because:
- TfL has set an extremely challenging timetable for the preparation of the LIP3 which overlaps with the timetable for submission of Liveable Neighbourhood bids;
 - TfL has suggested that it be sent drafts of the emerging LIPs prior to their formal submission in November in order that TfL can provide feedback and advice on the emerging LIP content; and
 - After the submission of the draft LIP3 on the 3rd November for consultation, comments and response to the consultation will be accepted until the 10th December 2018. The final LIP3 document then needs to be amended to reflect any comments made by TfL and other statutory consultees to the document and the Strategic Environmental Assessment (SEA) Scoping Report and then resubmitted for final approval to the Mayor of London by

- the 15th February 2019.
- The delegation is sought in order to make such changes. The TfL dictated programme prevents bringing the revised final LIP3 to Cabinet in January 2019.
 - The Liveable Neighbourhood bid development also has to be undertaken within a very challenging timescale. Preparation of the bid and discussions with TfL on the bid proposal will continue up until the 30th November submission date. The detail of the bid will continue to be developed during these processes and delegated authority is requested to approve the final bid submission.

7. CONSULTATION

- 7.1 When the draft LIP3 document is submitted to TfL on the 3rd November 2018 it will also be sent to all statutory consultees such as neighbouring borough councils and the Commissioner of Police as required by the Act. In addition to the requirements of the Act, copies of the draft LIP and consultation questionnaires will be placed in libraries and on the Council's website for 6 weeks. Natural England, English Heritage and the Environment Agency will also be consulted primarily on the SEA Scoping Report as part of the Strategic Environmental Assessment process.
- 7.2 Presentations on the LIP3 process have been given to Croydon's Mobility Forum and Cycling Forum. Additionally as part of the consultation process and to involve representatives of potentially affected groups within the Equalities Impact Assessment process forum members were invited to two stakeholder workshops on the 6th September 2018. There were 18 participants which included local residents, council officers, councillors, and Cycle and Mobility forum members.
- 7.3 An online engagement campaign was also undertaken asking staff, residents and visitors to complete an online survey giving their views on transport in Croydon in order to shape the LIP3 document. The surveys will remain active until the end of September 2018. As of 24th September 2018 over 912 people had completed the survey. Initial summary of results reveal that:
- 86% of respondents agreed that traffic levels are too high in Croydon.
 - 44% of respondents agreed that traffic speeds are too high, with 37% disagreeing, 19% were not sure.
 - Less than 5% agreed that the street environment encouraged them to cycle, whilst 77% disagreed, with over 52% disagreeing strongly.
 - Over 55% agreed that children should be able to play in residential streets, 26% disagreeing.
 - 74% stated that they are concerned about air quality.
 - 72% agreed that traffic levels need to be lower.
 - 40% agreed they would cycle more if conditions were right, with 43% disagreeing.
 - 64% stated they would use public transport more if it was convenient.

- 61% would travel by car less if the alternatives were better.
- 78% agreed that less vehicles would mean better air quality.

7.4 The surveys can be found here:

- <https://getinvolved.croydon.gov.uk/KMS/DMart.aspx>
- <https://intranet.croydon.gov.uk/news/lets-talk-transport-croydon>

7.5 The feedback and responses from both the workshops and the online survey have been considered when developing the draft LIP3 objectives and proposals.

8. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Revenue Budget available				
Expenditure	0	0	0	0
Income	0	0	0	0
Effect of decision from report				
Expenditure	0	0	0	0
Income	0	0	0	0
Remaining budget	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Capital Budget available				
Expenditure				
Income	0	(2,914)	(2,985)	(3,185)
Effect of decision from report				
Expenditure	0	2,914	2,985	3,185
Income				
Remaining budget	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

The effect of the decision

- 8.1 TfL provides annual funding to support delivery of the LIP programme. The Borough will receive annual core funding through the 'Neighbourhoods, Corridors and Supporting Measures' programme, allocated on a formula basis. TfL will also provide additional funding for schemes they have identified that meet the Mayor's strategic priorities such as Bus Priority, Cycling and Air Quality.
- 8.2 Local authorities are also able to bid for discretionary funding on a competitive bidding basis, these programme areas include Principal Road Maintenance, Bridge Strengthening and Liveable Neighbourhoods (formerly Major Projects).

- 8.3 TfL has highlighted that the funding allocations (including that for Corridors, Neighborhoods and Supporting Measures) are only advisory. TfL reserves the right to lower allocations post Annual Spending Submission. The level of funding for 2019/20 is expected to be reduced by 15% compared to previous years due to TfL budget shortfalls.
- 8.4 Receiving the core LIP3 funding allocation and successfully submitting bids for additional funding will enable a number of strategic and corporate priorities and projects to be progressed and delivered.

Table 1: LIP3 indicative funding allocations and funding bids for 2019/20-2021/22

Programme area	2019/20	2020/21	2021/22
Neighbourhoods & corridors	£2,385,000	£2,385,000	£2,385,000
Bridge strengthening	TBC	TBC	TBC
Principal road maintenance	0	0	0
Liveable Neighbourhood Bid	TBC	TBC	TBC
Borough Cycling	£329,000****	£400,000***	£600,000***
Bus Priority (provisional figures)	£200,000	£200,000	£200,000
Totals	£ 2,914,000	£ 2,985,000	£ 3,185,000

*Bridge strengthening indicative funding requests

**Principal Road Maintenance funding frozen by TfL however bid will still be submitted.

***Cycling Quietways funding requests for future years 20/21-21/22

**** Cycling Quietways indicative funding allocation for 2019/20

Risks

- 8.5 The risks associated with the LIP3 programme are from TfL reducing or withdrawing funding for future years resulting in the abandonment or curtailment of projects and corporate priority schemes. However this is mitigated by the fact that each year, the Council must submit a more detailed and revised programme to TfL to release the following year's LIP Funding allocation in the form of the Annual Spending Submission (ASS). If there is a reduction in funding then the Council will be informed several months before and necessary project adjustments can be made.
- 8.6 The risks associated with not producing a LIP document are that the Council could be subject to action by the Greater London Authority or Mayor as it is a legal requirement for all London Boroughs to produce one.
- 8.7 The risks associated with producing an LIP document that is deemed inadequate are that there will be a delay to obtaining approval from the Mayor with resulting delays to the release of funding for delivering the LIP programme.

Future savings and efficiencies

- 8.8 The delivery and implementation of the LIP3 programme will be undertaken using the Council's framework contract and highways contractor.

Approved by: *Flora Osiyemi* - Head of Finance, Place Department

9. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 9.1 The Solicitor to the Council comments that under section 145 of the Greater London Authority Act 1999 each London Borough needs to prepare a local implementation plan containing its proposals for the implementation of the MTS in its area. The Council in preparing the implementation plan is to consult the following individuals and or organisations: a) the Commissioner of Police for the Borough, b) TfL, c) such organisations representative of disabled persons as the Council considers appropriate, d) any other neighbouring Councils which may be affected by the implementation plan, and e) any other body or person that the Mayor of London directs the Council to consult with.
- 9.2 The draft LIP also falls within the definition of a 'plan or programme' under the Environmental Assessment of Plans and Programmes Regulations 2004 such that it must be subject to a strategic environmental assessment.

Approved by: Sean Murphy, Head of Commercial and Property Law & Deputy Monitoring Officer on behalf of the Director of Law and Monitoring Officer

10. HUMAN RESOURCES IMPACT

- 10.1 There are no immediate HR implications that arise from the recommendations in this report for Croydon Council staff.

Approved by: *Sue Moorman*, Director of Human Resources

11. EQUALITIES IMPACT

- 11.1 A key priority for the Council is to work with our partners to make Croydon a stronger fairer place for all our communities. Croydon's Opportunity and Fairness Plan 2016-20 outlines action to tackle inequalities such as educational attainment, health, homelessness, unemployment, crime and social isolation, particularly in the borough's six most deprived wards.
- 11.2 A Health Impact Assessment has been undertaken to understand what the impacts of the different policies and proposals will have on the health of the Croydon population, and what the negative and positive outputs might be.
- 11.3 An Equalities Analysis has also been undertaken to ascertain the potential impact on protected groups in the Borough. This concluded that a full equality analysis does not need to be undertaken due to the fact that the equality impact score was graded as low risk. We will need to ensure any mitigating actions to address potential negative impacts are delivered.
- 11.4 The Health Impact Assessment and Equalities Analysis can be found in the Background Papers.

12. ENVIRONMENTAL IMPACT

- 12.1 A Strategic Environmental Assessment (SEA) is being undertaken in parallel with the preparation of the draft LIP3. The SEA Scoping Report will be submitted to TfL alongside the draft LIP3 as part of the consultation process. The SEA will assess the emerging LIP3 against a series of SEA / environmental objectives based on a variety of legislation, guidance and policy. The SEA Environmental Report will be submitted with the final LIP3 in February 2019. The SEA Scoping Report will be placed in the Members Room and on the Council website alongside the draft LIP3.
- 12.2 The Mayor's Transport Strategy was subject to a comprehensive SEA details of which can be found in the Background Papers section below.

13. CRIME AND DISORDER REDUCTION IMPACT

- 13.1 A number of the projects and programmes within the third LIP support the Council's wider objective to improve community safety, specifically with regards to reducing road danger and reducing traffic collisions and associated casualties.
- 13.2 The design of public realm schemes will involve liaison and consultation with the Metropolitan Police Service to reduce the risk to personal safety.

14. OPTIONS CONSIDERED AND REJECTED

- 14.1 The option of not drafting a LIP3 document was not considered as it is a legal requirement for boroughs to develop and submit one to the Mayor of London.
- 14.2 The option of not submitting a Liveable Neighbourhood bid was also considered however it was rejected as Croydon has been identified as having a very strong case for being awarded funding. This is because the borough has some of the greatest potential for mode shift from private vehicles to sustainable modes of travel in London. Additionally with the withdrawal of funding from the City of Westminster for the pedestrianisation of Oxford Street there is an expectation that additional funding may be available to other boroughs that submit Liveable Neighbourhoods proposals.

CONTACT OFFICER:

Heather Cheesbrough – Director of Planning and Strategic Transport
Ian Plowright, Head of Transport
Ben Kennedy, Strategic Transport Manager (Policy & Planning)

APPENDICES TO THIS REPORT:

- A. Draft LIP3 Objectives
- B. Draft LIP3 Indicative Programme of Investment for 2019/20 to 2021/22
- C. Draft LIP3 Long Term Interventions up to 2041
- D. Draft LIP3 Borough Outcome Indicator Targets

BACKGROUND PAPERS:

TfL Guidance Document for Developing the Third Local Implementation Plan
<http://content.tfl.gov.uk/third-lips-guidance-2018.pdf>

TfL Liveable Neighbourhoods Programme Guidance Document
<http://content.tfl.gov.uk/tfl-liveable-neighbourhood-guidance.pdf>

Integrated Impact Assessment for the Mayor's Transport Strategy
https://consultations.tfl.gov.uk/policy/mayors-transport-strategy/user_uploads/mts-ia---final-scoping-report.pdf

1st Draft of the proposed main body text for the LIP3

LIP3 Health Impact Assessment & Equalities Analysis reports

Liveable Neighbourhood Expression of Interest & Overview Map

APPENDIX A – LIP OBJECTIVES SETTING

MTS Drivers		Healthy Streets and healthy people			
MTS Outcomes	Overarching mode share aim – changing the transport mix	Outcome 1: London's streets will be healthy and more Londoners will travel actively	Outcome 2: London's streets will be safe and secure	Outcome 3: London's streets will be used more efficiently and have less traffic on them	Outcome 4: London's streets will be green and clean
Challenges & opportunities	<ul style="list-style-type: none"> Highest levels of in-borough commuting in London – too many short car trips <5km Technology advances and advent of autonomous vehicles Loss of 11,000 jobs in Croydon town centre in past decade, residents having to travel further afield for work 	<ul style="list-style-type: none"> Low physical activity – resulting impacts on obesity, poor physical health, mental health and social isolation Very low and decreasing cycling levels (unique in London) Low levels of access to bicycles Hilly topography in north & south of borough Ageing population Accessibility through parks after dark Physical severance by roads & rail infrastructure 	<ul style="list-style-type: none"> Speeding traffic, driver behavior resulting in road danger and fear of cycling and walking Lack of enforcement and traffic police presence on London's roads Lack of safe pedestrian provision at key junctions Accommodating cycle routes alongside bus priority on main movement corridors 	<ul style="list-style-type: none"> External traffic cutting through residential areas School run car trips are a key cause of traffic congestion in the borough Increasing car ownership in recent years High numbers of staff driving to and from work Increase in online deliveries & associated traffic Increasing population 	<ul style="list-style-type: none"> Air pollution along main radial roads from traffic sources School run congestion Idling engines outside schools and town centres Significant surface water flooding risk in parts of borough
Local Overarching Objectives	<ol style="list-style-type: none"> Croydon will reduce reliance on the car for local in-borough car journeys by creating streets and a transport network that prioritises walking, cycling and public transport. 	<ol style="list-style-type: none"> Croydon will create healthy streets and neighbourhoods that encourage walking and cycling, and where traffic volumes and speeds are lower. Croydon will improve accessibility for pedestrians and cyclists through increased priority at key junctions and reduced severance caused by major roads, railway lines and parks. Croydon will implement and deliver the network of cycle routes outlined in the Croydon Cycle Strategy 	<ol style="list-style-type: none"> Croydon will support and deliver the principles of the Vision Zero Action Plan and work towards ensuring we have the safest roads in London with no killed or serious injuries on our roads by 2041. 	<ol style="list-style-type: none"> Croydon will reduce the volume of traffic on our roads and associated congestion through better management of our roads and kerbside space, and by offering pleasant, practical and safe alternatives to private cars and vans. 	<ol style="list-style-type: none"> Croydon will tackle road based air pollution by reducing traffic volumes, supporting the shift to zero emission vehicles and introducing new green infrastructure.
Short – medium term delivery objectives & proposals (2019-2025)	<ul style="list-style-type: none"> Reduce the number of local car trips and to ensure that by 2021/22 at least 50% of all journeys made residents are by walking, cycling and public transport 	<ul style="list-style-type: none"> Deliver direct, safe and high quality cycle highways between central Croydon and local centres by 2023. Deliver a network of safe and quiet cycle routes through low traffic residential neighbourhoods to encourage new cyclists. Secure funding & deliver a Liveable Neighbourhood scheme to the west of the Growth Zone area. Reduce severance by removing or improving intimidating subways and underpasses. Improve access for pedestrians and cyclists through our parks and open spaces after dark by introducing lighting and improving security. Improve access to cycles for our residents by introducing a shared cycle hire scheme that includes e-bikes. Expand and upgrade our network of greenways and public rights of way to encourage more leisure walking and cycling trips. Continue to create attractive high streets and district centres with high quality public realm, good signage and legibility. Continue the installation of visitor cycle parking at key destinations and secure residential cycle parking. Rollout the Healthy Schools Neighbourhoods programme to work with schools, parents and local residents to increase walking and cycling trips in these neighbourhoods. 	<ul style="list-style-type: none"> Lobby the Metropolitan Police to enforce 20mph limits on all our residential streets and introduce speed reduction measures on streets where there is evidence of an ongoing speed and safety issue. Extend 20mph speed limits onto our main roads in busy pedestrian areas such as district and town centres, and other locations with specific safety concerns. Provide safe and secure crossing facilities with dedicated pedestrian phases at all key junctions in the borough, including pedestrian countdown where appropriate. Work with local residents to reduce external through traffic in residential areas using the Low Traffic Neighbourhoods principles. Undertake targeted behavior change campaigns to encourage safer behaviours amongst drivers. 	<ul style="list-style-type: none"> Implement and deliver the Healthy Schools Neighbourhoods programme to work with schools, parents and local residents to reduce school run vehicle trips and tackle the associated congestion and air pollution. Work with businesses and residents to reduce the impact of deliveries and the growth in the online economy on our road network Investigate and deliver new strategies for reducing traffic volumes and congestion in the borough Review the number of Council staff needing to drive their own car for work and reduce the impacts of parking stress around the Council offices. Reduce the need for residents to own their own car by increasing access to car club vehicles, and enabling the expansion of flexible car clubs into the borough. Manage the impacts of parking demand on our roads by continuing the introduction of parking controls where supported by the local community, and ongoing review of existing schemes. 	<ul style="list-style-type: none"> Support the shift to electric and low emission vehicles by introducing over 400 electric vehicle charging points in the next 4 years. Facilitate the expansion of rapid electric vehicle charging hubs for particular use by taxis and freight vehicles. Investigate the feasibility for micro-consolidation and micro-distribution hubs around the Growth Zone and in our industrial areas & a cargo bike delivery scheme. Introduce 3500 new street trees and new green infrastructure along our main roads with known air pollution issues. Investigate the creation of localised zero emission zones around vulnerable sites in the borough such as Croydon University Hospital and schools that include no idling enforcement. Ensure that construction and development related traffic in the Growth Zone does not negatively impact on air quality and the safety of pedestrians and cyclists through strict enforcement of Construction and Logistics Traffic Management Plans.
Longer term goals (Up to 2041)	<ul style="list-style-type: none"> By 2041, 63% of all journeys made by residents are by walking, cycling and public transport. 	<ul style="list-style-type: none"> By 2041 Croydon will have a well-developed cycling culture and cycling will be seen as the norm rather than the exception. By 2041 Croydon Metropolitan Town Centre will be renowned for attractive and high quality public realm, and people choose to walk and cycle to get there. 	<ul style="list-style-type: none"> By 2041 Croydon will have the safest roads in London with zero fatalities on our roads. 	<ul style="list-style-type: none"> By 2041 Croydon will be a place of mixed modality with a world class walking and cycling environment, and a reduced reliance on the car. By 2041 we will have safely and sustainably accommodated autonomous vehicles on our road network and they will have contributed to the reduction of traffic on our roads. 	<ul style="list-style-type: none"> By 2041 we will have worked with neighbouring boroughs to have delivered innovative and efficient ways of managing freight and logistics that minimizes the number of vehicles on our roads. We will have adapted the public realm and transport systems to cope with the changes to our climate, and the integration of Sustainable Urban Drainage (SUDs) across the public realm has mitigated the impacts of surface water flooding.

	A good public transport experience			New homes and jobs	
	Outcome 5: The public transport network will meet the needs of a growing London	Outcome 6: Public transport will be safe, affordable and accessible to all	Outcome 7: Journeys by public transport will be pleasant, fast and reliable	Outcome 8: Active, efficient and sustainable travel will be the best options in new developments	Outcome 9: Transport investment will unlock the delivery of new homes and jobs
Challenges & opportunities	<p>Overcrowding on the tram network</p> <p>Overcrowding at East Croydon station</p> <p>Slower bus journey times due to road congestion</p> <p>Poor bus accessibility and east – west connections in the south of the borough</p>	<p>Affordability of public transport</p> <p>Lack of step free access at rail stations in the borough particularly West Croydon</p> <p>General accessibility of the wider public transport network lacking</p> <p>Recommendations from the tram incident</p> <p>Bus casualties in town centre area</p> <p>Anti-social behaviour on buses at school exit times</p>	<p>Bus congestion in town centre</p> <p>Increasing bus wait times</p> <p>Poor performance of train operating companies (TOCs)</p> <p>Frequency of stopping services at certain times of day and week</p>	<p>Suburban densification and impacts on parking and transport network in lower PTAL areas</p> <p>Westfield development – 3,000 new car parking spaces</p> <p>Construction impacts on our streets and transport network in the Growth Zone</p>	<p>New transport infrastructure to accommodate growth along main movement corridors in the borough</p> <p>Scale of development occurring in the Growth Zone taking place over a relatively short period of time</p> <p>23,500 new jobs in Growth Zone in the next decade and 30,000 new homes across the borough in the next decade</p> <p>Brighton Mainline Upgrade</p>
Local Overarching Objectives	<p>8. Work with the Mayor, TfL, Network Rail, bus operators and TOCs to improve public transport links, reduce overcrowding on the public transport network and ensure Croydon is the best connected Metropolitan Town Centre in Outer London.</p>	<p>9. Work with the Mayor, TfL, Network Rail, bus operators and TOCs to ensure the entire public transport network is accessible, safe and step free.</p>	<p>10. Work with TfL to introduce additional bus priority measures on key road corridors to improve efficiency and reliability of bus services.</p> <p>11. Lobby the TOCs and the DfT to improve performance of train services and reduce gaps in service frequencies.</p>	<p>12. Ensure all new development incorporates the ten Healthy Streets principles into their design, and ensure they are integrated with the local walking and cycling networks as well as public transport.</p>	<p>13. Work with key partners to increase public transport capacity in the borough to support the creation of new homes and jobs planned over the next two decades, including the extension of the tram to Crystal Palace and Brighton Mainline Upgrade.</p>
Short – medium term delivery objectives & proposals (2019-2025)	<ul style="list-style-type: none"> Partner with Transport for London and Network Rail to improve public transport links to our local high streets, including introducing new bus routes to better connect Croydon's places Work with the Mayor, TfL, Network Rail, bus operators and TOCs to improve public transport links and reduce overcrowding on the public transport network. Work with TfL and the Mayor to increase capacity and reduce overcrowding on the tram network. Continue to work with partners in the Capital2Coast LEP including Gatwick Airport to enhance our national and international links making Croydon one of the best connected and best places to do business in London and the South East. Work with TfL and the Mayor to ensure Overground rail metroisation meets needs of Croydon's residents and boosts the local economy. 	<ul style="list-style-type: none"> Work with TfL and technology partners to pilot autonomous and demand responsive vehicles to improve public transport accessibility in harder to reach areas of the borough. Lobby TfL to ensure the adoption of safety recommendations from the tram derailment investigation. Work towards ensuring all rail stations in Croydon are fully accessible and step free. Ensure the bus network is accessible in Croydon by tackling the few remaining bus stops that are not accessible. Work with TfL, the Metropolitan Police and secondary schools to reduce anti-social behaviour and crowding on buses at school closing times. Improve connections between modes at public transport interchange hubs, ensuring it is easy and safe to walk and cycle to and from them. 	<ul style="list-style-type: none"> Work with TfL to review bus services operating in the Growth Zone to improve efficiency and reduce bus congestion. Work with TfL to introduce additional bus priority measures on key road corridors to improve efficiency and reliability of bus services to accommodate growth in the borough. Continue to effectively lobby Network Rail, DfT and the train operating companies (TOCs) to improve rail services. 	<ul style="list-style-type: none"> Ensure construction works and development related traffic does not impact on businesses operating in the town centre. Ensure all new development incorporates the ten Healthy Streets principles into their design, reduce the dominance of vehicles and connect to local walking and cycling networks as well as public transport. Use the planning system to direct higher density development to the most accessible places in the borough and secure funding to upgrade the public realm and transport infrastructure. 	<ul style="list-style-type: none"> Lobby TfL and the Mayor to develop proposals for tram extensions to Crystal Palace and Purley. Work with Network Rail to upgrade East Croydon station and create 2 additional platforms to reduce overcrowding and accommodate growth. Work with Network Rail to successfully deliver the Brighton Mainline Upgrade works in the borough. Work with TfL and the Mayor to ensure a successful Fiveways Junction Scheme is delivered on time. Design and deliver 3 'Movement Corridors' serving the Growth Zone: Brighton Road, Mitcham Road and London Road, that consider holistic improvements for buses, cycling and walking. Work with Network Rail and TfL to ensure the successful redevelopment of West Croydon station to increase capacity, reduce overcrowding and provide adequate step-free access and interchange. Increase the public transport capacity in the borough to support the creation of new homes and jobs.
Longer term goals (Up to 2041)	<ul style="list-style-type: none"> Croydon's economy is thriving and businesses flock to the Town Centre because it is the best connected in South London. 	<ul style="list-style-type: none"> By 2041 every station and stop will be step free and fully accessible. 	<ul style="list-style-type: none"> By 2041, public transport will be the most convenient way of getting between Central Croydon, our local centres and locations further afield. 	<ul style="list-style-type: none"> By 2041, residents in new developments will be more active and fitter than the borough average. 	<ul style="list-style-type: none"> By 2041, the Brighton Mainline Upgrade will have been successfully completed and there will be new tram and rapid bus connections linking our local centres with central Croydon.

MTS Drivers & Outcomes	Healthy Streets and healthy people					A good public transport experience			New homes and jobs	
	Overarching mode share aim – changing the transport mix	Outcome 1: London's streets will be healthy and more Londoners will travel actively	Outcome 2: London's streets will be safe and secure	Outcome 3: London's streets will be used more efficiently and have less traffic on them	Outcome 4: London's streets will be green and clean	Outcome 5: The public transport network will meet the needs of a growing London	Outcome 6: Public transport will be safe, affordable and accessible to all	Outcome 7: Journeys by public transport will be pleasant, fast and reliable	Outcome 8: Active, efficient and sustainable travel will be the best options in new developments	Outcome 9: Transport investment will unlock the delivery of new homes and jobs
Local policies and plans										
Local Plan 2018										
Strategic Objective 1 – establish Croydon as the premier business location in South London and the Gatwick Diamond	-	-	-	-	-	✓	-	-	✓	✓✓
Strategic Objective 4 – reduce social, economic and environmental deprivation	✓	✓	✓	-	✓✓	✓	✓✓	✓	✓✓	✓
Strategic Objective 8 – improve accessibility, connectivity, sustainability and ease of movement to, from and within the Borough	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓✓	✓✓	✓✓✓	✓✓✓
A Transport Vision for Croydon: Moving Towards a More Liveable Place										
Increasingly connected - enhancing national and international links and ensuring Croydon is a place that is easy to get to and through	✓	✓	✓	✓	-	✓	✓	✓	✓	✓
Better places – turning challenges into opportunities such as switching the many short car trips to walking and cycling	✓✓✓	✓✓	✓✓	✓✓	✓	✓	✓	✓	✓	-
Safer and calmer – reducing road user casualties such as through training and education and 20mph speed limits	✓	✓✓	✓✓✓	✓✓	✓✓	✓	✓	✓	✓	-
Mixed Modality – achieving a walking and cycling environment with the aim for a more liveable city; reducing the need to own a car	✓✓✓	✓✓✓	✓✓	✓✓✓	✓✓	✓	✓	✓	✓	-
A Healthy City – ensuring clean air is enjoyed by all by widening travel choices and ensuring active travel is available to all	✓✓	✓✓✓	✓✓	✓✓✓	✓✓	✓	✓	✓	✓	-
Community Strategy 2016-2021										
Outcome 1 – a great place to learn, work and live	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Outcome 2 – a place of opportunity for everyone	-	✓	✓	✓	✓	✓	✓	✓	✓	-
Outcome 3 – a place with a vibrant and connected community and volunteer sector	✓	✓	✓	✓	✓	✓	✓	✓	✓	-
Connected - a place that is well connected, easy to get to and around, and supported by infrastructure that enables people to easily come together; with one of the best digital, communications and transport networks in the country	✓✓	✓	✓	✓✓	✓	✓✓	✓✓	✓	✓	✓
Sustainable - a place that sets the pace amongst London boroughs on promoting environmental sustainability and where the natural environment forms the arteries and veins of the borough	✓✓✓	✓✓✓	✓✓	✓✓	✓✓✓	✓	✓	✓	✓✓	✓
Croydon's Corporate Plan 2015-18. Key ambitions :										
Growth: • To enable more local people to access a wider range of jobs • To create a place where people and businesses want to be	✓✓	✓	✓	✓✓	✓✓	✓	✓	✓✓	✓	✓✓
Independence: • To help people from all communities live longer, healthier lives through positive lifestyle choices	✓✓✓	✓✓✓	✓✓	✓✓✓	✓✓	✓	✓	✓	✓✓	-
Liveability: • To build a place that is easy and safe for all to get to and move around in • To improve wellbeing across all communities through sport and physical activity	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓	✓	✓✓✓	✓	✓✓	✓✓
AMBITIOUS FOR CROYDON – CORPORATE PLAN 2018-2022; Key themes:										
▪ Transport and environment	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓
▪ Creating jobs and growing the economy	-	-	-	-	✓	✓✓	✓	✓	✓✓	✓✓✓
▪ A healthier Croydon	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	-	✓	✓	✓✓✓	

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	Indicative funding bids			MTS Outcomes			Ambitious for Croydon			Commentary
	2019/20 (£k)	2020/21 (£k)	2021/22 (£k)	HS&HP	GPTE	NH&J	T&E	J&E	HC	
Construction logistics & Freight Mgt										
Construction Consolidation Centre (CCC) feasibility	20	0	0							Feasibility study to investigate potential for CCC or other construction mgt measures in partnership with the GLA & South London Partnership
Freight reduction strategy	20	0	0							Funding for study assess impact of online deliveries and freight on traffic in the borough & identify potential solutions such as micro-consolidation & cargo bike delivery schemes
Growth Zone construction related traffic monitoring and enforcement	35	0	0							Funding for monitoring and enforcement of Construction Logistics Plans (CLPs) to ensure traffic management and air quality conditions are being met.
Traffic Reduction Strategies										
Parking management reviews	75	75	75							Ongoing development & design of controlled parking zones (CPZs)
District Centre parking demand surveys	40	0	0							Parking demand & stress surveys in district centres away from the Growth Zone in support of suburban intensification agenda (SPD2)
Council staff travel mgt plan	15	15	0							This proposal will involve measures to reduce council staff driving to Growth Zone in advance of peak construction period.
Traffic reduction strategy research	50	0	0							Research and analysis to assess the suitability and potential for Croydon of possible traffic reduction measures indicated in the Transport Strategy .
Buses										
Demond Responsive Bus Accessibility	20	20	0							Matchfunding & staff time for pilot project being undertaken with TfL on demand responsive buses. Goal is to support bus accessibility to suburban areas of borough, particularly intensification areas
Walking & Pedestrian Improvements :										
Accessibility programme	50	50	50							Ongoing physical accessibility improvements to the public realm.
Public Rights of Way improvements	50	50	50							Ongoing upgrade & improvements of public rights of way
Accessibility through green spaces	50	30	30							Introduce lighting to green spaces to provide 24 hour walking routes leading to rail stations & tram stops.
Pedestrian priority improvement schemes (including signal improvements)	250	200	200							Ongoing work area.
Cycling Strategy Delivery:										
Cycle hire scheme – dockless & e-bikes	40	40	0							This is a manifesto commitment and funding is for project mgt and design work to deliver a successful scheme for the borough.
Croydon Arena Cycle Hub	8	0	0							Funding provision to support the development of the arena as a hub for cycle training including improved cycle storage facilities.
Cycle Network Strategy infrastructure delivery	531	500	500							Ongoing programme required as matchfunding to the Growth Zone funding for delivering the Cycle Network Strategy.
Urban Mobility:										
Car club development	10	10	10							Project mgt resources to oversee continued expansion of car clubs including the expansion of flexible/floatable vehicles into the north of the borough.
E-mobility – EVCP rollout	50	50	50							Project mgt and funding costs for delivery of EV charging points to meet the manifesto commitment for 400 points by 2022, matchfunded by S106 & Go Ultra Low Cities funding.
Behaviour change:										
Cycle training	130	130	130							Continuation of cycle training. Slight reduction in funding to reflect overall LIP funding cut and the fact that some school cycle training will be funded through Healthy Schools Neighbourhoods
Cycling for Health	10	10	10							Continuation of Cycling for Healthy programme but with a funding cut reflecting reduced LIP funding.
Healthy Workforce	15	15	15							Continuation of programme working with employers in Croydon to support their employees to walk & cycle.
Promoting walking & cycling; events & awareness	50	50	50							Promotional events and behaviour change campaign to support the uptake of walking and cycling.
Healthy Schools Neighbourhoods:										
Healthy Schools Neighbourhoods Project Mgt role	50	50	50							Funding for a dedicated Project Manager to oversee the engagement and delivery of Healthy School Neighbourhoods Programme
Broad Green area	40	85	180							Broad Green was chosen as there are 9 schools & childrens centres in a contained neighbourhood area adjacent to the hospital. The residential roads within this area are shown as having a high number of accidents for residential roads. This area has been identified by TfL as having high propensity to shift to walking/cycling. Higher than average levels of deprivation and poor health in this area.
Upper Norwood area (incl. Crowndale Road & Beulah Hill)	75	110	100							Upper Norwood was chosen because of the cluster of schools in the area many of whom are known to be actively engaged in sustainable travel process. There are known to be a number of collisions on the main roads surrounding the neighbourhood including Crowndale Road and Beulah Hill. This project will include funding to implement 20mph and associated speed mgt measures on these roads. This area includes two of the four schools that Parking have identified for Pedestrian School Zones and funding for this initiative at these sites will be through this programme.
New Addington	0	25	140							This area has a cluster of schools with a new high school opening in the near future. There are clusters of collisions in across the residential roads around the schools and this area is known to be a public health priority area. Higher than average levels of deprivation and poor health.
School Travel Plans:										
STP Monitoring & implementation	150	130	130							Ongoing work area. This allocation will allow continuation of the school travel plan programme for all schools outside of the HSN.
Vision Zero:										
Safer Streets - Scheme 1	40	150	50							Aligned road safety engineering schemes to match Vision Zero principles - involves introduction of 20mph zone on main roads in district centres in addition to junction improvements, gateway treatments and improve pedestrian crossing provision. Location to be finalised on the basis of the number and nature of casualty statistics according to TfL figures.
Safer Streets – Scheme 2	40	150	50							Aligned road safety engineering schemes to match Vision Zero principles - involves introduction of 20mph zone on main roads in district centres in addition to junction improvements, gateway treatments and improve pedestrian crossing provision. Location to be finalised on the basis of the number and nature of casualty statistics according to TfL figures.
Safer Streets – Scheme 3	0	0	75							Aligned road safety engineering schemes to match Vision Zero principles - involves introduction of 20mph zone on main roads in district centres in addition to junction improvements, gateway treatments and improve pedestrian crossing provision. Location to be finalised on the basis of the number and nature of casualty statistics according to TfL figures.
Safer Streets – Responsive local safety schemes	150	125	125							This work area is a combination of the previous local road safety schemes and reactive safety scheme work areas. The 20/21, 21/22 years show a reduction because as we take a more proactive and evidence based approach to tackling casualties on our roads it is expected that there will be less need for reactive interventions.
Safer Speeds – Speed mgt - 20mph enforcement	150	150	150							This is a combination of the previous Speed Management & 20mph Zones work areas. It will look at introducing speed reduction measures such as traffic calming or camera based technology where there is a known speeding issue.
Safer Fleets – Council Fleet FORs support	6	0	0							Funding to obtain FORS accreditation for council fleet vehicles
Safer Behaviours:	150	150	150							Updated road safety education work area to reflect the new Vision Zero principles and to encourage safer behaviours with emphasis on drivers of vehicles.
> Driver education, training & publicity										
> Safe Drive Stay Alive										
> Targeted motorcycle campaign										
> Work related road risk campaign incl. Grey Fleet										
Research & evidence gathering	15	15	15							
Totals	2385	2385	2385							

MTS Outcomes	HS&HP	Healthy streets & healthy people
	GPTE	Good public transport experience
	NH&J	New homes & jobs
Ambitious for Croydon - Corporate Plan goals	T&E	Transport & environment
	J&E	Creating new jobs & growing the economy
	HC	A healthier Croydon

	Positive impact
	Neutral impact
	Negative impact

	2019/20	2020/21	2022/23
DISCRETIONARY FUNDING			
Liveable Neighbourhoods (Major Project)	TBC	TBC	TBC
Principal road renewal:	0	0	0
Bridge strengthening			
Blackhorse Lane (North & South)	TBC	TBC	TBC
Tamworth Rd Cantilever Walkway	0	0	0
Higher Drive - Bridge Replacement	0	0	0
St James (Spurgeons) Rd Bridge – Strength	0	0	0
College Road Decking – Essent. Maintenance	0	0	0
Park Lane Decking – Essent. Maintenance	0	0	0
Windmill (St James) Road Bridge	0	0	0
Traffic signal modernisation	TBC	TBC	TBC
Sub-total	£k	£k	£k
STRATEGIC FUNDING			
Bus Priority (provisional figures)	200	200	200
Borough cycling programme:			
Quietway 5 to Sutton	329***	400***	600***
Mayor's Air Quality Fund	0	0	0
Low Emission Neighbourhoods	0	0	0
Sub-total			
All TfL borough funding	2914	2985	3185

*Principal Road Maintenance funding frozen by TfL however bid will still be submitted.

**Bridge strengthening indicative funding requests

***Cycling Quietways funding requests for future years 20/21-21/22

**** Cycling Quietways indicative funding allocation for 2019/20

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APPENDIX C – Draft LIP3 Long Term Interventions up to 2041

ST03 - Long-term interventions up to 2041				
Project	Approx. date	Indicative cost	Likely funding source	Comments
Healthy Streets				
Freight and Construction Traffic Management				
Construction Consolidation Centre	2020-2025	£5.0M	GLA, TfL, LB Croydon Growth Zone, South London Partnership boroughs	Construction consolidation facility
Micro- consolidation or micro-distribution centre	2020-2025	£1.0M		
Traffic Reduction Strategy				
Direct Traffic Restraint Mechanisms	2020-2025	£5.0m	LBC, TfL	Survey work and consultation programme
Car Clubs expansion	2019-2025	£1.0m	LIP, S106 & Operators	
Walking & Cycling				
Wellesley Road – removal of subway & new ped crossing	2020-23	£1.5m	Growth zone	
A232 Chepstow Rd/Addiscombe Rd	2018-21	£4.2m	Growth zone	
Cycle parking programme	2019-25	£1m	S106, CIL	
Walking – pedestrian phases on all key junctions	2019-2025		LIP, CIL, LBC	
Cycling Network Delivery	2019-2025	£20m	Growth Zone, TfL Quietways, LIP, CIL, LBC	
Electric vehicle charging point programme	2019-2022	£1.0 m	GULCS, S106, CIL, LIP, LBC	Installation of 400 EVCPs
Liveable Neighbourhoods / Public Realm				
Old Town masterplan	2018-22	£17.6m	Growth Zone, CIL, LBC, LIP	
Mid Croydon Public Realm	2020-2022	£2.6m	Growth Zone	
Purley Way OAPF Public Realm & Access Improvements	2020-2040	TBC	TBC	
Purley Way gyratory	2020-2030	TBC	TBC	
A23 Fiveways	2016-23	£88.8m	TfL, GLA, Growth Zone, CIL	
Vision Zero				
Lombard Roundabout safety improvements	2020-2030	TBC		
Northcote Road / Whitehorse Road jcn improvements	2020-2025	TBC		
London Road Corridor scheme	2019-2023	Growth Zone		
Good public transport experience & New homes and jobs				
Bus & tram schemes				
Bus Priority Measures	2019-2030	£12.8m	Growth Zone, CIL, LIP, TfL	Multiple projects including corridor schemes
Park Lane Gyratory	2018-2021	£5.6		
Elmers End 2 nd tram platform				
East Croydon additional tram platform				
New Addington 12tph – additional tram cars				
Tram Network enhancements				
George Street tram stop				
Croydon to Morden improvements:				
Wandle Flyover double tracking				
Phipps Bridge double tracking				

Additional trams				
Tram stabling & power upgrades – eastern satellite depot & Therapia Lane				
Trams Beckenham Branch capacity enhancement				
Tramlink extension – Crystal Palace		£200m	tbc	
Brighton Road - Movement Corridor improvements				
Mitcham Road / Roman Way corridor improvements				
London Road corridor improvements				
Rail & Overground				
East Croydon Station rebuild				
Brighton Mainline Upgrade				
West Croydon Station rebuild				
South London Metroisation				
Waddon Station to be fully accessible				
Norwood Junction to be made step free				
New entrance/exit at Norbury Station				
Bridge Strengthening				
Bridges & structures:				
<ul style="list-style-type: none"> ▪ Tamworth Rd Cantilever Walkway ▪ Blackhorse Lane (North & South) ▪ Higher Drive - Bridge Replacement ▪ St James (Spurgeons) Rd Bridge – Strength ▪ College Road Decking – Essent. Maintenance ▪ Park Lane Decking – Essent. Maintenance ▪ Windmill (St James) Road Bridge 				
Principal Road Network Maintenance				

APPENDIX D – Draft LIP3 Borough Outcome Indicator Targets

Objective	Metric	Borough target	Target year	Additional commentary
Overarching mode share aim – changing the transport mix				
Londoners' trips to be on foot, by cycle or by public transport	Active, efficient and sustainable (walking, cycling and public transport) mode share (by borough resident) based on average daily trips. Base period 2013/14 - 2015/16 for Croydon = 49%	50%	2021	
		63%	2041	
Healthy Streets and healthy people				
Outcome 1: London's streets will be healthy and more Londoners will travel actively				
Londoners to do at least the 20 minutes of active travel they need to stay healthy each day	Proportion of London residents doing at least 2x10 minutes of active travel a day (or a single block of 20 minutes or more). Croydon Baseline 2013/14-16/17= 26%	35%	2021	
		70%	2041	
Londoners have access to a safe and pleasant cycle network	Proportion of Londoners living within 400m of the London-wide strategic cycle network. Croydon Baseline 2016 = 0%	6%	2021	
		51%	2041	
Outcome 2: London's streets will be safe and secure				
Deaths and serious injuries from all road collisions to be eliminated from our streets	Deaths and serious injuries (KSIs) from road collisions, base year 2005/09 (for 2022 target) Baseline 2005-09 = 141	2021	54	
		2022	49	
	Deaths and serious injuries (KSIs) from road collisions base year 2010/14 (for 2030 target). Baseline 2010-14 = 76	2030	27	
		2041	0	
Outcome 3: London's streets will be used more efficiently and have less traffic on them				
Reduce the volume of traffic in London.	Vehicle kilometres in given year. Base year 2015. Reduce overall traffic levels by 10per cent. Observed annual vehicle kilometres (millions) = 1,185	1,162	2021	
		1,046	2041	
Reduce the number of	10 per cent reduction in number of freight vehicles crossing into central	N/A	N/A	N/A

Objective	Metric	Borough target	Target year	Additional commentary
freight trips in the central London morning peak.	London in the morning peak period (07:00am - 10:00am) by 2026.			
Reduce car ownership in London.	Total cars owned and car ownership per household, borough residents. Quarter of a million fewer cars owned in London.	141,200	2021	Very challenging target in the context of growth of 36,000 new dwellings between now and 2031
	No. of cars owned (no. of vehicles registered to Croydon addresses) Baseline average 2013-2016 = 143,710 Latest year 2016 = 148,256	137,800	2041	
Outcome 4: London's streets will be clean and green				
Reduced CO ₂ emissions.	CO ₂ emissions (in tonnes) from road transport within the borough.	211,300	2021	
		56,700	2041	
Reduced NO _x emissions.	NO _x emissions (in tonnes) from road transport within the borough.	330	2021	
		40	2041	
Reduced particulate emissions.	PM ₁₀ emissions (in tonnes) from road transport within borough.	75	2021	
		41	2041	
Reduced particulate emissions.	PM _{2.5} emissions (in tonnes) from road transport within borough.	36	2021	
		20	2041	
A good public transport experience				
Outcome 5: The public transport network will meet the needs of a growing London				
More trips by public transport - 14-15 million trips made by public transport every day by 2041.	Trips per day by trip origin. Reported as 3yr moving average.	229	2021	
		321	2041	

Objective	Metric	Borough target	Target year	Additional commentary
Outcome 6: Public transport will be safe, affordable and accessible to all				
Everyone will be able to travel spontaneously and independently.	Reduce the difference between total public transport network journey time and total step-free public transport network.	4.5 mins	2021	
	Baseline – Time difference in 2015 = 5 minutes	2 mins	2041	
Outcome 7: Journeys by public transport will be pleasant, fast and reliable				
Bus journeys will be quick and reliable, an attractive alternative to the car	Annualised average bus speeds from ibus in mph.	10.8	2021	
	Base year 2015 = 10.7 mph	11.2	2041	
New homes and jobs				
Outcome 8: Active, efficient and sustainable travel will be the best options in new developments				
Outcome 9: Transport investment will unlock the delivery of new homes and jobs				

Borough Outcome Delivery Targets (Pro-forma C)

Delivery output	Metric	Borough target	Target year	Additional commentary
Healthy Streets and healthy people				
Outcome 1: London's streets will be healthy and more Londoners will travel actively				
Increase in cycle parking facilities	• On-street spaces	150	Per annum up to 2022	
	• Off-street spaces	200		
Improved facilities for pedestrians and cyclists	Number of new or upgraded pedestrian & cycle crossing facilities delivered	12	Per annum up to 2022	
Outcome 2: London's streets will be safe and secure				
Safer speeds	% of borough road network with 20mph limit	95%	By 2022	
Safety schemes & monitoring	Number of completed infrastructure schemes and % entered into Traffic Accident Diary System (TADS)	XX 80%	2022	
Deliver a programme of training and education to improve the safety of vulnerable road users	Number and proportion of STARS schools – bronze, silver and gold	Bronze 50 Silver 25 Gold 25	2022	
Deliver a programme of training and education to improve the safety of vulnerable road users	Number of people delivered training (eg BikeSafe-London, 121 Motorcycle skills)	xx	2022	
Deliver a programme of training and education to improve the safety of vulnerable road users – adults	• Trained to Basic cycle skills	300	Per annum	
	• Trained to Urban cycle skills	80		

Delivery output	Metric	Borough target	Target year	Additional commentary
	<ul style="list-style-type: none"> Trained to Advanced cycle skills 	5		
Deliver a programme of training and education to improve the safety of vulnerable road users – children	<ul style="list-style-type: none"> Trained to Bikeability level 1 Trained to Bikeability level 2 Trained to Bikeability level 3 	400 270 80	Per annum	
Deliver a programme of training and education to improve the safety of vulnerable road users	Number of children who received pedestrian skills training	10000		
Outcome 3: London's streets will be used more efficiently and have less traffic on them				
Support the provision of car clubs where it reduces car use and ownership	Number of car club vehicles present in the borough	150	2022	
Deliver a London-wide strategic cycle network, with new, high-quality, safe routes and improved infrastructure	Kilometres of new or upgraded cycle routes	50km	2025	
Outcome 4: London's streets will be clean and green				
Increase number of publicly accessible electric vehicle charging points	Number implemented	400	2022	
Incorporate sustainable drainage infrastructure into schemes	The effective area (m ²) of impermeable surface (carriageway/ footway/cycle lane/car park, etc.) which drains into the SuDS feature	Tbc	tbc	
A good public transport experience				
Outcome 5: The public transport network will meet the needs of a growing London				
NA				
Outcome 6: Public transport will be safe, affordable and accessible to all				

Delivery output	Metric	Borough target	Target year	Additional commentary
Upgrade and maintain network of accessible bus stops	% of stops accessible in borough	99%	2022	
Outcome 7: Journeys by public transport will be pleasant, fast and reliable				
Improve bus journey time reliability with bus priority improvement projects	• Number completed	10	2025	
	• Additional km's of bus priority	5		
New homes and jobs				
Outcome 8: Active, efficient and sustainable travel will be the best options in new developments				
Outcome 9: Transport investment will unlock the delivery of new homes and jobs				
Number or proportion of housing units in areas within PTALs 3-6 or within 800 metres of a tube, rail station or town centre area	<ul style="list-style-type: none"> • No. of approved units • No. of started on site units • No. of completed units 	Tbc	2031	
Proportion of new A1, A2 and B1 within PTALs 3-6 or within 800 metres of a tube, rail station or town centre area	Gross floor area m2 - approved units Gross floor area m2 - started on site units Gross floor area m2 - completed units	Tbc	2031	
Proportion of referred applications	Above London Plan car parking standard <ul style="list-style-type: none"> • At London Plan car parking standard • Below London Plan car parking standard 	% of referred applications in each category (at Stage 2 or 3)	2031	

For General Release

REPORT TO:	CABINET 15 October 2018
SUBJECT:	Culture, Leisure & Sport update
LEAD OFFICER:	Shifa Mustafa, Executive Director - Place Hazel Simmonds, Director of District Centres & Regeneration
CABINET MEMBER:	Councillor Oliver Lewis – Cabinet Member for Culture, Leisure & Sport
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT:	
<p>The proposals included in this report contribute to achieving the key outcome: We value the arts, culture, sports and activities from Croydon’s newly adopted Corporate Plan. The proposals contained in this report also support the delivery of Croydon’s Community Strategy 2013-18 and the aim to create ‘a stronger, fairer borough where no community is held back’ from Croydon’s Opportunity & Fairness Plan (2016-2020)</p>	
FINANCIAL IMPACT: There are no direct costs arising from this report.	
KEY DECISION REFERENCE NO. This is not a Key Decision	

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

1. RECOMMENDATIONS

The Cabinet is recommended to:

- 1.1 Note the contents of this report

2. EXECUTIVE SUMMARY

- 2.1 This report provides an update relating to Croydon’s Culture, Leisure & Sport offer. This report details recent progress and future strategic plans for development in line with the most recent Corporate Plan.

3. DETAIL

3.1 Culture, leisure and sport within the borough are fundamental to creating a place where everybody wants to live and work through encouraging the use of local assets to contribute to wider outcomes. One of the key thematic priorities of the recently agreed Corporate Plan is **valuing arts, culture, sports and activities**. Croydon has a good range of assets and provision to build on in these areas:

- Croydon benefits from over 127 parks and open spaces including a number of water features and a Site of Special Scientific Interest.
- Croydon's leisure offer includes 2 in-house facilities, 5 contractor-operated sites and facilities within parks and open spaces such as tennis courts, sports pitches and hardcourt areas.
- Further sports provision including: Croydon's participation in the London Youth Games, RAP, a sports programme for young people with disabilities and additional needs, Walking for Health and Ping, borough-wide table tennis provision.
- Croydon has a growing and diverse cultural sector, events calendar and the Fairfield Halls under refurbishment as well as a range of smaller venues, galleries and studio provision across the borough
- Croydon Museum and Archive Service in the Croydon Clocktower
- Croydon's library service comprises of 13 libraries, a home library service and a range of e-resources available online to members.

3.2 Greenwich Leisure Limited (GLL), took over the running of the council's leisure centres and Ashburton Hall in April 2018. The new leisure contract includes the introduction of Ourparks and Silver Fit programmes along with supporting and managing a comprehensive Tennis programme in partnership with the Lawn Tennis Association and partners.

The new leisure provider is intended to maximise the use of leisure assets, parks and green spaces to increase participation. Added value that the new contract is projected to bring includes:

- **Capital Investment:** Over the life of the contract £3million will be invested which will include refurbishments to leisure facilities, outdoor hardcourt facilities and open space activity.
- **Outdoor activation programme:** GLL will coordinate a programme of outdoor activity to facilitate increased usage of Croydon's parks and green spaces.
- **Ashburton Hall:** The inclusion of Ashburton Hall provides an opportunity to create a community hub within Ashburton Park, providing a day nursery, community hall, performance arts hub, training and development and revitalisation of outdoor sporting facilities.
- **GLL Sport Foundation:** Forty eight talented young athletes from Croydon have benefited from a £27,900 fund to date and athletes will continue to be supported through the GLL Sport Foundation (GSF) awards, the largest independent athlete support programme in the UK.
- **The London Youth Games:** GLL has contributed sponsorship to support the Croydon Squad for the 2018 London Youth Games
- **Apprenticeships:** Through the GLL Academy 9 apprenticeships will be offered each year along with Recruitment fairs. This will be launched from September

2018 and will provide pathways through to Leisure Management positions within GLL and beyond.

The leisure contract with GLL aims to achieve a cost-neutral position over the term of the contract. There will be a significantly reduced revenue subsidy from the Council in years 2018/19 to 2020/21, saving £1m by 2021 and resulting in a zero contribution from 2021/22 until the end of the contract.

- 3.3 In 2016, 'Ambitious for Parks' highlighted the importance of Croydon's parks and open spaces. 'Croydon Talks Parks', a large scale consultation, engaged over 1500 residents and over the last two years the council has listened to resident views and progressed a number of work streams including:
- **Community Small Grants:** funds were disbursed to community groups for projects that addressed the themes of health and well-being, the cultural offer, community stewardship and environmental sustainability and biodiversity across parks, open spaces, woodlands and allotments. Projects delivered included: a wayfinding project by Croydon Striders to encourage more people to exercise independently, a new composting toilet for Surrey Beekeepers Association and local community events as well as numerous projects to improve signage and interpretation.
 - **Outdoor Active Spaces:** £470k was invested by S106, the Matt Palmer Trust and councillor ward budgets to support the design and installation of five innovative and unique 'spaces' in local parks that are free, accessible and encourage physical activity. To date four spaces have been installed and an activation programme is due to launch in 2019.
 - **Croydon Parks Vision:** six 'masterplans' have been developed to support the regeneration of six parks and open spaces (Ashburton Park, Park Hill Park, Lloyd Park, South Norwood Lake & Grounds, Norbury Park and Happy Valley). Elements of these plans will be delivered in the year ahead with key deliverables including but not limited to the regeneration of South Norwood's fishing platforms and improved signage and interpretation.
 - **Play spaces review:** in the past two years the Council has worked with local Friends groups to regenerate Grange Park and South Norwood Lake & Grounds play spaces and the Council is undertaking a review of the current play offer across its 55 parks playgrounds with a view to informing capital investment in the year ahead.

Parks play an important role as cultural spaces where communities can come together to celebrate and enjoy performance, activities and events. Larger scale events held in parks this summer have included the Butterfly Festival at Lloyd Park, Croydon Pride and the Croydon Mela in Wandle Park. Smaller scale events have also taken place across other parks including the Environmental Fair and Summer of Love Festival in Wandle Park for example.

- 3.4 A detailed report on cultural provision came to Cabinet in June of this year with an update on activity, an indication of future direction and outlined intention to develop a Cultural Strategy for Croydon. Since June there has been progress in a number of areas worth highlighting. Work on the Cultural Strategy has begun, building on the consultation and engagement undertaken as part of developing the Borough of Culture bid.

The events in Croydon over the later summer period have been successful with increased numbers on 2017 for both Croydon Pride up to attendance of 6,000 and the Croydon Mela up to an estimated 10,000. The Rise Festival of Urban Art took place over the first two weeks in September which brought new street art commissions to the town centre, launched The Croydon Collection and has reached millions of people online. LIP, Croydon's first festival of poetry and spoken work, lead by Well Versed Ink based in Thornton Heath has been successful in gaining Arts Council funding as first time applicants and the London Open House tours of Fairfield Halls were booked out fully in the first few days of advertising.

Elsewhere on this Cabinet Agenda in the report on Growth Zone, there are updates on the large scale cultural programmes **Croydon-Lit** and **Music City**. The Music City ambitions have been endorsed by Croydon artists such as Nadio Rose and Krept and Konan. The roundtable sessions being led for Croydon by Sound Diplomacy have been very successful so far and well attended. These will feed into the next stage of development of the future of Croydon Music City. The ideas for Croydon-Lit are under development with several strategic sites in the pipeline for lighting treatment.

- 3.5 Sport and physical activity is delivered by an integrated service that works across parks and open spaces, district centres and areas of deprivation. Croydon's Facilities Strategy (2018 – 2023) published in September 2018, highlights supply and demand for a variety of sports. Primarily focusing on five sports (Bowls, Cricket, Football, Hockey and Tennis), the Strategy supports future planning, providing a framework for investment from partners such as Sport England, National Governing Bodies and GLL.

One particularly notable recent success is the plans for two new state-of-the-art football 'hub' facilities proposed for Ashburton Playing Fields and Purley Way Playing Fields. Funded by Sport England and the Football Foundation, planning applications for these are due for submission in October this year.

- 3.6 Croydon operates thirteen libraries - a large central library and twelve branch libraries - and a home library service for those residents who have difficulties leaving their homes. There will be in the region of 2 million physical visits this year to the service – with almost half to central library - and approximately 87,000 people will be active users of the service including the virtual library offer. Libraries offer residents an opportunity to come together thereby addressing social isolation and supporting community cohesion.

Over the coming years the council will embark upon a programme of library refurbishments that aim to ensure that our libraries are modern and relevant to community needs. Our libraries will be seen as inspiring local community and cultural hubs where communities can access information and get involved with a range of activities. Within the wider context of Croydon's growing cultural offer, libraries will focus on the spoken and written word.

Due to open in 2019, the new library at South Norwood will showcase a modern library facility which encompasses modern IT and facilities for visitors and flexible space that can be made available for events or meetings when not in use for library activities.

Since coming back into the council, the libraries service has moved quickly to develop a strong offer that is aligned to the council's priorities, including:

- establishing a family digital zone in Central Library by working in partnership with Best Start Croydon with plans to roll out digital zones in all Croydon libraries within the next two years
- a successful bid to become one of ten partners with the British Library to deliver ERDF funded business start up support within Croydon libraries over the coming year
- developing an artist in residence arrangement from September to October 2018 with local poetry performance and writing organisation, Well Versed Ink, at Thornton Heath library. Further residencies are being planned for 2019.
- developing stronger partnership working arrangements with a range of services and organisations such as Croydon Museum and the Croydon BME forum to deliver joint events

The council is currently developing its library strategy based on an analysis of needs within the borough and best practice elsewhere. This strategy will be presented to cabinet for approval in early 2019.

3.7 Croydon's work in supporting land management and biodiversity is delivered across a range of key partnerships including:

- **Great North Wood:** the London Wildlife Trust secured £699,000 from Heritage Lottery Fund for a 4 year project (2017-21). The project will see more residents involved in the revival of the remnants of the Great North Wood, learn new skills, and take part in community events/ citizen science projects and will also fund small scale woodland management interventions on some of the sites, which include Beaulieu Heights, Biggin Wood, Spa Wood/The Lawns, Grangewood Park and Long Lane Wood. To date, sites have greatly benefited from increased public access and invasive species removal.
- **The Conservation Volunteers (TCV)** continue to deliver a 2-day mid-week conservation volunteer project, carrying out valuable nature conservation work. TCV has recently been successful in its £80,000 bid to Heritage Lottery Fund to deliver a 2 year Croydon Pond project, which aims to document the history of, record and survey all open water bodies in Croydon. In addition, volunteers will continue to support their ongoing management.
- **Downlands Partnership Project** delivers conservation grazing in Happy Valley, Sanderstead to Whyteleafe, Hutchinson's Bank and Foxley Wood. It also hosts the Sanderstead to Whyteleafe Countryside Area (SWCA) Warden, who delivers educational session for school, volunteer conservation opportunities, manages the countryside area and surveys for wildlife – the site has a very healthy population of dormice, a nationally rare species.
- **London Bat Group** carried out its annual bat box check at both South Norwood Lake and Addington Hills. Regular surveys confirm good numbers. Plans are underway to continue the work started on an international Nathusius Pippistrell survey programme, which involves trapping and ringing of the species to track its migration routes to Eastern Europe.

The Council is currently working with Natural England and the City of London to achieve National Nature Reserve status for Happy Valley, SWCA, Riddlesdown (CBC area) and possibly Hawkthirst Wood, in addition to the surrounding City of London land.

There are currently six directly leased allotments sites in the borough and a commitment to work with the Federation of Allotment Societies to protect and support all of our allotment sites. The Council will look to invest in allotments capital infrastructure, digitally enhance the service, work with allotment holders to scope the potential for sites to become devolved, review fees and charges and actively seek out allotment opportunities in the north of the borough.

4. CONSULTATION

- 4.1 There is a strong commitment to a continued engagement with tenants and leaseholders, schools, and residents across all projects.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 This report has no direct financial implications. As a result of Cabinet's previous decision to appoint a new leisure operator, the award of the contract will offer financial benefits to the Council. The operator contract will be on the basis of no long-term ongoing revenue subsidy from the Council.

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

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

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

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

7. HUMAN RESOURCES IMPACT

- 7.1 This report contains no implications for HR all implications have been covered in previous reports.

Approved by: Jennifer Sankar, Interim Head of HR Places on behalf of the Sue Moorman Director of Human Resources

8. EQUALITIES IMPACT

- 8.1 Projects detailed and future developments, will consider Equalities Impact Assessments as part of the project planning process.

9. ENVIRONMENTAL IMPACT

9.1 No specific adverse environmental impacts have been identified resulting from the proposals contained in this report.

10. CRIME AND DISORDER REDUCTION IMPACT

10.1 The Crime and Disorder Act 1998 requires at section 17: It shall be the duty of each authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to all that it reasonably can to prevent, crime and disorder in its area. There are no specific recommendations in the report that impact on the prevention of crime and disorder.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 The basis for the recommendations set out in this report are to simply review progress across the portfolio of Culture, Leisure & Sport.

12. OPTIONS CONSIDERED AND REJECTED

12.1 No options have been presented at this time

CONTACT OFFICER: Hazel Simmonds, Director of District Centres and Regeneration, Ext. 63344

APPENDICES TO THIS REPORT: None

BACKGROUND PAPERS: [Ambitious for Parks \(March 2016\)](#)
[Sport, Physical Activity and Leisure Services Operator – Appointment of Preferred Bidder \(Novemer 2017\)](#)

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For General Release

REPORT TO:	CABINET 15 October 2018
SUBJECT:	Croydon Safeguarding Children Board Annual Report 2017/18
LEAD OFFICER:	Di Smith Independent Chair CSCB
CABINET MEMBER:	Alisa Flemming Cabinet member for Children, Young People and Learning
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:	
To safeguard children and promote their welfare in line with the Council's ambition for independence of children and their families	
FINANCIAL IMPACT: There are no direct financial implications arising from this report.	
KEY DECISION REFERENCE NO.: Not applicable	
<p>1. Recommendations:</p> <p>Cabinet is asked to note the CSCB Annual Report for 2017/18 which sets out</p> <ul style="list-style-type: none"> • The work undertaken by the CSCB to secure improvement following the Ofsted review published in August 2017 • Progress relating to the priorities of the CSCB • Key issues and challenges around safeguarding children & young people in Croydon 	

2. EXECUTIVE SUMMARY

- 2.1 The CSCB Annual Report 2017/18 fulfils the statutory duty required of all LSCBs to publish an annual account of the work undertaken to safeguard and promote the welfare of local children. This report also notes progress on the post Ofsted Improvement Plan for the Board to address the shortcomings identified at the June 2017 Ofsted Review. It is customary for LSCBs to publish their reports in the Autumn following information gathering over the Summer. Ofsted had commented that the previous Annual Report 2016/17 was overly optimistic, lacked rigour and was not evidence based. Those challenges have been given particular attention in this report.
- 2.2 The Annual Report of the Croydon Safeguarding Children Board (CSCB) is an Evaluation of the progress made by partners against the CSCB Business Plan

2017/18 and sets out the priorities for 2018 onwards. The actions to improve the CSCB are included in Section 10 of Croydon Children's Improvement Plan and progress is monitored through the Children's Improvement Board. The Independent Chair of the CSCB is a member of the Children's Improvement Board and provides regular update reports at the monthly meetings.

- 2.4 The CSCB has restructured the Executive to reflect the new Safeguarding Partnership as required by the Children and Social Work Act 2017. The Safeguarding Partnership will lead the transition from the LSCB to the new arrangements as required by the new 'Working Together 2018' guidance.

3. STATUTORY ROLE OF THE LSCB AND INDEPENDENT CHAIR

- 3.1 The statutory roles, objectives and functions of LSCBs are set out in Section 14 of the Children Act 2004. An LSCB must be established for each local authority area. The LSCB has a range of roles and statutory functions including the developing of local safeguarding policy and procedures and scrutinising local arrangements.

- 3.2 The statutory objectives of LSCBs are;

- to coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area;
- to ensure the effectiveness of what is done by each such person or body for that purpose.

- 3.3 The functions are as follows:

- developing policies and procedures for safeguarding and promoting the welfare of children in the area of the local authority;
- communicating to persons and bodies in the area of the authority the need to safeguard and protect the welfare of children, raising awareness of how this can best be done and encouraging them to do so;
- monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard
- and promote the welfare of children and advising them on ways to improve;
- participating in the planning of services for children in the area of the authority; and
- undertaking reviews of serious cases and advising the authority and Board partners on lessons to be learned.

- 3.4 In order to provide effective scrutiny, the LSCB should be independent. It should not be subordinate to, or subsumed within, other local structures. Every LSCB should have an independent chair who can call all agencies to account.

- 3.5 The LSCB Chair reports to the Chief Executive and works closely with all LSCB partners, particularly the Director of Children's Services.

- 3.6 The Chair must publish an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area.

4. IMPROVING THE PERFORMANCE OF THE CSCB

4.1 Since appointment in September 2017, the Independent Chair of CSCB has led the CSCB improvement in all areas identified by Ofsted and provided contribution to the development, monitoring and implementation of the Children's Improvement Plan.

4.2 The CSCB Annual report provides detail of those improvements in conjunction with identifying the areas which require further attention from Board members. Whilst there are improvements, the Business Plan priorities for 2017/18 remain as priorities for 2018/19. These are:

Strong partnership

- The CSCB is committed to leading and developing a strong partnership to deliver the safeguarding agenda across Croydon in line with statutory guidance.
- The Safeguarding Partnership will ensure that the transition to the new safeguarding arrangements are developed in response to the revised statutory guidance in 'Working Together 2018'

Neglect

- Children at risk of neglect are seen, heard and helped. They are effectively protected from harm of neglect by a robust and coordinated multi-agency intervention and support.

Early Help

- Children receive effective early help and appropriate interventions when needs are identified. Evaluate the effectiveness of early help arrangements across Croydon

High risk vulnerable adolescents

Develop a robust and co-ordinated multi-agency intervention and support with a focus on:-

- Understanding the concept of risk taking
- The impact of early maltreatment: the relationship between childhood experiences and adolescent risk-taking
- Risk factors for anti-social and offending behaviours
- Building the resilience in this group of young people

Children with disability

- Children with disability are seen and heard. They are effectively protected from harm by a robust and coordinated multi-agency intervention and support.

4.3 The innovative Thematic Learning Review of 60 Vulnerable Adolescents is a good example of a strong partnership response to the experiences of vulnerable adolescents who are currently of concern in Croydon. This is a comprehensive piece of work which should help our understanding of the needs of young people and improve the way we support them.

4.4 A significant area of challenge remaining for the CSCB is the large number of Serious Case Reviews and Learning Reviews in Croydon as these place

considerable time pressure on all partners and the board management team. An unintended consequence of the large volume of SCRs is that commissioning, management and monitoring of the SCR process can appear to take precedence over the learning.

- 4.5 The CSCB has aligned learning from SCRs with the Croydon Children's Improvement Plan. For example, in 2017/18 the introduction and implementation of the NSPCC Neglect tool, GCP2, is a key factor in both the Improvement Plan and the CSCB Business Plan. The tool has been adopted by the CSCB with more than 100 practitioners trained to use it with plans for further roll-out across the children's workforce already in place.

5. RESPONDING TO CHANGES IN LEGISLATION AND STATUTORY GUIDANCE

- 5.1 The implementation of the Children and Social Work Act 2017 and the proposed revisions to Working Together will have implications for the safeguarding arrangements in all local areas. The executive group will lead on behalf of the CSCB in considering the implications of the Children and Social Work Act 2017 and the revised 'Working Together' guidance including:
- the replacement of Local Safeguarding Children Boards (LSCBs) with local safeguarding partners (local authority, CCG and MPS)
 - the establishment of a new national Child Safeguarding Practice Review Panel
 - the transfer of responsibility for child death reviews from Local Safeguarding Children Boards to new Child Death Review Partners
- 5.2 The executive group will propose suitable new oversight arrangements for safeguarding within Croydon, and these will be brought to Cabinet for approval of the Council's input by the end of March 2019.

6. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 6.1 There are no direct financial implications arising from this report.
- 6.2 The CSCB is funded from a multi agency budget. Croydon Council contribute £205k per annum. All other key statutory partners contributes can be found on page 40 of the Annual Report.

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

7. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

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

Approved by: Ms Doutimi Aseh Head of Social Care & Education Law on behalf of the Director of Law and Monitoring Officer

8. HUMAN RESOURCES IMPACT

8.1 Whilst there are no direct human resources implications arising from this report the information presented will help to shape and influence HR practice, policy and procedures in relation to roles and responsibilities that are safeguarding children.

Approved by: Nadine Maloney, Head of HR, Children, Families and Education

9. EQUALITIES IMPACT

9.1 Not applicable

10. ENVIRONMENTAL IMPACT

10.1 Not applicable

11. CRIME AND DISORDER REDUCTION IMPACT

11.1 Not applicable

12. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

12.1 Cabinet are asked to note the CSCB Annual Report 2017/19

13. OPTIONS CONSIDERED AND REJECTED

13.1 Not applicable

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Safeguarding Children Board x 62366

APPENDICES TO THIS REPORT: Appendix 1 – Croydon Safeguarding Children
Board Annual Report 2017/18

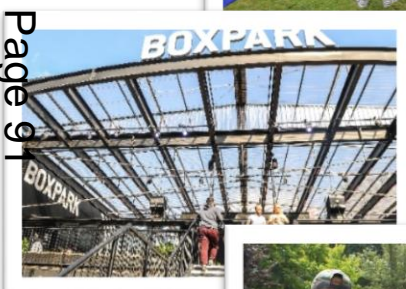
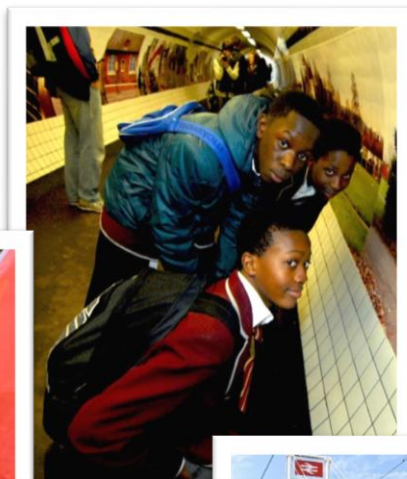
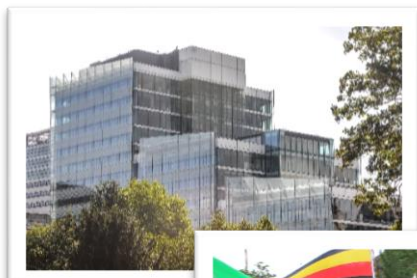
BACKGROUND PAPERS: None

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Croydon Safeguarding Children Board

Annual Report 2017-2018



Page 91

Croydon Safeguarding Children Board

Safeguarding is everybody's responsibility



You can read more about the Croydon Safeguarding Children Board at our website: www.croydonlcsb.org.uk

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Approval process

This annual report is published in accordance with the guidance from Working Together 2015. The report has been approved by CSCB members at the Board meeting of 25 September 2018 and subject to scrutiny at the Scrutiny Children and Young People sub-committee on 18 September 2018 and the Cabinet meeting on 15 October 2018. It is also required to be submitted to the Chief Executive, Leader of the Council, the local police and crime commissioner and the Chair of the Health and Well-being Board.

[Link to Working Together 2015](#)

Foreword from Di Smith

Interim Independent Chair, Croydon Safeguarding Children Board

It is my pleasure to present the Croydon Safeguarding Children Board (CSCB) Annual Report for 2017/18. I became Interim Independent Chair in September 2017 and I would like to thank all partners for their support and commitment to the development and improvement of safeguarding arrangements in Croydon. I would also like to thank Sarah Baker, the previous chair, for all her hard work and for her support in the handover arrangements.

Each Local Safeguarding Children Board is required to produce and publish an Annual Report evaluating the effectiveness of safeguarding in the local area. This report covers the period from April 2017 to March 2018 and examines how Croydon Safeguarding Children Board (CSCB) discharged its statutory role and function as outlined in 'Working Together 2015'. [Link to Working Together 2015](#)

During this period, Ofsted inspected Croydon's Children's Services and reviewed the CSCB. The Ofsted report published in August 2017 found both to be 'inadequate'. This Annual Report has been structured to outline and evaluate the action being taken to address the findings of the Ofsted review and to identify progress in delivering the priorities of the Business Plan including the work of the sub-groups.

In my first few months as Independent Chair I have been impressed by the determination to take robust and decisive action to secure improvement following the Ofsted review. There are some encouraging signs of progress and there are also some challenges. Frontline safeguarding services are facing growth in the population, increased demand, organisational change and tight financial circumstances. In this challenging climate the CSCB is central to ensuring a joined-up partnership approach to tackling difficult issues in a collaborative way.





Foreword from Di Smith - continued

It is important for the CSCB to understand and respond to local need. A good example of this is the Vulnerable Adolescents Thematic Learning Review into the experiences of vulnerable adolescents who are currently of concern in Croydon. This is a comprehensive piece of work which should help our understanding of the needs of young people and improve the way we support them.

In the eight months since the Ofsted review the CSCB has secured significant progress in some areas but there is still more to be done to improve the effectiveness of multi-agency safeguarding arrangements. Partners are fully aware of this and are committed to further collaborative work to ensure a joined-up local response to reduce the risk of harm to the children and young people of Croydon.

In 2018/19 the CSCB will need to undergo a period of change as proposals for new safeguarding arrangements are developed in response to the revised statutory guidance in 'Working Together 2018'. The safeguarding partners (local authority, CCG and police) are already working on the development of these new proposals to ensure that implementation builds on the improvements that have been made. I am confident that partners in Croydon will ensure that the transition to the new arrangements is managed well to secure effective multi-agency working and improved outcomes for the children and young people of Croydon.

A handwritten signature in black ink that reads "Di Smith".

Di Smith

Interim Independent Chair

Croydon Safeguarding Children Board



Contents

Section	Page
Foreword.....	3
Introduction.....	6
Improvement Plan.....	7
Business Plan.....	9
Strengthening the Partnership.....	10
Neglect.....	14
Early Help.....	15
Vulnerable Adolescents.....	16
Children with Disabilities.....	17
2018/19 Priorities.....	18
About Croydon.....	19
About Croydon Children.....	20
Education.....	24
Special Educational Needs & Disability.....	25
CAMHS.....	26
Safeguarding Children Data.....	27
Health Visiting.....	33
About the Board.....	34
Structure Chart.....	37
Budget.....	40

CSCB Statutory Responsibilities & Sub-groups.....	43
Serious Case Review.....	43
Child Death Overview Panel.....	47
Quality Assurance, Practice & Performance.....	48
Learning & Development.....	50
Section 11 Panel.....	52
Local Authority Designated Officer.....	53
CYP at Risk, Missing and Exploitation.....	54
Multi agency Sexual Exploitation Panel.....	57
Education.....	58
Health.....	60
Private Fostering.....	61
Services promoting Children's Welfare.....	62
SPOC/MASH.....	63
Health Partners.....	64
Services for Missing & Exploited Children	67
Harmful Sexual Behaviour.....	68
Croydon Voluntary Action.....	69
Ment4 & Young Carers.....	70
Gangs and Serious Youth Violence.....	71
Youth Engagement.....	72
Radicalisation.....	73
Housing Needs.....	74
Domestic Abuse and Sexual Violence Committee....	75
Multi-agency Public Protection Arrangements	76
Multi Agency Risk Assessment Conference.....	77
Glossary.....	78

Introduction

Croydon Safeguarding Children Board (CSCB) is the current local structure for ensuring the statutory objectives of safeguarding children and promoting their welfare are carried out. The Board will be subject to change in 2019, when LSCBs will cease. The new local safeguarding arrangements are being developed by the Executive Group.

The CSCB response to the 2017 Ofsted review and Inadequate judgment of the Board is detailed within the **Improvement Plan** alongside the existing 2017/18 business plans which are addressed in the **Progress on Business Plan** section.

About Croydon gives overview data of the large and diverse borough of Croydon. The borough is large in both size and population, with areas of considerable wealth and others amongst the most deprived in the country.

There is also specific data in respect of safeguarding children and related services.

The objectives and functions of LSCBs are set by legislation, **About the Board** shows how the CSCB is structured and how the **statutory duties** are discharged by the Board and the various sub-groups over the year;

Services promoting children's welfare provides information about a whole realm of services, from small voluntary organisations to statutory bodies, which deliver services to children in Croydon .





Improvement Plan – Summary of actions & progress

Croydon’s Children’s Improvement Plan has been developed to address the findings of the Ofsted inspection of Children’s Services and the review of the CSCB. Section 10 of the plan identifies improvement actions for the partnership and the Independent Chair of CSCB produces a report each month for the Improvement Board outlining the progress made and challenges to be addressed.

[Link to Ofsted Report 2017](#)

Progress

Page 97

- Remit and membership of CSCB Executive Group has been reviewed and refocussed to secure improvement and to develop new safeguarding arrangements compliant with ‘Working Together 2018’.
- Successful CSCB Development Day demonstrated partners’ ownership of the Ofsted findings and commitment to securing improvement.
- The CSCB has a tighter focus on its priorities with an emphasis on constructive challenge rather than process.
- Relationships with other partnerships in Croydon have been strengthened through a focus on vulnerable adolescents.
- Vulnerable Adolescent Thematic Review has provided a clear focus for partnership working to improve understanding of young people at risk.

- The partnership is actively engaged in the work of the Children’s Improvement Board and the CSCB Chair provides monthly progress reports.
- A comprehensive partnership approach to understanding and tackling neglect is developing.
- The CSCB has supported and enabled the introduction of the Graded Care Profile 2 across the partnership.
- Increased partnership focus on ensuring that findings from serious case reviews lead to improvements in practice and multi-agency working.
- Challenging findings from multi-agency neglect audit have been shared across the partnership and used to inform the Neglect Strategy
- Multi agency task and finish group established to shape and inform emerging Early Help Strategy.
- Learning and Improvement Framework refreshed and focussed on priorities and embedding learning from serious case reviews.
- Partnership engagement in ‘Take Over Day’ captured key messages from young people to inform the work of the CSCB.
- Section 11 activity is increasingly providing constructive challenge and shaping the CSCB’s understanding of partners’ work to



Improvement Plan – Next steps

In 2018/19 the CSCB will continue to contribute to the Children’s Improvement Board and will focus on the improved effectiveness of multi-agency safeguarding arrangements.

Next Steps

- Develop and consult on proposals for new safeguarding arrangements to meet the revised guidance in ‘Working Together 2018’.
- Review and agree the suite of multi-agency partnership performance data to support the effectiveness of the quality assurance activity of CSCB and inform the development of new safeguarding arrangements for Croydon.
- Refine and refocus multi-agency audit arrangements to secure greater partnership engagement and better understanding of frontline multi-agency practice.
- Disseminate the findings of the Vulnerable Adolescent Thematic Learning Review across relevant partnerships in Croydon to identify more effective ways of working to meet the needs of young people at risk.
- Support the engagement of all partners in the development and implementation of the Early Help Strategy.



- Use the findings of the Children with Disabilities Task and Finish Group to ensure effective multi-agency safeguarding arrangements for this group of children and young people,
- Further develop the effectiveness of multi agency working in relation to neglect.
- Support the partnership to understand and apply thresholds consistently across the continuum of need.
- Ensure learning from SCRs is embedded and informs improvement in multi-agency frontline practice.



Progress on 2017/18 Business Plan

The CSCB developed 5 key areas for priority in the 2017/18 Business Plan

- 1. Strong partnership - The CSCB is committed to leading and developing a strong partnership to deliver the safeguarding agenda across Croydon in line with statutory guidance.**
- 2. Neglect - Children at risk of neglect are seen, heard and helped. They are effectively protected from harm of neglect by a robust and coordinated multi-agency intervention and support.**
- 3. Early Help – Children receive effective early help and appropriate interventions when needs are identified . Evaluate the effectiveness of early help arrangements across Croydon**
- 4. High risk vulnerable adolescents - develop a robust and co-ordinated multiagency intervention and support with a focus on:-**
 - Understand the concept of risk taking
 - The impact of early maltreatment: the relationship between childhood experiences and adolescent risk-taking
 - Risk factors for anti-social and offending behaviours
 - Building resilience
- 5. Children with disability - Children with disability are seen and heard. They are effectively protected from harm by a robust and coordinated multi-agency intervention and support.**



Business Plan Priority – Strengthening the Partnership

The CSCB is committed to leading and developing a strong partnership to deliver the safeguarding agenda across Croydon in line with statutory guidance.

In 2017/18 the CSCB has focused on delivering the priorities set out in its Business Plan, addressing the findings of the Ofsted review and planning for the future.

Page 100 The changes introduced in the Children and Social Work Act 2017, and the revisions to statutory guidance, have meant that the CSCB has had to improve its current arrangements whilst simultaneously planning for the implementation of the new safeguarding arrangements in 2019.

Securing effective arrangements to ensure the discharge of statutory functions has been a priority. A CSCB Development Day in October 2017 engaged all partners in consideration of the Ofsted findings and the identification of changes that would be required for the CSCB to become fully effective.

The Development Day was characterised by a clear commitment to improvement and a recognition that the 'Inadequate' Ofsted judgement related to the whole partnership and not one agency.

Partners identified four main areas for improvement:

1. effective challenge;
2. scrutiny, monitoring and evaluating frontline practice;
3. focus on outcomes and making a difference for children;
4. ensuring direction and purpose.

The partnership also committed to improvements in board culture with priority to be given to the development of:

- challenge;
- focus;
- prioritisation.

Following the Development Day in October, the CSCB has been working on developing a climate of 'respectful challenge'. Respectful challenge is actively encouraged and examples are reflected and tracked through the minutes of the Board, the actions of the Chair and the minutes of the subgroups. Learning and Development activity including multi-agency workshops have focussed on developing appropriate multi agency challenge at the frontline particularly in relation to child protection procedures.

The CSCB intends to review progress with changing the culture of multi-agency working at its Development Day in July. This will be an opportunity to evaluate the impact and effectiveness of our culture change programme.



Business Plan Priority – Strengthening the Partnership

The CSCB Executive Group has increased the frequency of its meetings to provide the additional focus and drive required to secure improvements in multi-agency safeguarding and to lead the development of new safeguarding arrangements in line with the proposed changes in ‘Working Together 2018’.

The three strategic partners (local authority, health and police) have formed the Executive Group which includes a senior representative from education. Together they provide leadership and oversight of the improvements in multi-agency safeguarding practice.

In 2017/18 the Executive Group has:

- provided oversight for the implementation of the partnership section of the Children’s Improvement Plan;
- worked to identify and address any barriers to the effectiveness of multi-agency safeguarding practice;
- monitored and evaluated the impact of the CSCB on outcomes for children;
- modelled constructive challenge to the broader partnership and each other;
- reviewed the subgroups and clarified their remit;
- consulted and engaged with the CSCB on the implications of ‘Working Together 2018’.

In developing the new safeguarding arrangements the Executive Group is taking account of the local context in Croydon including the establishment of the new Borough Command Unit (BCU) and the footprint of the Sustainability and Transformation Plan (STP) for health services in the local area.

The Executive Group’s proposals will:

- Comply with statutory guidance “Working Together 2018’
- Streamline and simplify current CSCB structure
- Identify opportunities for synergy/collaboration across broader strategic partnerships in Croydon
- Identify arrangements for effective external scrutiny and challenge
- Agree funding arrangements
- Identify and engage all relevant partners
- Outline arrangements for local child safeguarding practice reviews.

The Executive Group aims to publish its proposals for the new safeguarding arrangements in April 2019 with the intention of implementation in September 2019.



Business Plan – Strengthening the Partnership

The CSCB has strengthened its relationship with other strategic partnership boards in Croydon. The Independent Chair attends the Local Strategic Partnership and has provided regular updates on the development of the Vulnerable Adolescents Thematic Review. This work has received strong support from the LSP because of its direct relevance to current issues being faced by young people in Croydon. All partners are keen to ensure that the findings of the review support the broader ambitions of Croydon's Children and Youth Plan and commissioning decisions.

Page 102

Active contribution to the work of the Local Strategic Partnership and regular engagement with other partnership chairs has helped to raise the profile of the CSCB and provided new opportunities for joint working. This is particularly true in the case of the Safer Croydon Partnership where regular meetings of both chairs is contributing to the coherence of broader partnership work relating to young people at risk from exploitation, crime and violence.

A review of the sub-groups of the CSCB has been commissioned by the Executive Group and will be used to inform the development of the new safeguarding arrangements for Croydon.

Consideration is being given to:

- Remit and terms of reference
- Level of multi-agency attendance and engagement
- Impact on CSCB priorities and the Improvement Plan
- Evidence of impact on frontline work with children and families
- Compliance with 'Working Together 2018'



As part of this review an opportunity has been identified to improve joint working across the CSCB and the Safer Croydon Partnership.

The benefits of bringing together the work of the Children and Young People at Risk of Missing and Exploitation sub group of the CSCB with the Serious Youth Violence Group of the Community Safety Partnership has been identified and arrangements for amalgamation are being developed.

There is already significant duplication of membership and the Independent Chair of the CSCB and the Chair of the Community Safety Partnership are keen to see greater alignment in partnership working particularly in relation to Vulnerable Adolescents.



Business Plan – Strengthening the Partnership

It has been agreed that the Joint Adult & Children’s Committee (JACS) should be temporarily put on hold whilst other avenues are explored to meet the joint agenda. Currently safeguarding issues which relate to both the adults’ and children’s agendas are considered at regular meetings between the independent chairs of both boards. Clear opportunities for joint working have been identified in relation to the work of the Children with Disabilities Task and Finish Group and the findings from the Vulnerable Adolescents Review.

The Independent Chair of the CSCB has regular meetings with the Chief Executive and Director of Children’s Services to report on the work and progress of the CSCB and to identify and resolve any emerging issues of concern.

Regular monthly meetings with the Leader of the Council and the Lead Member for Children take place where the Independent Chair provides updates on progress against the improvement plan and the priorities of the CSCB.

Page 103
Accountability arrangements for monitoring the improvement of the CSCB have been included in the remit of the Children’s Improvement Board which includes a broad range of partnership representatives and is independently chaired.

The Independent Chair of the CSCB provides a report to each monthly meeting of the Children’s Improvement Board outlining progress made to secure improvement in the effectiveness of the CSCB including:

- Discharge of statutory functions and responsibilities;
- Understanding of the experiences of children and young people;
- Monitoring and evaluating frontline practice;
- Early Help Strategy;
- Thresholds;
- Embedding learning from serious case reviews;
- Use of procedures around CSE and Missing among practitioners.





Business Plan Priority - Neglect

Children at risk of neglect are seen, heard and helped. They are effectively protected from harm of neglect by a robust and coordinated multi-agency intervention and support.

CSCB Action - To work with partners to develop and deliver a comprehensive strategy that tackles Neglect and evaluate the impact on children and young people.

The **CSCB Neglect Conference** provided practitioners an opportunity to understand more about the importance of identifying neglect early and taking timely action. It also provided an opportunity to gain feedback from front line practitioners about the challenges in working with neglect in Croydon. Some of the challenges highlighted included application of threshold in neglect cases, difficulties in use of language, differing professional judgements and lack of effective interventions. Using this feedback, the CSCB sought to identify use of a multi-agency neglect tool.

The CSCB agreed selection of the **NSPCC Graded Care Profile2 (GCP2)** as a neglect tool which would support better identification of child neglect. A multi-agency task and finish group was set up to oversee its implementation – including early adopter sites, establishing GCP2 Champions and training programme. Following feedback from early adopter sites, a staged implementation plan of the tool has begun.

A further achievement in this period was the **completion of a multi-agency neglect case audit.**

The findings from this highlighted where practice and partnership working needs to be strengthened in order to safeguard and protect children from neglect.

Findings from this audit, and SCRs which have featured neglect, provides further evidence of the need for an overarching neglect strategy.

Priorities for 2018/19

Embed use of the GCP2 tool as routine part of managing cases featuring neglect at Early Help and within Children's Social Care

Ensure the tool is used, and is used by different disciplines across the safeguarding partnership to identify and respond to neglect confidently and more effectively.

Develop an overarching multi-agency neglect strategy to improve awareness and responses to neglect in Croydon for children and young people.

Ensure that the partnership strategy achieves impact at community and operational level to increase awareness and improve effective responses to neglect.



Business Plan Priority – Early Help

Early Help – Children receive effective early help and appropriate interventions when needs are identified . Evaluate the effectiveness of early help arrangements across Croydon

The Children’s Improvement Plan detailed key actions for Early Help and Children’s Social Care as lead, with the LSCB, Education, CCG, Police and the Voluntary Sector.

“Engage widely with all partners including schools, health services and community sector as part of the refresh of the Early Help Strategy to develop a cohesive all-age Early Help offer”.

The CSCB Early Help sub group was stood down following the Ofsted Inspection and an Early Help Partnership Task and Finish Group was established chaired by the Director of Children’s Services (DCS).

The first task was to commission a review of the Early Help provision in Croydon, establishing what Croydon has now, what is the impact of what Croydon has now and the development of a key set of principles to inform a cohesive and robust strategy for Early Help moving forward.

The second phase of the work was to develop the Early Help Strategy, and detailed delivery model, including agreed pathways and implementation plan.

Priorities for 2018/19

The proposed Croydon Early Help Strategy and delivery plan will be considered by Cabinet in July 2018 and once agreed, partnership work streams, under the guidance of the Task and Finish Group, will work together to implement a roll out of the strategy and early help offer from October 2018.

The rollout will include a restructure of the Council’s early help services to enable delivery of a locality working, whole system, evidence based partnership early help offer.

The next phase of the work is to implement and roll out the partnership integrated Croydon Early Help Strategy, providing a focussed all age early help offer and delivery model, including agreed pathways, assessment format and practitioner strength based tools.

A Performance Scorecard will be introduced to enable measurement of the impact of the partnership early help offer. The scorecard will evolve over the year in order to test effectiveness and impact.

The purpose is to prevent issues becoming problems thus reducing the levels of need for children and their families in higher tier statutory services.



Business Plan – Vulnerable adolescents

High risk vulnerable adolescents with a focus on

- Impact of early maltreatment:
- Building resilience
- Risk factors for anti-social and offending behaviours intervention and support

When 3 young people died in July and August 2017, the CSCB made the decision to conduct a Thematic Review looking at a group of young people who agencies were most concerned about. The purpose was to see if there were any common factors and experiences in their background, or the way that services and agencies had engaged with them and their family, that might help identify or shape future service delivery. We identified a list of 60 young people.

This is a ground-breaking approach that has seen contribution from a vast array of agencies and engagement with practitioners, young people, their families and the community. There is interest at all levels in the findings and outcomes of this review. Early indications show there are many common experiences, which we are testing out with dip-sampling audits of 25% of the cases to explore if the findings are statistically relevant. We are currently exploring if there are gender differences relating to services response and provision. Breakdown of their main education provision appears to be a significant trigger for some young people spiralling away from mainstream and losing touch with important support.

Feedback from some of the young people themselves identifies their experiences of poverty, and perceived lack of alternative to gang culture and selling drugs; to others who have responded to intervention and been able to take advantage of alternative chances. The young people who were visited in prison have been open in sharing their views of what it is like to live in Croydon and their experience of engaging with services.

Analysis of the findings is eagerly awaited and expected to make an important contribution to planning for Croydon's children and beyond.

Priorities for 2018/19

- Implications of Adverse Childhood Experiences (ACE) shared with partnership and considered in reshaping services, this is particular to long term impact of living in households with Domestic Abuse, Drug or Alcohol use and Mental Health issues.
- Greater understanding and awareness of Contextual Safeguarding
- Awareness of the impact of the normalising of extreme actions, e.g. young person being chased with a machete.
- Relationship building with vulnerable adolescents
- Use the VA findings to help shape future services



Business Plan – Children with Disabilities

Children with disability are seen and heard. They are effectively protected from harm by a robust and coordinated multi-agency intervention and support.

This priority needs to be fully developed in response to the findings of the Task & Finish Group, which will report to the CSCB in the autumn 2018. As a result, the Board will continue this priority into 2018/19.

Page 107
The CWD service has worked to deliver the outcomes from the Improvement Plan implemented post the Ofsted inspection in June 2017. A revised multiagency action and learning and development plan to safeguard Children with disabilities has been implemented.

Practice development in the service has been focused on supporting staff to

- develop risk identification and analysis in completing assessment and reviews,
- promoting the voice of the child and young person in their plan
- engaging with the professional network to contribute to the development of the CIN and short break plan.
- undertake more robust assessment and realistic packages of support that allows their families to be more resilient and able to cope thereby diminishing the need for long term external placements at residential schools or foster placements.

- improving skills amongst workforce to recognise and better respond to safeguarding concerns.

There is a better shared understanding of safeguarding thresholds for children with disabilities. This has led to a clearer and more effective response to initial referrals and the decision to initiate S47 inquiries, as reflected in the data shared on **Page 25**

Priorities for 2018/19

- A multi-agency **task and finish group** has been set up to review the safeguarding practices for all children with disabilities in Croydon. Outcomes and recommendations will be shared with the CSCB.
- To assure clear pathways and accurate identification of child protection concerns for all children with disabilities.
- The address the numbers of children with disabilities who are identified as at risk from abuse as this is still statistically too low.
- Ensure current level of resource to support the increased level of care packages for children and young people is maintained.
- Provide greater level of protection to families to promote resilience and enable them to manage what can often be a very challenging situation.
- Higher levels of support to keep more children local thereby reducing the numbers of people who work with an individual child.



Business Plan Priorities for 2018/19

The 5 key areas identified for priority in the 2017/18 Business Plan, will remain as Business Plan priorities for 2018/19

1. Strong partnership

- The CSCB is committed to leading and developing a strong partnership to deliver the safeguarding agenda across Croydon in line with statutory guidance.
- The Safeguarding Partnership will ensure that the transition to the new safeguarding arrangements are developed in response to the revised statutory guidance in 'Working Together 2018'

Neglect

- Children at risk of neglect are seen, heard and helped. They are effectively protected from harm of neglect by a robust and coordinated multi-agency intervention and support.

3. Early Help

- Children receive effective early help and appropriate interventions when needs are identified . Evaluate the effectiveness of early help arrangements across Croydon

4. High risk vulnerable adolescents - develop a robust and co-ordinated multiagency intervention and support with a focus on:-

- Understand the concept of risk taking
- The impact of early maltreatment: the relationship between childhood experiences and adolescent risk-taking
- Risk factors for anti-social and offending behaviours
- Building resilience

5. Children with disability

- Children with disability are seen and heard. They are effectively protected from harm by a robust and coordinated multi-agency intervention and support.



About Croydon

The London Borough of Croydon, situated in the south of London is bordered by Surrey and Kent to the south, and Sutton, Merton and Wandsworth to the north and Bromley to the east. As well as being one of the largest boroughs in area Croydon is also one of the largest in terms of population.

Croydon Growth Zone is a £5.25 billion regeneration programme to enable Croydon town centre to accommodate future development and economic growth.

Over 5000 jobs will be created during the construction phase with well over 20,000 new jobs expected when complete. 10,000 new homes, the Westfield retail core, plus major transport improvements to traffic flow and increased capacity will all contribute to making Croydon a vibrant, attractive place to live, work and invest.

A new cultural and educational quarter at East Croydon will include the transformed Fairfield Halls.



Page 109

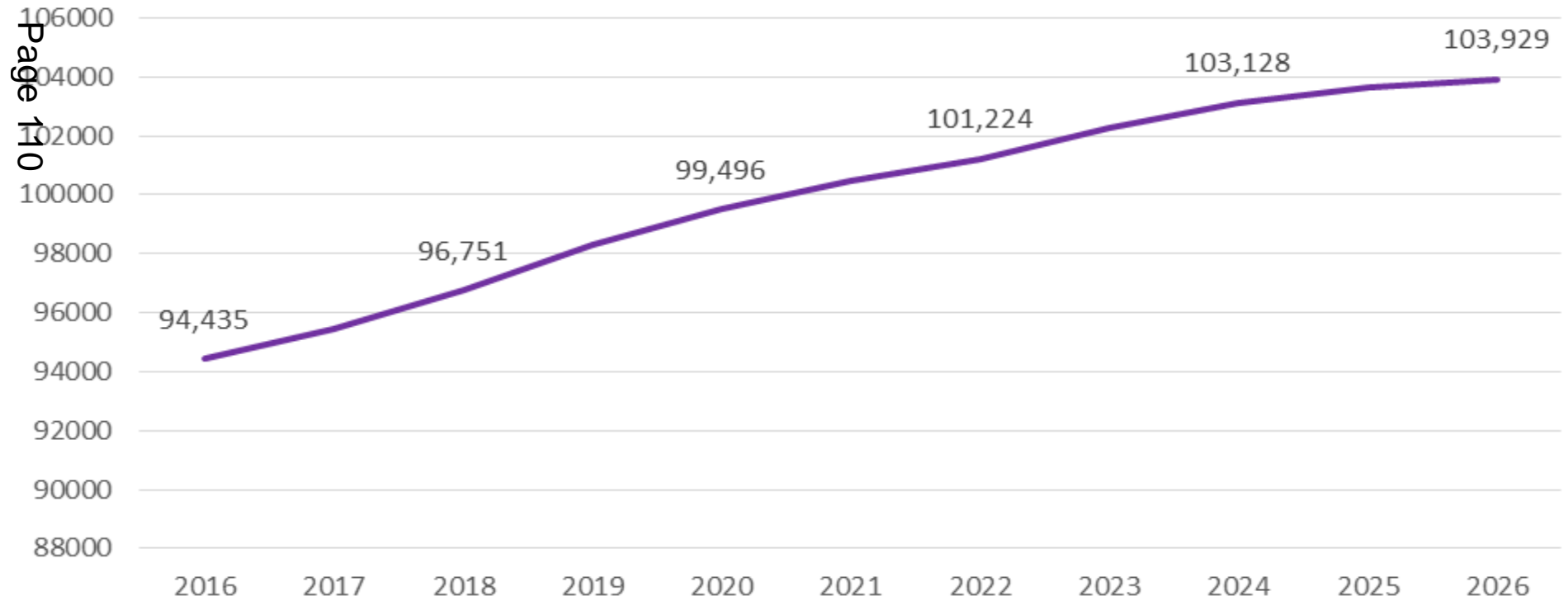




About Croydon Children

In 2017 there were 382,000 people living in Croydon of which 94,775 were children, i.e. 0 -17 year olds (according to the ONS 2017 mid year estimates). There has been a steady increase in Croydon's population from just over 300,000 in 1991 and is anticipated to reach 477,000 by 2041. If the same ratio of approximately 25% of the population are children that would suggest a child population of almost 120,000 BY 2041. Data from Croydon Borough Profile February 2018 – see link [Croydon Observatory Borough Profile 2018](#)

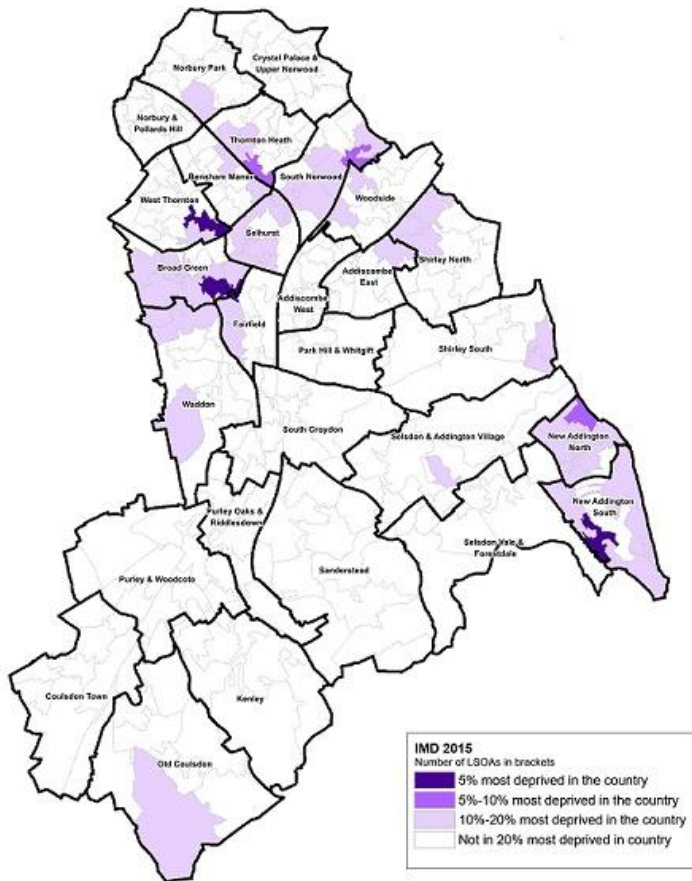
Estimated projected numbers of 0-17 year olds in Croydon





About Croydon Children

Indices of Deprivation 2015 (with new Croydon wards)
Croydon Lower Super Output Areas (LSOAs)



Page 111

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Croydon is a rapidly changing borough with the largest population of 0-19s in London.

An estimated 20,430 children were living in poverty in 2014. This has implications for the levels of support required from family and children’s health and social care services.

47% of the new referrals to the FJC in 2015–2016 had children under 5 years old. 65% of referrals to MARAC had children. (Multi Agency Risk Assessment Conference). The FJC is a central Croydon resource offering a multi-disciplinary approach to services for victims of domestic abuse and sexual violence and their children. The service is open to all those experiencing abuse and can offer support at any stage of need. The FJC seeks to offer victims wrap around support to prevent individuals having to go from agency to agency, telling their story repeatedly, in order to get the help they need.

Emergency admissions to hospital were higher than the London average across all age ranges.

Croydon has the second highest rate in London of under 16 conception and has the fifth highest rate in London of under 18 conceptions. The teenage conception rate in Croydon is reducing, an increase in 2013 means that Croydon’s rate has not yet fallen to a rate similar to the overall London average.

Data provided by Public Health, Croydon – Interim Strategic Needs Assessment 2018

About Croydon Children

The highest concentration of children in Croydon is concentrated in the north of the borough and in Addington.

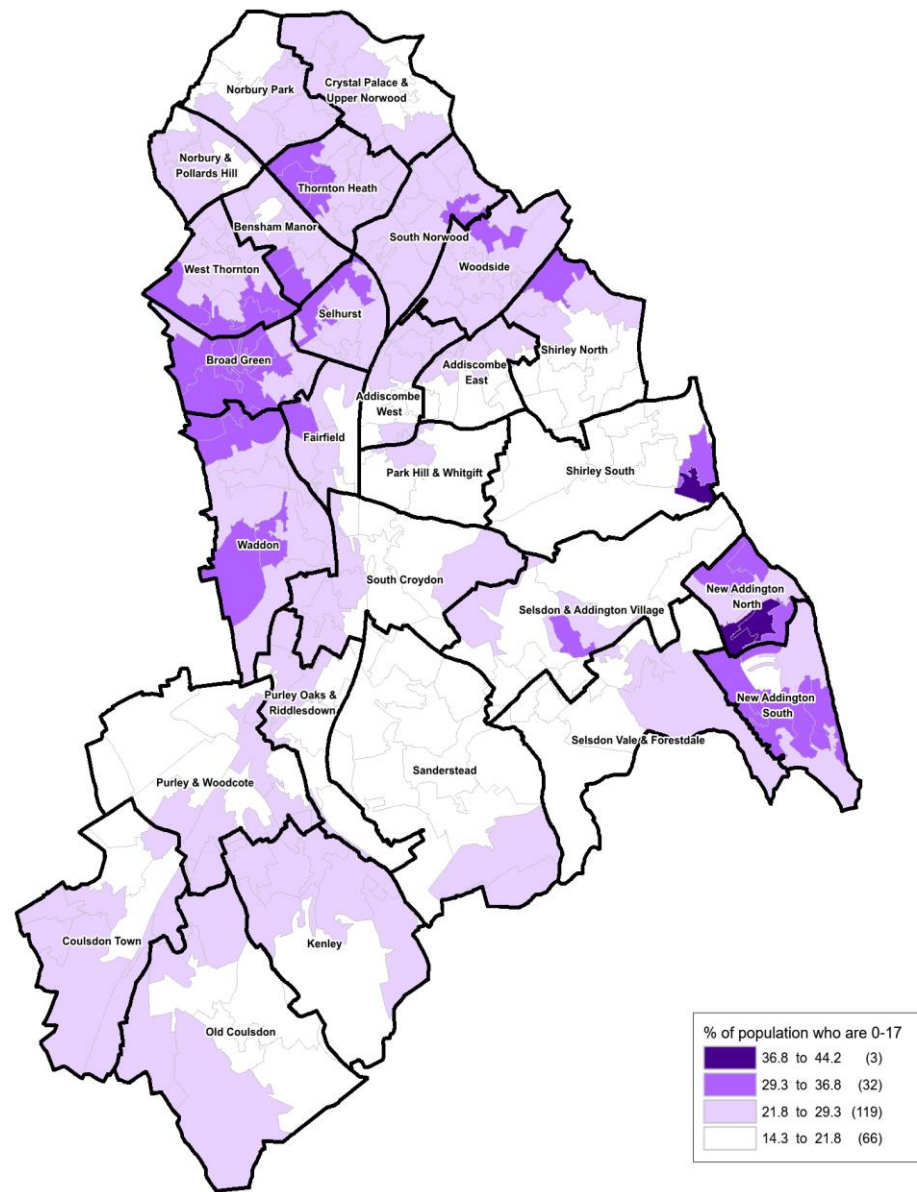
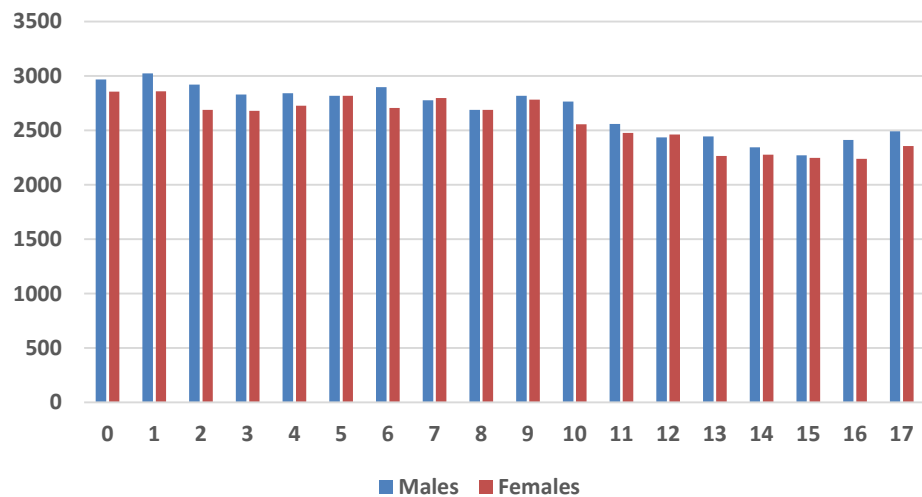
See diagram on right.

The age and gender chart below shows the spread of ages with the largest proportion being in the 5s and under.

The CSCB has been challenging partners to determine how well-equipped agencies are to respond to these increases.

Page 112

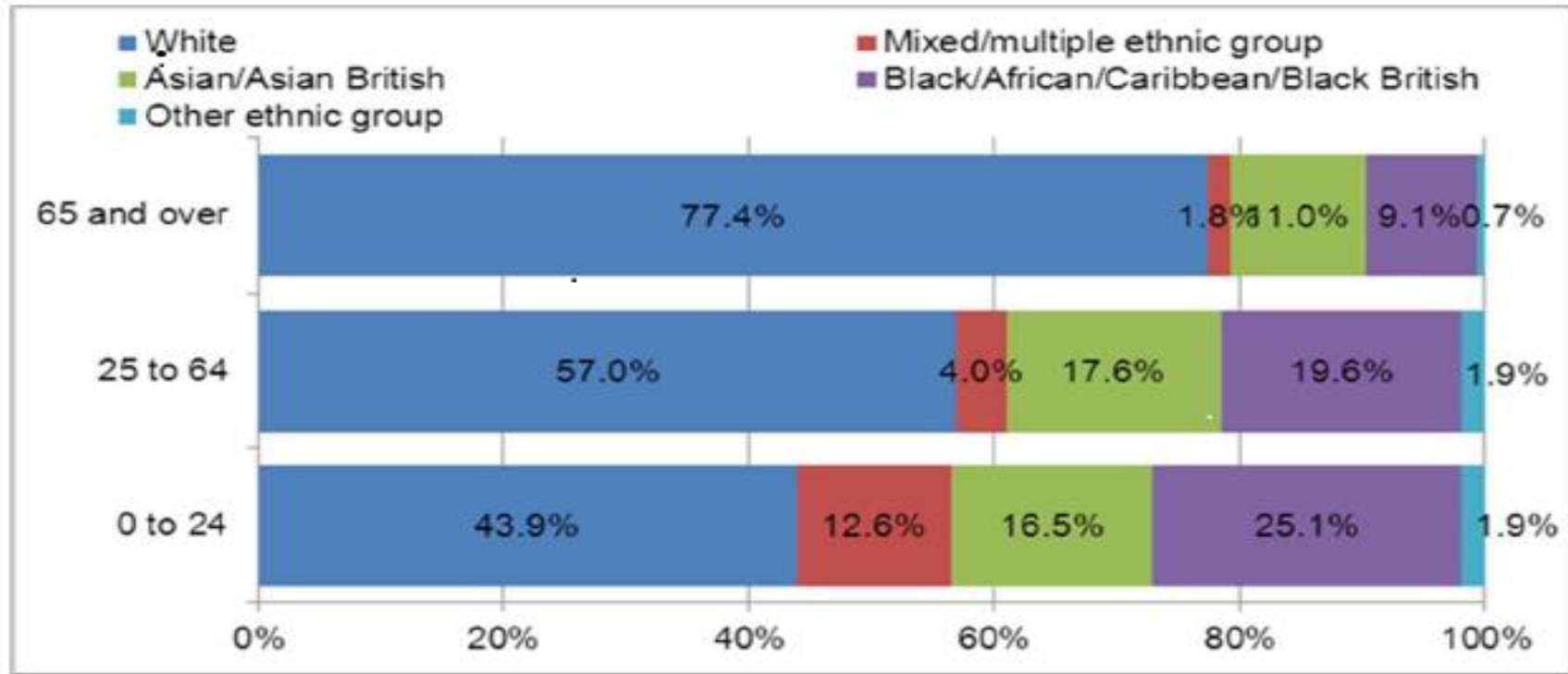
Child population in Croydon by Age and Gender





About Croydon Children

Croydon has a diverse population. As with other London boroughs Croydon has a higher proportion of residents from black and minority ethnic (BME) backgrounds than the national average, with the younger population being more diverse than the older population in Croydon. The table shows the population ethnic breakdown by age groups, data from Croydon Observatory,





About Croydon Children – Education

Page 114



In January 2018 82% of eligible 2 years olds had taken up the funded entitlement for early education compared to 66% in January 2017 and was higher than the London and national averages.

In January 2018 73.4% of children in the final term of the year they turned 5 achieved a Good Level of Development (GLD), this is above the national average of 71%.

achieved a Good Level of Development at the end of Reception. This was statistically similar to London, and significantly better than England, and was a significant improvement on the 54.5% in 2014-2015.

In 2017 83% of Year 1 pupils attained the expected level in the phonics screening check, which is statistically higher than the England average of 81% with a London average of 84%. In 2016 70.6% of Year 1 pupils receiving free school meals, attained the expected level .

The rate of persistent absenteeism in primary schools is 9.2%, statistically higher than the London and England average..

There are 23,395 children attending Croydon's 30 secondary schools. In total there are 68,322 children attending schools and colleges in the borough, these children will not all be resident in Croydon.

In 2017 40.6% of pupils in Croydon schools achieved Grade 5 and above in combined English and mathematics GCSEs, this was compared to 39.6% nationally.





About Croydon Children – Special Educational Needs & Disability (SEND)

As at January 2018 approximately 2,700 school age children in Croydon have an Education, Health, and Care Plan (EHCP) .

3% of the school population have an EHCP which is similar to national, regional and statistical neighbour rates

Demand is expected to continue to rise; if underlying factors stay the same, around 3,400 children will need an EHCP by 2024 .

Croydon has been allocated £2.9m for 2018-2021 in capital funding to increase and improve educational provision for young people age 0-25 with EHCP.

Approximately 36% (965 children) with an EHCP attend state run special educational needs schools compared to 35% for England.

Approximately 32% (867 children) attend a mainstream school, compared to 34% for England. Just under 10% (264 children) attend an Enhanced Learning provider (ELP), whereas for England the figure is 5%.

There are plans to increase school places for SEND by 10%

9.8% of SEND pupils had an autism spectrum disorder in 2017, compared to 9.5% in London and 8.7% in England.

Croydon are currently developing a SEND Strategy.

Data provided by Public Health, Croydon

Croydon currently has a mix of maintained and academy educational providers –including 8 special schools, 3 special nurseries, and 17 Enhanced Learning Providers (ELP) as well as mainstream state schools.

Children with Disabilities

Currently 438 children and young people are supported by the Children with Disabilities Social Care Service.

During 2017/18 children's services carried out 32 Section 47 child protection Investigations into the care of children with disabilities; either as single agency or jointly with the Croydon Police Child Abuse Investigation Team (CAIT)

16 subsequently progressed to Initial Child Protection Conference and a total of 9 children have been subject to a child protection during the 2017/19. *Data provided by Children's Social Care*



About Croydon Children – Child & Adolescent Mental Health Service (CAMHS)

In 2015, Croydon was estimated to have 5,557 young people aged 5-16 with a mental health disorder, equating to 9.3% of the population.

Croydon CAMHS saw 2,700 young people across their Tier 2 and 3 services in 2016-17.

In 2016-17 there were 160 admissions to hospital as a result of self-harm in young people aged 10-24, a directly standardised rate of 227.7 per 100,000 population, this is an improvement on 2015-16 rate of 235.4 per 100,000. Croydon has the 8th highest hospital admission rate in London as a result of self-harm among 10-24 years old; and 4th highest when compared to its statistical neighbour boroughs

Above data from Public Health Croydon

As a result of consistent challenge of waiting times by the CSCB, CAMHS have worked with commissioners and successfully achieved the following reductions.

- Waiting time for mental health assessment has reduced from 1 year to an average of 6 weeks.
- The wait for Neurodevelopmental assessment has reduced from 2 years to 8 months.

In collaboration with Early Help and the local counselling services Off The Record and Croydon Drop In CAMHS have set up a Single Point of Access to allow information sharing and referral, especially for cases referred to CAMHS which are not accepted.

A system is now in place to track cases flagged up as vulnerable who are declined to CAMHS and then referred on to partner agencies.

Following recommendations from a serious case review, CAMHS have introduced a system of always copying in referrers to closing letters when families have not engaged.

They are also now replying to schools to inform them that cases are not open to CAMHS when schools send information about cases that are closed.

There is continuing work at the point of referral to ensure that referrals are accepted / declined as accurately as possible as the high rate of declined referrals is a cause of concern for referrers.

As a result of a theme emerging from the Thematic Review of 60 Vulnerable Young People CAMHS have introduced a triage system for referrals that require more information before making referral decisions.

CAMHS have taken decisive action as a result of feedback from young people who said they find changes in their care coordinator unhelpful. The service has restructured its teams to reduce the need for changing clinicians and has introduced a new team which works with young people with presumed vulnerability such as YOS, LAC and LD rather than having separate teams

CAMHS are also participating in a piece of work to improve the voice of children with a learning disability in making decisions about their care.



About Croydon Children - Safeguarding Children Data

Children’s Social Care has seen the following increases in 2017/18 in comparison to 2016/17:

72% increase in Referrals

36% increase in Assessments

37% increase in Children in Need

43% increase in Children with Child Protection Plans

50% increase in Strategy meetings

88% increase in Care Proceedings

21% increase in local Looked After Children

Page 117

During 2017/18 numbers have increased across almost all areas within Children’s Social Care.

An increase in Referrals is a common outcome from a poor Ofsted judgement and Croydon has experienced the same.

The tables on the next few pages show the increase in Referrals and Assessments completed, Child in Need cases and children with Child Protection Plans

As a result of this increased demand for statutory services, Croydon Social Care has increased baseline staffing establishment with the addition of extra teams of social workers, team managers. and a service manager.

Staff turnover and a vacancy rate of 41% in 2017/18 continue to provide considerable challenge to Children’s Social care.

In their March 2018 Monitoring visit, Ofsted noted:

Senior leaders and managers in Croydon are progressing well in implementing their improvement plan and they have quickly responded to issues identified in the first monitoring visit. The local authority has invested a significant amount of additional resources to improve the quality of children’s services.

This visit focused on services to vulnerable adolescents. Despite it being early in their improvement journey, senior managers showed an openness to considering their practice and the quality of services offered to this particularly complex group of children.

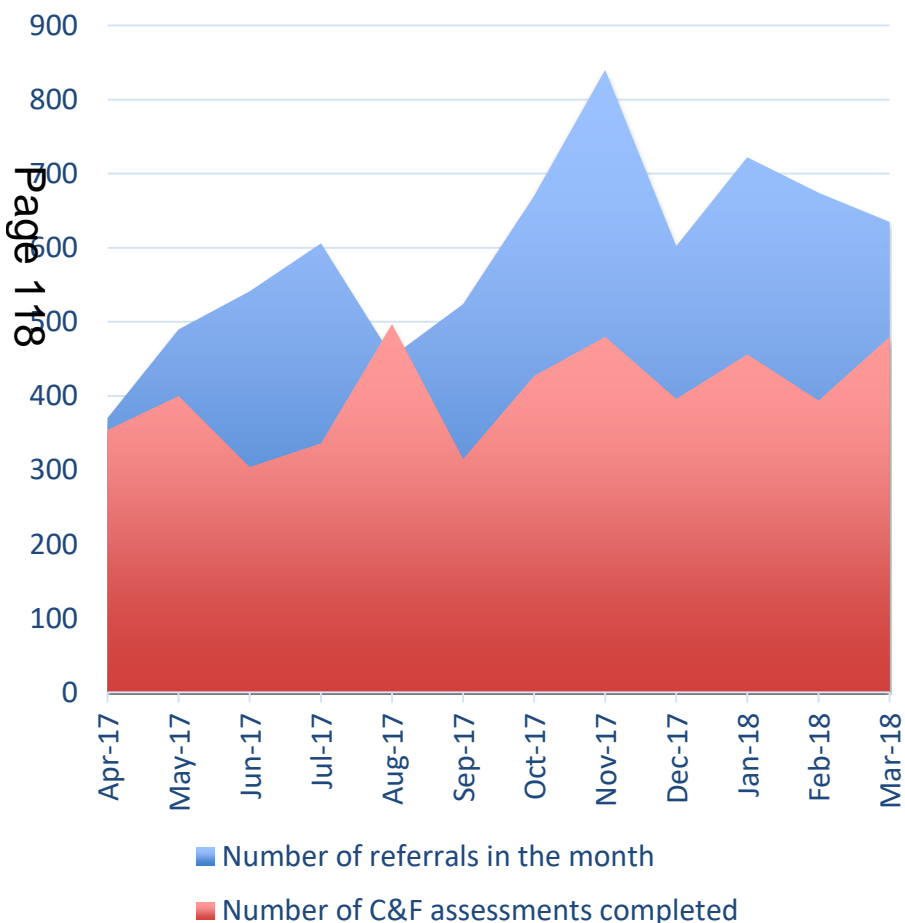
Inspectors found that the quality of practice for vulnerable adolescents continues to be highly variable and, in some cases, remains inadequate. The extent and detail of risk and response are not always fully analysed and explored for many children who face the highest risk.





About Croydon Children - Safeguarding Children Data

Referrals and Assessments 2017-2018



The tables show the increasing numbers to all aspects of Children's Services cases for the period April 2017 to March 2018. All data has been provided by Children's Social Care Performance Team. These figures are also increasing substantially year on year.

2015/16 saw 4775 referrals

2016/17 saw 5249 referrals

2017/18 saw 7112 referrals

The latest information available shows Croydon was in line with statistical neighbours in 2015/16 with a figure of 4774 referrals. .

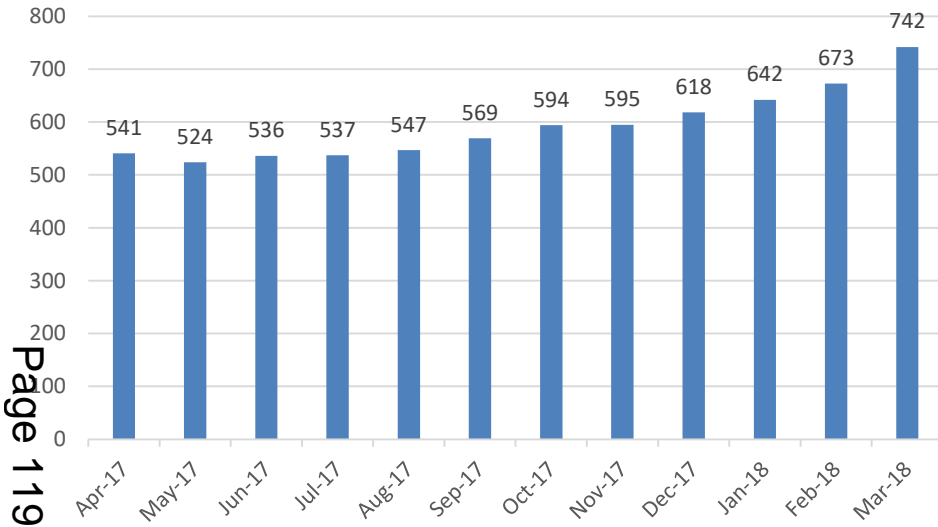
The referral rates per 10,000 children were higher than statistical neighbours in 2015/16, but lower than the England figure. The current substantial increase is likely to be considerably higher, but the other data is not yet available.

Rates of referrals per 10,000 of Under 18 population	Stat Neighbours Average	Croydon	England
2015/16	444.5	512.4	532.2
2016/17	503	563.2	548.2
2017/18	info available in March 2019	764.7	info available in March 2019



About Croydon Children - Children in Need (CIN)

Children with CIN Plan



In the time since inspection the number of children assessed as children in need has risen significantly from 541 in April 2017 to 742 a rise of over a third. This increased demand is in line with increasing demand trends for children subject to child protection plans and children subject to court proceedings.

In order to address some of the Ofsted criticisms of drift and delay in casework a dedicated Chair for CiN has been appointed to support improved timeliness of child in need work. Activities include

- Audit of all children who have been subject to a CiN plan for over 12 months and
- Audit for those children where reviews have not taken place within timescales

- Chairing reviews on all cases with an plan active for over 12 months to ensure the planning is timely and robust with a clear plan to prevent further drift and delay.

The CiN Review Chair has identified cases where remedial action is required and where necessary has been escalating these via the CERPs process. Recent QA reporting has identified that this chair is raising the majority of CERPS regarding CP or CiN cases within the service. (CERPS - Croydon Escalation Resolution Protocol). The CSCB will be reviewing the CERPS report.

The Strengthening Families Framework has been adopted across the whole of Children's Social Care. The CSCB commissioned a review of CP Conferences using this model in the summer of 2016 and the question was raised as to why the model was just being used in CP conferences and had not been rolled out across all teams. That has now been addressed and a comprehensive programme of training for all social workers has been undertaken.

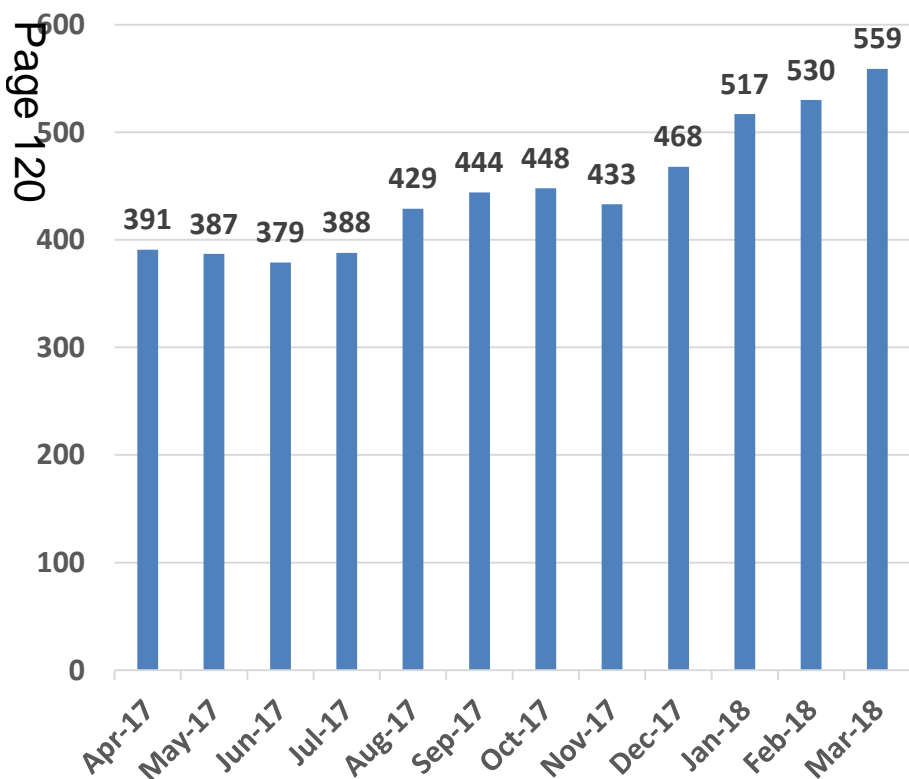
The model has been welcomed and examples of good practice shared to demonstrate how effective it has been in achieving positive change for families.



About Croydon Children - Child Protection Plans

The year started with 391 CP Plans and ended with 559, an increase of 43%. From the Ofsted inspection in June/July the Child protection numbers have increased at a similar rate to those of Contacts, Referrals and Assessments.

Number of children who are subject of a Child Protection Plan as at the end of month



Quality of child protection plans

The Ofsted inspection in June 2017 identified that CP plans were not always SMART and outcome focussed, which is consistent with CSC internal audit findings..

The CP plan template has been amended in line with the new strengthening families approach, agreed with multi-agency partners and a training and improvement plan is underway with CP chairs and minute takers.

Advocacy support for children over 11 years of age to participate in their Child Protection Conference (CPC)

Ofsted were critical that young people were not sufficiently supported to participate in their CPCs.

As a direct result, from February 2018 all young people aged 11 years or older are offered an advocate to support them to participate in their conference.

The advocate meets them prior to the conference to get their views and to agree how they would like to participate; this can be by attending all or part of the meeting either with or without the advocate, preparing something to be used in the CPC – letter, video, pictures etc.) The advocate then visits the young person to discuss what happened at the meeting.



About Croydon - Child Protection Plans

Children subject to a child protection plan for 18 months or more

The number of children subject to a CP plan for 18 months or more has increased

April 2017 5 children 18 months – 2 years

7 children over 2 years

April 2018 13 children 18 months – 2 years

15 children over 2 years

A multi-agency panel has been set up to review all CP Plans in excess of 18 months. This is also linked to the recommendations from the SCR Joe, and will take effect in July 2018.

Parents report feeling more supported in the meeting and are better able to hear and take on board the concerns.

Whilst no formal review has taken place as yet, feedback from CP chairs, social workers, professionals and families themselves has been positive.

The CSCB undertook a review of the CP case conferences in 2016, and will consider repeating the exercise in 2018/19 to evaluate the full implementation of the Strengthening Families framework.

Strengthening Families Framework

Although the Strengthening Families Framework has been used in child protection conferences for a number of years the approach has now been adopted as a model of working by the whole of children's services. There has been changes to how child protection conferences (CPCs) are facilitated.

The meeting looks at information under four domains rather than the previous six:

What is working well?

What are we worried about?

What is the impact on the child?

What do we need to know more about?

The conference initial focus is the strengths and protective factors within the family.. This enables the family to hear and contribute to the aspects of their life which are working well.





About Croydon – Looked After Children (LAC)

Looked After Children in Croydon are one of the few groups whose numbers on initial examination seemingly have not been affected by the post-Ofsted phenomenon. The number of LAC end March 2017 was exactly the same as at the end of March 2018, 793 children.

This is the highest rate in London and the 17th highest in England. Croydon’s numbers of Looked After Children are perennially boosted by the large numbers of Unaccompanied Asylum Seeking Children (UASC) as a direct result of the Home Office location in Croydon. Croydon has the highest number of UASC in London.

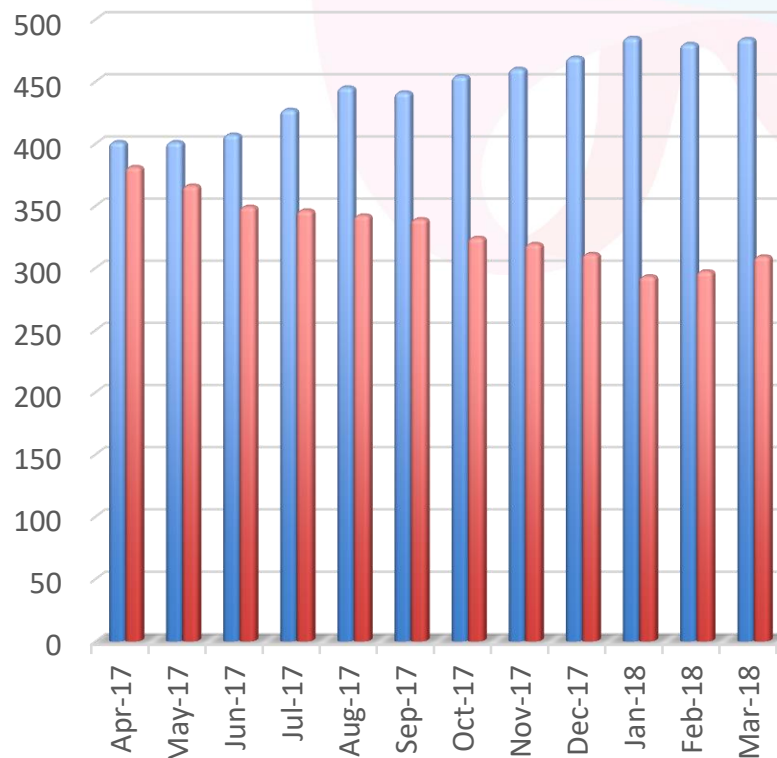
In April 2017 381 Looked After Children were UASC, by the end of March 2018 this had reduced to 309, yet the number of Looked After Children remained the same, this is because the local LAC had gone up by the same amount as the UASC had dropped.

UASC numbers have declined steadily from the high point of 2015/16. This results from a combination of factors including a fall in the number of new arrivals, the impact of the National Transfer Scheme (NTS) and the fact that the peak in new arrivals are now turning eighteen years of age.

In line with most of the other categories, Local LAC numbers have risen in the one year by 21%.

Initial Health assessment for Looked After Children remain an area being actively challenged by the CSCB. The CCG has been targeting this area to drive improvements and is working in partnership with Croydon Health Services NHS Trust and the Local Authority. The CSCB will keep this under close scrutiny.

Looked After Children

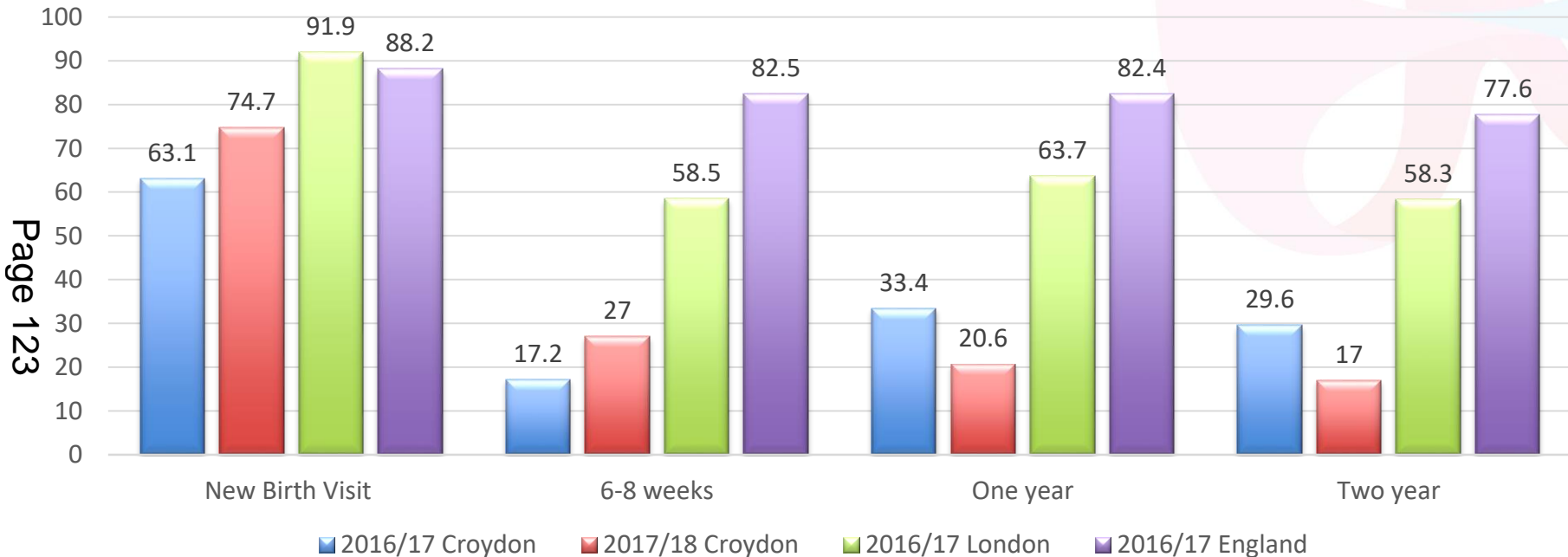


- Number of LAC at the end of the month who are Local LAC (Non-UASC)
- Number of LAC at the end of the month who are UASC



About Croydon – Health Visiting

Health Visiting Checks



In recognition of the impact of low coverage of mandated Health Visitor reviews on health and social outcomes for children commissioners, public health and providers agreed an improvement plan in October 2017 with an associated action plan. Following a Health Visiting service review in 2017 the service is implementing a transformation plan to ensure the service is able to offer the best possible coverage within current capacity. High caseloads of Health Visitors and their ability to undertake these statutory checks have been a feature of the Serious Case Review into Children J & K. The CSCB will further monitor and challenge the progress in this area in 2018/19.



About the Board - LSCB Statutory objectives and functions

Local Safeguarding Children Boards were established by section 14 of Children Act 2004 with specified objectives. [Link to Children Act 204 Section 14](#)

The core objectives of Local Safeguarding Children Boards (LSCB) are: to: -

- Co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority by which it is established;
- And to ensure the effectiveness of what is done by each such person or body for that purpose.

LSCB functions set by Regulation 5 of the Local Safeguarding Children Boards Regulations 2006; [Link to 2006 LSCB Regulations](#)

1. Develop policies and procedures for safeguarding and promoting the welfare of children in the area of the authority,
2. Communicate to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so;
3. Monitor and evaluate the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;

4. Participate in the planning of services for children in the area of the authority; and
5. Undertake reviews of serious cases and advise the authority and their Board partners on lessons to be learned.

Regulation 5(2) relates to the LSCB Serious Case Reviews function

Regulation 5(3) provides that an LSCB may also engage in any other activity that facilitates, or is conducive to, the achievement of its objectives.

Regulation 6 relates to the LSCB Child Death functions





About the Board

What is the CSCB?

The Board is made up of senior representatives from local statutory and voluntary sector agencies that work with children and their parents or carers and two long-standing Lay Members.

The Board is led by an Independent Chairperson whose role is to hold agencies to account. It is the responsibility of the Local Authority Chief Executive to appoint the Independent Chairperson (with the agreement of a panel including LSCB partners and Lay Members) and to hold the Chairperson to account for the effective working of the LSCB.

In order to provide effective scrutiny, an LSCB should not be subordinate to, nor subsumed within, other local structures

The Board agrees a Business Plan each year which ensures its functions are fully carried out and improvements can be progressed which arise from local and national learning.

The Main board meets every 2 months during the year and the Compact agreement signed by every partner has been updated to include the challenge required to ensure an effective Board.

The CSCB Executive Group has increased the frequency of its meetings to secure improvements in multi-agency safeguarding and to lead the development of new safeguarding arrangements in line with the proposed changes in 'Working Together 2018'.

CSCB Structure and Sub-groups

The Board structure is set to ensure that statutory functions are compliant with those set by Regulation 5 of the Local Safeguarding Children Boards Regulations 2006. These are collectively met, by the Board and its sub-groups:- (see Structure Chart)

- The **Serious Case Review (SCR) sub-group** has responsibility for the LSCB Serious Case Review functions with final oversight by the Board.
- The **Child Death Overview Panel**. (CDOP) holds responsibility for reviewing every child death in Croydon and carrying out the LSCB Child Death functions.
- **The Quality Assurance Practice & Performance (QAPP) sub-group**
 - develops policies and procedures for safeguarding and promoting the welfare of children in the area.
 - leads on monitoring and evaluating the effectiveness of what is done by the authority and their Board partners
 - leads on Communication.
 - in conjunction with the Health and Education sub-groups ensures that action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
 - The Learning & Development sub-group reports to QAPP



About the Board

CSCB Structure and Sub-groups – compliance with 2006 Regs:

- **The Learning & Development sub-group** promotes the training of persons who work with children or in services affecting the safety and welfare of children.
- **The Section 11 Panel**, checks that agencies have the relevant safeguarding training available to their staff.
- **The Local Authority Designated Officer (LADO)** leads on investigation of allegations concerning persons who work with children.
- **The LADO and the Section 11 Panel** both give direction in respect of the recruitment and supervision of persons who work with children.
- **Children & Young People at Risk, Missing and Exploitation sub-group**, has oversight of Child Sexual Exploitation and Missing children
- **The Health and Education sub-groups** promote the safeguarding message across their disciplines and ensure that there is wider awareness and implementation of current safeguarding issues.
- **Private Fostering:** The safety and welfare of children who are privately fostered is monitored by a Children's Social Care Panel with annual reporting to the Board.

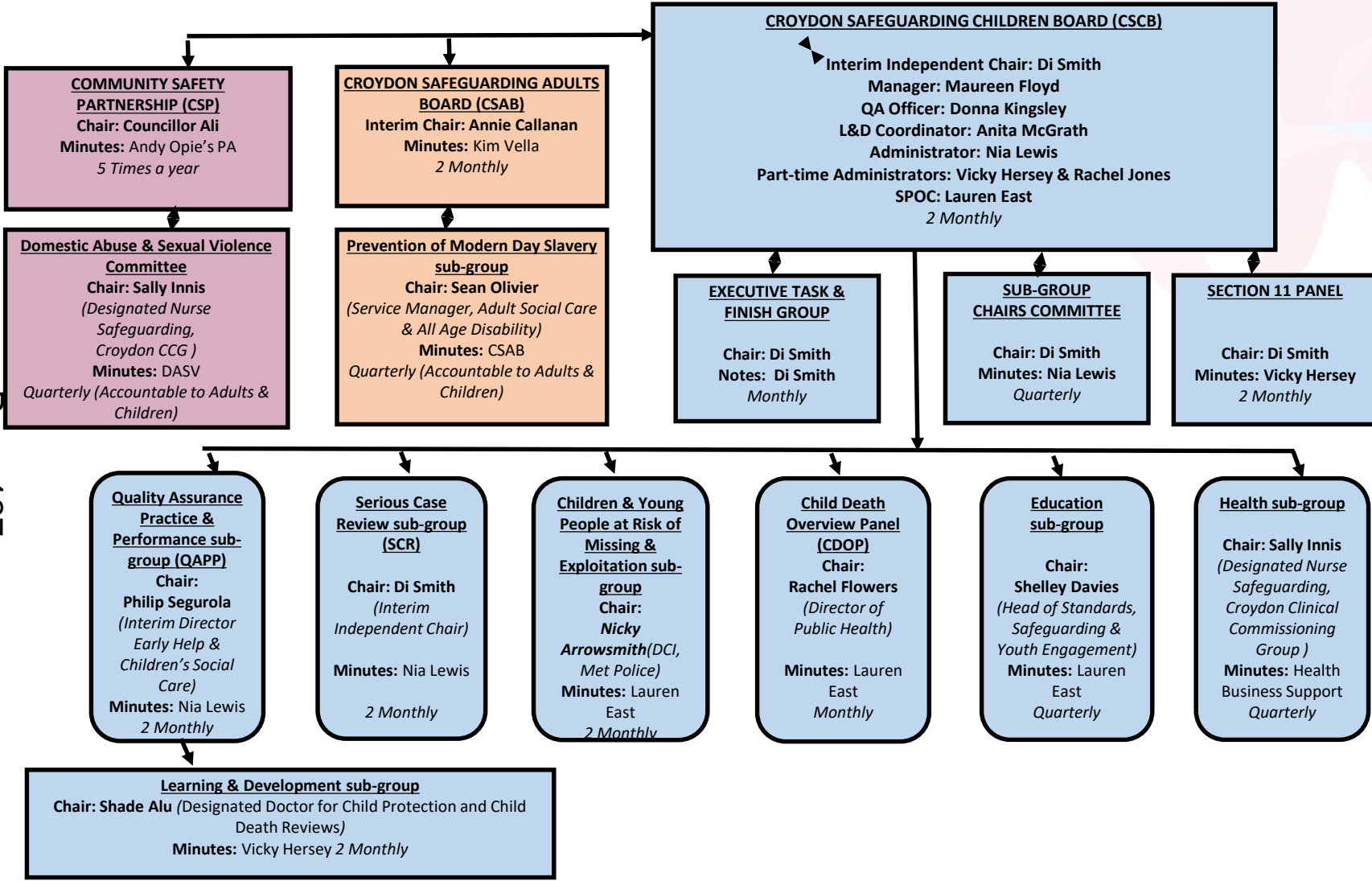
- **Participation in the planning of services** for children in the area of the authority; is generally led by the Executive, although can emerge in any sub-group and responded to, as required.
- **Cooperation with neighbouring children's services authorities** and their Board partners; is ongoing within SCRs, Child deaths, missing and exploited children.
- **Task and Finish groups** have been set up to lead on specific areas of work; this currently includes, Children with Disabilities, Early Help, Neglect, CSCB Dataset and Child Protection arrangements.

Arrangements for 2019 and beyond:

The new Working Together 2018 reflects the changes in the Children and Social Work Act 2017 which sees the end of Local Children Safeguarding Boards with the responsibilities for safeguarding children passed to the three safeguarding partners from Health (CCG), Police and the Local Authority.

Boards are required to set transition arrangements in place to accommodate the new arrangements and ensure they are effective by end August 2019. . [Link to Working Together to Safeguard Children 2018](#)

CROYDON SAFEGUARDING CHILDREN BOARD STRUCTURE CHART



Page 127

About the Board



CSCB Board Attendance

Agency	Attendance	%
Independent Chair	6	100%
Director of Children's Services	6	100%
Executive Lead Member for children	3	50%
Lay Member (1)	3	50%
Lay Member (2)	4	67%
Children's Social Care	6	100%
Youth Offending	5	83%
CAFCASS	4	67%
Schools (representatives from Primary & Secondary schools)	4	67%
Croydon Health Service	5	83%
Clinical Commissioning Group	5	83%
National Probation Service	2	33%
Community Rehabilitation Company	3	50%
Croydon Police	5	83%
Police Child Abuse Investigation Team	5	83%
Head of School Standards	5	83%
Director of Safety	2	33%
Adult Social Care	5	83%
Director of Public Health	5	83%
London Ambulance Service	4	67%
Voluntary Sector	6	100%

Page 128

The Board is led by an Independent Chair; Sarah Baker was the Chair until September 2017 when she handed over to the current Chair, Di Smith.

Board meetings and sub-groups are well attended from across the partnership. Attendance is monitored by the Board and any irregular attendance from partners is challenged by the Chair. Attendance by Croydon Rehabilitation had been escalated to the London Board, as their ability to attend every Board meeting across the whole of London has been a challenge.

Croydon Voluntary Action (CVA) elect representatives from local voluntary sector child organisations to most of the sub-groups.

In October 2017 the Board held a development day for Board members to consider the Ofsted report and contribute to the Improvement Plan. The need to be open to give and receive challenge was a key topic, in addition to demonstrating how outcomes have improved as a result of the Board's engagement.

The Board also agreed the introduction of the NSPCC Neglect tool, the Graded Care Profile version 2 (GCP2) to improve partnership recognition of neglect and to promote direct work with families about neglect.



CSCB Lay members

Both lay members have been with the Board since 2012 and have agreed to help with the transition to the new Safeguarding Arrangements.

They were asked: **What has the role of the lay member added to the working of the Board and what has your contribution brought?**



“As residents of the borough lay members bring a public and community perspective to the Board’s discussions and this helps to ensure that its decisions always take account of these. Our role is to champion the interests of the community and in particular those of its children and young people.

The Board comprises of a large body of highly qualified, experienced and articulate professionals, and lay members’ views are actively encouraged and our challenges responded to.

Lay members contributions to the Board and sub groups during the past year have involved:

- supporting the development of the data set for monitoring the achievements of the CSCB against its agreed priorities;
- challenging the quality and consistency of the performance of local agencies, including the role of management at all levels;
- attending engagement events with young people to hear their lived experiences;
- challenging the pace of improvement in agencies’ safeguarding practices following audits and serious case reviews;
- supporting new initiatives brought before the Board for approval and seeking assurances about how these will make a difference to the lives of children and young people; and
- playing a vital role in building bridges and engaging within their communities for the betterment of safeguarding children, across all faiths"

CSCB Budget



Detail - Partner Contributions	Amount
CAFCASS	550
CCG	33,850
CHS	33,850
Met Police	5,000
Probation	2,000
SLAM	13,540
LB Croydon	204,950
LB Croydon – Asylum Seekers	55,000
LB Lambeth – contribution to Joint SCR costs	3,868
TOTAL	352,608

Detail – Expenditure	Amount
Staff Costs	240,615
SCRs	57,844
Website	3,650
Training	29,774
Supplies & services	10,725
Sub-total	342,608
Move to Reserves	10,000
TOTAL	352,608

Page 130

CSCB Budget The Safeguarding Board is jointly financed by contributions from partner agencies, with the largest proportion coming from the local authority. The Board has again successfully managed a balanced budget, despite there being no change in member contributions for 5 years.

The development of new safeguarding arrangements to comply with the revised statutory guidance (Working Together 2018) will need to include arrangements for funding. This issue will be addressed through the work being undertaken by the Executive Group of the CSCB.



About the Board – communication

The CSCB Communications Strategy was reviewed by the QAPP sub-group. Activities to promote the remit of the CSCB included:

- Consulting with young people on the look/content of the website. The feedback was for clearer advice & signposting about what to do, rather than descriptions of the safeguarding concerns affecting them.
- [The Triple C Safeguarding Awareness Event took place at Crystal Palace FC](#) where over 60 businesses pledged to include Safeguarding Awareness Training for all staff via the CSCBs free on-line training link. Over 650 courses have been completed. This campaign was mentioned by Ofsted as an example of good partnership work.

Many locality meetings were attended to promote the work of the CSCB. This included Business Sector and Voluntary Sector events. CSCB branded products encouraged engagement with young people.



A survey of young people showed they think “safeguarding” means protecting them and that the Police, family, schools and the community help them feel safe, however almost a 5th said nothing makes them feel safe. More work is planned to deliver these findings to the partnership to influence their strategy on how to take children's views into account when developing service plans.

The CSCB Newsletter has been more regular. An additional print run of 2500 copies of the CSCB designed Safety Leaflets was required to meet this years demand at external events.

Communications from the Board, via the website have increased over 100%. Feedback from a partner was *“it’s the one newsletter and website I encourage all my staff to read as it’s a good Croydon perspective on what’s relevant in safeguarding”*.

Website activity – the diagram compares Year End Mar 2017 with Year End Mar 2018. There was a significant spike in activity when an SCR was published in Year End Mar 2017. If this anomaly is removed, website visitors for Year End Mar 2018 are up 42% (over 11700 visitors a year) and new visitors are up 40%. Page views are also up 33% indicating that the site continues to be a regular source of information for current users and is also being accessed by new people.



Page 131



About the Board - Voice of the child

There have been a number of events and community based gatherings where the CSCB has had an opportunity to speak directly to children and young people, in addition the following events were held to directly engage children:

- Apr 2017 – Game of Life at St Josephs College
- Jul 2017 – Croydon Youth Congress
- Sep 2017 – Children In Care Congress
- Nov 2017 – Children's Takeover Day
- Nov 2017 – Website development – Elmwood Junior School
- Dec 2017 – CDI/Community Bus Safeguarding Project/ Website feedback

Today was very good and enjoyable. I wish/hope and pray you took all that was said into consideration. I would very much like to hear from you about the other meetings and would make an effort to go

The website tells you loads of stuff about what bullying is, but the first thing should be what to do to stop it

Adults should keep an eye on young people even if they are saying nothing is wrong.

As part of the Children's Takeover Day, 5 young people reviewed an SCR.

Their findings were presented at a Board meeting where an exercise took place to discuss and prioritise the children's findings. The top 3 were:

Someone needs to hold agencies to account (check they are doing their job properly)

Perpetrators have more attention than potential victims

Professionals should use Social Media as a means of finding young people

The children involved in an SCR involving Fabricated Induced Illness provided some valuable insights into what they thought should happen. These messages were presented at the CSCB FII conference and are being used to inform practice globally as it is being shared at an international conference.

Diagnosis and treatment should NOT depend just on what parent says

Take time to talk to the child. Talk and listen.

Get to know about their life – what they like doing, what they can and cannot do

Mentor or 'buddy' within the hospital staff.

Involve child, help them understand as much as they are able about their diagnosis and treatment



Serious Case Review (SCR) Sub-group

Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 require the CSCB to undertake reviews of serious cases in specified circumstances.

A serious case is one where:

- (a) abuse or neglect of a child is known or suspected; and
- (b) either — (i) the child has died; or (ii) the child has been seriously harmed and there is cause for concern as to the way in which the authority, their Board partners or other relevant persons have worked together to safeguard the child.

The decision to undertake either an SCR or Learning Review (LR) follows a referral and recommendation from the multi-agency SCR sub-group to the CSCB Chair who makes the ultimate decision.

The SCR sub-group considered 6 referrals for SCRs in 2017/18, 5 adolescents and 1 young child, and have agreed a total of 4 Reviews.

Two individual SCRs were agreed to look into the separate deaths of two young people.

Two Learning Reviews:

1. **Vulnerable Adolescent Thematic Review** was agreed which will look at the experiences of the 3 adolescents referred, alongside a further 57 high risk young people, which makes a total of 60 local vulnerable adolescents.
2. **The 6th SCR referral of the young child** was agreed to be examined by way of Learning Review.

The CSCB has completed and published two SCRs in 2017/18

See link to publication

- Child Joe
- Children J & K.

Both SCRs had features of neglect and have been constructive in challenging current practice. The CSCB held a Neglect conference and introduced the specific NSPCC Neglect Tool as a direct outcome of these reviews.

The SCR sub-group kept oversight of SCRs being conducted elsewhere which are relevant to Croydon.

Two children placed by Croydon's No Recourse to Public Funds team both suffered untimely deaths;

- one killed by his mother's partner in Wolverhampton, known as Child G - [see link to publication](#)
- The other family had been relocated to Medway where both mother and child died, the SCR is known as 'Ellie'. - [see link to publication](#)

The **NRPF** team has made considerable progress and have responded positively to action the SCR recommendations, not least their compliance with the Section 11 process.

An **SCR Tracker** is shared at all sub-groups and the Board so that all can be kept apprised of developments and progress with SCRs and learning reviews.



Serious Case Review (SCR) Sub-group

Family and child involvement is a high priority in all of our Serious Case Reviews and Learning Reviews. We have actively sought the views of children, parents, grandparents, as well as aunts and uncles. We have been highly focused on ensuring that we have involved family members and gained their perspective on services available to them and the child at the time of the incident.

Whilst we have not always been 100% successful, we have been extremely persistent. We have visited family members at a range of venues, at home, in local offices and in prison and often able to help represent the family views in a specific situation, e.g. in adding more information to assist with contact arrangements. The independent role of the CSCB within our SCR process has helped encourage family members to be able to ensure their voice is heard. We have always made every effort to ensure that final reports are shared with them prior to publication.

For the vulnerable adolescent review currently underway we have met with some of the young people locally as well as visiting a number of them who are serving sentences in Young Offender Institutes across the country. Their views bring a really helpful perspective of their experience of being a young person living in Croydon

There is a high degree of challenge and engagement at the SCR sub-group. Partners have voiced their concerns about a case which has since been the first to be reviewed at the formal multi-agency panel overseeing Children subject to CP Plans for more than 18 months.





Serious Case Review (SCR) Sub-group

Ofsted highlighted that the Board needs to be able to evidence how learning from the SCRs has impacted upon practice.

Frontline practitioners who were involved in the cases were invited to attend Practitioner Learning Events (PLE) as part of the review process.

Analysis of the PLE held during 2017/18 notes 117 practitioners have taken part in 7 Practice Learning Events directly related to Serious case Reviews.

Feedback from the frontline, examples of what practitioners told us would be the impact of the learning on their practice:

- Improving communication, information sharing and joint working
- Professional Challenge – including escalation, following up
- Improve case recording
- Develop better relationships with families
- Understand roles and expectations of different agencies
- Take responsibility for own actions

The SCR sub-group oversees the agency related SCR action plans on a regular basis. Recommendations and learning from each of the SCRs has been amalgamated into single agency action plans. These give detail as to how the agency has ensured that systems and practice have changed to demonstrate how the themes are actively addressed.

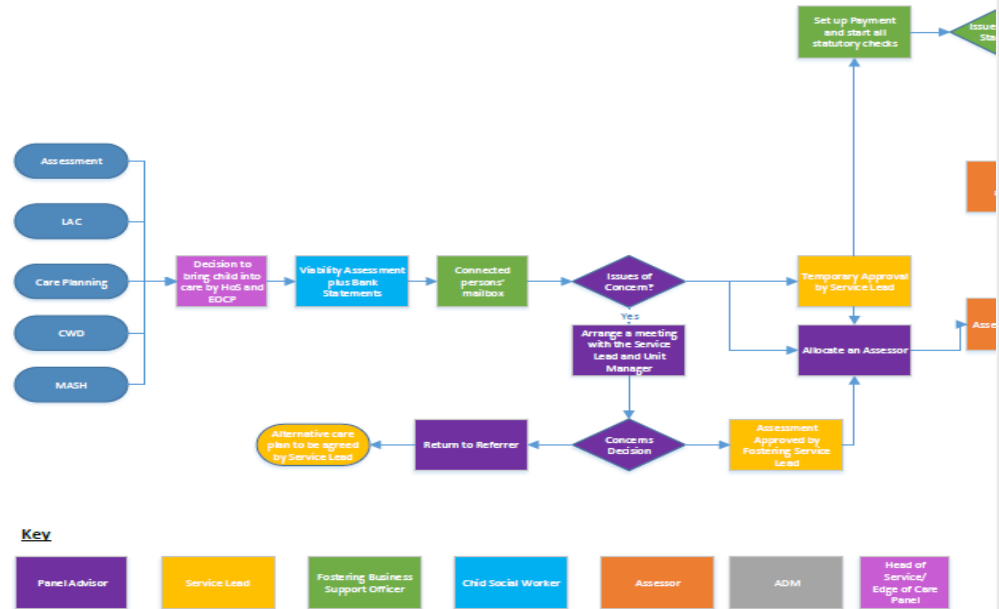
For example, placement of Looked After Children with Kinship and Connected Carers has undergone a radical overhaul. Systems, processes and practice to ensure that carers are supported and assessed in a timely manner have been formalised.. This has been as a direct response to SCR findings. Presentation on the changes and effectiveness has been brought to the SCR sub-group. See extract below -

FOSTERING (CONNECTED PERSON) BUSINESS PROCESS MAP

Approved by: Spencer Duvwiama, Jo Ross, Brian Amos, Henrietta Delaul

Service Leads from Fostering, Care Planning, Looked after children and Adoption.

Date: 26 February 2018 v2



Serious Case Review (SCR) Sub-group



Recurring Themes From Serious Case Reviews

1		Drift	Children are on plans too long, or plans do not progress in time to make a difference
2		Parental issues	Domestic violence, drugs, alcohol or parental mental health issues take the focus away from the child
3		Lived experience	A day in the life of the child is not understood or adequately recorded
4		Missed opportunities	- to reduce the risk of significant harm
5		Professional challenge	- including supervision. Use of the Escalation Policy is not robust enough
6		OLA	Other Local Authority Transfer (including NRPF placement out of borough) contributes to risk
7		Invisible Fathers	The relevance of father figures as protective factors and risk factors is not adequately explored
8		Kinship	Recognising and supporting kin to be a protective factor/take responsibility for a child is not adequately explored.
9		Thresholds	- and compliance with standards are not understood and applied consistently

Embedding learning

Each of the three Board meetings in September, November and January explored the theme of embedding learning and were engaged in demonstrating how the learning has improved practice.

Common themes were identified in Croydon SCRs, see example on the left, in addition to recognising similar practice issues arising nationally.

Many of these issues have been identified in the Ofsted review and are specific subject matter within the improvement plan.

Agencies have given examples of how these themes are embedded in their learning programmes. Each relevant theme is addressed and incorporated within the CSCB training programmes.

For example the introduction of the GCP2 Neglect tool was as a direct result of findings from SCRs and Audits, and the learning from those are of note within the training of the GCP2 Licenced Practitioners.

The CSCB is planning a varied programme to ensure that the messages from SCRs are widespread and seek to effect change in practice. This will include post SCR training, briefings, workshops, incorporating within topic training.

Page 136



Child Death Overview Panel (CDOP)

Working Together 2015 sets out the requirements of the Child Death Overview Panel. The LSCB is responsible for ensuring that a review of each death of a child (under 18 years) normally resident in the area is undertaken by a Child Death Overview Panel (CDOP) and ensuring the rapid response arrangements are in place to respond when there is an unexpected death of a child.

Page 137
By reviewing each case the aim is to look at the reasons and whether any future child deaths could be prevented by taking action, such as through public awareness campaigns or improvements in the way health professionals work. Across London CDOPs work to the London CDOP protocol.
http://www.londoncp.co.uk/chapters/unexpected_death.html

The CSCB is required to publish a CDOP Annual report which is reported to the CSCB and published on the CSCB website. [Link to CSCB Child Death Report](#)

CDOP reviews all of Croydon's child deaths, these are invariably extremely sad and traumatic events for the child's family and friends. This is highly sensitive, emotive and challenging.

The child mortality rate in Croydon is lower than London and England.

- 30 deaths of children resident in, or the responsibility of, the London Borough of Croydon occurred between April 2017 and March 2018.
- 4 deaths were of babies born below 24 weeks gestation which are not deemed appropriate for review by CDOP's terms of reference
- 12 deaths were unexpected
- Rapid response meetings were held for 8 of the deaths
- 4 deaths did not require rapid response due to existing life limiting conditions and out of country death
- 10 deaths were subject to post-mortem

CDOP Panel reviewed 33 child deaths in 2017/18.

More than a third of the children living in Croydon whose deaths were reviewed in 2017/18 were living in the most deprived areas of the borough.

Rapid response meetings were held for 9 of those deaths

Issues and learning points were identified in respect of car safety, risks of co-sleeping and strangulation by blind cords and improved access to specialist bereavement services.



CSCB Sub-group - Quality Assurance, Practice & Performance (QAPP).

QAPP is the sub-group where scrutiny, multi-agency procedures and audit take place on behalf of the Board. QAPP reviews the CSCB dataset and introduces challenge; QAPP plans the multi-agency (m/a) audit programme for the year; and develops and implements new policies and procedures. The Learning & Development sub-group report to QAPP.

The Terms of Reference were revisited and the updated version agreed. QAPP Membership was reviewed with the agreed changes implemented.

The QAPP action log went through a radical overhaul, in order to clear out-of-date backlog actions with a more focussed forward plan agreed. With such a large remit, it was necessary to develop a tight business plan to keep the group to task.

The delayed m/a audit on Neglect was started in 2018, although not presented until the summer of 2018. 20 cases across the spectrum, from early help and referrals that had been classified as NFA, through to allocated child in need, and child protection cases.

The m/a audit programme for 18/19 is agreed in place with three m/a audits proposed across the year. The audit plan for 2017/18 was superseded by the Ofsted inspection and the need to address items in the improvement plan as the priority.

The Neglect Audit has provided insight on both practice and process which will be used as learning to inform future audits. A follow up of quarterly audits on a smaller cohort has been agreed for 2018/19 in addition to the CSE and CP audits already agreed by QAPP.

Single agency audit reporting has not been robust, some presentations have been made, but insufficient to give QAPP assurance of the effectiveness of single agency audits. This is a focus for 2018/19.

Health undertook an audit of Health referrals into MASH, following criticism of high percentage (70%) of health referrals resulting in No Further Action (NFA). The audit revealed a number of issues which Health have agreed to address: -.

- All correspondence sent to MASH are considered as contacts/referrals
- The online referral does not allow the referrer to add in the date of referral
- Health professionals need to think of other options other than a referral to MASH
- All referrals must have the risks clearly identified and document what has been done to address them

The audit is to be repeated in autumn 2018 to determine if the subsequent actions have effected any change.

Further agency specific audits of referrals that reach an NFA outcome cases will be undertaken in 2018/19 and will assist to identify the disparity between agency expectations of SPOC and MASH and their decision-making.



CSCB sub-group - QAPP

High levels of NFA remain an issue for Children's Social Care, and are an agreed priority area for the Partnership. Ensuring SPOC and MASH work well for all agencies is a key element of partnership working.

QAPP has agreed CP Task & Finish Groups following an independently led multi-agency review of CP processes which has reported back on findings. This is being followed up with focussed multi-agency activity in addressing the current shortcomings in communication and engagement across all agencies in

- Referrals and thresholds
- Strategy discussions
- Child protection case conferences

QAPP has introduced and Implemented an SCR recommendation of a multi-agency review panel to review Child Protection cases that have been on a plan for more than 18 months. This will provide useful challenge and active partner engagement in these case reviews.

Child protection templates have been reviewed, updated and agreed.

QAPP has reviewed and given agreement to the updated the Communication Strategy

Discussion has taken place with safeguarding partners Achieving for Children which helped reorganise and set priorities for the dataset. A formal task and finish group has now been set up to finalise the content for regular scrutiny by QAPP.

The Group has scrutinised the CSCB dataset and triggered follow up discussions at the Board Executive.

QAPP partners are required to provide evidence of how each agency has responded to what children and young people have told them, and how this has influenced practice or changed ways of working.



CSCB Sub-group - Learning & Development

The CSCB offer fully-funded training opportunities to professionals and volunteers working in Croydon. The CSCB programme aims to add value to single-agency led training by providing practitioners with essential skills in partnership working and to ensure core safeguarding knowledge is in place.

The 2017/18 programme was informed by findings from local serious case reviews, the Board's identified priorities and ensuring core safeguarding learning was offered (e.g. Level 3 Safeguarding, Domestic Abuse, Early Help).

Additions to the core offer this year included Role of MASH and Thresholds, and Working Together in Child Protection Conferences and Core Groups.



Attendance - 1490 attended sessions and events



Conferences with internationally and nationally recognised speakers



E-Learning - 3215 completed Level 1 & 2 Safeguarding and CSE e-learning

CSCB Annual Report 2017/18



1490 attended training sessions and events



17-18 included more conferences with international, national and local speakers - including Neglect, Fabricated and Induced Illness and Safeguarding standards



E-Learning continued to be popular with an 11% increase in course completions



No-shows continued to be an issue, but overall there was some improvement following increased communication and warnings of a charge being applied



Setting engaging with the programme most were Croydon Council (33%), PVI – Early Years, Community and Voluntary (30%) and Education (20%)

CSCB Sub-group - Learning & Development

Messages from training evaluations

Overall, training events have been very well received, suggesting that the content is pitched well to help develop safeguarding knowledge. Many also acknowledge the value of attending multi-agency events and the value of networking and learning together with colleagues from different disciplines and agencies.

Evidence of impact of learning is gathered through training evaluation (median response rate: 50%). At this stage delegates are asked what they expect to improve in the practice having attended the training.

As well as evidence of impact of learning being gathered through post training evaluation, transfer of learning surveys, or impact surveys are also used. This type of survey was new for 17/18, and although it was not possible to embed use of impact surveys, it is acknowledged that this is an approach which should continue. The common themes reported are shown here:

Expected improvement area – common themes reported in evaluation surveys

Improved confidence and awareness of need to escalate

Better knowledge of policies and procedures

Better understanding of professional curiosity

More aware and alert to safeguarding issues

Better understanding of roles and responsibilities

Improved confidence in use of referrals and thresholds

Reported themes of application of learning to practice

Alert to safeguarding needs and improved responses to disclosures

More confident in multi-agency settings and making challenges

Improved decision making and recording

Use of policies and procedures in making referrals

More timely information sharing and referrals to local services

More professionally curious; asking more relevant questions

Learning & Development Priorities 2018-19

- Thematic best practice events based on local needs
- Support partners to embed SCR learning
- Increase use of impact surveys
- Develop localised e-learning (e.g. induction)
- Apply non-attendance charges
- Develop L&D safeguarding resources
- Introduce safeguarding supervision guide



CSCB - Section 11 Panel

Section 11 of the Children Act 2004 ([Link](#)) places duties on a range of organisations and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.

The new Section 11 process of 6 stages of challenge for each Agency over a 3 year period has been in effect during this time. This method allows for greater diversity of challenge and the opportunity for partners to be engaged in collaboration as well as self-audit.

- 12 partners have provided a formal Section 11 Audit to the S11 Panel.
- 5 partners completed a Statement Of Compliance.
- Plans are in hand to run a Section 11 Awareness Event where commissioners and commissioned services will attend a workshop to raise their awareness of what good looks like for Section 11 compliance and also have the opportunity to gain access to training courses and tools provided by the CSCB to raise safeguarding standards in their sector.
- The plans to carry out Practitioner Level Audits have been delayed, however 2 partners are now on the program to complete them before the end of 2018.

Examples of findings from the Section 11 Process so far includes:

- The Local Authority provides good engagement with the Section 11 process, and the opportunity to improve understanding of safeguarding policy has been identified. The CSCB has made good ground in supporting the Contract Management & Commissioning Team to embed Safeguarding principles as part of their new strategy.
- GLL the incoming Leisure Centre Provider was required to complete a Section 11 and attend a panel. They reported that the process was robust and challenging and that despite their significant contact with children across the country, this was their first request of its type. It has helped them achieve a good understanding of the Safeguarding issues pertinent to Croydon and will impact their work across the country.
- The Section 11 Tool was refreshed, with additional areas for use by Commissioners to help them focus on their responsibility to Safeguarding as well as be useful to contract manage suppliers.
- Commitment to Safeguarding Training from partners remains strong. Involvement in the process has led to the NRPF Team strengthening its processes.
- The Education Audit revealed a potential gap in the understanding of the Safeguarding arrangements in Boarding Schools. The Education Team have since carried out spot checks and audits to ensure oversight of this area.



Statutory Duties - Local Authority Designated Officer (LADO)

In accordance with the Children Act 2004, the LADO will be informed of all allegations against adults who work with children. The LADO provides advice and guidance to Senior Managers on the progress of cases to ensure they are dealt with robustly and resolved as quickly as possible. Information relating to allegations is collated and presented to the Croydon Safeguarding Children Board to inform training, research, safer recruitment and awareness raising. [LADO-Annual-Report-2017-2018](#)

Achieved in 2017/18:

Page 143

- Levels of consultations have stabilised at around 700 per annum, but include fewer wider safeguarding referrals
- Better relationships with health sector with a small increase in referrals
- LADO Conference on Safer Organisations and Perpetrator Profiling well attended and received positive feedback from attendees
- Training to Fostering staff and Panel members; on complaints and allegations management, and SCRs, using on real case examples
- Involvement in Schools safeguarding visits, to address specific issues and concerns regarding safeguarding in schools.
- Support and training to Partner Agencies and Child based organisations in Croydon to establish safer organisations and institutions in Croydon. This included Staff behaviour in Private Life training
- Active participation in the London Wide LADO network, and national LADO network (Croydon LADO is a coordinator of the former and one of three of London's representatives on the latter)
- Ofsted inspection in June 2017 recognised the positive contribution of Croydon LADO service made to safeguarding and recommended improvements to recording. Responded to recommendations from the Ofsted Inspection regarding recording and procedural elements

Aims for 2018/19

- Achieve independent minutes for strategy meetings
- Determine impact of New Bail regulations on effective and safe management of cases during investigation.
- Review and refresh LADO information pages on Website
- Develop leaflet for parents of children regarding the role of the LADO, where allegations have been made in respect of their child.



CSCB Sub-group - Children and Young People at Risk, Missing and Exploitation (CYPARME)

The CSE and Missing sub-group has gone through several changes in 2017/18, with Chairs and with the role of the group. Thanks to Laura Butterworth from Safer London for her long stint as Chair and to Lewis Collins, Croydon Police as a stalwart Deputy and then Chair who handed over to Nicky Arrowsmith from Croydon Police and Hannah Doughty from Children's Social Care.

Page 144
At the May 2017 sub-group it was agreed to review the role of the group. Members were aware of existing panels, the Missing Panel and the MACE Panel (Multi-Agency Child Exploitation) looking at individual cases therefore it was important not to duplicate those processes, so a Development day was set for July 2017.

The Development Day looked at the crossover and commonalities between

- Missing Children
- Child Sexual Exploitation
- Trafficking,
- Radicalisation,
- Harmful Sexual Behaviours,
- Harmful Practices (FGM, Forced Marriage, Honour Based Violence)

It was agreed that the remit of the sub-group would widen to include children and young people at risk of missing and all types of exploitation. Children displaying Harmful Sexual behaviour are also being given oversight by this sub-group.

Trafficking is overseen by the Modern Slavery sub-group which is linked with the Adult Safeguarding Board, as is Harmful Practices, which are covered by the Domestic Abuse & Sexual Violence Group. A report on DASV is at page 75. Radicalisation reports to Community safety, and a report can be found at page 73

There is further challenge to ensure that this sub group works closely with the Safer Croydon Partnership and the Serious Youth Violence subgroup, to ensure that there is no duplication, and that outcome targets are aligned. A joint review of both groups will be undertaken in 2018/19 to ensure best fit.

It was agreed that the sub-group needed to be provided with comprehensive data to enable proper oversight. This has been effected and each meeting has been able to examine the data to gain clarity about trends with data for analysis, on missing and exploited children.

This has helped focus the need for a universal Child Exploitation referral form which been approved by the sub-group subsequently and will be implemented from September 2018.



CSCB Sub-group - Children and Young People at Risk, Missing and Exploitation (CYPARME)

Missing Children

Croydon has the highest number of missing persons per borough in London. Whilst Croydon has the second highest number of children in London, there are also large numbers of looked after children from other London boroughs living in Croydon. These children are very prone to going missing and therefore increase the work of local police in the first instance.

The data provision has enabled the subgroup to have a better understanding of which children are going missing, including a small number of children who are repeatedly missing. Interventions are now being offered to try and reduce this.

Page 145

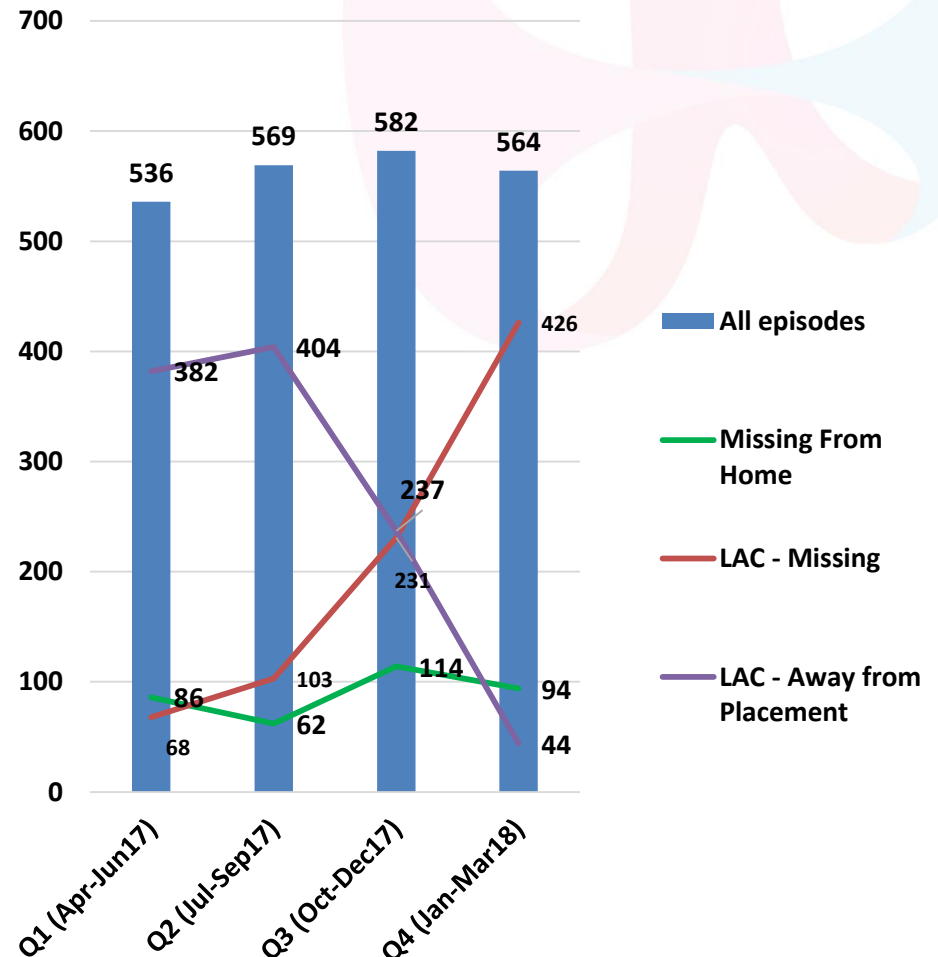
The Police Missing Unit deal with Low/Medium and High risk missing persons.

They deal with Low/Medium after the first 48 hours when they take primacy from response uniform teams.

Increased staffing levels has resulted in an investigative capability, particularly in respect of High risk cases to be successfully resolved. Most high risk cases are resolved within 7 days of reporting.

Children who are missing from home or care are recorded consistently with a reviewed missing process in place. This has enabled the subgroup to have a better understanding of which children are going missing, including a small number of children who are repeatedly missing. Interventions are now being offered to try and reduce this.

Missing from Home and Care episodes started by quarter (2017-18)





CSCB Sub-group - Children and Young People at Risk, Missing and Exploitation (CYPARME)

Improvements in Return Home Interview Offer (RHI) and Acceptance Rate

This was a particular issue in 2016/17 and there has been significant improvement quarter on quarter in relation to the number of found episodes (missing only) where children are being offered and accepting a Return Home Interview.

. Nearly all found episodes in Q4 resulted in a Return Home Interview being offered and the majority are accepting the interview. The partnership are now looking at how the data can be interrogated to understand why children do not accept and what the response needs to be. This will be improved with feedback from the young people themselves.

Missing Looked After Children

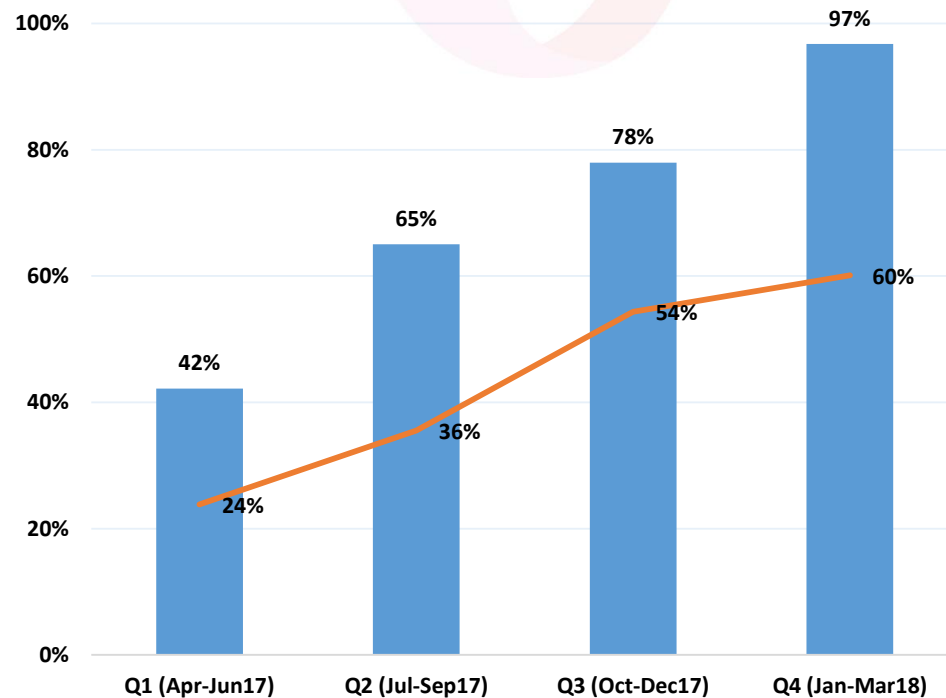
This vulnerable group of children remain of particular concern and the link between missing and exploitation is fully recognised by all partners.

A monthly Missing Panel and a weekly High Risk Missing Meeting are attended by the partnership and report performance information into the sub-group.

Clear timescales for missing strategy meetings have been introduced along with trigger plans that are shared by Children's Services and the Police.

Found episodes by quarter (2017-18)
RHI Offer & Acceptance

■ % of found episodes in quarter (missing) offered RHI





Multi agency Sexual Exploitation Panel (MASE)

The MASE Panel is the operational group looking at individual cases of exploitation with oversight data provided to the CYPARME sub-group. Agency referrals of new cases are considered, alongside open cases shared in conjunction with intelligence about current risks and perpetrators.

MASE have helped facilitate local Police-led annual operations to challenge Hotels and premises where CSE has been a concern or could be a risk. Staff attended hotels with Police cadets who were under the age of 16, seeking to book hotel rooms for cash with large amounts of alcohol on them. The hotel was visited shortly afterwards and feedback given. These have proved to be highly successful in raising the awareness of hotel staff to the risk of sexual exploitation. We understand there have been positive examples of Police being called to challenge similar real bookings since this operation took place.

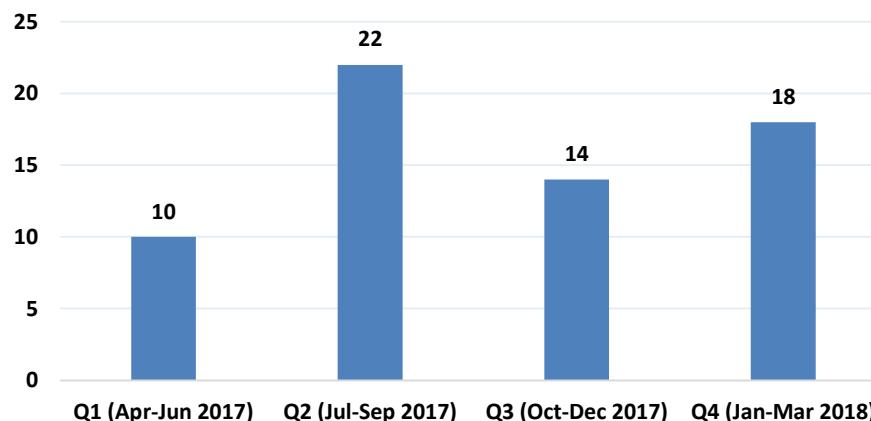
The MASE Panel has been reviewed and has been extended to include children who are being criminally exploited as well as those are being sexually exploited. The new MACE Panel plan will be presented to the sub group in July.

The MACE (multi-agency child exploitation) meeting will be for strategic oversight and report into the sub group, with performance data. This should enable the group to have a much better understanding of the perpetrators, locations and themes within the borough.

As part of the review there is a new screening tool for agencies that has been agreed by the sub-group and will be implemented to ensure that all children who are being exploited are identified and referred in to Children's Services, this should ensure that all intelligence is captured and shared amongst the partnership.

A consistent flow of new referrals to MASE would indicate that professionals are identifying the risks of CSE appropriately. However, the number being referred is very low given a child population of approximately 95,000. Whilst it is encouraging that there have been no level 3 cases on MASE protocol since August 2017, the number of level 2 cases has remained stable at around 8 CYP during Q4. The number of level 1 cases has more than doubled since April 2017.

Number of new referrals screened for MACE by quarter (2017-18)





CSCB sub-group – Report from Education

The purpose of the education sub-group is to

- To challenge, advise and support schools, colleges and early years settings to ensure they are implementing effective, robust safeguarding policies, procedures and practices to protect children and young people in all educational settings in Croydon.
- To ensure delivery of the education aspects of the CSCB business plan.
- To ensure completion and analysis of annual Section 11 audit report and respond to any emerging issues.

Thanks to David Butler who stepped down as Chair, to deputy Shelley Davies who is the Head of Standards, Safeguarding and Youth Engagement.

As a result of the Section 11 audit the education sub –group has identified a number of priorities that will need to be a key focus in supporting schools with keeping children safe from local risks that present in both primary and secondary schools.

The sub-group has ensured that a deep dive audit visit was carried out in a number of schools where safeguarding concerns were shared – as a result of which it can be reported that safeguarding practice has improved.

For example one school has initiated further staff training to ensure all staff familiar with how to report concerns about adults within a school, another school has formalised the recording of incidents and communication with parents.

The sub- group has ensured there has been a greater focus in staff training in respect of Child Sexual Exploitation; Children Missing from Home or Care; Female Genital Mutilation; and Domestic Abuse & Sexual Violence. A subsequent increase in the reporting of these concerns has been noted. .

The group has ensured that Youth Voice was captured during the Youth Congress event – their priorities were identified and are being followed up through the work of the wider education team.

The sub-group has taken time to review the business plan in order to ensure that it is fit for purpose and thus able to evaluate the impact of the actions of the group. The plan will need time to be embedded to ensure a much clearer idea of how well the actions of the group are cascading to the schools.

Whilst there is still room for improvement in some of these thematic areas the direction of travel is positive and would suggest the focus on these themes as part of the focus of the sub-group is raising awareness and driving improved practice.



CSCB sub-group – Report from Education

As a result of the Section 11 audit the education sub –group has a number of priorities that will need to be a key focus in supporting schools with keeping children safe. The priorities are as follows:

Priority 1:

The sub group will oversee that schools and providers continue to be subject to ‘deep dives’ to assess the validity of responses reported in the audit. Those schools whose audit returns that highlights non-compliance will be reminded either of the required standard or what constitutes good practice. Those schools that have not submitted an audit return may be subject to an unannounced safeguarding visit to reassure the sub-group of their procedures or taking action where we are not assured.

Page 149

Priority 2:

The sub group has an awareness that there is a need for education providers to fully embed extremism and radicalisation training within their curriculum. This will include taking steps to identify any gaps in available resources for schools to use, particularly at primary school level.

Priority 3:

The sub group want to promote raised awareness of the risks posed by gangs and child sexual exploitation with staff and children at primary school level.

Priority 4:

It is recommended to review the current weapons in schools policy to ensure that it remains relevant and investigate successful approaches to this issue from other areas and seek to share good practice.



CSCB sub-group – Report from Health



The Health sub group has continued to be active during 2017-18 with a busy work plan and a full agenda.

There are now two deputy chairs to support the work of the group. The chair and deputies meet prior to each meeting to plan the agenda and discuss the work plan (which is based on the CSCB Business Plan).

There has been good representation from many areas of health at the meetings with good attendance rates. This allows for a varied discussion from all perspectives of the health service and encourages healthy debate and challenge.

Health recognises the strength in its contribution to the partnership and the need to work collaboratively to improve the outcomes for the families and children..

There has been an increased oversight of single agency audits and how findings help to shape service provision and improvement in practice. This will culminate in a report at the end of 2018 which will provide an overview of improvement in outcomes and the areas of challenge which require further focus.

A MASH health referral audit was completed in 2017 and there had been a planned review in Spring 2018. This has now been deferred until Autumn due to workforce issues and pressure on health safeguarding resources which have now been resolved.

The initial audit identified concerns regarding the quality of referrals, and lack of consideration of access to other services including Early Help and issues around consent.

Work has been on-going in order to address the findings and it is anticipated that the second audit will demonstrate an improvement.

Concerns have been raised across the partnership regarding Child Protection processes and how the multi-agency partnership makes a meaningful contribution to supporting children and families who are at risk.

Health has contributed to the planning of and attendance at CSCB workshops which have provided the opportunity for honest discussion about the challenges and offering suggestions for solutions. This work has also included the on-going development of strategy discussion/meeting arrangements and while there has been significant progress, the work is not yet complete.

The sub-group had a presentation by health colleagues who work with children with disabilities. This included information about how children within the community are identified by health professionals and the services available that support them.

The presentation generated interest and a healthy discussion. Health colleagues are on the membership of the Children with Disabilities task and finish group. This work stream will continue to be a focus of the group in order to raise and maintain a profile of the specific needs of disabled children including safeguarding vulnerabilities.

Several members of the Health sub-group are co-opted onto the Children with Disabilities Task & Finish Group.



Statutory Duties - Private Fostering

Private Fostering Arrangements

Private fostering is an arrangement made between the parent and the private foster carer, who then becomes responsible for caring for the child in such a way as to safeguard and promote his/her welfare. The Local Authority is not involved in the making of this arrangement.

- A privately fostered child is a child under the age of 16 (18 if a disabled child) who is cared for more than 28 days and where the care is intended to continue and provided with accommodation by someone other than:
 - A parent; A person who is not a parent but has parental responsibility
 - A close relative; A Local Authority.

If a period of care is less than 27 days but further periods are planned which total more than 28 days, then the child is privately fostered.

- A relative is defined as a grandparent, brother, sister, uncle or aunt (whether of the full-blood or half-blood or by affinity, i.e. marriage or a step-parent). There is no stipulation as to the age of the relative.
- The LSCB has a statutory duty to report annually on children who are Privately Fostered.
- [Link to Private-Fostering-Annual-Report-2017-18.](#)

In 2017/18:

- Leaflets and information for carers, partner agencies and in particular children and young people have been updated and printed.
- Information sharing with various Language Schools
- Awareness raising with GPs and Primary Head Teachers
- Sample survey of GPs conducted
- Quick GP reference guide has been developed.

Further action required in 2018/19:

- Increase PF awareness sessions,
- Improve communication with the language schools
- Improve Key Performance Indicators - some standards still need to be improved:
- Review assessment formats and visits to be closer to SF
- Review assessment arrangements
- Review Disclosure and Barring Service arrangements for “Host Families”





Services promoting Children's Welfare

As part of the CSCB statutory duties and responsibilities, the CSCB is required to evaluate and monitor the effectiveness of the partnership in safeguarding children and promoting their welfare. This section of the Annual Report gives a brief overview of some of the services provided to Croydon's children and some of the issues they face.



Single Point of Contact/Multi-agency Safeguarding Hub (SPOC/MASH)

Croydon's Single Point of Contact was launched in early March 2018.

The Single Point of Contact is Croydon's front door for all enquiries and referrals relating to children and young people at risk of harm or where practitioners and agencies need support in agreeing an Early Help offer.

The SPOC is staffed from the multi-agency safeguarding hub (MASH) and Early Help.

Professionals Consultation Line continues to be provided which is welcomed by agencies with over four hundred calls each month where practitioners and managers are seeking help and support in making decisions about safeguarding referrals.

Staffing levels in the SPOC has been reviewed and increased both in Business Support and in Social Worker capacity.

A MASH Stakeholders Group and an Operational Group have been established to drive the work of the MASH and ensure there is full partner engagement within the MASH.

The Single point of Contact will work with the revised Early Help service delivery model to ensure timely pathways from referral to Early Help to ensure families have access to the appropriate services quicker and in the right locations.

Priorities of the MASH Operational Group

- Supporting and challenging Children's Social Care performance as the lead agency and agencies' performance as MASH partners.
- Ensuring full agency contribution to the decision making processes within the MASH.
- Reviewing the membership and practitioners' roles in the MASH.
- Responding to national policy and legislative change to ensure the practice of the MASH is compliant
- Promoting, supporting and challenging a culture that values professional disciplines and expertise





Report from Health Partners – Developments in 2017/18

School nursing

- Successful recruitment for 2 WTE posts, one Digital Lead and one Emotional Wellbeing Lead at management level.
- Successful bid to provide Chat Health, to start September 18.
- The Safeguarding and Emergency Department (ED) pathway revised and developed for Children subject to the CP process
- Delivered Emotional Wellbeing (EWB) and Health Promotion sessions in all schools.

Emergency Department (ED)

ED attendance for children under 18's who were effected by alcohol or substance use:

Q1	15 attendances,
Q2	14 attendances
Q3	24 attendance
Q4	13 attendances

There were more female attendance than male to ED in every quarter.

- Children attending ED for Ethanollic and Substance misuse are all assessed and signpost to 'Turning Point' as appropriate.
- ED staff also provide health promotion. C&YP are being signposted within a timely manner to the appropriate service.
- Information is shared with the relevant Borough when a child subject to Child Protection Plans or LAC attends Croydon University Hospital. Relevant professionals are also informed for information sharing purposes. The child's GP is informed through the discharge summary form.

The Child Protection Information Service (CP-IS) finally went live at Croydon University Hospital at the end of March 2018. This system enables staff to determine whether children presenting for unscheduled care services are Looked After or subject to a Child Protection Plan.

Staff within the unscheduled care settings (GP Hubs) in East Croydon, Purley and New Addington should be able to access the system in 2018/19.

Data collection and analysis of the effectiveness and impact on the safeguarding journey for children and young people will be a key priority in 2018/19

Psychosocial meeting – The weekly psychosocial meeting was started June 2017 and is well attended by the Safeguarding Children Team, SCBU, ED, students, Practice Educators and staff on the inpatient ward (all CHS staff have access to this meeting which supplements regular contractual safeguarding supervision). Approximately 8-11 cases are discussed weekly

Plan for 2018/19 Improve multidisciplinary attendance at the meeting and collate data to reflect the types of cases discussed, referral pathways and outcomes.



Report from Health Partners - Developments in 2017/18

Female Genital Mutilation.

There were 63 cases of reported FGM identified through the maternity service all of which were to women over the age of 18 years old. FGM is discussed at the point of the initial antenatal appointment with the midwife and again in the early postnatal period if FGM is identified at this stage.

Relevant data is collected and risk assessment offered to pregnant women with a history of FGM.

In view of the prevalence of FGM amongst the maternity population it is essential that education and awareness training continue to be raised amongst professionals and those that use the health service.

Teenage pregnancy

Of the 10 cases which occurred over the last year 4 girls were under the care of the local authority. Additionally a significant number of the young people had multiple vulnerabilities such as mental health issues, at risk or involved in gang related groups or being exposed to sexual exploitation.

Young Persons Sexual Health

The Young Persons Sexual Health service provide a six week sexual health training programme to 14 secondary schools throughout Croydon. In addition the service provides outreach and training sessions in all of Croydon's colleges.

Priorities for 2018/19

Safeguarding Supervision - Plan for 2018/19.

- Increase supervision compliance by 10% within the next 12 months.
- Conduct an audit in 12 months to monitor the impact of supervision on practice

Vulnerable Women Meeting (VWM) Recommendation & Actions:

Increase in proactive preventative management

Engagement in programmes across professional working to tackle issues around domestic abuse

Audit the outcomes of families social complexities to evidence the findings within CHS maternity in order to address areas of need

A consideration for a service innovation such as the Pause Project which has been introduced in neighbouring boroughs and evidenced to have improved outcomes for children and their families would be a suggested intervention to be introduced to the CSCB.

FGM - Recommendations:

Continue to implement quarterly study days with CHS to raise awareness

Link in with NHS digital to adopt the safety processes and use of FGM-IS

Page 155



Report from Health Partners - Maternity Safeguarding Service

Vulnerable Women Meeting (VWM): -

The Vulnerable Women's Meeting has the operational function of providing a multiagency safeguarding forum for professionals working with pregnant women with social, psychological complexities and or those from disadvantaged groups, to safeguard vulnerable adults and their expectant child.

The women and their families identified within the VMW forum were often below the age of 35 years old, from disadvantaged backgrounds often living with multi-layered psychological, social, environmental or health related challenges.

Children born to women with social and complex needs are often born with short and long-term physical and psychological difficulties and many become vulnerable adults requiring significant interventions from public services throughout their life. This highlights significant risks and ongoing repeated cycles of adversity, in addition to ongoing rising cost implications.

The meeting is well recognised amongst multiagency professionals. Information about the meeting was also shared at the CSCB Neglect Conference in June 2017 to increase awareness amongst the multi-agency professional network.

Current data suggests an increase in complex and challenging needs amongst childbearing women within the local population.

This appears to be related to:

- reduced access to housing,
- migration
- families with no recourse to public funds,
- perinatal mental illness,
- child and adolescent mental health needs,
- substance misuse and domestic violence.

There is also an identified increase in the number of neonates separated from parental care under child protection proceeding, following birth and a growing trend in repeated pregnancies for women who have long-term involvement with social care and previous child removal into local authority care.

The vulnerable women's meeting offers a child centred approach by way of facilitating discussion to identify emerging problems and potential unmet needs of pregnant women and their expected child. This demonstrates the multifactorial complexities amongst families within Croydon who require a shared multidisciplinary approach in order to support and address their needs.



Service providers report to Missing & Exploited Children

SAFER LONDON

Safer London provide the Missing and CSE service which offers 1:1 intensive support to young people who go missing, have experienced CSE or are at risk of this. This is young-person led, trauma-focused and bespoke for each young person's needs worked intensively with 37 young people. The service also offers specialist advice and consultation to Croydon professionals and used on 103 young people's cases.

Outcome measures are from the young person and feedback of other professionals. Of the 37 young people and families:

- 88% had increased coping skills and resilience
- 76% had increased their understanding of healthy relationships
- 83% had measurably improved personal safety
- 70% had improved access to services or Education, Employment or Training
- 70% evidence improved health and well-being

The Empower Project worked intensively with

- 39 young women experiencing CSE within a group/ gang context (CSEGG) or at risk of this.
- Support to 30 parents or carers affected by CSE.
- Gave advice on 181 cases where CSEGG was a concern.
- Delivered 6 education programmes in Croydon secondary schools:

NSPCC

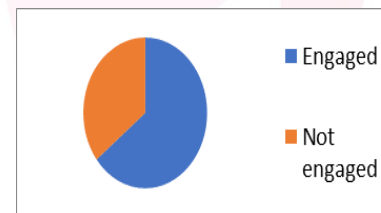
The NSPCC provided Return Home Interviews for missing young people until end March 2018

Annual Total

Number of RHI's offered – 132

Engaged – 85

Declined – 47



Key themes identified

- Regular Unauthorised absences
- Frustration with care procedures:
- Exposed to risk of CSE
- Trafficking
- Involvement in Gangs/ Criminal Activity

Young people who accessed the service were asked the following questions to gauge how they benefited from the service being delivered. (rating 1-5 where 5 is most helpful)

How helpful was the service? - 3.3 average.

Did you get to talk about the things you wanted to talk about? - 67% said Yes.

Did you make a plan for the future? - 64% said Yes.

Would you recommend the service to others? - 90% said Yes.



Service provider report - Harmful Sexual Behaviour

SAFER LONDON

Young men from the borough of Croydon aged from 11–18 can now be referred for 1:1 support by a specialist support worker, from Safer London to provide intervention around healthy relationships. The programme offers sessions for boys and young men that present with some of the following behaviours:

- sexual preoccupation
- sexual bullying
- sexist 'banter'
- inappropriate touching
- use of hard-core pornography
- sexual violence
- possession of indecent content
- sexually explicit threats.

Page 158

The sessions take place on a weekly basis in an agreed safe space for the young person where they can feel free to explore their vulnerabilities, attitudes and behaviour.

This year was the first year of delivering the HSB programme in Croydon with a specialist support worker co-located within the local authority. Intervention has been provided for 20 young men and case consultations have been offered for those not meeting the service threshold. The young people value having the space to explore the factors that contribute to their behaviours and become more confident to make appropriate choices.

The outcomes from the intervention are:

Outcome	Percentage with positive change		
Offending behaviour	100	%	
Health and wellbeing	87.5	%	
Relationships	75	%	
Engagement in ETE	75	%	



Voluntary Sector Report – Croydon Voluntary Action

Croydon Voluntary Action has continued to support local voluntary sector groups in strengthening their knowledge and practice around Safeguarding Children:

CVA continued to offer **Safeguarding Children Level 1 to 4 courses** at a very affordable price for Croydon community groups.

In 2017/18 the CVA delivered 11 courses attended by more than 100 people. With an extremely high satisfaction rate (average 5.7 on a 1-6 scale on all aspects of delivery), courses are supporting groups to

- “reflect on day to day practice”,
- “update their Safeguarding policies and procedures”,
- “deepen a culture of safeguarding” in their organisations.

The CVA continue to promote Croydon Council e-learning Safeguarding children and other relevant courses amongst VS members through their newsletter and mail outs to over 2,000 members.

After attending Safeguarding Children courses, community groups are more aware of what constitutes abuse and feel encouraged to instil a culture of curiosity within their organisations. They are also more aware on how to apply policies and procedures, keep them updated and alive within the day to day work reality. They are exposed to new legislation/regulations around safeguarding and challenged to review their practice accordingly.

In 2018 the CVA elected 32 **voluntary sector representatives** to sit on a range of strategic partnership and committees, raising the voice of the voluntary sector in Croydon, of which 10 in the Croydon Safeguarding Children Board and subgroups.

In 2017/18 the CVA hosted 2 **Domestic Abuse and Sexual Violence Partnership** meetings in our community centre on London Road, to attract more community groups into partnership work and discussions around DASV. The CVA also regularly pass on any messages and campaigns from the Family Justice Centre to local groups through our newsletter and Twitter.

Priorities

There wasn't the opportunity this year to review the impact of the recent Ofsted inspection on Croydon and the role of the voluntary sector within this. This is planned to be addressed in dedicating part of the annual event to this.

Voluntary Sector Reports – Ment4 & Young Carers

Ment4 have provided the voluntary sector representation to

- Children And Young People At Risk Of Missing And Exploitation Sub-Group
- Thematic Vulnerable Adolescents Panel Meeting
- Youth Crime Prevention Board

The groups focused on procedures, issues and outcomes of Council strategies for safeguarding. In their stated aim of multi-agency partnering, most was inter-agency within the Council.

Representation allows the voice of the 'voluntary sector' to be raised and considered. As a result,

the need for local authority and voluntary sector partnering has been a feature of meetings and Ment4 have since produced awareness fliers for the community and at the request of the police and others.

In addition, Ment4 has provided information on a number of young people studied by the Thematic Vulnerable Adolescents Panel.

Networking between the local authority and voluntary sector has been pushed forward by the presence of a voluntary sector representative on the groups.

YOUNG CARERS SERVICE

Offers assessment, respite and support to children and young people from age 7-25, who are caring for family members.



Young Carers involved with caring for a range of conditions, and can be more than one – physical disability or ill-health, learning, mental health, or substance misuse (none registered in this period).

During this period the service reduced the waiting list, with a simplified assessment and fast-tracking those with life-limiting illnesses and where caring role presents direct safeguarding risk to the young carer. Referrals are submitted from self or family, Children's social care and Early Help, schools and other services working with the child and family.

During 2017-18

- 765 young carers registered in total
- 200 referrals this period
- 136 assessed and registered
- Average age is 10y8m
- Majority current cohort is female (61%)
- Living mostly in CR0 (45%), CR7 and SE25 postcode areas

Data based on 17/18 Q2-4 only

Respite and Support – extensive programme includes, trips and activities, monthly boys and girls groups. Includes – Freekick Foundation (free CPFC season tickets), art, music and drama support.

- Music therapy – 13 sessions 48 attendance
- Drama therapy – 28 groups 241 attendance
- Support groups – 13 groups 107 attendance

17/18 - Young Carers involved with YCS and social Care/Early Help/Family Resilience



Youth Offending Report on Gangs and Serious Youth Violence

This year and across London there has been a rise in knife crime and knife crime injury and there has been the tragic deaths of 5 Croydon teenagers. Croydon is either 1st or 2nd in London for Serious Youth Offences but by per 1000 head of population Croydon is 10th in London.

Croydon YOS also has the highest volume of offences in London at 1000 plus offences and there has been an increase in the numbers of young people receiving a custodial sentences rising from 32 to 59 young people this year. Young people continue to be the most affected and the borough has seen

11.6% increase of serious youth violence compared to a 17.2% increase across London

13.7% increase in knife injuries for under 25 year olds compared to a 8.2% increase in London.

- Serious Youth Violence in the Borough was down in the last month of last year (March 2018) from 58 offences to 33.

The Serious Youth Violence and Gangs Board has developed a Serious Youth Violence/Knife Crime Strategy 2018/19 focused on the crime and safety concerns of young people in the borough and will deliver a range of interventions through multi-agency operations/events, educational tool kits, outreach, group work and specialist projects to support and engage young people at risk of or involved with knife crime.

The number of nominals on the Gangs Matrix fluctuated between 100 to 135 throughout the year with approximately 35% being children.

Having secured funding from the Home Office the gangs team has worked with Reaching Higher, Gloves Not Gunz and Syrus Consultancy to deliver Gangs diversion projects in 6 secondary schools in the Borough and at two community locations (Green lane and Shrublands Estate).

The programmes use football, boxing and music / written word to engage and explore the risks and consequences of gang affiliation, combining activities with structured workshops.

The programmes were delivered via 9, 6 week programmes where 104 young people were engaged.

The partnership has continued to look at opportunities to divert, enforce and disrupt for all those on the Gangs Matrix. The team have received positive feedback of their delivery of 25 gangs/ knife crime workshops in schools across the Borough this year as part of the gangs diversion work.

Voice of the Child

The Council and Police have worked with the Brit School to produce a performance and workshop written by young people to give them a voice to their concerns around a range of issues including gangs and knife crime. An estimated 1,000 pupils have seen the performance;



Youth Engagement Team Report

The team has benefitted from increased capacity, which has been reflected in the achievements across the year:

- Croydon Youth Congress 2017: 350 young people attended, 406 votes for the top 10 priorities that Croydon should be working on, all secondary schools, alternative education providers and 12 partner organisations sent or brought along young people
- Takeover Challenge 17: 68 young people 'took over' CEX, exec directors, directors, local politicians, partner organisations, police senior leadership roles, large number of young people went on to other links/projects with those organisations
- Re-launched the Children in Care Council in Oct 17: between 8-11 young people attend fortnightly. The Pledge has been reviewed, , attended a pan-London CiCC event, cookery sessions with Good Food Matters.
- First Croydon Young Mayor: 28 candidates, 12,000 votes, William Awomoyi and Shea Williams elected at end of March 18 for one year term.
- Good Citizenship Award: 24 primary schools taking part, celebration event at end of June 2018
- 24+ face to face sessions per week delivered by the Youth Engagement team across the borough
- Two sessions per week for children and young people living in temporary accommodation in the borough: partnership working to bring organisations into these spaces to support families
- School holiday provision increased this year: projects, parks and pop-up events during school holidays
- 8 Jack Petchy nominations in the last year for young people
- 80-100 young people 16-24 yrs. old attending Community League per week: partnership project with Palace for Life Foundation
- 14-19 team (NEET prevention, NEET 1:1 work, risk of NEET evaluation, schools and professionals support) incorporated into the wider Youth Engagement team:
- Funding agreed for pilot young commissioners project 18-19
- Anti-knife crime campaign for three weeks in Feb/March in the town centre with Croydon BID, Croydon Police and Community Safety team: new leaflets on knife crime legislation and support for victims of knife crime produced with young people



Report on Prevention of Radicalisation

In Croydon the Government's National Prevent Strategy is delivered via the Channel process. Channel aims to protect vulnerable people from being drawn into terrorism by; supporting the general public in identifying those at risk of being radicalised and providing early intervention to protect and divert them away from being drawn into terrorist activity.

In 2017/18

- Channel co-ordinated the Safeguarding process for 38 children referred into the service
- Home Office approved Intervention Providers (IP's) were used in cases where this level of intervention was deemed appropriate
- Interventions were also put in place by the schools and colleges of vulnerable young people referred to the services with guidance and support being provided by Channel
- Workshops to Raise Awareness of Prevent (WRAP) were delivered to educational institutions across the borough

The majority of Channel referrals were received from educational institutions. This suggests that the WRAP training has been effective in raising awareness of Channel as a tool to safeguard children and vulnerable people from radicalisation. Croydon Channel panel has managed to successfully exit the majority of the cases that have gone through the Channel process.

A multi-agency approach of appropriate sign posting and ongoing monitoring have been provided in the minority of cases where a Channel intervention was not accepted.

In 2017-18 Croydon has been recognised by the Government as a Tier 2 area. As a Tier 2 Local Authority, Croydon has been identified as having recognised level of risk that meets the threshold to access Government funded resources to implement the Prevent strategy.

In 2018-19 the Prevent team will coordinate the delivery of a Home Office supported project working closely with foster carers and the education sector to ensure that they are well equipped at spotting the signs of radicalisation and alleviating vulnerabilities that could lead to radicalisation.



Report from Housing Needs

There has been increasing representation and need from Housing with safeguarding issues and this has been recognised formally by Identified additional funding for a new Children Safeguarding Co-ordinator post in Housing Needs Division.

This post will

- Provide advice and guidance on children safeguarding across Housing Needs and Gateway
- Be the Single Point of Contact on child safeguarding
- Co-ordinate children safeguarding induction training
- Disseminate children safeguarding policies and procedures
- Assist with s11 audits

Page 164

Housing officers have attended training in Neglect, Domestic Abuse, Children Safeguarding Awareness, CSE, Gang Awareness, and Prevent (radicalisation).

Front line managers have actively engaged in CSCB led practitioner events for 3 separate Serious Case Reviews, multi-agency audit, as well as Vulnerable adolescents and Neglect thematic Learning reviews

Housing needs restructure has increased resources for tenancy support officers to help families maintain tenancies, and increase referrals.

Completed audit of Housing involvement with 60 vulnerable adolescents as part of thematic review.

This identified themes and issues for Housing to feedback to the Review Panel e.g.

- 49 of the 60 cohort were known by Housing;
- 17 showing a pattern of multiple moves and
- repeated cycle of “revolving door” periods in emergency accommodation.





Report of the Domestic Abuse and Sexual Violence Committee

Significant achievements for DASV in 2017/18

Independent Domestic Violence Advisors (IDVA)

- IDVA located full time within MASH since December 2017, to provide a consistent approach to assessing risk regarding families experiencing DASV
- Three community based IDVAs particularly working across the Best Start planning areas and hubs

- Page 165
- October 2017, volunteer programme developed and launched, to provide additional support to clients and their families
 - 87% of Schools have identified trained DASV lead
 - Training offer expanded to include GPs and Pharmacies
 - Operation Encompass implemented in Croydon. Joint Operation to notify schools of any of their pupils who have been exposed to a domestic abuse incidents the night before so schools can implement appropriate pastoral/emotional support
 - MOPAC commissioned Tender to deliver the Whole School Approach project within four schools in Croydon over the next two years

“If I hadn’t of met you I would still be feeling small and weak and my daughter would not be happy like she is now”

Service User, 2018

- ❑ Croydon was successful in the bid to deliver the Drive programme, as a pilot for London. Drive aims to reduce the number of children and adult victims of domestic abuse by deterring perpetrator behaviour. This will be through disruption and intervention approaches

Priorities for 2018/19

- ❑ Drive is still in the implementation stage and will be launched in July 2018
- The need to increase engagement and the number of referrals to the Family Justice Centre from Children’s Social Care.
- The DASV programme board have made this a priority for 2018-19 and will be setting up a focus group to action this.
- For example:
 - In October 2017, 209 contacts were created on Croydon’s Recording System where domestic abuse was listed as the greatest concern, yet the Family Justice Centre received only 19 referrals from CSC in October 2017
 - 13% of direct referrals to the Family Justice Centre for the year April 2017 to March 2018, were from Social Care (including Adults Social Care), whilst the police made 51% of the direct referrals



Report of the Multi-agency Public Protection Arrangements (MAPPA)

MAPPA is a mechanism through which agencies can better discharge their statutory responsibilities and protect the public in a co-ordinated manner. Agencies at all times retain their full statutory responsibilities and obligations.

The primary agencies for MAPPA (The Responsible Authority) namely the police, prison and Probation in each area, working together have a duty to ensure that the risks posed by specified sexual and violent offenders are assessed and managed appropriately.

Page 166
Other bodies have a duty to co-operate with the Responsible Authority in this task. These 'duty to co-operate agencies' (DTC agencies) work with the Responsible Authority on particular aspects of an offender's life and include:-

- Local Authority: Youth Offending Teams, Social Care Services, Housing Authority, Education;
- NHS National Commissioning Board (London Region), Clinical Commissioning Groups, NHS Providers;
- Dept. for Work and Pensions (Jobcentre Plus);
- Registered Social Landlords who accommodate MAPPA offenders;
- Home Office Immigration Enforcement (HO/IE);
- Electronic Monitoring Providers.

Discussions about cases are undertaken in monthly Level 2 meetings, to date 12 MAPPA level 2 meetings and 7 MAPPA Level 3 meetings have been held.

Current cases being managed

Level 1 - 558

Level 2- 5

Level 3- 4

9 YOS cases have been discussed in the last 12 months none of which are currently being managed as a level 2. As risk is fluid the numbers of cases registered continuously moves up and down. Victims issues are discussed at each meeting including whether there are any child protection concerns.

Cases are discussed and reviewed regularly until it is assessed that risk can be managed appropriately by the lead agency. During 2017-2018 14 level 2 and level 3 cases have been reduced to level 1. This indicates that processes and risk management plans were robust enough to be managed by the lead agency without additional MAPA partnership involvement.

Priorities identified for 2018-2019 are:-

To introduce the 'Four Pillars of Risk Management' which provides a more balanced and holistic approach to risk management planning and delivery.

The Four Pillars will allow MAPPA meetings at level 2 and 3 to formulate the risk management plan using four key activities or four pillars (Supervision; Monitoring & Control; Interventions and Treatment; and Victim Safety Planning.)

This will ensure that the panel focuses on activities that will reduce risk and ensure that victim issues are fully addressed.

To ensure that where core panel members are unable to attend meetings deputies with sufficient authority and insight can attend.



Report of the Multi-agency Risk Assessment Conference (MARAC)

MARAC is now well established and organised within the borough, the number of referrals to MARAC remains consistently high and good attendance at the fortnightly meetings (at least ten agencies/partners attend every MARAC meeting)

MARAC within Croydon continues to identify and support individuals and their children who are high risk due to domestic abuse

Page 167 Increase in the number of cases heard at MARAC with child/ren in the family. 64% of cases heard at MARAC April 2016 to March 2017 had children whilst 72% of cases between April 2017 and March 2018 had children.

The repeat referral rate has increased within the last year, from 15% of MARAC cases to 27%. This is arguably a positive as demonstrates the IDVAs working closely with clients and therefore being notified when new incidents occur and as a result, the cases being heard again at MARAC

With the police, have co-delivered three MARAC & Claire's Law training sessions, explaining the MARAC process and how to refer. Has been popular with 58 social workers booking places on the training. As a result this training will be delivered every month.

As a result of having an IDVA located within the police station, welfare checks, as a result of a MARAC action, are being completed more robustly and to a higher standard.

Priorities

As a service need to evaluate the effectiveness of MARAC, ensuring that all decisions and recommendations made positively impact the client and that as a result of MARAC, risk is reduced

The need to increase the number of referrals to MARAC from Children's Social Care. The DASV programme board have made this a priority for 2018-19 and will be setting up a focus group to action this.

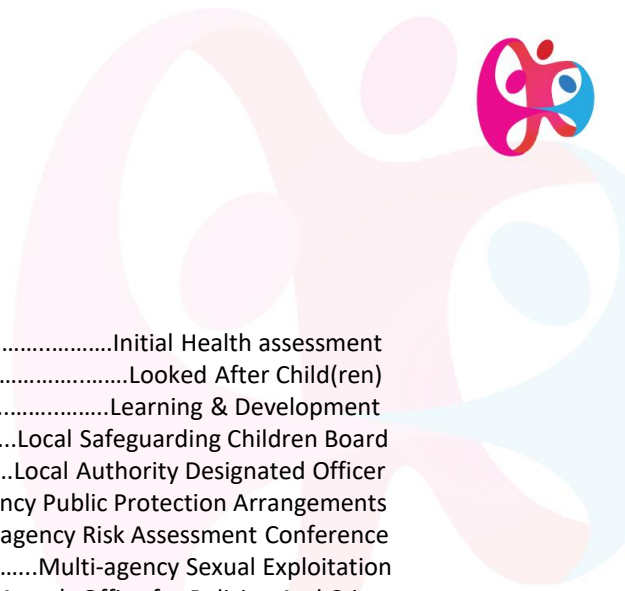
For example:

11% of all referrals made to MARAC between April 2017 to March 2018 were from social care (note this includes referrals from Adults Social Care)

GLOSSARY

BME.....Black & Minority Ethnic
 C&F.....Children & Families
 CAFCASS...Children & Families Court Advisory & Support Service
 CAIT.....Child Abuse Investigation Team
 CAMHS.....Child & Adolescent Mental Health Service
 CCG.....Clinical Commissioning Group
 CDOP.....Child Death Overview Panel
 CERPS.....Croydon Escalation Resolution Protocol
 CHS.....Croydon Health Service
 CIN.....Children in Need
 CP.....Child Protection
 CPC.....Child Protection Conference
 CRS.....Children’s Recording System
 CSC.....Children’s Social Care
 CSCB.....Croydon Safeguarding Children Board
 CSE.....Child Sexual Exploitation
 DASV.....Domestic Abuse & Sexual Violence
 DCS.....Director of Children's Services
 EHCP.....Education, Health & Care Plan
 ELP.....Enhanced Learning Provision
 ETE.....Education, Training & Employment
 FGM.....Female Genital Mutilation
 GCP.....Graded Care Profile
 GLD.....Good Level of Development
 HLP.....Healthy Living Partnership
 HSB.....Harmful Sexual Behaviour
 HV.....Health Visitor

IHA.....Initial Health assessment
 LAC.....Looked After Child(ren)
 L& D.....Learning & Development
 LSCB.....Local Safeguarding Children Board
 LADO.....Local Authority Designated Officer
 MAPPA.....Multi-agency Public Protection Arrangements
 MARAC.....Multi-agency Risk Assessment Conference
 MASEMulti-agency Sexual Exploitation
 MOPAC.....The Mayor's Office for Policing And Crime
 NFA.....No Further Action
 NHS.....National Health Service
 NRPF.....No Recourse to Public Funds
 NSPCC..National Society for the Prevention of Cruelty to Children
 PLE.....Practice Learning Event
 QAPP.....Quality Assurance, Practice & Performance
 RHI.....Return Home Interview
 SCR.....Serious Case Review
 SEND.....Special Educational Needs & Disability
 SLAM.....South London & Maudsley NHS Trust
 SMART.....Specific, Measurable, Achievable ,Realistic & Timely
 SN.....School Nurse (Nursing)
 UASC.....Unaccompanied Asylum Seeking Children
 WT.....Working Together
 YOS.....Youth Offending Service



For General Release

REPORT TO:	CABINET 15 October 2018
SUBJECT:	Croydon Adults' Safeguarding Board Annual Report 2017 - 18
LEAD OFFICER:	Guy Van Dichele – Executive Director, Health, Well-being & Adults
CABINET MEMBER:	Cllr Jane Avis, Cabinet Member for Families, Health & Social Care
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON: The Adult Safeguarding Board is a statutory function, (S43 Care Act 2014). Safeguarding Adults is a key Corporate priority and is part of all the relevant key plans for adult social care.	
FINANCIAL IMPACT: There are no direct financial implications arising from this report.	
KEY DECISION REFERENCE NO.: This is 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	
1.1 To note the Annual Report of the Croydon Safeguarding Adults Board.	

2. EXECUTIVE SUMMARY

2.1 The purpose of the report is to detail the activity and effectiveness of the Croydon Safeguarding Adult Board (CSAB) between April 2017 to March 2018. The report is submitted by the Independent Chair of the CSAB. It ensures that Residents, Council and other agencies are given objective feedback on the effectiveness of local arrangements for safeguarding adults. The report also includes the Strategic Plan objectives for 2018/19 and the key Board priorities for the current year.

3. DETAIL

3.1 The CSAB Annual Report is introduced by the Board's Independent Chair, Annie Callanan, who took up post at the end of January 2018. The Board had in place an Interim Chair, Adi Cooper from September 2017 – January 2018.

3.2 It is an important function of the Council's to have oversight of the adult safeguarding activity in Croydon and it is given rigorous scrutiny by elected members. The report gives an update on the multi-agency work undertaken by the CSAB to safeguard adults in Croydon.

3.3 The report includes data sourced from the data submitted to the Department of Health in July 2018 which looks at safeguarding contacts received during 2017 – 18 and whether they progressed to a safeguarding enquiry. The figures show a comparison between 2016/17 and 2017/18 with regards to the type of alleged abuse, number of referrals and ethnicity.

The data reveals that 18% more females were reported as experiencing abuse than males, this gap has increased from 16% difference in 2016/17. Just under 2 in 5 adults referred as allegedly experiencing abuse were over 75 years which is a decrease of 1% from 2016/17.

3.4 The report sets out the following priorities identifying what has been achieved and what else needs to be done:

- Making Safeguarding Personal is central to the commissioning and delivery of services for adults at risk. Interviews have been held post safeguarding process with feedback provided to operational teams. This is an important feedback mechanism and we hope to increase samples in the next year.
- Voice of the service users is central to the work of the CSAB. A Safeguarding Questionnaire was developed to inform how accurate the system is at recording people's experience of the safeguarding service and help with Making Safeguarding Personal data feedback. The CSAB will continue to review processes in order to strengthen the voice of the service user.
- Effective communication with Croydon residents and awareness raising and engagement with all communities ensuring that the safeguarding service is reaching all parts of the community. Hard copies of the Safeguarding Leaflet has been made available and being widely distributed with plans for a new website and making more use of social media.
- Ensure that services commissioned protect people from abuse and there is a robust response to market failure.
- Prevention and early identification of adults at risk. The Hoarding Project has completed its first year programme with great success and feedback from Croydon residents. Trading Standards have continued to work closely with the Board raising awareness as part of a preventative approach to tackling doorstep crime resulting in prosecutions of serial rogue traders targeting adults at risk. The CSAB plan to build upon this work and enhance awareness of doorstep crimes.

4. CONSULTATION

- 4.1 Relevant strategic partners, organisations and agencies have contributed to the annual report.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 There are no direct financial implications arising from this report.
- 5.2 The CSAB is funded from a multi agency budget. Croydon Council contribute £55k per annum. All other key statutory partners contributes can be found on page 19 of the Annual Report.

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

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Solicitor to the Council comments that pursuant to Schedule 2 of the Care Act 2014, as soon as is feasible after the end of each financial year, CSAB must publish a report on —
- what it has done during that year to achieve its objective,
 - what it has done during that year to implement its strategy,
 - what each member has done during that year to implement the strategy,
 - the findings of the reviews arranged by it under section 44 (safeguarding adults reviews) which have concluded in that year (whether or not they began in that year),
 - the reviews arranged by it under that section which are ongoing at the end of that year (whether or not they began in that year),
 - what it has done during that year to implement the findings of reviews arranged by it under that section, and
 - where it decides during that year not to implement a finding of a review arranged by it under that section, the reasons for its decision.
- 6.2 The CSAB must send a copy of the report to the chief executive and the Leader of the Council, the local policing body the whole or part of whose area is in the local authority's area, the Local Healthwatch organisation for the local authority's area, and the chair of the Health and Wellbeing Board for that area.
- 6.3 The Care Act 2014 places the Council's duties in respect of safeguarding adults with care needs who are at risk of abuse or neglect on a statutory basis. The requirements in respect of establishing a Safeguarding Adults Board (SAB) are set out in Sections 43-45 and Schedule 2 of the 2014 Act. As with all of the Council's duties under the Act, the duty to promote wellbeing applies to the Council's safeguarding duties.

Approved by: Doutimi Aseh, Head of Social Care & Education Law for and on behalf of the Director of Law and Monitoring Officer

7. HUMAN RESOURCES IMPACT

7.1 There are no direct Human Resources implications arising from this report for Croydon Council employees.

Approved by: Debbie Calliste, Head of HR for Health, Wellbeing and Adults, on behalf of the Director of Human Resources

8. EQUALITIES IMPACT

8.1 Analysis of the data shows an increase in reported abuse in females. The safeguarding board monitors all reported abuse and actions are taken to ensure equity of care and support across all residents.

9. ENVIRONMENTAL IMPACT

9.1 None

10. CRIME AND DISORDER REDUCTION IMPACT

10.1 None

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 That the Council notes the effectiveness and the work of the Croydon Safeguarding Adult Board in ensuring the safeguarding of adults at risk in Croydon.

12. OPTIONS CONSIDERED AND REJECTED

12.1 None

CONTACT OFFICER: Annie Callanan, Independent CSAB Chair
annie.callanan@croydon.gov.uk

APPENDICES TO THIS REPORT: Appendix 1 – CSAB Annual Report 2017/18

BACKGROUND PAPERS: None

REPORT TO:	CABINET 15 OCTOBER 2018
SUBJECT:	CONSTRUCTION, MODERN SLAVERY AND EMPLOYER WITH HEART CHARTERS AND IHRA DEFINITION
LEAD OFFICER:	SARAH WARMAN, DIRECTOR OF COMMISSIONING AND PROCUREMENT GAVIN HANDFORD, HEAD OF POLICY AND COMMUNITIES
CABINET MEMBER:	COUNCILLOR TONY NEWMAN, LEADER OF THE COUNCIL
WARDS:	ALL
CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:	
<p>The Labour Administration in its 2018 manifesto made a commitment to create a borough where everyone has the opportunity to benefit from the economic investment coming to our town and where no community is left behind. The Corporate Plan (2018 to 2022) outlines the Councils key priorities including how the Council will reduce inequality and promote fairness for all of its communities by working with partners in the public, business and voluntary sector organisations to secure better outcomes for all.</p>	
FINANCIAL IMPACT:	
<p>There are no direct financial implications arising from the Council signing up to these Charters.</p>	
KEY DECISION REFERENCE NO.: This is not a key decision	
<p>The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below:</p>	
1 DRAFT RECOMMENDATIONS:	
<p>The Cabinet is RECOMMENDED to</p>	
<p>1.1 Note that the Leader of the Council will be signing up to Unite the Union’s Construction Charter, as set out in Appendix 1;</p>	
<p>1.2 Note that the Leader of the Council has signed up to the Co-operative Party’s Charter against Modern Slavery, as set out in Appendix 2;</p>	
<p>1.3 Note that the Leader of the Council has signed up to The Smallest Things’ Employers with Heart Charter, as set out in Appendix 3; and</p>	
<p>1.4 RECOMMEND that the Council adopt the International Holocaust Remembrance Alliance working definition of antisemitism as part of its commitment against any form of discrimination as set out in Appendix 4.</p>	

2. EXECUTIVE SUMMARY

- 2.1 Croydon is London's growth borough with excellent transport connections, sizeable inward investment and the development of a fantastic cultural quarter and offer. Croydon is also socio-economically diverse and culturally rich with dynamic differences between each of our wards.
- 2.2 There is a significant opportunity for the Council to use its influence and leverage Croydon's growing economy to benefit the diverse communities, residents and local businesses. The Council remains the biggest buyer in the borough, with our third party spend of around £400m accounting for two thirds of our overall spend.
- 2.3 Spend of this magnitude enables us to be strategic and harness the supply chain opportunities that our commissioning activity creates with a strong focus on market stewardship, ethical and fair trade purchasing. This brings significant benefits to Croydon and the people the Council serves by delivering a social return, wherever possible, on every pound it spends.
- 2.4 The Council has made a commitment to equality and fairness, including as an employer and as a large purchaser of services. Since 2014, the Council has:
- Become a London Living Wage employer and a London Living Wage Friendly Funder;
 - Driven the creation of Social Value through all its third party spend;
 - Ensured council contracts are supporting local businesses;
 - Set up Value Croydon to support local businesses and residents to access, tender and have sub-contracting opportunities with the council and its partners;
 - Launched the Good Employer Charter – an accreditation scheme co-developed with local businesses to create Social Value across the borough (e.g. paying living wage, employing local, buying local and including all);
 - Set up Croydon's Job Brokerage Scheme – Croydon Works to support local people to get into work;
 - Set up the Council's apprenticeship programme;
 - Established the Community Fund investing around £6m in the Voluntary Sector over 3 years to deliver projects in the local community.
 - Become a White Ribbon borough working with partners across Croydon;
 - Taken a lead, along with the voluntary sector to tackle modern day slavery;
 - Secured Timewise accreditation; and
 - Being named amongst the top 30% of employers in the Stonewall Workplace Equality Index.
- 2.5 The Council is committed to equal opportunities and protecting people from discrimination. The Council has adopted an equal opportunities policy that sets out the following statement of intent:

The Council will treat all people with dignity and respect, recognising the value of each individual. The Council is committed to eliminating all forms of discrimination in service delivery and employment on grounds of race, gender, disability, age, sexuality and religion.

- 2.6 In supporting this statement, the equal opportunities sets out the following principles that the Council follows in everything it does:
- placing good equalities practice at the core of all Council activities
 - challenging past and continuing discrimination
 - listening and responding to individuals, communities and staff
 - fairly allocating appropriate resources and being openly accountable to the community
 - ensuring that its commitment is an ongoing process
- 2.7 However the Council is not complacent and recognises there is more to do. The council recognises that working with our supply chain we can continue to lead the way to drive fairness and equality for all residents of Croydon, including eradicating modern slavery from our supply chain and ensure improved conditions for workers on construction projects.
- 2.8 This report provides information to assist Members to agree to the signing of:
- The **Unite construction charter** that seeks to ensure that conditions for workers on construction projects under Croydon Council's control meet the highest standards.
- 2.9 This report provides information to inform Members that the following have been signed:
- The Co-operative Party's Charter against Modern Slavery, **ensuring that Croydon remains a lead borough in the fight against modern day slavery** by monitoring compliance in our supply chain as well as in our local businesses.
 - The charity The Smallest Things' **Employers With Heart Charter**, that ensure that Croydon offers to extend maternity leave for mothers who give birth prematurely, offers their partners more time to be with the baby in hospital and support both parents when they return to work.
- 2.10 This report also provides information to assist Members to agree the adoption of the **International Holocaust Remembrance Alliance working definition of antisemitism**.

3. DETAIL

- 3.1 The Council is currently signed on to several charters to improve the equality offer in Croydon. An overview of these are provided below:

London Living Wage

- 3.2 The Council's Administration made it one of its key election pledges in 2014 to introduce the London Living Wage. The Council pays the London Living Wage to all its employees and made a commitment to ensure its service and works

providers also pay the equivalent rate to staff that work on all new contracts.

- 3.3 The Council was officially declared a London Living Wage employer in 2015, and became a Living Wage Friendly Founder in 2016. We have also gone beyond the supply chain and introduced London Living Wage across the businesses in Croydon through making it a requirement for the Good Employer Charter. The ambition is to see the London Living Wage rolled out across every company and organisation in our borough and beyond.

Social Value

- 3.4 Since 2012, the Council has driven the creation of Social Value by going beyond the requirements of the Public Services (Social Value) Act 2012 and mandating social value considerations across all commissioned spend. In 2015, Value Croydon became the Council's brand for delivering social value through our commercial relationships. The Council requires its service and works providers to ensure Croydon, as a place, benefits from the expenditure related to the contracts to be procured. This supports the Council's ambition to change people's lives for the better in terms of local employment, training, sub-contracting opportunities, community support and environmental initiatives.
- 3.5 The Council is committed to maximising social value not only through ensuring that social benefits are at the core of the commissioning and procurement activity, but also by encouraging borough-wide responsible business practices through the Good Employer Charter. The authority is one of the national leaders for embedding social value in the commissioning of services.

New Addington Skills Academy

- 3.6 In March 2018, the Council unveiled a new skills academy to provide residents with the chance to undergo training and gain qualifications in construction in New Addington. The academy was launched as part of the new multi-million pound New Addington leisure and community centre development, and provides training and qualifications for local people interested in working in construction. The first cohort of students entered the academy to start their training in April.
- 3.7 The Council partnered with Willmott Dixon, builder of the new leisure centre, MRG Services, Carshalton College and Croydon Council's jobs brokerage service Croydon Works, to provide the training hub.
- 3.8 After their training, the newly qualified candidates will be supported by Croydon Works to apply for work placements with Willmott Dixon, supply chain partners or other construction jobs advertised by the employment service.

Champions of white ribbon campaign

- 3.9 The council is a White Ribbon borough working with partners across Croydon; to change attitudes to domestic abuse and sexual violence (DASV) and to reduce offending. This includes supporting White Ribbon Campaign, the UK branch of the global drive to encourage men to take more responsibility for ending male violence against women.

Modern Day Slavery Charter

- 3.10 London Borough of Croydon is fully committed to eradicating modern slavery from its supply chain and signed up to the Co-operative Party's Charter against Modern Slavery.
- 3.11 The Charter includes a commitment to 10 areas:
1. Train its corporate procurement team to understand modern slavery through the Chartered Institute of Procurement and Supply's (CIPS) online course on Ethical Procurement and Supply.
 2. Require its contractors to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.
 3. Challenge any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery.
 4. Highlight to its suppliers that contracted workers are free to join a trade union and are not to be treated unfairly for belonging to one.
 5. Publicise its whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery.
 6. Require its tendered contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.
 7. Review its contractual spending regularly to identify any potential issues with modern slavery.
 8. Highlight for its suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.
 9. Refer for investigation via the National Crime Agency's national referral mechanism any of its contractors identified as a cause for concern regarding modern slavery.
 10. Report publicly on the implementation of this policy annually.
- 3.12 The Council has taken steps to ensure our supply chains are not contributing to modern slavery such as including robust requirements for our contractors in our terms and conditions and monitoring our contracts to ensure compliance with the Act. However, we want to go even further and created an action plan based on the commitments set out in the charter that enabled us to sign up to the Charter.

Employers with Heart – The Smallest Things Best Practice Charter

- 3.13 London Borough of Croydon already supported parents of premature babies, and was fully compliant with ACAS best practice. We have now enhanced the support offered by signing up to The Smaller Things' Better Employer Charter to become Employers with Hearts. We are one of the first local authorities in the country to sign up to this charter.
- 3.14 The Charter includes a commitment to the following three areas:

1. Extending maternity leave for mothers who give birth prematurely (before 37 weeks gestation) by the number of days a baby was born prior to their due date, paying extended leave at full pay and classing time taken as compassionate leave.
2. Offering father at least two weeks' paid compassionate leave on the birth of their premature baby and offering additional compassionate leave as required to allow them to be present for baby's arrival at home.
3. Supporting parents returning to work following the birth of a premature baby by considering formal and informal flexible working patterns and offering additional paid or unpaid leave.

3.15 The Council has signed this charter, pledging to extend maternity leave for mothers who give birth prematurely, offer their partners more time to be with the baby in hospital and support both parents when they return to work. The necessary changes to the Council's employment policies are being made to fully incorporate this charter.

RECOMMENDED FURTHER CHARTER

The Construction Charter

- 3.16 The Construction Charter commits to working with Unite in order to achieve the highest standards in respect of:
- direct employment status,
 - health & safety,
 - standards of work,
 - apprenticeship training and
 - The implementation of appropriate nationally agreed terms and conditions of employment.
- 3.17 Fifteen local authorities have signed the charter to date, which requires the Council to ensure construction contracts have conditions around:
- Direct employment of staff;
 - Health and safety conditions;
 - Working with trade unions and allowing union reps time and facilities to do their role;
 - Documenting employee competence to undertake work;
 - Provide training opportunities for local residents (especially in skill shortage areas);
 - Compliance with national industry collective agreements;
 - Fair recruitment practices and no blacklisting; and
 - Materials meeting BES 6001 Responsible Sourcing of Construction Products
- 3.18 Croydon Council has already committed to improving the opportunities and conditions for employment in the Borough, as set out below. The Construction Charter would therefore align well with the Council's existing charter commitments.

ADOPTION OF IHRA WORKING DEFINITION

International Holocaust Remembrance Alliance Working Definition of Antisemitism

- 3.19 The International Holocaust Remembrance Alliance (IHRA) is an intergovernmental organisation founded in 1998 to strengthen, advance and promote Holocaust education, research and remembrance worldwide. The United Kingdom has been a member of IHRA since its formation.
- 3.20 The IHRA adopted the Working Definition of Antisemitism in 2016. The non-legally binding working definition includes illustrative examples of antisemitism to guide the IHRA in its work. The definition, attached as Appendix 4 to this report, has been adopted by numerous organisations across the world.
- 3.21 Adopting the IHRA working definition will further strengthen the Council's approach to promoting equality and protecting people from discrimination.

4. CONSULTATION

- 4.1 The Leader of the Council, Cabinet members, non-executive members and minority group members have been consulted on the content of this report.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 There are no direct financial implications arising from signing up to these charters.

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

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 The Solicitor to the Council comments that signing the Charters may necessitate a review of contractual terms, procurement arrangements and employment policies in operation at the Council. All proposed revisions will need to accord with relevant legislation. Any changes may require an update to the Council's Constitution and in particular the Tender and Contract Regulations set out in Part 4I.

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

7. HUMAN RESOURCES IMPACT

- 7.1 The Council has a workforce of over 3000 employees and we need to ensure our employment offer leads by example. We will ensure our employment terms and conditions are kept under review to respond to best practice initiatives.

There is no direct impact on the LBC workforce by this report.

Approved by: Sue Moorman, Director of Human Resources

8. CRIME AND DISORDER REDUCTION IMPACT

8.1 There is no specific crime and disorder impact arising from this report.

9. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

9.1 This report sets out the intentions for the Administration and outlines the priority themes against which the work will be delivered.

10. OPTIONS CONSIDERED AND REJECTED

10.1 This report is for noting with no options for consideration.

CONTACT OFFICER:	Gavin Handford, Head of Policy and Communities
BACKGROUND PAPERS:	None
APPENDICES TO THIS REPORT:	Appendix 1 – Construction Charter Appendix 2 – Modern Slavery Charter Appendix 3 – Employers with Heart – The Smallest Things Best Practice Charter Appendix 4 – IHRA Working Definition of Antisemitism

CONSTRUCTION CHARTER

As a Local Authority we are responsible for the procurement of a multitude of construction projects. It is therefore appropriate that we as a responsible client enter into this agreement and commit to working with the appropriate trade unions, in order to achieve the highest standards in respect of; direct employment status, health & Safety, standard of work, apprenticeship training and the implementation of appropriate nationally agreed terms and conditions of employment. The following shall be a requirement for all contractors and their supply chain engaged by this Authority: -

1. All parties recognise that the highest level of compliance with current HMRC regulations must be achieved where public funds are utilised. It is therefore a contractual requirement that all operatives are directly employed on a PAYE basis under a contract of employment and paid no less than the London Living Wage. Furthermore the use of intermediary pay roll company will be prohibited on all contracts.
2. Health and Safety of workers on all of our construction projects is paramount. It is therefore a requirement that all contractors rigorously implement and adhere to our minimum standards for health and safety, as set out in our procurement documents. In addition we require all contractors to provide quality welfare facilities fit for purpose in accordance with the Construction Design and Management Regulation of 2015.
3. It is a recognised fact that the presence of trade union safety representatives significantly improves safety in the workplace. Contractors and their supply chain are required to work collaboratively with the appropriate trade unions to identify and implement reasonable real-world initiatives.
4. The Authority requires all projects to be completed to the highest standard, so as to meet the aspirations of the residents of this Authority. In order to achieve this it is recognised that it is necessary that all workers are competent and have the appropriate level of skill to carry out the work they are employed to do. To assist in the achievement of this goal the Authority's contractors and their supply chain will ensure they retain documented evidence that all workers are competent to carry out the work they have been employed to do. They will ensure that such evidence is retained in a way as to allow the Authority or its nominee's to audit the documentation. Possession of the recognised industry skills / grade card such as JIB or CSCS will be considered acceptable evidence
5. The Authority is mindful of the industry skills shortage and the need to address this through appropriate apprenticeships, including adult training in up skilling. The Authority's contractors and supply chain will in consultation with the Authority and other interested parties develop and implement a programme that addresses the skills shortage and provides training opportunities to local residents.
6. The Authority recognises the right of all construction workers to be employed under and to be protected by the appropriate national industry collective agreement. The

Authority requires full compliance with all appropriate national agreements applicable to the construction industry.

7. All contractors and their supply chain will accept the right of any trade union that is a signatory to an appropriate national agreement, to appoint shop stewards, workplace health & safety representatives and Union Learning Reps. All trade union accredited representatives will be granted appropriate time and facilities to carry out their responsibilities.
8. The Authority, its contractors and their supply chain are committed to a fair and transparent recruitment policy. All contractors and their supply chain will actively ensure that the engagement of labour is based on the individual's ability to meet the needs of the project and the specific tasks for which they are recruited to undertake.
9. The Authority its contractors and their supply chain agree it's not acceptable for anyone to use or make reference to any form of blacklist.
10. The Authority recognises the benefit trade unions bring to the workplace and the rights of workers to hear from trade union representative. The Authority's contractors and their supply chain are required to allow access to nominated trade union officer from trade unions that are signatories to the appropriate national agreements. Access shall mean access to welfare facilities during working times so as to allow them to consult with their members and potential members.
11. The Authority supports the Get Britain Building campaign, which is aimed at supporting and sustaining the British construction industry. Consequently, all relevant construction contracts will be required to comply with our Authority's Sustainable Buying Standard for Highways and Construction Materials, which requires structural steel and other relevant materials to be covered by BES 6001 Responsible Sourcing of Construction Product certification, or equivalent.

Local Authority Chief Officer

UNITE the UNION

Name:

Name:

Signature:

Signature:

Date of signing:

Date of signing:

co-operative councillor

modern slavery briefing

the co-operative party
local

Charter Against Modern Slavery

[Your Council Name] will:

1. Train its corporate procurement team to understand modern slavery through the Chartered Institute of Procurement and Supply's (CIPS) online course on Ethical Procurement and Supply.
2. Require its contractors to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.
3. Challenge any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery.
4. Highlight to its suppliers that contracted workers are free to join a trade union and are not to be treated unfairly for belonging to one.
5. Publicise its whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery.
6. Require its tendered contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.
7. Review its contractual spending regularly to identify any potential issues with modern slavery.
8. Highlight for its suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.
9. Refer for investigation via the National Crime Agency's national referral mechanism any of its contractors identified as a cause for concern regarding modern slavery.
10. Report publicly on the implementation of this policy annually.

Foreword



Tackling the scourge of modern slavery ought to be a priority for everyone in the UK today.

Citizens, communities, businesses, voluntary and community sector groups and the state at every level can all contribute to a national effort to eliminate this illegal and unacceptable practice in our society.

Local government certainly has a part to play. Councils and their local partners can help to identify, refer and support victims in their area, fulfilling their responsibilities for adult safeguarding, child protection and community safety.

Local authorities have housing staff who may come across victims crammed into substandard homes or through their work with homeless and street populations. They have public protection officers who may encounter victims whilst grappling with gangs, organised crime or 'county lines' drug-dealing. Their regulatory services, such as trading standards and environmental health, may come across victims whilst inspecting business premises. Their work to support immigrants with no recourse to public funds may bring them into contact with victims who have been trafficked. Constituents may raise concerns about suspicious activity with councillors in their surgeries. The list of ways that councils can make a difference is long.

This charter, however, relates specifically to local authorities' approach to procurement. Between them, the country's councils spend over £40bn procuring services through the contracts they sign every year. Such serious spending lends them leverage which they can use to stamp out any modern slavery being practised in their supply chains.

Progressive councils have long used procurement policy to secure social value, from requiring contractors to pay the real living wage to refusing to do business with construction firms who practise blacklisting, to securing local apprenticeships. The purpose then of the Co-op Party's important new Charter Against Modern Slavery is to commit signatory councils to taking ten practical steps to ensure their contractors do not exploit anybody as a modern slave, for instance through forced labour or debt bondage.

I am proud to sign this charter and I sincerely hope that many other councillors across the country will too. That way, local government as a whole can use its significant purchasing power to take on those who would treat their fellow human beings as modern slaves.

Cllr Andy Hull

Executive Member for Finance,
Performance and Community Safety
London Borough of Islington

Introduction



The co-operative movement is at the forefront of tackling the issue of modern slavery.

From Labour & Co-operative MPs and Peers seeking to change the law to guarantee at least 12 months care and support to survivors of modern slavery, to the Co-operative Group providing them with paid employment opportunities, over the past year the co-operative movement has campaigned to push this issue up the agenda, and to provide practical support to its victims.

Labour & Co-operative councillors can play their part too, by signing up to the Co-operative Party's Charter Against Modern Slavery.

Councils and businesses have a number of statutory duties under the Modern Slavery Act 2015. The Co-operative Party's Modern Slavery Charter goes further. It provides a framework for local authorities to ensure that none of the £40bn we collectively spend each year as local councillors ends up in the pockets of traffickers.

We urge Labour & Co-operative councillors to be at the forefront of the fight against modern slavery. Passing this charter at your next council meeting is an important step to leading the way.

A handwritten signature in black ink, appearing to read 'E Hoddinott'.

Emma Hoddinott

Local Government Officer
the Co-operative Party

What is Modern Slavery?

Modern Slavery is one of the great evils of our time and it's happening under our noses.

In nail bars, car washes, farms, factories and restaurants, it is estimated that tens of thousands of people in the UK could be victims.

The term 'Modern Slavery' captures a whole range of types of exploitation, many of which occur together. These include but are not limited to:

- Sexual exploitation
- Domestic servitude
- Forced labour
- Criminal exploitation
- Other forms of exploitation including organ removal, forced begging, forced benefit fraud, forced marriage and illegal adoption

In short Modern Slavery is where traffickers and slave masters use whatever means they have at their disposal to coerce, deceive and force individuals into a life of abuse, servitude and inhumane treatment.

Modern Slavery can affect adults and children, and last year 51% of victims were female and 49% male. 15% of victims were referred for domestic servitude; and there are now more victims exploited for labour than those who had been trafficked for sex.

It affects foreign nationals, but many of those exploited are from the UK and exploited within this country. In 2016 the third largest victim group came from the UK.



Why does more need to be done?

Modern Slavery is happening all over the UK, but more is needed to be done to recognise when it is happening and support victims.

Those that have been abused and trafficked will often not disclose their situation due to barriers such as fear of the traffickers and authorities, threats to themselves and their family, no long-term options and not self-identifying as victims of modern slavery.

Raising awareness is important so that victims can be identified, and action taken, especially by those that are likely to meet victims in their role.

There are signs that may indicate someone is a victim such as concerns about someone's physical appearance such as unkempt or untreated injuries, isolation, poor living conditions, restricted freedom of movement, unusual travel times and a reluctance to seek help.

There are lots of resources to raise awareness by different organisations. A list of these is available here:

<http://s.coop/modernslaveryresources>

The Charter

The Charter is a series of simple and low-cost actions that councils can take to ensure their supply chains are not contributing to modern slavery.

Awareness is very important, in recognising and acting on the signs of slavery. That is why training of officers is key, as well as informing suppliers of their obligations. Key rights for workers, such as freedom to join a trade union and whistleblowing, help ensure an environment where modern slavery can't thrive.



The Requirements

Below are some guidelines about how the elements of the charter can be implemented by councils.

This may vary from council to council depending on your procurement team and processes. For example, if your council uses Transparency in Supply Chains (TISCreport.org) then these assurances can be checked.

- 1. Train its corporate procurement team to understand modern slavery through the Chartered Institute of Procurement and Supply's (CIPS) online course on Ethical Procurement and Supply.**

Understanding of staff who will be able to deliver on this charter is important to its successful implementation. There is already recognised accredited training from the Chartered Institute of Procurement and Supply (CIPS). The training is delivered online in a series of modules, followed by online examinations. The candidate gains a certificate valid for 12 months in 'Ethical Procurement and Supply' and the cost is relatively low at £38 + VAT for 2018.

- 2. Require contractors to fully comply with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.**

Section 54 of the Modern Slavery Act is a transparency in supply chains measure that requires businesses who a) carry on a business, or part of a business, in the UK; b) supply goods and services; and c) have an annual turnover of £36million or more, to produce an annual statement on the steps they are taking to prevent modern slavery in their supply chains and own organisation.

Your procurement processes should seek compliance with this section of the Act.

3. Challenge any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery.

Low cost tenders can be a sign of exploitation and should be challenged. Local Authorities can use Regulation 69 of the Public Contracts Regulation 2015 (Abnormally low tenders) which means they can require tenderers to explain the price or costs proposed in the tender.

4. Highlight to its suppliers that contracted workers are free to join a trade union and are not to be treated unfairly for belonging to one.

Article 11 of the Human Rights Act 1998 means everyone has the right to freedom of peaceful assembly and to freedom of association with others, including the right to form and to join trade unions for the protection of their interests. It is also unlawful for an employer to offer a benefit to leave a trade union, treat you unfairly because you are in a trade union, refuse to employ or dismiss your employment for being part of a trade union.

Your procurement and contract processes should ensure that suppliers comply. You may wish to engage local trade unions in raising awareness of the freedom to join a trade union and the benefits of doing so.

Trade unions in the workplace help bring about change through negotiation and also offer their members advice, support and representation if they are having a problem with their employer.

5. Publicise its whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery.

Councils have whistle-blowing policies, and these can be modified and publicised to ensure that staff know they can report concerns of modern slavery through this mechanism as well.

- 6. Require its tendered contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.**

In contracts, you can require suppliers to adopt a whistle-blowing policy so there are mechanisms there for staff to raise concerns. Whistleblowers are protected by law and shouldn't be treated unfairly or lose their job because they have raised concerns that are in the public interest.

- 7. Review its contractual spending regularly to identify any potential issues with modern slavery.**

Your council may already have boards or audit that review spending, and modern slavery should be added to one of the issues for them to be aware of. Are you contracting in high-risk sectors such food processing, fishing, agriculture, construction, domestic and care workers and car washes?

- 8. Highlight for its suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.**

It's important that suppliers also have awareness of what modern slavery is, what the signs are and how they can tackle

- 9. Refer for investigation via the National Crime Agency's national referral mechanism any of its contractors identified as a cause for concern regarding modern slavery.**

This reiterates the duty for local councils to report concerns using the national referral mechanisms, and a public commitment they will do that for their own contractors too.

10. Report publicly on the implementation of this policy annually.

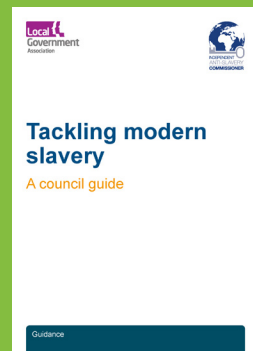
Whether through the council, committees or scrutiny, agreeing a way to review this charter annually will ensure that the council learns from the action taken and maintains a vigilance against modern slavery.

What role do local authorities have?

Local authorities have a number of statutory duties under the Modern Slavery Act 2015. This includes the duty to notify the Home Office of any individual encountered in England and Wales who they believe is a suspected victim of slavery or human trafficking. This Charter and guide does not cover all statutory and safeguarding duties.

Those are covered in more detail in the Local Government Association (LGA) guide on how councils can tackle modern slavery available here: <https://www.local.gov.uk/modern-slavery-council-guide>

This Charter is a way of recognising what councils can do above their statutory obligations to raise awareness and ensure their own supply chains don't contribute to modern slavery.





*Oxford City councillor Tom Hayes
and Oxford East MP Anneliese
Dodds*

Best Practice

The Co-operative Group

In 2016 the Co-operative Group formed a partnership with national charity City Hearts to develop the 'Bright Future' programme. Bright Future provides a pathway to paid employment for victims of modern slavery, which includes a paid work placement in a Co-op store or site, followed by a non-competitive job interview.

They have also partnered with the Snowdrop Project, another charity who work to rehabilitate victims of modern slavery. The Group's goal for 2017 was to offer at least 30 people who have been rescued from slavery the opportunity of a paid work placement and a job in the business if they wish.

Oxford City Council

Tom Hayes is an Oxford City Council cabinet member with responsibility for modern slavery and human trafficking. He brought a motion to the council highlighting that victims of modern slavery only get 45 days of recovery and support while the Home Office assesses their case and that is all they are currently entitled to under the law.

The motion supported calls by Labour & Co-operative MPs and Peers to increase the length of support for an additional 12 months.

You can read more here: <http://party.coop/campaign/modern-slavery>

Appendix 1 The Charter

[Your Council Name] will:

1. Train its corporate procurement team to understand modern slavery through the Chartered Institute of Procurement and Supply's (CIPS) online course on Ethical Procurement and Supply.
2. Require its contractors to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.
3. Challenge any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery.
4. Highlight to its suppliers that contracted workers are free to join a trade union and are not to be treated unfairly for belonging to one.
5. Publicise its whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery.
6. Require its tendered contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.
7. Review its contractual spending regularly to identify any potential issues with modern slavery.
8. Highlight for its suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.
9. Refer for investigation via the National Crime Agency's national referral mechanism any of its contractors identified as a cause for concern regarding modern slavery.
10. Report publicly on the implementation of this policy annually.

Appendix 2 Model Motion

This council notes

- Though slavery was abolished in the UK in 1833, there are more slaves today than ever before in human history. Figures from the International Labour Organisation (ILO) suggest that there are more than 40 million people in modern slavery across the world, with nearly 25 million held in forced labour.
- There were 3805 victims of modern slavery identified in the UK in 2016. A rising number but still well below the 10,000 and 13,000 potential victims estimated by the Home Office.
- Modern Slavery is happening nationwide. Traffickers and slave masters use whatever means they have at their disposal to coerce, deceive and force individuals into a life of abuse, servitude and inhumane treatment. This can include sexual and criminal exploitation.

This council believes

- That action needs to be taken to raise awareness of modern slavery and the fact that it is happening all over the UK.
- That the current support for victims is not sufficient and needs to go beyond the 45 days they are currently given by the government.
- That councils have an important role to play in ensuring their contracts and supplies don't contribute to modern day slavery and exploitation.

This council resolves

To adopt the Co-operative Party's Charter against Modern Slavery to ensure our procurement practices don't support slavery.

[Include Charter]

Appendix 3 Resources

There are many expert resources and organisations to help councils tackle modern slavery:

- Local Government Association (LGA) Guide to tackling Modern Slavery
<https://www.local.gov.uk/modern-slavery-council-guide>
- Human Trafficking Foundation
<http://www.humantraffickingfoundation.org/>
- Public Concern at Work (Whistleblowing)
<http://www.pcaw.org.uk/>
- The Salvation Army free e-learning on Modern Slavery
https://www.salvationarmy.org.uk/toolkits/ms/story_html5.html
- List of Modern Slavery Training Resources
<http://s.coop/modernslaveryresources>

Note

Modern Slavery is a criminal offence, and if you find instances of Modern Slavery or Human Rights abuses you should take action immediately.

- In an emergency call the Police on **999**
- Police **101**
- Gangmasters and Labour Abuse Authority
0800 432 0804
- Crimestoppers
0800 555111
- If you want to speak in confidence to a trained adviser in order to receive help, advice or guidance on any modern slavery issue call the Modern Slavery Helpline
0800 0121 700
- Salvation Army 24-hour confidential helpline
0300 3038151

politics for people

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The Smallest Things Employer with Heart Charter – Supporting Parents of Premature Babies

Mums and Dads facing the worry and uncertainty of visiting their premature baby in hospital should not spend that time as maternity or paternity leave. We understand that premature babies need more time; time to develop, time to grow and time for mums and babies to bond at home after neonatal intensive care. That's why we're signing up to The Smallest Things Employer with Heart Charter – supporting parents of premature babies.

We agree to:

Extend maternity leave for mothers who give birth prematurely (before 37 weeks gestation) by the number of days a baby was born prior to their due date. We will pay extended leave at full pay and this may be classed as compassionate leave.

Give partners the time they need to be with their baby in hospital, receiving at least two weeks' paid compassionate leave on the birth of their premature baby. Partners may wish to save or split their parental leave, being there when their baby comes home from hospital. We understand that plans may change depending upon the baby's medical needs, that additional compassionate leave may be required and that the date a baby will come home from hospital is rarely set in stone.

Support parents returning to work following the birth of a premature baby. We understand that returning to work can be a difficult time for parents of premature babies and that babies born too soon can have ongoing medical needs, requiring regular hospital appointments and check-ups. We therefore follow the ACAS best practice guidance, considering formal and informal flexible working patterns and offering additional paid or unpaid leave.

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International Holocaust Remembrance Alliance Working Definition of Antisemitism

“Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”

Manifestations might include the targeting of the state of Israel, conceived as a Jewish collectivity. However, criticism of Israel similar to that leveled against any other country cannot be regarded as antisemitic. Antisemitism frequently charges Jews with conspiring to harm humanity, and it is often used to blame Jews for “why things go wrong.” It is expressed in speech, writing, visual forms and action, and employs sinister stereotypes and negative character traits.

Contemporary examples of antisemitism in public life, the media, schools, the workplace, and in the religious sphere could, taking into account the overall context, include, but are not limited to:

- Calling for, aiding, or justifying the killing or harming of Jews in the name of a radical ideology or an extremist view of religion.
- Making mendacious, dehumanizing, demonizing, or stereotypical allegations about Jews as such or the power of Jews as collective — such as, especially but not exclusively, the myth about a world Jewish conspiracy or of Jews controlling the media, economy, government or other societal institutions.
- Accusing Jews as a people of being responsible for real or imagined wrongdoing committed by a single Jewish person or group, or even for acts committed by non-Jews.
- Denying the fact, scope, mechanisms (e.g. gas chambers) or intentionality of the genocide of the Jewish people at the hands of National Socialist Germany and its supporters and accomplices during World War II (the Holocaust).
- Accusing the Jews as a people, or Israel as a state, of inventing or exaggerating the Holocaust.
- Accusing Jewish citizens of being more loyal to Israel, or to the alleged priorities of Jews worldwide, than to the interests of their own nations.
- Denying the Jewish people their right to self-determination, e.g., by claiming that the existence of a State of Israel is a racist endeavor.
- Applying double standards by requiring of it a behavior not expected or demanded of any other democratic nation.
- Using the symbols and images associated with classic antisemitism (e.g., claims of Jews killing Jesus or blood libel) to characterize Israel or Israelis.
- Drawing comparisons of contemporary Israeli policy to that of the Nazis.
- Holding Jews collectively responsible for actions of the state of Israel.

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REPORT TO:	CABINET 15 OCTOBER 2018
SUBJECT:	STAGE 1: RECOMMENDATIONS ARISING FROM SCRUTINY
LEAD OFFICERS:	RICHARD SIMPSON, EXECUTIVE DIRECTOR RESOURCES AND S151 OFFICER STEPHEN ROWAN – HEAD OF DEMOCRATIC SERVICES AND SCRUTINY
LEAD MEMBER:	COUNCILLOR SEAN FITZSIMONS CHAIR, SCRUTINY AND OVERVIEW COMMITTEE
WARDS:	ALL
CORPORATE PRIORITY/POLICY CONTEXT:	THE CONSTITUTIONAL REQUIREMENT THAT CABINET RECEIVES RECOMMENDATIONS FROM SCRUTINY COMMITTEES AND TO RESPOND TO THE RECOMMENDATIONS WITHIN TWO MONTHS OF THE RECEIPT OF THE RECOMMENDATIONS.

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations contained within this report:

1. RECOMMENDATIONS

Cabinet is asked to:

- 1.1 Receive the recommendations arising from the Children and Young People Scrutiny Sub-Committee (18 September 2018) to provide a substantive response within two months (i.e. at the next available Cabinet meeting on **10 December 2018**)

2. EXECUTIVE SUMMARY

- 2.1 Recommendations that have been received from the Scrutiny and Overview Committee and its Sub-Committees since the last Cabinet meeting are provided in the body of this report. The constitution requires that an interim or full response is provided within 2 months of this Cabinet meeting.

3. 18 SEPTEMBER 2018 – CHILDREN AND YOUNG PEOPLE SCRUTINY SUB-COMMITTEE RECOMMENDATIONS

- 3.1 The Sub-Committee considered an item on the Children’s Statutory Complaints

Report 2017/18; present was the Cabinet Member for Children, Young People & Learning. Subsequent to questions to those present, the Sub-Committee came to the following conclusions:

- 1) That many of the complaints received were relating to poor communication and clear context of how we communicate as a council was not evident in the report.
- 2) There was a lack of data in the report on how the Council's performance compared against other Local Authorities.
- 3) There was little information on the Councils course of action for those that had received a poor service but did not complain.
- 4) That performance against Service-level agreement (SLA) was poor.

The Sub-Committee made the following recommendations:

- 1) An update report was required on progress and improvements to be brought to the Sub-Committee on a quarterly basis as well as an overview report to be brought before the Sub-Committee at its 27 November 2018 meeting.
- 2) Reports to include data on the Councils performance against neighbouring Local Authorities.

3.2 The Sub-Committee considered an item on the minutes from the 19 July 2018 meeting of the Corporate Parenting Panel; present was the Cabinet Member for Children, Young People & Learning. Subsequent to questions to those present, the Sub-Committee came to the following conclusion:

- 1) That it would be beneficial for new members as well as returning members to attend the sessions that were held in 2017 which enabled members to experience the journey of the child through visits with children's services departments.

The Sub-Committee made the following recommendation:

- 1) The sessions resume quickly and the timetable for the sessions be distributed as soon as the dates have been agreed.

3.3 The Sub-Committee considered an item on the Children's Services Improvement Arrangements; present was the Cabinet Member for Children, Young People & Learning. Subsequent to questions to those present, the Sub-Committee came to the following conclusions:

- 1) Whilst there had been some notable improvements there was still a lot of work to be done and in particular in specific areas which remained an acute cause for concern.
- 2) In-depth evidence of partner's commitment to improvement of safeguarding arrangements was needed.
- 3) Further information was required on the figures for children accommodated under Section 20, with high level cases remaining a national issue.

The Sub-Committee made the following recommendation:

- 1) Officers circulate figures on the amount of cases of Section 20 accommodated children to the Sub-Committee after the meeting.

3.4 The Sub-Committee considered an item on Performance Data; present was the Cabinet Member for Children, Young People & Learning. Subsequent to questions to those present, the Sub-Committee came to the following conclusions:

- 1) The format that the data was presented in was overwhelming
- 2) Future reports brought before the Sub-Committee would need to be more focused on specific areas at each individual meeting.
- 3) Concise information on range was important and should be included in reporting in order to obtain a clear understanding of average figures.

The Sub-Committee made the following recommendations:

- 1) Officers to produce and circulate to members following the meeting, a cluster of performance indicators by the 1st of November 2018.
- 2) The Sub-Committee work with officers to establish which indicators they would like to explore in further detail.

3.5 The Sub-Committee considered an item on the Croydon Safeguarding Children's Board Annual Report 2018/19; present was the Cabinet Member for Children, Young People & Learning. Subsequent to questions to those present, the Sub-Committee came to the following conclusions:

- 1) The Sub-Committee would convene an informal meeting on 10 October to look in-depth at the work of the partnership, its effectiveness and threats and issues the partnership will encounter through the transition period of implementation of the new arrangements.
- 2) At the Informal meeting on 10 October, the performance of the Health Visiting team which is now under the Councils responsibility would be further explored.
- 3) Further information was required on the new safeguarding arrangements under the revised structure of 'Working together 2018' and how the partners will manage arrangements.
- 4) It was difficult to get a sense of strong partnership between the partners and further understanding of each role would be beneficial to the Sub-Committee.
- 5) Reassurance was required on how the new structure would manage demands.

The Sub-Committee made the following recommendations:

- 1) The partners to attend a future Scrutiny meeting to answer questions on how they will apply the new guidance to reaching decisions of development under the new proposals.
- 2) The partners to provide evidence to the Sub-Committee on how they are supporting each other, the effectiveness of their multiagency working and the impact on the lives of the children of Croydon.
- 3) The partners to attend a meeting of the Sub-Committee in January 2019 to present their proposals.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

There are no financial implications arising directly from the contents of this report.

6. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER

The recommendations are presented to Cabinet in accordance with the Constitution.

This requires that the Scrutiny report is received and registered at this Cabinet Meeting and that a substantive response is provided within 2 months (i.e. **Cabinet, 10 December 2018** is the next available meeting).

CONTACT OFFICER: Stephen Rowan, Head of Democratic Services and Scrutiny
T: 020 8726 6000 X 62529
Email: stephen.rowan@croydon.gov.uk

BACKGROUND DOCUMENTS:

Background document 1: Reports to the Children and Young People Scrutiny Sub-Committee on 18 September 2018.

<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CIId=167&MIId=1513>

Croydon Council

REPORT TO:	CABINET 15 OCTOBER 2018
SUBJECT:	INVESTING IN OUR BOROUGH
LEAD OFFICER:	SARAH WARMAN, INTERIM DIRECTOR OF COMMISSIONING & PROCUREMENT RICHARD SIMPSON, EXECUTIVE DIRECTOR RESOURCES & S151 OFFICER
CABINET MEMBER:	COUNCILLOR SIMON HALL CABINET MEMBER FOR FINANCE AND RESOURCES
WARDS:	ALL
CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON: Effective outcome based commissioning and prudent financial transactions contribute to all corporate priorities. The Council's commissioning strategy sets out the approach to commissioning and procurement and puts delivery of outcomes at the heart of the decision making process. As the Council develops more diverse service delivery models, it is important to ensure that our contractual and partnership relationships are not only aligned to our corporate priorities but also represent value for money for citizens and taxpayers, contributing to the growth agenda for Croydon.	
FINANCIAL SUMMARY: There are no direct costs arising from this report.	
KEY DECISION REFERENCE NO.: There are key decisions mentioned in this report, but approval of the Recommendations would not constitute a key decision.	

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

1 RECOMMENDATIONS

1.1 The Cabinet is requested to approve:

1.1.1. The procurement strategy which will result in contract awards for the provision of services in respect of Passenger Transport for a maximum term of eight years as set out at agenda item 11a;

1.2 The Cabinet is requested to note:

1.2.1 The list of delegated award decisions made by the Director of Commissioning and Procurement, between 09/08/2018 – 13/09/2018.

1.3 The Cabinet is requested to recommend:

- 1.3.1 To the Leader of the Council that the Cabinet Member for Finance and Resources in consultation with the Leader, continues to be authorised to agree the award of contracts related to the Good to Great ICT transformation programme for reasons set out in paragraph 4.3 and 4.4. These awards will be in line with the strategy approved by Cabinet on 20th November 2017 (reference: 91/17 Investing in our Borough. ICT sourcing strategy) and any awards made under this delegation will be notified in the standard contracts report at future Cabinet meeting
- 1.3.2 To the Leader of the Council, the Cabinet Member for Environment, Transport & Regeneration in consultation with Cabinet Member for Finance and Resources and Cabinet Member for Children, Young People & Learning be authorised to agree the awards of contracts related to the Addington Valley SEN School for the purposes set out in the Education Estates Strategy approved by Cabinet on 22nd January 2018 (decision reference A6/18) and in line with the Addington Valley SEN Free School Procurement Strategy (CCB reference CCB1400/18-19) for reasons set out in paragraph 4.5 and any awards made under this delegation will be notified in the standard contracts report at future Cabinet meetings

2 EXECUTIVE SUMMARY

- 2.1 This is a standard report which is presented to the Cabinet, for information, at every scheduled Cabinet meeting to update Members on:
- Delegated contract award decisions made by the Director of Commissioning and Procurement 09/08/2018 – 13/09/2018;
 - Contract awards and strategies to be agreed by the Cabinet at this meeting which are the subject of a separate agenda item;
[As at the date of this report there are no award reports]
Delegated contract award decisions under delegated authority from the Leader by the Cabinet Member for Finance and Resources and in consultation with the Leader related to the Good to Great ICT transformation programme since the last meeting of Cabinet;
[As at the date of this report there are none]
 - Property acquisitions and disposals agreed by the Cabinet Member for Finance and Resources in consultation with the Leader since the last meeting of Cabinet;
[As at the date of this report there are none]
 - Partnership arrangements to be agreed by the Cabinet at this meeting which are the subject of a separate agenda item.
[As at the date of this report there are none]

3 DETAIL

- 3.1 Sections 4.1 of this report list those contracts and procurement strategies that are anticipated to be awarded or approved by the Cabinet.
- 3.2 Section 4.2 of this report lists the delegated award decisions made by the Director of Commissioning and Procurement, between 09/08/2018 – 13/09/2018.
- 3.3 Sections 4.3 & 4.4 of this report outlines the rationale for the continuance of the delegation approved in last month's report for the Good to Great ICT transformation programme, for delivering the strategy approved by Cabinet on 20th November 2017 (reference: 91/17 Investing in our Borough c. ICT sourcing strategy).
- 3.4 Section 4.5 of this report outlines the rationale for the delegation being requested for Addington Valley SEN School for delivering the strategy approved by CCB (ref: CCB1400/18-19).
- 3.5 The Council's Procurement Strategy and Tenders & Contracts Regulations are accessible under the Freedom of Information Act 2000 as part of the Council's Publication Scheme. Information requested under that Act about a specific procurement exercise or contract held internally or supplied by external organisations, will be accessible subject to legal advice as to its commercial confidentiality, or other applicable exemption, and whether or not it is in the public interest to do so.

4 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

4.1 Proposed Strategy awards

Procurement strategy for the purchase of goods, services and works with a possible contract value over £5 million decisions to be taken by Cabinet which are agenda item.

Strategy	Contract Revenue Budget	Contract Capital Budget	Dept/Cabinet Member
The Provision of Services in respect of Passenger Transport	£74,000,000		Children, Young People & Learning / Cllr Flemming & Families, Health & Social Care / Cllr Avis

4.2 Proposed contract awards

4.2.1 Delegated award decisions made by the Director of Commissioning and Procurement.

4.2.2 Revenue and Capital consequences of delegated decisions made Procurement for contract awards (Regs. 18, 27 a & b) between £100,000 & £500,000 and contract extension(s) previously approved as part of the original contract award recommendation (Reg. 27.d) and contract variations (Reg.29).

Contract Title	Contract Revenue Budget	Contract Capital Budget	Dept/Cabinet Member
Sourcing and Contract Management Software	£128,800 (Contract length 2 +2 years)		Resources / Cllr Hall

CONTRACT VARIATIONS & EXTENSIONS					
Contract Title	Value of Contract to Date	Value of Extension Term	Total Revenue value including extension term	Contract Capital Budget	Dept/Cabinet Member
Live Well Programme (Primary Care, Secondary Care & Mental Health)	£102,120	£263,337 (Contract length 12 months)	£365,457		Families, Health & Social Care / Cllr Avis
Vehicle Contract Hire/Leasing for the In-House Service Provision – Variation	£329,832	£109,994 (Contract length 12 months)	£439,826		Children, Young People & Learning / Cllr Flemming

4.3 The Good to Great programme is working at pace to deliver the strategy to disaggregate IT contracts and transform IT services as approved by Cabinet on 20th November 2017 (reference:91/17 Investing in our Borough c. ICT sourcing strategy). There is a contract notice period in November 2018 with the incumbent supplier by which notices need to be served to terminate services (in whole or in part) by the contract break date. By following the timetabling of Cabinet meetings for contract award decisions, there is a risk that the contract notice periods will not be met.

4.4 The continuance of the delegation for contract award decisions will provide the flexibility required and ensure timely decisions can be made

for contract awards which align with contract notice periods and do not impact on the ability to serve notice by the contract notice date.

- 4.5 As set out in the Education Estates Strategy approved by Cabinet on 22nd January 2018 (decision reference A6/18) and the Addington Valley SEN Free School Procurement Strategy (CCB reference CCB1400/18-19 & background paper), the Addington Valley SEN School will deliver in excess of 120 places for children with special educational needs and must be open from September 2020. The timelines for this project are dependent upon deadlines set by the Education and Skills Funding Agency and construction milestones being met.

Approved by: Lisa Taylor, Director of Finance, Investment and Risk and Deputy Section 151 Officer.

5 COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 5.1 The Solicitor to the Council comments that the information contained within this report is required to be reported to Members in accordance with the Council's Tenders and Contracts Regulations and the council's Financial Regulations in relation to the acquisition or disposal of assets.

Approved by: Sean Murphy, Head of Commercial and Property Law and Deputy Monitoring Officer on behalf of the Director of Law and Monitoring Officer.

6 HUMAN RESOURCES IMPACT

- 6.1 There are no immediate HR issues that arise from the strategic recommendations in this report for LBC staff. Any specific contracts that arise as a result of this report should have their HR implications independently assessed by a senior HR professional.

Approved by: Sue Moorman, Director of Human Resources

7 EQUALITY IMPACT

- 7.1 An Equality Analysis process has been used to assess the actual or likely impact of the decisions related to contracts mentioned in this report and mitigating actions have been defined where appropriate.

- 7.2 The equality analysis for the contracts mentioned in this report will enable the Council to ensure that it meets the statutory obligation in the exercise of its functions to address the Public Sector equality duty (PSED). This requires public bodies to ensure due regard to the need to advance equality of opportunity; foster good relations between people who share a

“protected characteristic” and those who do not and take action to eliminate the potential of discrimination in the provision of services.

- 7.3 Any issues identified through the equality analysis will be given full consideration and agreed mitigating actions will be delivered through the standard contract delivery and reporting mechanisms.

8 ENVIRONMENTAL IMPACT

- 8.1 Any issues emerging in reports to the relevant Cabinet member will require these considerations to be included as part of the standard reporting requirements, and will not proceed without full consideration of any issues identified.

9 CRIME AND DISORDER REDUCTION IMPACT

- 9.1 Any issues emerging in reports to the relevant Cabinet Member will require these considerations to be included as part of the standard reporting requirements, and will not proceed without full consideration of any issues identified.

CONTACT OFFICER:

Name:	Rakhee Dave-Shah
Post title:	Head of Commissioning and Improvement (Corporate)
Telephone no:	63186

BACKGROUND DOCUMENTS:

The following public background reports are not printed with this agenda, but are available as background documents on the Croydon Council website agenda which can be found via this link [Cabinet agendas](#)

- *Addington Valley SEN Free School Procurement Strategy.*

REPORT TO:	CABINET 15 OCTOBER 2018
SUBJECT:	PASSENGER TRANSPORT PROCUREMENT STRATEGY
LEAD OFFICER:	RICHARD SIMPSON, RESOURCES, EXECUTIVE DIRECTOR SARAH WARMAN, COMMISSIONING AND PROCUREMENT, DIRECTOR
CABINET MEMBER:	CLLR ALISA FLEMMING, CABINET MEMBER FOR CHILDREN AND YOUNG PEOPLE CLLR JANE AVIS, CABINET MEMBER FOR FAMILIES, HEALTH AND SOCIAL CARE CLLR SIMON HALL, CABINET MEMBER FOR FINANCE AND TREASURY
WARDS:	ALL
<p>CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON</p> <p>The delivery of a high quality Passenger Transport service has a positive impact on the outcomes of children, young people and vulnerable adults. It contributes to the following corporate objective:</p> <ul style="list-style-type: none"> • Growth: To enable people of all ages to reach their potential through access to quality schools and learning <p>It also reflects the following priorities within the Community Strategy 2016-2021:</p> <ul style="list-style-type: none"> • To support individuals and families with complex needs • To deliver better education and the opportunity for everyone to reach their full potential 	
<p>FINANCIAL IMPACT</p> <p>The financial impact of this report covers the DPS for taxis and the contract for mini buses. Across both contracts the impact is £74 million in total (across the different terms).</p> <p>The DPS agreement is for a term of four years, plus 2 extension periods of two years (4+2+2), to deliver taxi services to the total of £68 million (across 8 years).</p> <p>The Minibus contract is split into two Lots. Under Lot 1, the term will be 1 year, plus 2 extension periods of 1 year (1+1+1) to the total of £2.5 million (across 3 years). Under Lot 2, for a term of 2 years, plus 2 extension periods of 1 year (2+1+1) to the total of £3.5 million (across 4 years).</p>	

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

1. RECOMMENDATIONS

- 1.1 To approve the strategy identified within the detail of this report to procure suppliers to be appointed under a DPS agreement for a term of four years, plus 2 extension periods of two years (4+2+2), to deliver taxi services to the total of £68 million (across 8 years);
- 1.2 To approve the strategy identified within the detail of this report to procure suppliers to be appointed under a contract, for Lot 1, for a term of 1 years, plus 2 extension periods of 1 year (1+1+1) to deliver minibuss services for children/young people with Special Educational Needs/Disabilities and vulnerable adults, to the total of £2.5 million (across 3 years);
- 1.3 To approve the strategy identified within the detail of this report to procure suppliers to be appointed under a contract, for Lot 2, for a term of 2 years, plus 2 extension periods of 1 year (2+1+1) to deliver minibuss services for children/young people with Special Educational Needs/Disabilities and vulnerable adults, to the total of £3.5 million (across 4 years);
- 1.4 To approve the deviation from the Council's Tender and Contract regulation 21 for the reasons set out in section 3.5, to depart from the standard evaluation split of 60:40 (cost: quality) to allow a weighting of 100% quality for admittance on to the taxi service DPS, noting that the Council's standard split 60:40 (cost: quality) will apply to operation of the DPS.

2. EXECUTIVE SUMMARY

2.1 The Council provides home-to-school travel support for children and young people with Special Education Needs and/or Disabilities (SEND), and home-to care provision travel support for vulnerable adults, in accordance with its statutory obligations and published eligibility policies. Travel support takes many forms, including the provision of independent travel training to enable clients to travel independently on public transport, and personal travel budgets and direct payments to enable clients to make their own travel arrangements. Nevertheless, the direct provision of passenger transport is still the most common provision for eligible clients.

- A quality transport service for all clients
- Transport which meet the clients' needs, no matter how complex
- A service which works within the Council's budgetary restraints
- An increase in clients becoming independent

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- 2.2 The Council want to fulfil their statutory responsibility to provide free transport for all pupils of compulsory school age and make transport arrangements for children with special educational needs. The current Passenger Transport framework is coming to an end in August 2019 and a new service needs to be procured before the new academic year 2019/20.

3. DETAIL

- 3.1 The re-procurement of services must be flexible enough to meet future changing service needs and to be able to adapt to the new requirements of any alternative travel and transport service delivery model that the Council may wish to adopt in future.

3.2.1 Taxi DPS

The DPS for taxis will follow the rules of the restricted tender (reg 34 (5) PCR 2015), advertised through OJEU, the eportal and industry publications. As providers can join a DPS at any point during the term, work on further market engagement happen post May 2019.

- 3.2.2 The suggested term for the DPS is 4 years plus 2 extension periods of 2 years (so a total of 8 years). As long as the DPS works for the Council and the service this allow continuity in the market. Flexibility is needed in this contract due to the changing nature of the service with increasing in-house provision and in-borough educational provision.

3.3.1 Minibus contracts

As part of the Independent Travel Service is to be brought in house across the next 3 years (2019 to 2021), the mini bus contract needs to be flexible to ensure that the Council can phase the insourcing of routes. The Council have elected for the schools to be batched up as Lots, to align with the insourcing timetable. This will also create volume within the contract for providers, and be more attractive to the market (increasing competition).

- 3.3.2 The timetable for insourcing is:

Sept 2019	Red Gates & Castle Hill	13 routes (current)
Sept 2020	Bensham Manor & St Nicholas (and Timebridge)	13 routes (current) + new provision
Sept 2021	St Giles & Rutherfords	12 routes (current)

- 3.3.3 The mini bus contract will be an open tender, advertised through OJEU, the eportal and industry publications. The term for the mini bus contract will be 4 years in total but will be broken up depending on the Lot:
- Lot 1 – Bensham Manor and St Nicholas (1 year term + 1 year + 1 year extension period)

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Annual Value - £833,333

- Lot 2 - St Giles and Rutherfords (2 year term + 1 year + 1 year extension period)

Annual Value - £875,000

As the in sourcing programme is only projected at this time, the contract needs to allow for flexibility in case all routes cannot be brought in, in this timescale.

3.3.4 This model has resilience as providers will have certainty in the contract term, unlike a framework where there is no certainty of contracts. The minibus contract will prohibit one provider winning more than one Lot – so the risk is spread across the contract. The Council has built in resilience if there are any issues with providers, as there is an on-going in house service providing passenger transport minibus service across the borough. There is also a specific Contracts and Procurement Officer to work on the Passenger Transport contracts, which mean the minibus contract will be strategically contract managed throughout the term.

3.4 Both Contracts

The Council are looking to digitise the passenger transport service, so both contracts will include an option for providers to quote for routes with tracking software included. For the DPS this will be through the selection of a Category by the provider and for the minibus contract there will be an option to quote for the routes with this feature.

3.5 Social Value

3.5.1. Social value will differ across the two contracts, depending on the values of the contracts. London Living Wage will be applied to both contracts and managed throughout the contract periods.

3.5.2 Social Value - Taxi DPS

The DPS will not mean guaranteed work for any provider on the framework, so providers will be asked in the tender process what their current social value policy is and examples of social value work they have completed. This could include employing local people, using the local market (eg for MOTs) and using vehicles with low emissions. Once a provider gets £500,000 value of work on the DPS, the Contracts and Procurement Officer will contact the provider to set out a social value action plan for the next year (as contracts on the framework will last a year to fit in with school terms). The social value requirements will be embedded in the specification and Strategic Contract Management meetings. This will be communicated through the tender documents.

3.5.3 Social Value will be discussed twice yearly at Strategic Contract Meetings for the providers with the highest value work and then other providers with lower value contracts will be met once a year and held accountable for their social value progress. There will be a proportionate approach to the contractors. The framework will be an open and proactive engagement, which will create social value, by increasing the sole traders on the framework.

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3.5.4 Social Value - Minibus contracts

The minibus contract is set out differently and the provider who wins a Lot will get guaranteed work for 1-2 years, of at least £833,333. Providers who tender for this contract will be asked to set out their social value action plan as part of the evaluation process. The tender will highlight the Council's Value Croydon framework for providers to use:

<http://valuecroydon.com/councils-social-value-framework>

3.6 Employment Considerations

3.6.1 There are TUPE implications for both the taxi DPS and minibus contract.

TUPE information is collected every year by the service when the routes are re-tendered in the summer period – so there is a good indication of the impact on providers. It is anticipated that TUPE will have a greater impact on the mini bus contracts, as the majority of staff working on the taxi contracts are self-employed.

3.6.2 No transfers of staff that are currently employed by the Council to contractors will result from this procurement. However, the tender documents will note the potential for the application of TUPE obligations with regard to the transfer of staff from existing providers to new providers, including some employees who have retained their previous terms and conditions related to their previous employment with Croydon Council. Such transfers are legally a matter between the existing and future contractors. However, where appropriate to assist the transition of services the Council may facilitate liaison between the providers as far as possible particularly with regard to the communication of information between the parties. Provision will also need to be made within the pricing arrangements to allow for variations in pricing to accommodate the additional costs that will be implicit in a transfer of former Council employees from one provider to another if a route is transferred by the Council.

3.7 Tender Process

The procurement process will be an open procedure for both the DPS and the mini bus contract, and tenders will be returned electronically via the e-tendering portal. An evaluation panel has already been established to assess each submission and will be evaluated in accordance with the Tenders and Contracts Regulations to ensure probity, value for money and that the most economically advantageous contractor is chosen.

3.8 Tender Evaluation - Taxi DPS

Appointment to the DPS

3.8.1. The DPS tender evaluation criteria will differ from the Council's standard weightings of 60 cost /40 quality for the first stage of the evaluation. For a provider to be awarded a place on the DPS, the evaluation criteria will therefore be 100% quality at this first stage based on ability to achieve minimum service standards. During the tender process, quality will be assessed against these criteria: service delivery, staff vetting and employment, staff competency, continuity of staff provision, risk assessment, safeguarding, vehicle requirement, PSP and social value.

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3.8.2 As required by EU procurement regulations, the invitation to tender will explain how tenders will be evaluated and scored. An Evaluation Panel will be appointed to carry out the tender evaluation.

3.8.3 The tender evaluation panel will be:

- Head of C&P – Independent Travel Service
- Operational Manager - CTS
- Travel Assistance Commissioner
- Contracts and Procurement Officer
- Autism Services Manager
- A Member of the Mobility Forum
- A Member of Parents in Partnership

3.8.4 Call-off process

Following this award stage, any call off or mini competition from the DPS will comply with the Council's Tender and Contracts Regulations, adopting the standard 60 cost /40 quality weightings and all routes will be awarded accordingly. Quality will be assessed through service delivery, such as number of defaults and complaints. This information will be collected by the Contracts and Procurement Officer quarterly. Each supplier will be assessed against the contract KPIs and a percentage score based on contract performance calculated. This percentage score will be weighted at 40% and operate as the standard quality score for the supplier. The supplier's price submission will be assessed on the basis of lowest tendered price and weighted at 60%. These scores will be added together to identify the most economically advantageous tender.

4. CONSULTATION

4.1 There is no intended change in policy or entitlement associated procurement.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Revenue Budget available				
Expenditure				
Income				
Effect of decision from report	0	10210	10210	10210
Expenditure				
Income				
Remaining budget				

2 The effect of the decision

The current Passenger Transport framework is overspent and as demand and needs are increasing, this trajectory looks to continue. It is hoped the increased competition on the DPS will have a positive effect on costs.

3 Risks

The Passenger Transport Framework is high risk due to the needs of the clients using the service (safeguarding) and consistent increasing demand (costs). The mean of the Corporate Risk Register score is 4.25.

Currently the spend outweighs the budget by around £1.4 million, and with demand and complex needs increasing, there is a large risk to the budget over the next 4-8 years. The financial figures within this report take into account this demand.

The SEN Team are predicted to increase the number of Education Health and Care Plans in the Borough significantly over the next 5 years which will consequently have a knock-on effect of increasing the demand for SEN transport. The Independent Travel Service working with colleagues in SEN and finance to model the likely impact of this over the next 5 years with a view to informing future budget decisions.

4 Options

See section 12.1 for all options considered.

5 Future savings/efficiencies

The savings for this service are being considered currently with finance, across a 5 year detailed plan.

The Passenger Transport service is statutory and has growing demand and complexity of need. It is expected that the budget will need to

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increase in the short to medium term, until measures to provide more placements in borough are complete and the strategies to manage demand within SEND are implemented. The financial figures for these two contracts include the current demand figures modelled across the next 8 years.

The DPS for mini buses will drive savings through the call off process and competition on the framework, due to the continuous open nature.

The mini bus contract will decrease in value every year, due to the phased in sourcing, (the insourcing has not yet been costed in detail, but is expected to increase passenger transport costs). The cost will still sit in the service budget but be moved from the contract budget to the in house service budget.

Approved by: Ian Geary, Department Head of Finance - Resources

6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 6.1 There are no additional legal issues arising in relation to this report.
- 6.2 Approved by Sean Murphy on behalf of the Director of Law and Monitoring Officer

7. HUMAN RESOURCES IMPACT

- 7.1 There are no direct implications for LBC workforce as a result of this report.
- 7.2 Approved by: Sue Moorman, Director of Human Resources

8. EQUALITIES IMPACT

- 8.1 An initial EA has been completed. There are no changes to current service, for the service user, so a full EA is not required.

9. ENVIRONMENTAL IMPACT

- 9.1 Taxis must adhere to the Public Carriage Office's (PCO) stringent requirements when gaining/renewing a licence. These requirements come from the Mayor's Taxi and Private Hire Action Plan. Vehicles cannot be older than 15 years and new vehicles will no longer be granted a licence if they run on diesel (would have to Euro 6 at least).

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 There are no crime and disorder reduction impacts arising from this report.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 The Council has a statutory requirement to provide home-to-school travel support for children and young people with Special Education Needs and/or Disabilities (SEND). The Council, in accordance with its policy, needs to provide home-to care provision travel support for vulnerable adults. Without the DPS and minibus contracts, these services would be unable to be provided to the clients.

12. OPTIONS CONSIDERED AND REJECTED

12.1 The following options have been considered, with the four options highlighted in bold being the preferred options:

Children	Make	Make & Buy	Buy
Taxis	N/A	High Cost routes (>£52k/year) delivered in-house. Buy remainder of provision from an existing market through DPS	Set up Dynamic Purchasing System (DPS) to procure all taxi routes
Bus	All Bus routes insourced from 2019	Phased transition to in-house model for all schools Continue to buy from 'manufactured' market in the interim.	Establish external contract(s)/framework, potentially adopting a lotting approach
Passenger Assistants	Insourc all PAs (288)	Provide PAs for in-house provided routes and review opportunities	Buy all PAs as routes require, including for in-house services
Adults			
	In-house all day care with option to combine with SEN transformation programme	Maintain in-house provision, buy taxis – review transformation	Buy all provision through DPS and external contract(s)/framework

CONTACT OFFICER: Becky Saunders, Category Manager – Travel and Transport

BACKGROUND DOCUMENTS: None

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