

Scrutiny Children & Young People Sub-Committee Agenda



To: Councillor Robert Ward (Chair)
Councillor Sean Fitzsimons (Vice-Chair)
Councillors Sue Bennett, Mary Croos, Jerry Fitzpatrick, Bernadette Khan,
Gareth Streeter and Callton Young

Co-optee Members

Mr Leo Morrell (Voting Diocesan Representative), Ms Elaine Jones (Voting Diocesan Representative (Catholic Diocese)), Mr Dave Harvey (Non-voting Teacher representative), Geoff Hopper (Voting Parent Governor Representative) and Paul O'Donnell (Voting Parent Governor Representative)

Reserve Members: Margaret Bird, Sherwan Chowdhury, Patsy Cummings, Felicity Flynn, Patricia Hay-Justice, Helen Redfern, Andy Stranack and David Wood

A meeting of the **Scrutiny Children & Young People Sub-Committee** which you are hereby summoned to attend, will be held on **Tuesday, 17 September 2019**, on the rise of the **Scrutiny and Overview Committee meeting** but no earlier than **6:30pm** in **The Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**

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Monday, 9 September 2019

Members of the public are welcome to attend this meeting.

If you require any assistance, please contact the person detailed above, on the righthand side.

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

AGENDA – PART A

1. Apologies for absence

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

2. Minutes of the previous sub-committee meeting (Pages 5 - 12)

To approve the minutes of the meeting held on 18 June 2019 as an accurate record.

3. Disclosures of interest

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

4. Urgent Business (if any)

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

5. Actions List Update

Discussion on the actions arising from previous meetings.

6. Children's Improvement Plan Update (Pages 13 - 48)

To receive an update on the Children's Improvement Programme.

7. Croydon Safeguarding Children's Board Annual Report

(To Follow).

8. Draft Education Estates Strategy Update (Pages 49 - 124)

To receive the draft Education Estates Strategy update which details the Council's performance in meeting its statutory duty for sufficiency of school places prior to its presentation at Cabinet.

9. What difference has this meeting made to Croydon's Children

To discuss the findings from this meeting and the expectations for Croydon's Children.

10. Work Programme 2019/20 (Pages 125 - 128)

To agree the work programme for the 2019/20 municipal year.

11. 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.”

Scrutiny Children & Young People Sub-Committee

Meeting of held on Tuesday, 18 June 2019 at 6.30 pm in The Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillor Robert Ward (Chair);
Councillor Sean Fitzsimons (Vice-Chair);
Councillors Sue Bennett, Mary Croos, Jerry Fitzpatrick, Bernadette Khan,
Gareth Streeter and Callton Young

Co-optee Members

Also Present: Robert Henderson, Executive Director of Children Families and Education
Shelley Davies, Interim Director of Education
Alison Farmer, Head of Special Needs 0-25
Kathy Roberts, SEN Consultant
Kerry Crichlow, Programme Director Children's Improvement

Apologies: Elaine Jones, Dave Harvey and Paul O'Donnell

PART A

28/19 Apologies for absence

Apologies received from Dave Harvey, Elaine Jones and Paul O'Donnell.

29/19 Minutes of the previous sub-committee meeting

The Minutes of the meeting of the meeting held on 12 March 2019 were agreed as an accurate record

30/19 Disclosures of interest

Councillor Callton Young declared that he was the Chair of Governors at St Giles School.

Councillor Jerry Fitzpatrick declared that he was the Council's Champion for Autism.

31/19 Urgent Business (if any)

There were none.

32/19 Actions List Update

The Chair updated the Sub-Committee Members on the status of the actions list which showed that many of the actions had been resolved. It was observed that there were a number that remained open due to being under review or ongoing.

33/19 Dedicated School Grant Recovery Plan

The Head of 0-25 SEN presented the report which outlined the Department for Education (DfE) guidance requirements as well as the Councils recovery plan which was underpinned by the Council's SEND Strategy.

In formulating the plan, consideration was given to various aspects which included the following:

- Reflection on future direction of travel of the SEND Strategy
- How needs of pupils would be met
- Challenges experienced in mainstream provision with consideration given to the upcoming changes in framework and inclusion
- Risks associated with aspects of the plan
- The need for increased and effective local provision

A Member queried the level of involvement of the Schools Forum in the plans, officers responded that the papers were presented for comment and present at the meeting were Link Advisors that were representatives of Special Schools on the panel. The Forum agreed and approve the pathway presented.

A Member said that a policy driver for the SEND Strategy was increased delivery of education for children to occur within the borough and this was a positive approach. It was however noted that there was an increasing number of children with Special Education Needs (SEN) in schools with limited resources in place to support and meet their needs. Officers recognised that there was an issue with resourcing and that this was an issue that was faced nationally. The SEND strategy was developed to create a system of change through the key principles of putting in place provision for more children to be educated in mainstream schools by increasing capacity and capabilities of schools to meet needs. The challenge was for all partners to work together to improve outcomes, families to be clear on the local offer and for the council to deliver on those offers.

The Sub-Committee was informed that the aspiration was for mainstream schools to be able to meet the needs of children with SEN, some schools were at present able to do this better than others. Work was being done with three schools to explore how effective this could be and Inclusion funding was being used in this pilot.

Officers further explained that the success of the Strategy would lie in partners, schools and families working together. SENCO's had been

considering ways that different schools could work together by exploring different pathways and solutions where that might be cost effective.

A Member commented that it would have been beneficial for the report to include the data on population growth and the correlation of rise in children and young people with SEN as stated in the report for 2015-2019 would be included.

A Member raised a question of the amount of SEN children in mainstream education and the progress made with the integration. Officer said that the focus was on children that needed SEN support, specifically those without an Education Health Care Plan (EHCP) and supporting them by ensuring that the appropriate needs-based support was in place.

It was challenged that in terms of risk factors, there may be instances where the integration of a child or children into a new provision in the borough may break down and the child may need to continue in the placement outside of the borough. Officer agreed that all placements had an element of associated risk and extensive work was carried out to ensure that skilled staff were in place, support was provided at all times by Link Advisors and that schools were clear on the Council's expectations. Members' were informed that Croydon special schools were all classified as good or outstanding and that was a reflection of the Local Authority's (LA) partnership.

Officers were thanked for their responses to questions.

Information request by the Sub-Committee

- Briefing on Inclusion Funding
- Drivers and Demographics of SEND children in population growth 2015-2019.
- The recovery plan for the high needs block will go to a DfE committee. The Council will receive feedback in September. The Committee requested that they be informed as to the result.

The Sub-Committee came to the following **Conclusions**:

- This was a challenging situation which was being addressed comprehensively by officers and the Council
- Further understanding of Inclusion funding would be beneficial

Progress of the plan would be sought with the Cabinet Member for Children, Young People and Learning after submission of the Plan and feedback received from the DfE

34/19 Update on Localities work across Children, Families and Education

The Executive Director of Children Families and Education presented the report which outlined the work undertaken to date and the approach to the delivery of a localities aligned service model in different areas of the borough over the next two to three years.

In determining this approach, several factors were taken into consideration, including the following:

- Croydon was a large, diverse and complex borough and this was not currently reflected in the way services were delivered.
- Working across the borough did not always promote good working relationships with partners.
- It was fundamental to ensure that a robust localities team was in place in order to achieve outstanding outcomes for children and young people.
- Splitting delivery services into localities would build relationships with partners and increase visibility and access to services in communities.
- Localities working would ensure a team around a family approach through the pooling of resources to make positive change together.

It was questioned how easily staff would be able to liaise with each other if in different localities. Officers responded that the main hub would still be at Bernard Weatherill House (BWH) where team meetings would be held and support accessed. Staff would have to be flexible and resources would be spread as necessary. A lot of work would take place to look at resourcing, available facilities and if in the right place to ensure delivering services where needed.

It was requested that data on localities such as proposed caseloads, profiles and strategic direction be circulated to Members after the meeting.

A Member queried how software would be linked to ensure smooth running and alignment of workforce. Officers responded that extensive work was currently being undertaken as part of the new digital strategy to ensure that all the systems are as effective as possible.

It was commented that the report set out the risks associated with this model and this was welcomed. A question was posed on what consideration was taken in the decision making process. Officers responded that extensive work was carried out to establish the viability of six localities, key considerations were around effective working with multi-agencies and partnerships. Workshops with staff took place to present risks and to gain majority consensus on the way forward. Officers were clear that this was a caution model that was being trialled and would be under constant review in term of the immediate risks identified, in particular caseloads.

It was challenged that one of the main risks would be the maintenance of line of sight as there would be several directors with local responsibilities from different organisations. Officers replied that Children's Services was clear that its most pressing priority was on its improvement journey and this would remain regardless of localities. The departments' lead would be clear on priorities and it would remain the fundamental aspect of their role.

A Member asked what planning had been put in place as part of the model to enhance relations between children's services and schools. Officers said that work was being undertaken with head teachers to work as a collective around

their communities and not just their own schools. Additionally, working to ascertain wider issues and put resources in localities to address the problems identified. Objective was to have a more preventative service than a reactionary one.

It was asked what additional data would be gathered as part of the localities model, officers said that the information currently held was good but more comparative data would be an improvement to what was available. Members were reminded that data collation was only one aspect of the departments work and that getting out into the community to gather intelligence on community needs in order to explore effective methods of response was vital to improved outcomes.

The Chair commented that the Sub-Committee was supportive of the model and the measured approach being taken but acknowledged that meeting needs would be a challenge. Members looked forward to updates on delivery and outcomes as the programme progresses.

Information request by the Sub-Committee

- Data on localities including caseload, profiles and strategic direction

35/19 Update on the Early Help and Children's Social Care Improvement Programme

The Programme Director for the Children improvement provided highlights of the report which included the following:

- Senior Leadership Team was now fully in place, some posts were interim and a plan for permanent recruitment was in progress.
- Service reviews had been commissioned
- Management Team continued to work closely to develop and communicate understanding of what good look like.
- Significant challenges remain in high vacancy rates in some areas of the service
- Inconsistencies in Practice remained a challenge.

In preparation for the next Ofsted monitoring visit the department was focusing on areas that they expected to be tested on by assuring quality of practice across the service.

In response to a Member concern at the very low number of initial assessments completed within 20 working days for children at risk against the target of 95% completion, officers agreed they were still below target. There is ongoing work being carried out including multiagency efforts to address issues such as below target health assessments and getting health needs addressed early. Additionally, there were issues with the integration of social care systems with health which was impacting recording of assessments.

It was further challenged that some of the indicators were falling back such as immunisation and more needed to be done. Officers acknowledged that

renewed focus was needed and work was to be carried out with the Health service on improvements.

A Member commented that the numbers in Missing Children was always concerning and asked what had been learned in terms of change of practice. Officers replied that missing children remained a priority as well as a challenge. A weekly multiagency panel took place to identify and address risks. Return Home Interviews were taking place to enable intelligence to be gathered with approximately 60%-70% children engaging but they can refuse.

A Member asked how sustainability in the service would be maintained once the transformation funds had been used. Officers said that the expectation is that with increased investment in Early Help and identified efficiency improvements the number of children requiring support will reduce and we will be delivering a sustainable, high quality service meeting the needs of those requiring support without the need for transformational funding.

The Chair and Members thanked officers for their responses to questions.

Information request by the Sub-Committee

- A briefing paper to be provided on Destination 21 which should include staff representation.

In reaching its recommendations, the Sub-Committee came to the following **Conclusions:**

1. Whilst the report was informative, papers should be more detailed and contains as much information as possible.

The Sub-Committee made the following **Recommendations:**

1. Officers to ensure that statements made in reports are based on informational data which must be included as an appendix where appropriate.

36/19 What Difference has this meeting made to Croydon's Children

Introduction of the action list has enabled Members to keep track of actions and things requested and to hold officers to account when actions not completed.

Evidence that has been requested is now slowly being shared and this needed to continue.

There was still work to be done to improve culture of trust between officers and councillors. This was vital to enable effective scrutiny to take place

The meeting ended at 9.00 pm

Signed:

Date:

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For general release

REPORT TO:	Children and Young People Scrutiny Committee Date: 17th September 2019
SUBJECT:	Update on the Early Help and Children's Social Care Improvement Programme
LEAD OFFICER:	Rob Henderson, Executive Director, Children, Families & Education
CABINET MEMBER:	Cllr Alisa Flemming, Cabinet Member for Children, Families and Learning
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Rob Henderson, Executive Director, Children, Families & Education

<p>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON: Corporate Plan for Croydon 2018-2022</p> <p>The plans and recommendations in this report focus on ensuring that all Croydon's children live a happy, healthy life, free from harm and that they have every opportunity to thrive and become fulfilled adults.</p>

ORIGIN OF ITEM:	This item is contained in the Sub-Committee's work programme
BRIEF FOR THE COMMITTEE:	To receive an update on the children's improvement programme

1. EXECUTIVE SUMMARY

This report provides an update on the children's improvement programme, including:

- Feedback on the sixth monitoring visit on 10th and 11th July 2019
- A progress update on the Improvement Plan as at August 2019
- An overview of the children's transformation programme, 'Destination 2021-22'

2. Feedback on the sixth Ofsted monitoring visit

2.1 The monitoring visit took place on 10th and 11th July focused on:

- The front door for children's services, the single point of contact (SPOC) and the assessment service
- The children with disabilities service
- Children who are privately fostered

2.2 The letter following the visit was published on 2nd August and is attached at appendix 1.

2.3 Overall inspectors concluded that sustained progress is now being made under the rigorous drive and direction of the current senior leaders, with some clear indicators of improvement. Pace has accelerated, practice for children is becoming consistently better and staff feel appreciated and supported.

2.4 Inspectors acknowledged the progress made since the first monitoring visit to the 'front door' for services in December 2017, and concluded that the single point of contact is now safe, solid and ensures that children receive a timely and appropriate response when their needs first become known. They also found that the quality of work in the assessment service has significantly improved since the 2017 visit, and that the majority of disabled children now receive an appropriate and well-informed social work service.

2.5 The evidence of accelerated progress is encouraging; however, there is still much to do. Inspectors agreed with the department's self-assessment that private fostering arrangements are not good enough. A full-scale review of all children known to be in these arrangements had been completed prior to the visit and inspectors accepted that there are now clear plans in place to ensure that individual children's needs are met, and to significantly strengthen this area of practice.

2.6 Variability in the quality of practice remains, with drift and delay seen in some cases and some assessments taking too long. The high proportion of referrals to SPOC and completed assessments that lead to no further action has been identified as an area for action by senior managers; inspectors agreed with this view.

2.7 The need for improved direct work with children to ensure their views and wishes are at the heart of work with them was also highlighted. A direct work week is taking place in early September that will include practitioner-led workshops and 'try out' sessions to build staff confidence and extend their knowledge and expertise in the use of a wider range of techniques and tools.

2.8 Permanent recruitment into the assessment and social work with families services remains a vulnerability. A number of permanent team and service managers from good and outstanding authorities have been appointed and are taking up post over the next few months, but recruiting front line social workers into these areas remains challenging and is the focus of targeted recruitment campaigns that need to be continually refreshed.

2.9 Having reflected on the improvement journey over the past six months, with accelerated pace but still a lot to do to ensure all children and families receive the services they deserve a request was made for a seventh monitoring visit. This would be prior to a full standard inspection which is required to overturn and inadequate judgement. This would give the service more time to secure improved practice and better services for children across all areas. Ofsted have agreed and will be carrying out a final visit on 16th and 17th October. The precise focus is under discussion but is likely to be social work with families, and adoption.

3. Progress as at August 2019

3.1 Close monitoring against the Improvement Plan confirms the recent feedback from Ofsted that the service is improving, with evidence of progress in several areas. Performance against key indicators as well as the quality of practice are both reported to the Improvement Board each month. These are reviewed and challenged on a weekly basis by the Director of Early Help and Children's Social Care, and changes agreed as necessary to tackle issues quickly as they arise.

3.2 In August improvement was noted in the following areas:

- Reduced care proceeding and 100 fewer children on child protection plans compared to May 2019, as more families are supported to make the changes needed to keep their children safe
- Improved supervision rates in most areas of the service
- Improved offer for children in out care, including the percentage with up to date personal education and care plans, and living in stable placements
- Number of children supported by early help has doubled since February 2019 (over 800 as at 31st July)
- Improved engagement and follow-up with children in our care who go missing
- July bi-monthly case audits, a larger sample of 64 cases, had fewer cases graded inadequate and a greater proportion solidly requires improvement
- Recruitment to senior and middle management posts; and to social work posts in some areas

3.3 Challenges remain in addition to those identified in the monitoring visit to SPOC and the assessment and children with disabilities services include:

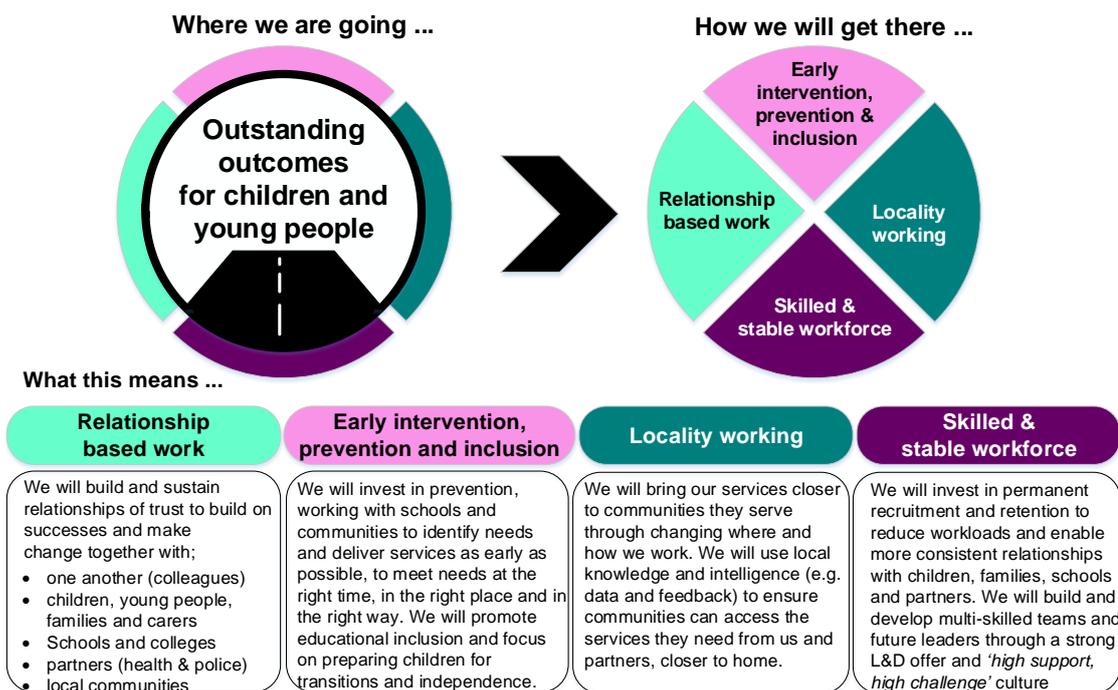
- Recruitment of social workers in the adolescent, assessment and social work with families services
- Rising numbers of children in our care
- Improved working by the fostering panel, as well as in foster care services
- Further increase the use of early help, understanding why families sometimes disengage earlier than we would like
- More consistently good work with children and families, across all service areas

- 3.4 A number of actions are in planning or underway to drive forward improvements, with a particular partnership focus. These include:
- Bringing the CAMHS contact line into the SPOC, creating an expanded single front door for services for children and families
 - Co-locating a multi-agency team including CAMHS in to the social work for children looked after service
 - Developing the capacity for specialist child and parent assessments in-house to make better use of internal expertise and reduce the number of high cost external assessments
 - Delivering a refreshed sufficiency strategy for children and young people in our care, including unaccompanied asylum seeking young people

4. Destination 2021-22: children's transformation programme

- 4.1 Following the 2017 inspection demand for services increased significantly year on year, and substantial transformation funding and base budget growth was been made available to Children's Services to meet the new demand.
- 4.2 Our ambition now is to move from reacting to these changes to a much more proactive approach, developing sustainable high quality services that shift the emphasis to earlier intervention and prevention, and puts into place a refreshed practice model across the service to secure excellent outcomes for children and families. Through a combination of higher quality systemic day to day practice, targeted interventions and a continued drive for sustained improvements, services for children and families will become more efficient and effective, enabling resources that are currently deployed to meet higher end needs to be refocused on working earlier with children and their families to prevent problems escalating.
- 4.3 The transformation proposals embrace the Council's new delivery model based on localities and wrap around services in the community. They also align with the violence reduction network's public health approach to reducing youth violence, and reflect the learning and recommendations arising from the Children's safeguarding Board's Vulnerable Adolescent Review.
- 4.4 The transformation plans and how these will be achieved can be described in the vision on a page:

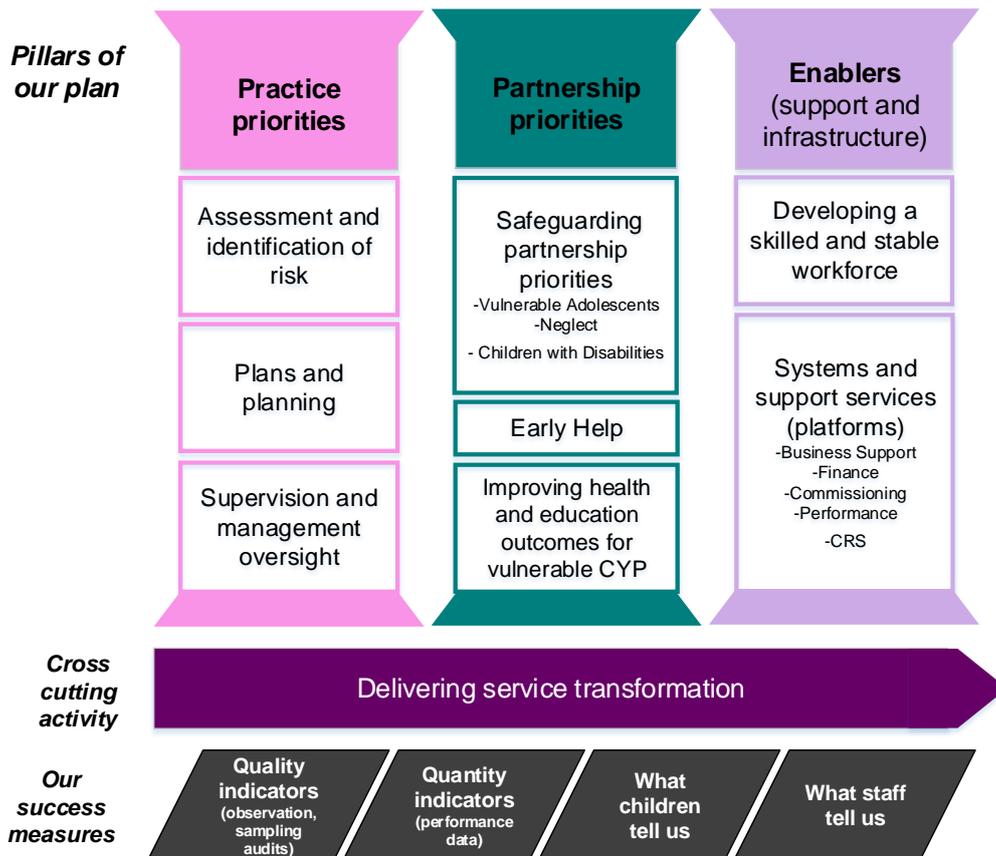
OUR VISION ON A PAGE 2019-2021



- 4.5 To realise these ambitions early help and children's social care will offer high quality interventions that make sustained changes in families' lives. Children and families to be able to access the right services in the right place at the right time, with the aim of keeping families together wherever possible.
- 4.6 Our services will range from time-limited early help support to prevent or delay the need for statutory services, through to intensive and purposeful interventions that support children in need of help and protection to remain safely with their families, only bringing children into our care where this is not possible.
- 4.7 The core elements of the transformation programme are:
- Increased capacity in the early help service, establishing a social work spine so the service is able to work confidently with risk as cases step down from social care, and as a consequence more are referred direct from SPOC.
 - Increase management capacity in front line teams to continue to improve case oversight, supporting social workers to consistently deliver high quality, timely work with families that leads to sustained change and reduces drift and delay in casework.
 - Establish an edge of care service including targeted youth workers, additional adolescents support workers and specialist social workers, to work with vulnerable adolescents and their families to prevent family breakdown and reduce the numbers coming into care.
 - Develop a Systemic Practice team that works alongside services, teams and individual staff, building relationships to support and challenge our staff to work systemically with families in line with our practice model and principles.

- Strengthen quality assurance arrangements to ensure quality of practice is regularly tested and the learning is embedded in a robust cycle of service improvement.

4.8 Each Head of Service has developed a service improvement plan to take the programme forward. These service plans form the basis for the 2019 refresh of the children’s plan for improvement. The key elements of the refreshed plan are set out in the diagram below.



4.9 The refreshed plan will be ratified at the September Improvement Board.

Contact Officer: Robert Henderson
Executive Director
Children, Families and Education.

Background Documents: None

Appendices: Appendix 1: Sixth Ofsted Monitoring Visit Letter
Appendix 2: KPI Performance report August Improvement Board
Appendix 3: Quality Assurance report August Improvement Board

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2 August 2019

Robert Henderson
Executive Director, Children, Families and Education
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Dear Mr Henderson

Monitoring visit to Croydon local authority children's services

This letter summarises the findings of the monitoring visit to Croydon local authority children's services on 10 and 11 July 2019. The visit was the sixth monitoring visit since the local authority was judged inadequate in September 2017. The inspectors were Louise Hocking and Tracey Scott, Her Majesty's Inspectors, and Tracey Nurse, Ofsted Inspector.

Children and young people are beginning to receive a better quality of service, and the pace of improvement is accelerating. In a relatively short period of time, the new executive director and the director of early help and children's social care have improved morale, raised the visibility and impact of leaders and managers, started to embed a practice model and created conditions that are enabling steadily improving practice and outcomes for children. Some entrenched issues of concern are starting to change. These include providing a better response to risk for children, and embedding a culture of regular supervision and more consistent oversight by operational managers.

Areas covered by the visit

During this visit, inspectors reviewed the progress made in the areas of:

- Services for children at the 'front door', including contacts, referrals and assessments undertaken by the dedicated assessment service. These aspects of the service were also the focus of the first monitoring visit in December 2017.
- Services offered to disabled children.

- Services for children who are privately fostered.

The visit considered a range of evidence, including electronic case records and reviewing casework alongside social workers. In addition, we spoke with managers and senior managers. We reviewed performance data and information and a range of documents relating to the improvement journey and service development.

Overview

The leadership provided by the executive director and the director of early help and children's social care has resulted in an acceleration of pace and progress over the last six months. They have a strong and clear understanding of practice in Croydon and are taking concerted action to address any barriers to progress. Senior leaders are confidently setting out a clear and ambitious vision for the future, while simultaneously addressing immediate areas for improvement. There is considerable political support for continued improvement, including significant financial investment to support wholesale change.

Impact can be seen in the improvements to the overall quality of practice for children, including disabled children, as shown through accurate and insightful service reviews, individual case audits of children's experiences and stronger performance in measuring compliance. Leaders have a comprehensive understanding of what is happening for children and are leading by example, including being involved in individual case discussion when appropriate. Staff report feeling valued and well supported and caseloads have been reduced to a manageable level. Staff have confidence in the senior leaders and speak very highly of them, describing them as visible, available and acting on feedback.

A safe and solid 'front door' service ensures that children receive a timely and appropriate response when their needs first become known. The quality of work in the assessment service has significantly improved since the first monitoring visit in December 2017. The majority of disabled children receive an appropriate and well-informed social work service. However, some variability remains and further developments are needed to provide a consistently strong service to all children.

Children living in private fostering arrangements receive a poor service. The view of inspectors matches that of a recent local authority review of the service, and a dedicated improvement plan, which includes restructure of the private fostering service, is underway.

Findings and evaluation of progress

Services for children at the 'front door', through the multi-agency safeguarding hub (MASH), have consistently been a stronger area of practice in Croydon. Significant structural changes, including the implementation of a single front door (the single point of contact, known as the SPOC) have resulted in further improvements. The SPOC was launched in March 2018 and incorporates the MASH service, the emergency duty team and the more recently co-located police child abuse investigation team. The SPOC is well-resourced and well-managed and involves a wide range of appropriate partner agencies.

Partners in the SPOC spoke positively about the steadily improving practice. Working relationships are effective and partners feel valued as MASH colleagues, describing a culture in which they can challenge and be challenged. Thresholds are broadly understood by referring partners, although the volume of contacts and referrals is high, and ongoing work is taking place with partner agencies to ensure that contacts and referrals are appropriate. Most referrals are of a reasonable quality, although the level of detail is variable.

Children's needs are responded to quickly and are appropriately prioritised according to risk. The early help offer, which is relatively new, provides a helpful alternative, ensuring that children and their families are supported or stepped down to a non-statutory service if this best meets their needs, and this is being increasingly used as a suitable option. Repeat referrals are decreasing, although senior managers are aware that this continues to be an area requiring ongoing attention. Management oversight and sign-off are visible at each stage in the SPOC service, and managers ensure that the consideration of children's needs progresses smoothly and promptly. Some cases would benefit from a clearer management rationale for decision-making, particularly when the information is first reviewed.

Strategy discussions take place within the SPOC service in a timely way and with consistent multi-agency representation. Immediate actions to safeguard children are clear and are promptly implemented. Joint investigations are undertaken as needed. Practice could be further developed by the setting out of a more comprehensive safety plan in addition to the immediate tasks.

The assessment service is sufficiently resourced by six teams. This ensures that social workers have time to visit children and understand their needs before being on duty again. Caseloads have significantly reduced since the first monitoring visit, to an average caseload of 18 children, and the quality of practice has markedly improved. The threshold for assessment is appropriate for the majority of children, and children are seen in a timely way. Immediate risk is understood, direct work is undertaken to engage children and their families and some analysis is evident to understand their needs and to formulate future plans. Significantly, all cases seen had an appropriate outcome, with evidence of management oversight and sign-off. This contrasts positively with previous practice and is a strong indicator of progress.

Although some key performance measures have improved, the quality of practice is still inconsistent. In some cases, assessments and plans have not benefited from consideration of each child's history, and chronologies are not purposeful. Practitioners are not sufficiently confident in their direct work and use a limited range of techniques and approaches with children. A small number of assessments are taking too long or children are remaining in the assessment service for longer than necessary, awaiting case transfer to another service. Case records do not routinely include the manager's rationale for decisions relating to step-up and step-down.

Although casework shows an appropriate understanding of thresholds, the proportion of cases that are deemed 'no further action' for both referrals into the SPOC service and for children who have had an assessment in the assessment service is high. Currently, nearly

half of the children who have an assessment do not go on to receive a service. Senior managers have already undertaken work to understand the reasons for this, with a fuller piece of work planned for September to interrogate this further.

Services for disabled children were moved back to children's social care from adult services this year and have recently been reviewed. The review provided an accurate and comprehensive understanding of the service, which undertakes a wide range of complex work, including statutory social work. New eligibility criteria for the children with disabilities social work team were published in May 2019, providing a clear and comprehensive overview, and responding to feedback from families. The majority of disabled children receive a service appropriate to their level of need. The average caseload is 15. All children are visited frequently, with positive engagement with children and their families and good liaison with other relevant agencies. Management oversight is visible, and workers understand the needs of disabled children and advocate well when necessary. However, there is some variability in practice and a small number of children have experienced drift and delay to their plans.

The local authority has not fulfilled its statutory responsibilities for children who are privately fostered, and this area of practice is poor. Visits to children and assessments have not been completed within expected timescales. Many children do not have plans in place to ensure that their needs are met or that their situations improve. Some children have had difficult life experiences and they have not been helped to understand their family history and current circumstances. A small number of children are in private fostering arrangements where no-one is exercising parental responsibility for them, and a small number of children have been incorrectly assessed as being privately fostered. Senior managers have recently undertaken a full-scale review of all children known to be in private fostering arrangements and were aware of the deficits in practice prior to the monitoring visit. There are now clear plans in place to ensure that individual children's needs are met and to significantly strengthen this area of practice.

Senior leaders continue to give very high priority to the recruitment and retention of staff. This is reaping some rewards, but remains a challenge. Overall, the vacancy rate is 40%, but this reaches 80% in the assessment teams. Inspectors met skilled and committed locums, both new and longstanding, who are fulfilling these roles, but this remains an area of vulnerability. Three of the six team managers in the assessment service are permanent, including a locum manager converting to a permanent role. Additionally, there has been successful recruitment to senior and middle management roles, with eight of nine head of service posts now permanently appointed to, and a whole new group of service managers. The new systemic practice model has recently been launched, with the practice lead now in post.

In summary, the local authority is now making sustained progress under the rigorous drive and direction of the current senior leaders, with some clear indicators of improvement. Pace has accelerated, practice for children is becoming consistently better and staff feel appreciated and supported.

I am copying this letter to the Department for Education. This letter will be published on the Ofsted website.

Yours sincerely

Louise Hocking
Her Majesty's Inspector

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Item 4A Performance Report: Analysis of July Performance Indicators

Children's Improvement Board

13th August 2019

Nick Pendry, Director of Early Help and Children's Social Care

Overview

GOING WELL OR BETTER

- The number of children supported by Early Help (835) has more than doubled since February 2019 (401)
- 96% of contacts are actioned within 24 hours
- 100 fewer children subject to CP plans compared to May 2019
- 25% decrease in the number of children subject to CP plans for the second or subsequent time
- Significant improvement in completion of missing risk assessments, up to 98% and 67% of missing episodes resulted in a completed RHI,
- Continuing improvement in indicators for children looked after;
 - ✓ 99% of children looked after have an up-to-date care plan
 - ✓ 78% of children who have been looked after for more than 2.5 years have been in the same placement for more than 2 years
 - ✓ LAC with completed PEP continues to improve and is now above target at 87%
- Caseloads in Assessment, Care Planning, Corporate Parenting and Leaving Care services remain below target

ONES TO WATCH

- Despite a reduction in July, the number of CLA remains high at 838
- Overall increase in supervisions within timescale up to 82% with the number of overdue Supervisions down by 50% a reduction of 490 compared to April 2019, however, only 60% of CP cases were supervised within timescale.
- Timeliness of CIN visits improved by 12% to 77%
- Percentage of CIN with an up to date plan has plateaued at 64% despite improvement in the timeliness of reviews
- Timeliness of ICPCs follow a strategy discussion remains very inconsistent – 59% in June 2019, 89% in July 2019

THINGS TO DO BETTER

- Reduce number of Early Help cases that close due to family disengaging – July 2019 21%
- Rate of assessments completed within 45 days now at 69%, a decline of 20% since March 2019
- 58% Initial Health Assessments in May 2019 took place within 20 days of a child becoming looked after, this remains a challenging indicator
- Percentage of CLA with an up to date pathway plan at 68% - pace of change is very slow
- There has been an increase in the number of children with 3 or more repeat missing episodes to 45 children in July 2019
- 14% decrease in timeliness of visits to Foster Carers in July, now 64% in timescale
- Caseloads in Adolescent Support are above target

Note: Data in this report is refreshed each month, so performance in previous reports may differ as children's records are updated by social workers

Indicator Title		Jun-19	Jul-19	Target	Change	RAG
FRONT DOOR						
FD 7	Percentage of referrals that led to an assessment	76%	85%		Up 9pp	Grey
FD 8	Percentage of re-referrals within 12 months	21%	17%	22%	Down 4pp	Green
EARLY HELP						
EH 8	Percentage of early help cases that were stepped up to CSC	7%	5%	10%	Down 2pp	Green
EH 25	Percentage of referrals that were stepped down from CSC into early help	22%	12%		Down 10pp	Grey
ASSESSMENT						
AMT 2	Percentage of C&F assessments completed within 45 working days	65%	69%	85%	Up 4pp	Red
AMT 4	Percentage of C&F assessments that result in no further action	45%	44%		Down 1pp	Grey
CHILDREN IN NEED OF HELP AND PROTECTION						
CIN 8	Percentage of CIN with an up-to-date child's plan	64%	64%	95%	No change	Red
CIN 4	Percentage of CIN* for whom a visit has taken place within last four weeks	65%	77%	95%	Up 12pp	Red
CIN 5	Percentage of CIN* for who had review on time (excludes those allocated to CWD teams)	88%	91%	95%	Up 3pp	Amber
CP 5	Percentage of children for whom CPC was held in the month within 15 working days of the strategy discussions	59%	87%	77%	Up 28pp	Green
CP 12	Percentage CP plans reviewed in timescale	99%	100%	95%	Up 1pp	Green
CP 13	Percentage of children subject to CP plans for whom a visit has taken place in last four weeks	92%	89%	95%	Down 3pp	Amber

Indicator Title		Jun-19	Jul-19	Target	Change	RAG
MSSING						
MC 1c	Number of children with three or more missing episodes in the month	41	45		Up 4	Grey
MC 12	Number of LAC with three or more missing episodes in the month	37	41		Up 4	Grey
MC 6	Percentage of found episodes that result in a completed RHI	66%	67%	65%	Up 1pp	Green
MC 11	Percentage of total found episodes in month (missing episodes only) where RHI was offered and accepted (RHI done) - LAC missing from placement	64%	60%		Down 4pp	Grey
MC 13	Percentage of children with three or more missing episodes in the month where a missing risk assessment was completed in the last three months	70%	98%	95%	Up 28pp	Green
MC 14	Percentage of LAC with three or more missing episodes in the month where a missing risk assessment was completed in the last three months	68%	98%	95%	Up 30pp	Green
MC 15	Percentage of children with three or more missing episodes in the month where a missing strategy discussion took place	33%	33%	95%	No change	Red
MC 16	Percentage of LAC with three or more missing episodes in the month where a missing strategy discussion took place	32%	29%	95%	Down 3pp	Red
CHILDREN IN CARE						
LAC 10	Percentage of LAC for whom a visit has taken place in statutory timescales (six weekly visit)	93%	92%	95%	Down 1pp	Amber
LAC 11	Percentage of LAC cases which were reviewed within required timescales	91%	93%	95%	Up 2pp	Amber
LAC 14	Percentage of LAC with an up-to-date care plan	98%	99%	95%	Up 1pp	Green
LAC 15	Percentage of eligible LAC with an up-to-date pathway plan	67%	68%	95%	Up 1pp	Red
LAC 13	Percentage of LAC with an up-to-date PEP (termly)	85%	87%	85%	Up 2pp	Green
LAC 18	Percentage of LAC with an initial health assessment completed within 20 working days of entering care (reported one month in arrears to allow 20 working days after month end)	58%		95%		Red
LAC 16	Percentage of LAC with an up to date health assessment	83%	88%	95%	Up 5pp	Amber
LAC 25	Percentage of LAC (12 months in care) whose immunisations are up-to-date	60%	59%	95%	Down 1pp	Red
LAC 26	Percentage of LAC (12 months in care) with an up-to-date dental check	62%	62%	95%	No change	Red
FOSTERING AND ADOPTION						
F 4	Percentage of foster carers with an up-to-date visit	78%	64%	95%	Down 14pp	Red
F 3	Percentage of annual reviews of foster carers completed on time	91%	84%	95%	Down 7pp	Red

Indicator Title		Jun-19	Jul-19	Target	Change	RAG
CARE LEAVERS						
CL a	Percentage of care leavers with an up-to-date pathway plan	87%	85%	95%	Down 2pp	Red
CL 1a	Percentage in employment, education or training (EET) on their 17th to 21st birthday	59%	64%	85%	Up 5pp	Red
CL 3a	Percentage in suitable accommodation on their 17th to 21st birthday	85%	94%	90%	Up 9pp	Green
QUALITY ASSURANCE						
QA 1	Percentage of children with supervision within timescale	81%	82%	95%	Up 1pp	Red
QA 6	Percentage of CP cases with supervision within the timescale (31 days)	69%	60%	95%	Down 9pp	Red
QA 7	Percentage of LAC/CIN cases with supervision within timescale (60 days)	74%	72%	95%	Down 2pp	Red
QA 8	Percentage of assessments/care leavers with supervision within timescale (90 days)	90%	94%	95%	Up 4pp	Amber
WORKFORCE						
P1	Vacancy rate	44%	44%	30%	No change	Red
W 1	Average caseload per social worker	16.2	16.0	17	Down 0.2	Green
W1 a	Average caseload per social worker - assessment	18.6	18.5	20	Down 0.1	Green
W1 b	Average caseload per social worker - care planning	14.9	14.6	16	Down 0.3	Green
W1 c	Average caseload per social worker - CIC	14.6	14.3	16	Down 0.3	Green
W1 d	Average caseload per social worker - CWD	16.4	20.2	20	Up 3.8	Amber
W1 e	Average caseload per newly qualified social worker (ASYE)	8.4	9.2	14	Up 0.8	Green
W1 f	Average caseload per worker - leaving care	24.4	23.7	25	Down 0.7	Green
W1 g	Average caseload per worker - adolescent teams	21.8	25.0	16	Up 3.2	Red

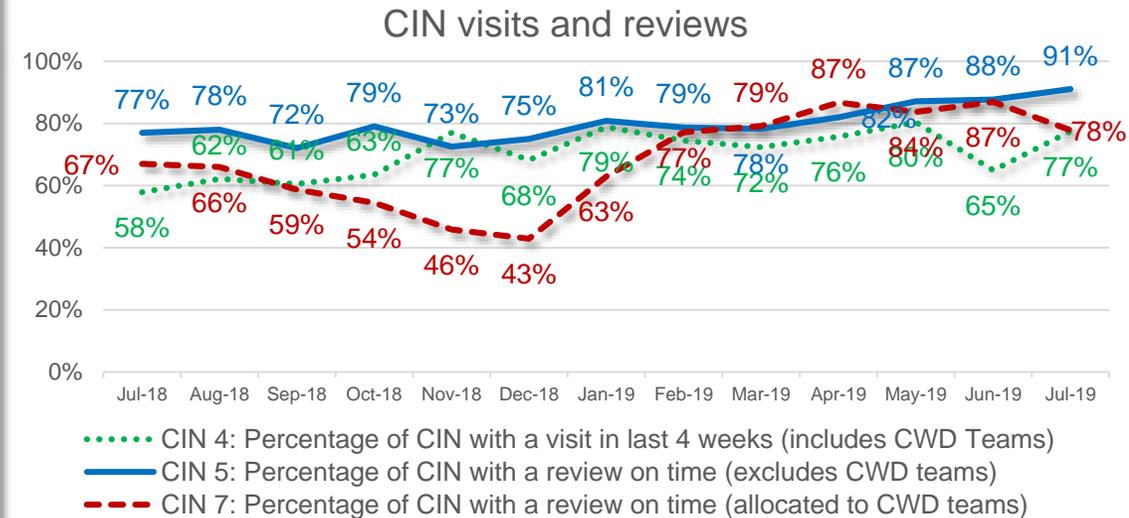
Detailed analysis – children in need of help and protection

Indicator number	Indicator name	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Target
CIN 4	Percentage of CIN with a visit within last 4 weeks (includes CWD Teams)	58%	62%	61%	63%	77%	68%	79%	74%	72%	76%	80%	65%	77%	95%
CIN 5	Percentage of CIN who had review on time (excludes those allocated to CWD teams)	77%	78%	72%	79%	73%	75%	81%	79%	78%	82%	87%	88%	91%	95%
CIN 7	Percentage of CIN for who had review on time (allocated to CWD teams)	67%	66%	59%	54%	46%	43%	63%	77%	79%	87%	84%	87%	78%	95%
CIN 8	Percentage of CIN with an up-to-date child's plan							52%	59%	60%	59%	64%	64%	64%	95%

Commentary

- The current number of CIN cases (689) is at its lowest level since November 2018
- Visits within timescale has improved by 11% from June to July 2019 although performance remains inconsistent as CP and court work is prioritised over CIN cases
- 91% of CIN reviews were completed in time – the highest outturn in over a year
- CIN plans are not being updated following CIN review meetings increasing the risk of drift and delay as plans become increasingly out of date
- Weekly meetings between Head of Service and Performance team to identify teams/workers who are underperforming and target intervention

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Action to be taken

- Head of Social Work with Families to lead an urgent review of CIN planning practice and workflow to develop an action plan to improve CIN planning compliance & quality
- 3 new Service Managers have been appointed and have start dates for August & September 2019
- Review of all CIN cases open for 6 months or more to ensure work is focused, timely and making a difference to the lives of Children and Families – **started July 19**
- Director and HoS holding case worker performance clinics - **ongoing**

Detailed analysis – social work with CLA

* Data not yet available as 20 working days have not yet elapsed from the end of the reporting month

Indicator number	Indicator name	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Target
LAC 13	Percentage of LAC with a personal education plan (PEP) reviewed in the last six months	22%	18%	15%	17%	15%	36%	33%	34%	51%	61%	78%	85%	87%	85%
LAC 15	Percentage of eligible LAC with an up-to-date pathway plan	49%	51%	60%	60%	58%	51%	53%	59%	62%	60%	64%	67%	68%	80%

Commentary

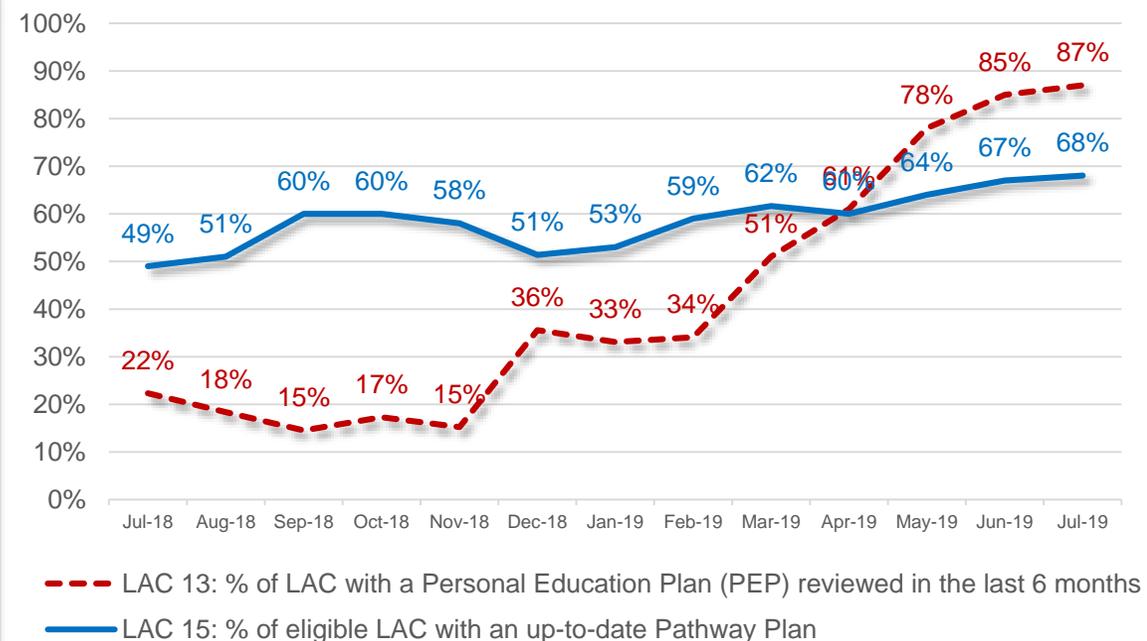
PEPs

- Number of completed PEPs has risen to an all-time high and is above target at 87%
- All children with an outstanding PEP have appointments booked or are in the process of having their PEP quality assured by the virtual school (VS)
- The permanent VS Head has personal oversight of all outstanding PEPs
- The VS staff sit amongst SW teams weekly for support and signposting

Pathway Plans

- Performance has improved by approx 20% since Jul 18, but pace of improvement too slow
- Review of the current Pathway Plan complete and amends agreed to simplify process
- The CRS amendment of flagging to SW's earlier notification that a pathway plan is needed is still not having the desired impact

LAC 13, 15: PEPs reviewed and pathway plans



Action to be taken

- Outstanding PEPs are being personally tracked by the VS head teacher
- New Pathway Plan form to be implemented in CRS - **September 2019**
- CRS support team running workshops to resolve issues that prevent smooth transition from Care to Pathway Plans – **September 2019**
- Head of Children Looked After to implement practice improvement sessions to drive improvement in Pathway Planning

Detailed analysis – social work with CLA

* Data not yet available as 20 working days have not yet elapsed from the end of the reporting month

Indicator number	Indicator name	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Target
LAC 18	% initial health assessments delivered within 20 working days of date child became looked after	16%	26%	13%	25%	37%	62%	34%	43%	31%	69%	67%	58%	TBC *	95%
LAC 16	% of LAC (12 months in care) for whom health assessments are up-to-date	67%	74%	82%	81%	85%	85%	85%	84%	91%	85%	80%	83%	88%	95%
LAC 25	% of LAC (12 months in care) whose immunisations are up-to-date						60%	63%	63%	65%	67%	64%	60%	59%	95%
LAC 26	% of LAC (12 months in care) with an up-to-date dental check						53%	52%	51%	50%	57%	62%	62%	62%	95%

Commentary

Review Health assessments

21% improvement in the timeliness of review Health Assessments in since July 2018

Initial Health Assessments

Ongoing work to make the process of requesting and delivering IHAs less bureaucratic
 Delays in recording new placements on CRS resulted in only 60% of requests for an IHA being made in 3 working days in June 2019

Dentals

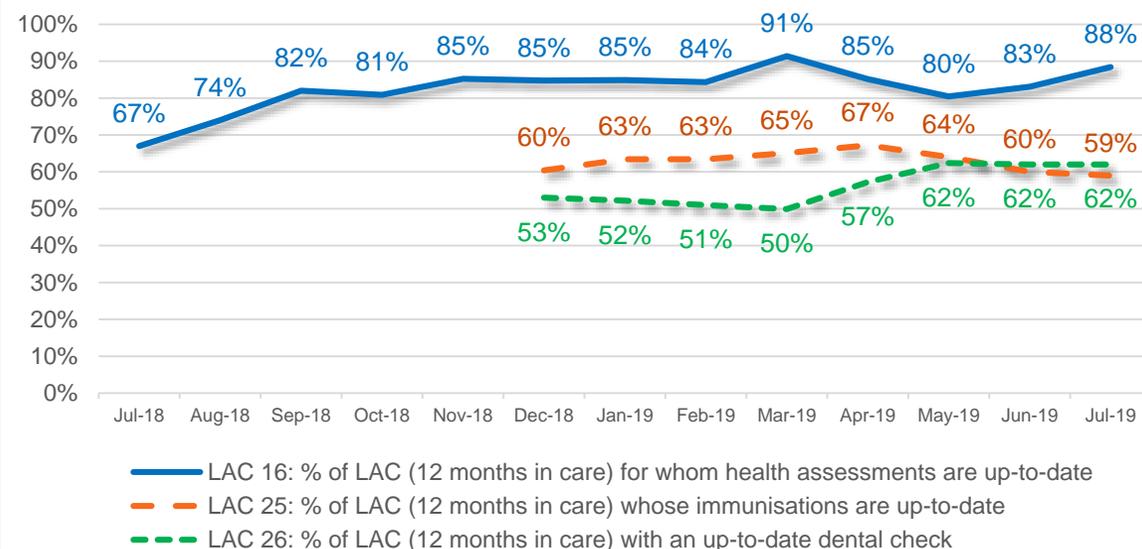
- Data quality and recording by SW's needs to be more timely
- Timeliness of dentals for under 5's and over 16's are hindering performance

Immunisations

- Fostering service need to champion with foster carers completion of immunisations and dentals for the under 10's, current performance is 59%

Performance of all LAC health indicators is significantly better for children placed in LA provision rather than independent providers

LAC 16, 25, 26: Health reviews, immunisations, dental checks



Action to be taken

- An action plan for IHA's has been reviewed and amended, this is being actioned by the HoS for Social Work with families and the CCG - **ongoing**
- HoS for social work with CLA to create action plan and expectations for the fostering service re: Immunisations and dentals – **August 2019**
- Commissioners to undertake discussions to take place with IFA's for CLA with outstanding medicals, dentals and immunisations – **August 2019**
- Performance to provide weekly report for children ceasing to be CLA and CLA who have an annual review in the following 6 weeks

Detailed analysis – Fostering

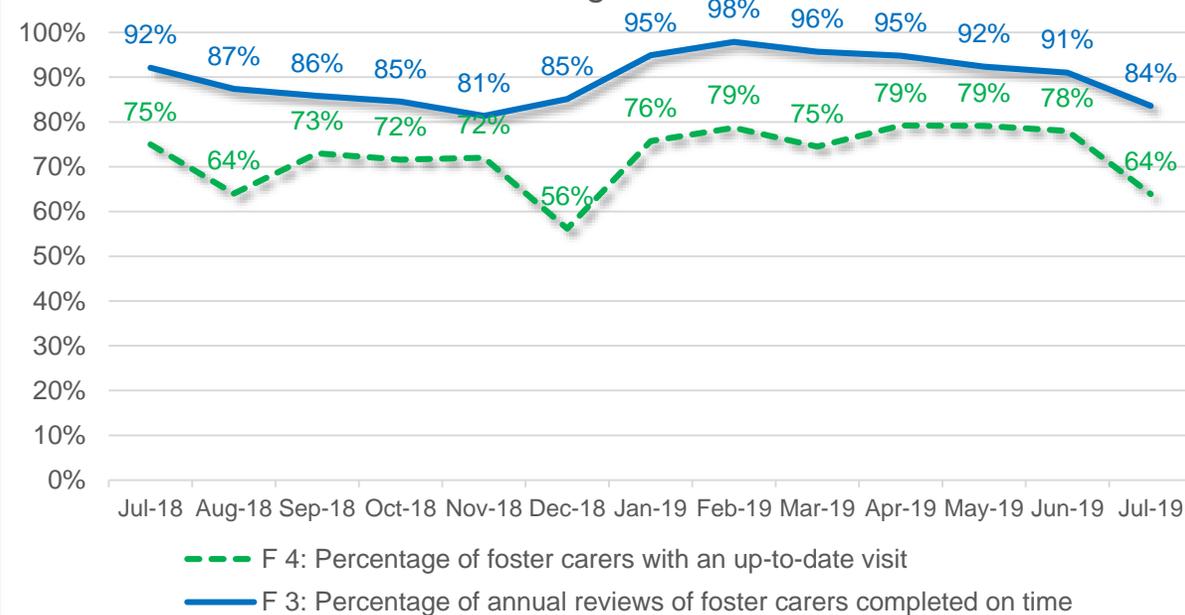
Indicator number	Indicator name	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Target
F 4	Percentage of foster carers with an up-to-date visit	75%	64%	73%	72%	72%	56%	76%	79%	75%	79%	79%	78%	64%	95%
F 3	Percentage of annual reviews of foster carers completed on time	92%	87%	86%	85%	81%	85%	95%	98%	96%	95%	92%	91%	84%	95%

Commentary

- Improving timeliness of activity in the Fostering Service is a key priority
- Timeliness of visits to Foster Carers is below expectation with little improvement since April 2017 and the lowest performance since December 2018
- 7% decline in the timeliness of annual reviews of Foster Carers since June 2019, lowest performance since December 2018
- High incidences of sickness in the Fostering management team has reduced the capacity for management oversight of practice
- New Interim Service Manager now in post to drive performance of wider indicators e.g. timeliness of Supervision (92%) and Foster Carer medicals (91%) are slightly below target but of less concern than reviews and visits

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F4, F3: Fostering visits and reviews



Action to be taken

- Head of Children Looked After to conduct a review of the Fostering Service and develop an action plan for improvement
- A new simplified visits template has been implemented in CRS with a greater focus on ensuring visits are of the right quality – **ongoing**
- Weekly Fostering data to be shared with Head of Service and CSMT to improve oversight and accountability – **July 2019**
- Workshop at Fostering Service meeting to discuss and agree expectations re purposeful visiting - **8th August 2019**

Indicator	Frequency	Period	Latest performance
Absence rate (primary)	Termly	Autumn & Spring 18 / 19	4.9%
Absence rate (secondary)	Termly	Autumn & Spring 18 / 19	4.6%
LAC absence rate (primary)	Termly	Autumn 2017 / 18	2.5%
LAC absence rate (secondary)	Termly	Autumn 2017 / 18	6.2%
% of primary school pupils who are persistently absent	Termly	Autumn & Spring 18 / 19	11.8%
% of secondary school pupils who are persistently absent	Termly	Autumn & Spring 18 / 19	10.5%
% of LAC primary school pupils who are persistently absent	Termly	Autumn 2017 / 18	3.9%
% of LAC secondary school pupils who are persistently absent	Termly	Autumn 2017 / 18	12.4%
Number of primary pupils with a fixed term exclusion	Monthly	Sept 2018 – July 2019	400
Number of secondary pupils with a fixed term exclusion	Monthly	Sept 2018 – July 2019	892
Number of primary LAC with a fixed term exclusion	Monthly	Sept 2018 – July 2019	17
Number of secondary LAC with a fixed term exclusion	Monthly	Sept 2018 – July 2019	18
Number of primary pupils with a permanent exclusion	Monthly	Sept 2018 – July 2019	6
Number of Secondary pupils with a permanent exclusion	Monthly	Sept 2018 – July 2019	38
Number of LAC primary pupils with a permanent exclusion	Monthly	Sept 2018 – July 2019	1
Number of LAC secondary pupils with a permanent exclusion	Monthly	Sept 2018 – July 2019	2

Appendix I – missing analysis

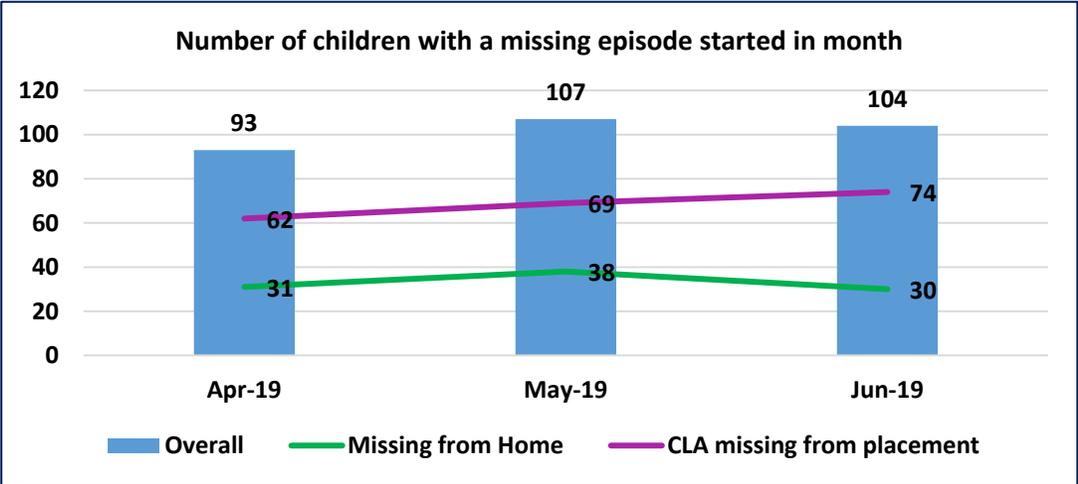
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Children's Improvement Board

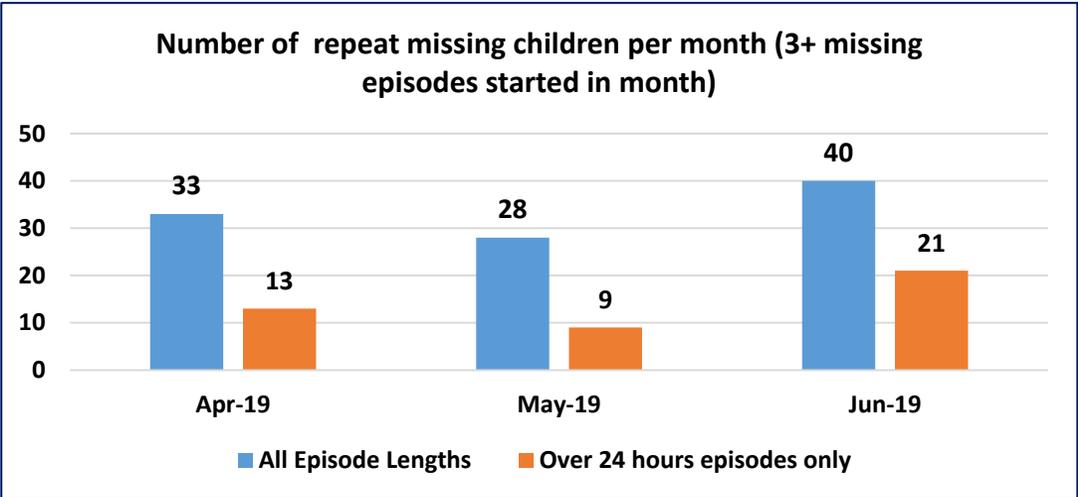
9th July 2019

Nick Pendry, Director of Early Help and Children's Social Care

Overall number of missing children/Repeat Missing Children (3+ missing episodes started in month)

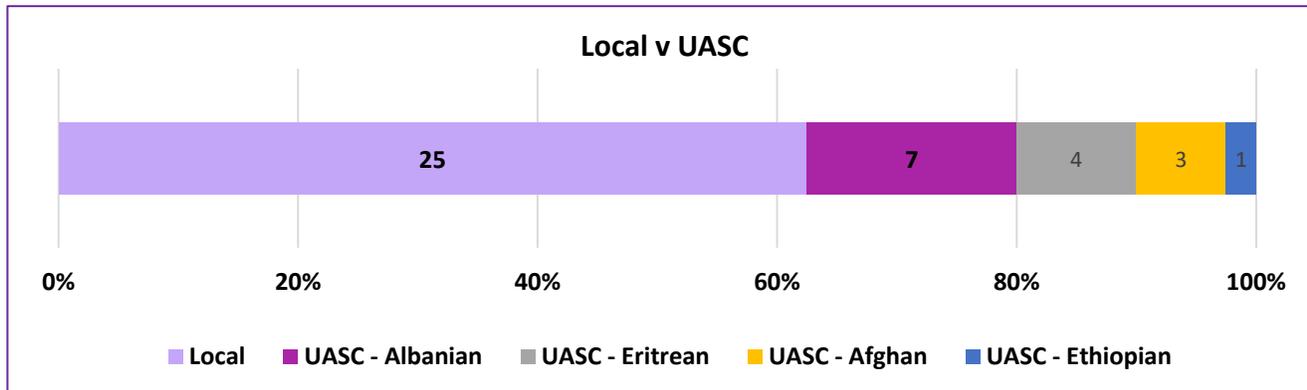
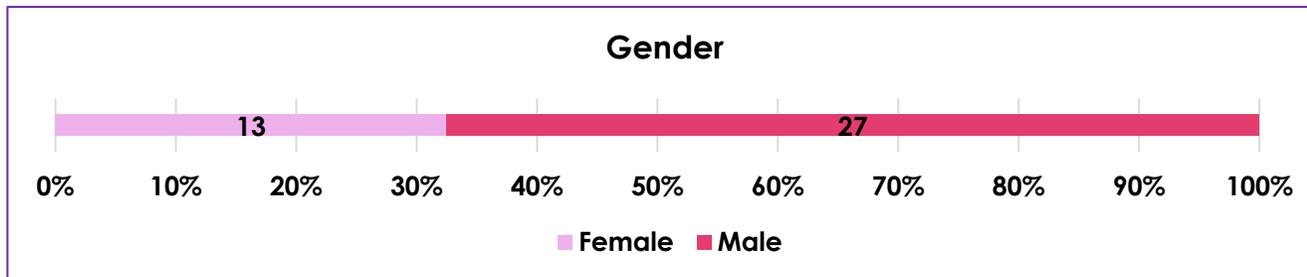
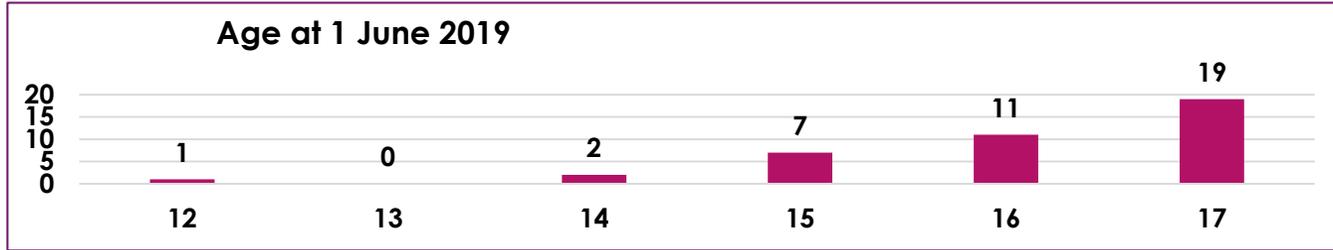


- 104 children reported missing in June 2019
- 30 children missing from home
- 74 CLA missing from placement



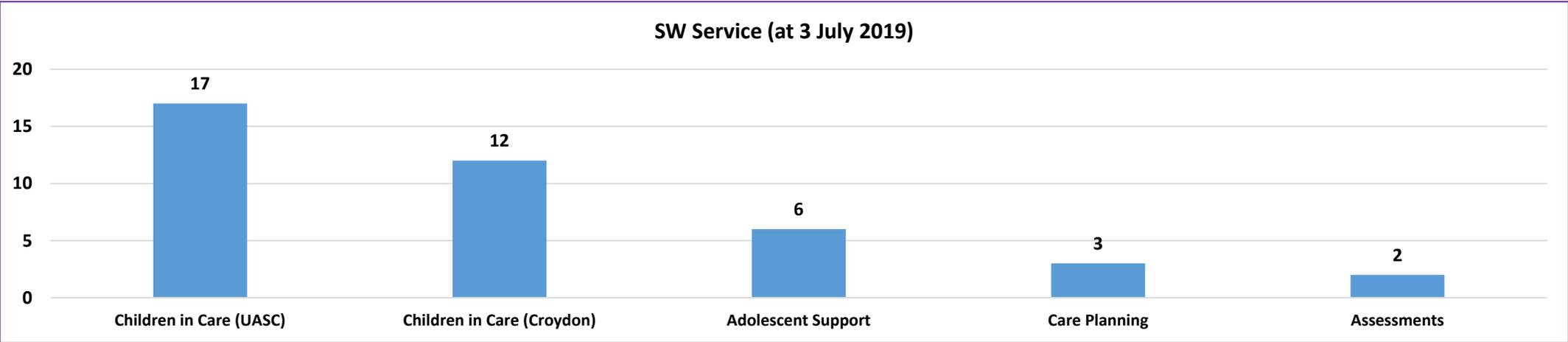
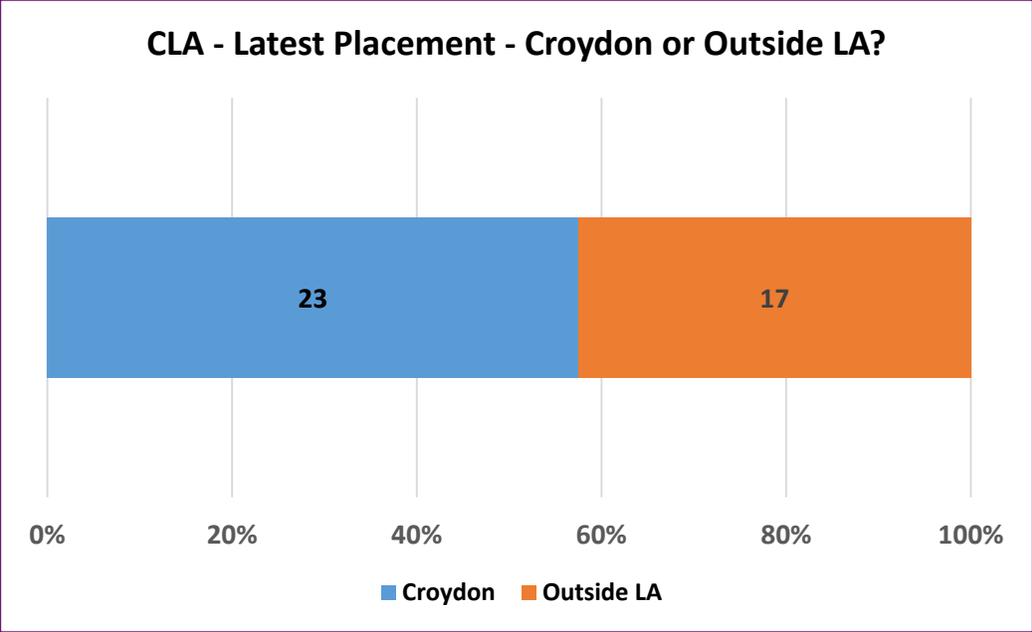
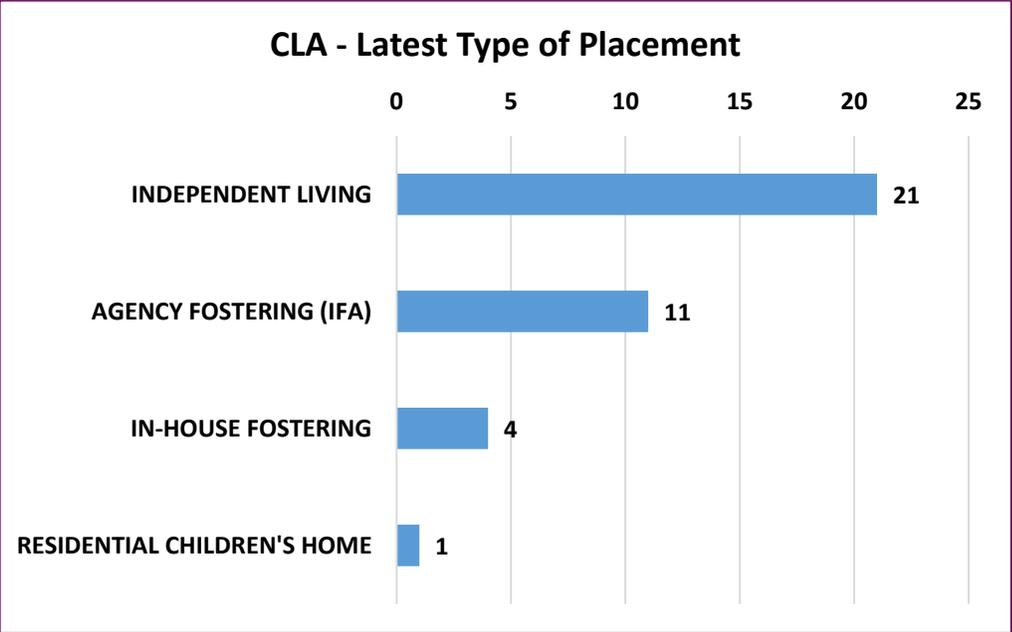
- There are 30-40 children per month classified as repeat missing children – all episodes length (nearly all CLA)
- Approx. two-thirds of missing episodes each month are linked to repeat missing children
- Much smaller number of children repeatedly missing for over 24 hours each month

Repeat Missing Children (June 2019): Demographics

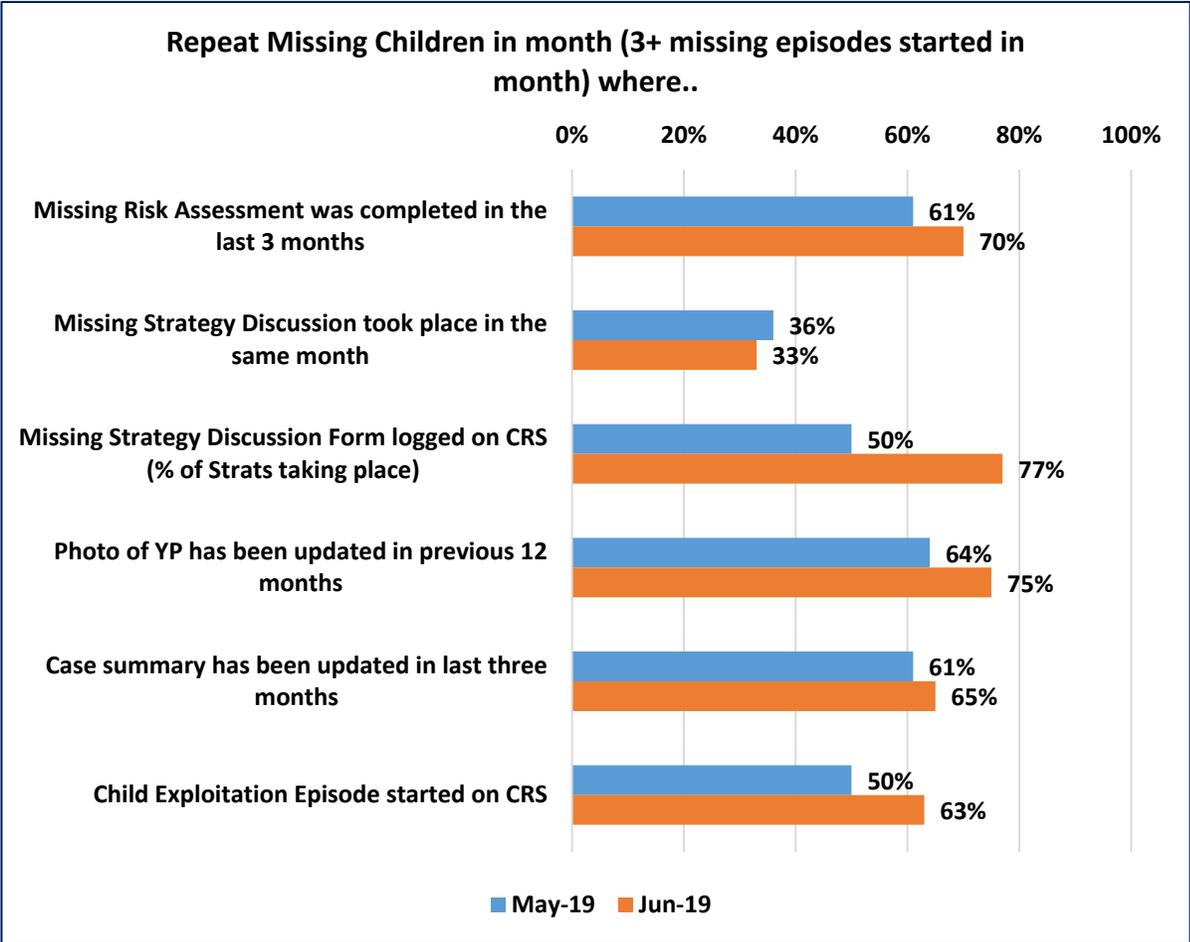


- 40 children were repeatedly missing in June 2019 (3+ missing episodes started in month)
- Nearly all of them are currently CLA (37 out of 40)
- These children account for nearly three-quarters of all missing episodes started in month (72%; 225 out of 311)
- Half of these children were repeatedly missing in previous month (May 2019 – 21 out of 40 children)

Repeat Missing Children (June 2019); placement type, location and SW service



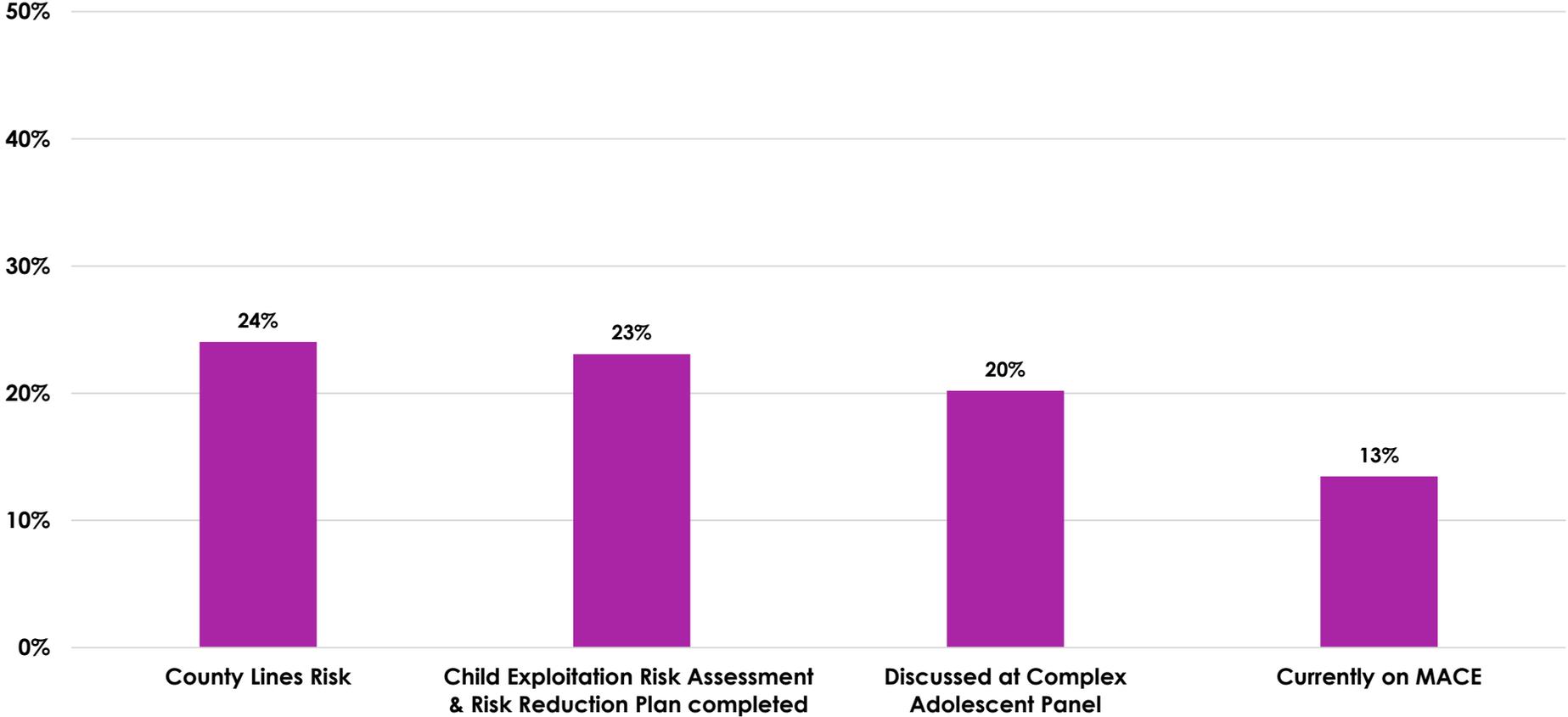
Repeat Missing Children; social care response and performance



- **A Weekly Missing Process Tracker was created in June 2019 for all children missing in week**
 - Sent to senior management for oversight
 - Quality assurance gaps flagged in relation to missing and child exploitation processes
 - Data extracts sent to SWs/TMs/Service Leads where action is required
 - Outstanding actions escalated to HOS/Director/QA Leads/IROs
- **Tracker has had positive impact on improving case recording in June 2019 in relation to repeat missing children (compared to May 2019):**
 - **Missing Risk Assessment forms logged (up 9%)**
 - **Strat forms logged for Missing Strategy Discussions that have been held (up 27%)**
 - **Up-to-date photos being logged (up 11%)**
 - **Case Summary updates (up 4%)**
 - **Child Exploitation Episodes started (up 13%)**

Missing Children in June 2019 – Child Exploitation Risk and Assessment

Missing Children in June 2019 - Prevalence and assessment of Criminal/CSE
Exploitation Risk



Reasons YP Are Going Missing (feedback from RHI's in April 19)

The reasons YP went missing in the month of April were separate based on 9 categories;

MR1 - Bullying

MR2 - Involvement in offending behaviour

MR3 - Substance misuse

MR4 - Contact with family and friends, including where a child/young person goes missing in order to have contact with their family or friends, to avoid contact with their family or friends, or as a result of contact.

MR5 - Alleged abuse within the foster home

MR6 - They are an asylum seeker, for instance including those who may have been refused leave to remain

MR7 - Suspected to be at risk of sexual exploitation (CSE)

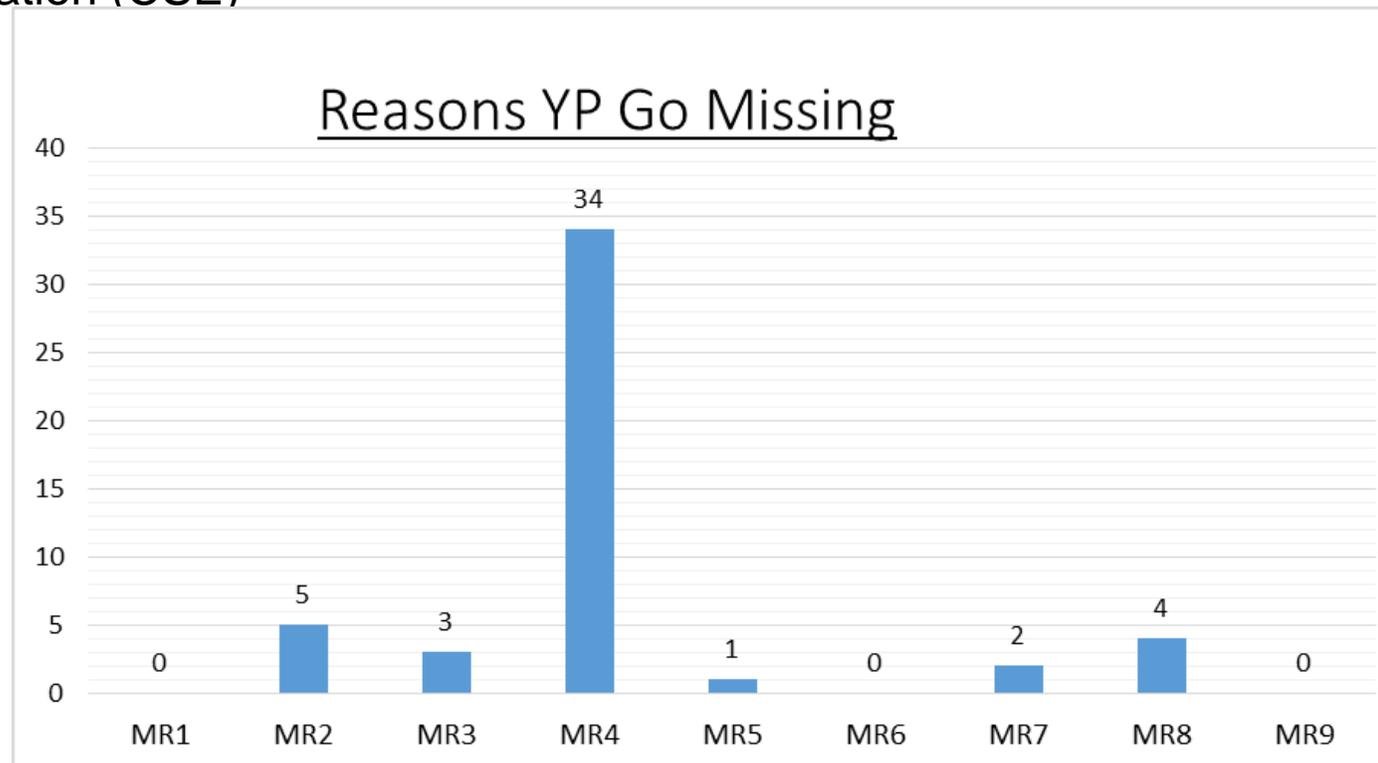
MR8 - Any other known reason

MR9 - Reason unknown

34 episodes involved the YP going missing due to either seeking, avoiding or as a result of contact with family of friends.

In 5 episodes YP were involved in offending behaviour, while 3 episodes included substance misuse.

2 episodes included the YP to be at suspected risk to CSE and 1 Episode involved an alleged abuse in foster home.



Missing hotspots: where young people go

The following Locations were identified within the RHI forms to be Hotspots within these missing episodes.

Locations	Hotspots
Croydon	
	Croydon Town Centre Vue Cinema Grants East Croydon Train Station West Croydon Thornton Heath Purley Way Queen Elizabeth Park- New Addington
London	
	Greenwich Elephant and Castle Brixton Bromley Town Centre Lewisham Westfield Stratford
Outside of London	
	Brighton Essex Sheffield

Voice of young people: why they go missing

One recurring theme is that many of the YP don't consider themselves to be missing.

States he wasn't missing but was staying with Uncle who his FC has met.

"I has been fine since being with Nan, I don't want to return to the placement again" wants to stay with Nan or go back home to live with my mum"
CIC-Croydon

YP reported that he went to stay with his father following an argument with his mother.

YP often visits her relatives in Waddon and would like to be able to visit them and possibly stay overnight.

Believes he should be able to "go out when he wants as he is now in a semi-independent placement."
CWD

YP went to stay with his girlfriend who lives in Essex. He believes he will soon be deported and wants to spent the majority of his time with his partner.

YP reported that she was bored during the Easter period and wanted to hang out with her friends,

YP said that she was not missing but rather she was spending time with her friends. X further expressed that she often just lost track of time and that her intention is not stay out late.

YP is struggling with being in local authority care and abiding by the rules he is also having difficulty with the UK culture and had a lot more freedom and responsibility in Eritrea
CIC- UASC

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1. Purpose:

This report summarises the Quality Assurance activity that has taken place since the last report and covers the period June & July 2019.

The Learning Loop meeting took place in June and considered activities within the following areas set out under the headings below.

2. Performance & data:

Performance clinics were held in June for UASC; Fostering; CWD and Early Help.

In all services poor performance by individual workers is now being managed through the capability process.

UASC

- Better process required to start Pathway Plans
- Low strength and difficulty questionnaire (SDQ) scores do not seem to reflect the mental health needs of UASC.
- Good evidence of case recording and supervision in one team

Fostering

-Low caseloads are not resulting in improved performance for visits and annual reviews.

CWD

-Performance issues noted within different teams in relation to- Overdue initial visits; PEPs; Supervision;

Early Help

- Dip sample undertaken of why families disengaged – practice standards now in place
- Step up- step down criteria being reviewed by Service manager
- Central and North activity low compared with need in those areas
- Data profile is evolving – full suite of reporting will be available next time.

3. Practice & Audits

Children's Social Care 6th Ofsted Monitoring visit took place on 10th & 11th July 2019. This focussed upon SPOC, CWD and Assessment teams.

6 tracked cases were selected from the audited case cohort and the inspectors agreed with the findings of these audits.

Bi-Monthly Audit program

During July 2019 the bi-monthly audit took place with an increased number of cases being audited (64), there was a 97% return rate. The findings from these audits are being analysed and a full report will be available in September.

High level findings from the July audits indicate that the Outcomes for children and Quality of work remains at a 'Requires Improvement' standard.

July 2019	Good	RI	Inadequate
Quality of work	22%	61%	17%
Outcomes for children	36%	44%	20%

A preliminary analysis shows that there are consistent issues within the audits. These include children's plans not being clear enough in order to guide meaningful practice and effectively address the child's needs. Sufficient consideration of a child's background and views are also an area that requires improvement at the assessment and review stages of involvement.

Workshops focussing upon meaningful direct work are being held throughout the service.

Child's Voice

The Learning Loop meeting in June considered the complaints feedback from quarter 4, the majority of complaints related to respectful communication.

Theme – Q4	Count of Themes	Issue
Poor Communication	23	Not communicating decisions effectively/ in writing;
Lack of Action	8	Not responding to emails/ phone calls
Meetings (scheduling/attendance of)	7	Communication/ cancelling
Staff Conduct/Professionalism	6	Being respectful when challenging
Poor Case Management	6	Planning / Meetings/ Recording

New training in relation to complaints is being rolled out and a dedicated complaints officer is now in place in Children's Services to help improve timeliness of response and identify practice issues.

Scrutiny & Challenge

The Ofsted quarterly monitoring visit took place on 10th & 11th July 2019. Letter published 2nd August 2019.

The Learning Loop meeting in June reviewed the case samples of Privately Fostered children. A management review of the PF service was instigated prior to the monitoring visit.

Shaun Hanks

HOS Safeguarding & QA

August 2019

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For General Release

REPORT TO:	CYP SCRUTINY 17 September 2019
SUBJECT:	Education Estates Strategy Update
LEAD OFFICER:	<p>Robert Henderson, Executive Director, Children, Families and Education</p> <p>Shelley Davies, Interim Director, Education and Youth Engagement</p> <p>Denise Bushay, Head of Service, School Place Planning and Admissions</p>
CABINET MEMBER:	Councillor Alisa Flemming, Cabinet Member for Children, Young People and Learning
WARDS:	All
<p>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</p> <p>Corporate Plan 2018 - 2022</p> <p>The recommendations in this report are in line with the new operating model – ‘getting the basics right for residents’ and will contribute to the delivery of the following key priority / outcome: ‘Our children and young people thrive and reach their full potential:</p> <ul style="list-style-type: none"> • Children and young people in Croydon are safe, healthy and happy, and aspire to be the best they can be • Every child and young person can access high quality education and youth facilities • Ensure there are high quality school places for Croydon’s increasing numbers of children and young people. 	
<p>FINANCIAL IMPACT</p> <p>The overall cost of the Education Capital Programme is estimated at £66.857m over the period 2019/20 – 2021/22 as set out in Appendix 4 and includes the ESFA funded new special free school - Addington Valley Academy (on the Timebridge site). This project is proposed to be fully funded by the ESFA at a budget of £13.509m.</p>	
<p>KEY DECISION REFERENCE NO.:</p>	

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

1. DRAFT RECOMMENDATIONS

The Cabinet is recommended to:

School Place Planning

- 1.1 Note the update of mainstream school pupil projections undertaken and submitted to the Department for Education (DfE) in July 2019 – available places vs school capacity (SCAP) 2019 forecasts – appendix 1.
- 1.2 Note the temporary expansion of Smitham Primary by one form of entry from September 2019.
- 1.3 Approve the proposed three year school place supply strategy – paras. 3.24-3.26 and appendix 6.
- 1.4 Note delegated decision (ref no. 0619LR) taken by the Executive Director of Children, Families and Education, in consultation with the Cabinet Member for Children Young People and Learning to close St Andrew’s CofE High School from August 2020 – appendices 2 and 3.
- 1.5 Alternative Provision / Pupil Referral Unit (PRU)
 - 1.5.1 Note the decision of East Surrey College not to enter into a lease with Croydon Council for the land adjacent to the Cotelands site.
 - 1.5.2 Note that refurbishment of the existing Cotelands PRU building at John Ruskin College has been completed.
- 1.6 Special Educational Needs and Disability

Note and agree the updated Special Educational Needs and Disability (SEND) supply strategy (Table 1) for the next 3 academic years – 2019/20 to 2021/22. The SEND School Place Plan is informed by the Council’s Dedicated Schools Grant Recovery Plan and 0-25 SEND Strategy.
- 1.7 Note that the ESFA commissioned Croydon to lead on the delivery of the new special free school - Addington Valley Academy (Timebridge site) which is proposed to be fully funded by the ESFA at a budget of £13.509m.
- 1.8 Note update on the partnership with Croydon Further Education (FE) college to establish new local post 16 places in an SEN Centre of Excellence.
- 1.9 Note the continued planned expansion of secondary autism Enhanced Learning provision at Oasis Arena.

- 1.10 Note the proposed feasibility option regarding Red Gates; St Giles and Priory Special Schools.

School Admissions

- 1.11 Note the number of children and young people who received their first or top three preference school.

Capital Programme

- 1.13 Note the updated Education Capital Programme spend - appendix 4.

School Maintenance and Compliance

- 1.14 Note the updated on the Schools' Maintenance Plan for 2019/20 that was agreed in January 2019 - Appendix 5 and delegate authority to the Executive Director, Children, Families and Education to vary the plan to reflect actual prices and new urgent issues that may arise, including authorising spend against the allowance for emergency and reactive works. The Executive Director, Children, Families and Education shall report back to members in respect of any exercise of such authority.

- 1.15 Note update on fire safety works in Croydon community schools.

2. EXECUTIVE SUMMARY

- 2.1 Croydon's education estate strategy is key to the council meeting its statutory duty for sufficiency of school places. The strategy is underpinned the delivery of policies and priorities in the council's corporate plan. Croydon's education estate is made up of a diversity of educational provisions that caters for the differing needs and preferences of residents. This includes maintenance and improvement of the condition of school buildings and educational facilities for which the council is the responsible body (maintained schools) so that they remains safe, secure and suitable for teaching and learning, leading to better outcomes.
- 2.2 Croydon continues to fulfil its statutory duty for sufficiency of school places for children and young people in the borough by working collaboratively with the diverse education providers – Voluntary Aided, Academies and Free Schools - across the borough. The majority of schools both in the primary and secondary educational phase are now academies or free schools. Academies and free schools have greater freedoms and flexibilities and are independent from local authority control.
- 2.3 The education estates strategy is reviewed twice per year to ensure that it is remains relevant. Flexibility is built in the strategy and the supply strategy can contract or expand to meet the changing demand for school places. A proposed school place supply strategy is at appendix 6.
- 2.4 The Governing Body of Smitham Primary have agreed to provide up to an additional 30 Year R places in response to the growing demand in the South West. The growth is mainly due to the Cane Hill housing development.

- 2.5 The Governing Board at St Andrew's CofE High School, with the support of the Diocese and Croydon Council agreed that consultation should take place on the proposed closure of the school from August 2020 as the school is no longer considered viable both in terms of its ability to deliver a full and balanced curriculum and financial sustainability. The school currently has a carried forward deficit which will revert to Croydon upon closure.
- 2.6 The Leader of the Council delegated authority to the Executive Director of Children, Families and Education, in consultation with the Cabinet Member Children, Young People and Learning to authorise the Council to commence consultation on the proposed closure of St Andrew's CofE High School and to consider the outcome of the consultation and make formal decision to close the school. Croydon Council led a six week pre-publication consultation between March and April 2019, and a four week formal consultation between June and July 2019.
- 2.7 Following consultation, the Executive Director of Children, Families and Education, in consultation with the Cabinet Member Children, Young People and Learning have decided that St Andrew's CofE High School should close in August 2020 following completion of Year 11 GCSE examination. This is because the school is no longer considered viable both in terms of its ability to deliver a full and balanced curriculum and financial sustainability.
- 2.8 A total number of 145 responses were received during the pre-publication consultation period which included a letter from Waddon ward councillors; and letter from a Croydon Christian group - St Mark's secondary school - regarding a proposal for St Mark's school on the St Andrew's site. A total of 42 responses were received during the representation period. In addition, we received a letter from Waddon ward councillor which stated their position "if St Andrew's School is to close – and we can see the justification for closing this school for a period of time from August 2020 – then both the school buildings and all of the school playing field should be retained for future educational uses". A letter was also received from St Mark's Secondary School Croydon Group with an attachment containing 241 names stating "I do not support the closure of St Andrew's CE School. I do support the proposal from St Mark's Secondary School Croydon to open in its place".
- 2.9 In January 2019 the East Surrey College took over the running of John Ruskin College and the previous leadership and governance structure was replaced. After much discussion, the college has decided not to enter into a lease agreement to construct a modular building adjacent to the Coteland site for the relocation of Springboard Tuition Service. We are reviewing the offer from Springboard and Cotelands to ensure statutory requirements can be met from the available premises.
- 2.10 Increased places for children with severe learning difficulties (SLD) and moderate learning difficulties (MLD) will be delivered from St Nicholas School and Red Gates School, including specialist nursery places in the latter case. Croydon College will provide new post 19 specialist places in temporary accommodation on the Coulsdon site from September 2019. The Council's Dedicated Schools Grant Recovery Plan necessitates strategic review and

feasibility with options for special school provision in Red Gates, St Giles and Priory Schools.

- 2.11 This report provides an update on the education estates strategy that was agreed by cabinet in January 2019. This includes proposals that were under consideration, approved projects that are being implemented, changes to approved projects and new projects for which we are seeking approval.
- 2.12 The purpose of the report is to update and to seek Cabinet's approval for the recommendations.

3. DETAIL

School Place Planning

- 3.1 Under section 14 of the Education Act 1996, every local authority (LA) has a statutory duty to provide sufficient school places for all pupils in its area. This includes the planning and reviewing of school places, securing diversity and increasing opportunities for parental choice to ensure the needs of the community are met, as well as managing surplus places.
- 3.2 In order to ensure effective pupil place planning, Croydon is proposing a 3 year school place supply strategy which will be reviewed/updated on an annual basis. The supply strategy is informed by data from a wide variety of sources and is appended at appendix 6 for members' consideration and approval.
- 3.3 Croydon has the largest population of 0-18 year olds in London at 97,200 residents (mid 2014 population estimate), which makes up 25.8% of the total population of Croydon. The number of residents aged 0-18 years will increase by approximately 8,200 residents by 2021. The Spring 2016 School Census showed there were a total of 56,565 pupils attending state funded schools in Croydon. This is an increase of 889 pupils or just under 2% compared to Spring 2015. (*Croydon Observatory*)
- 3.4 Over the next 10 years, there are significant housing developments planned across the borough, in particular in the Central and South West planning areas which is likely to increase the number of children and young people needing a school place in the foreseeable future. The developments in the South West and Central planning areas are already under construction. Approximately 8840 units will be implemented in the Central planning area over 10 years and more than 2500 units being delivered in the South and South West in the next 10 years.
- 3.5 Demand for school places
The significant growth in demand that Croydon experienced previously necessitated a massive programme of works to create new/additional places through the establishment of new schools and expansion of existing schools. These additional places were created in educational planning areas across the borough with the greatest demand.
Primary
- 3.6 Croydon has six educational planning areas – North West, East, Central, South

East, South, South West - for the primary phase pupil of place planning; each with its own distinct demographic profile and migration patterns.

- 3.7 Croydon has been experiencing a slowing of additional demand for primary school places on a borough wide level. However this differs across the six educational planning areas with some areas e.g. Central, South and South West showing an increase in demand, whilst other areas, such as, the North West and East are still experiencing a higher level than necessary of surplus places which could affect the viability of existing schools.
- 3.8 The demand for places in Croydon's primary phase is not restricted to children that are due to start compulsory education, nor does the on-time admissions round adequately provide an accurate picture of the number of places that will be required during the following education year. 'In year' applications for Year Reception places, which are a major factor in Croydon, create an all year pressure to find additional places, and since families who make these applications characteristically have young families with primary aged children, there is a continued pressure across the whole primary estate.
- 3.9 The number of primary applications received for the 2019 intake has more or less remained the same but varies across planning areas in comparison with the number of primary applications received for the 2018 intake. The extent to which this recent trend will impact on the demand for primary school places in future depends on planned housing developments scale and any additional school places created.
- 3.10 Croydon's projected demand for state-funded primary places for 2018/19 to 2023/24 are as follows:
- On roll 2018/19 = 33,229
 - Growth to 2023/24 = 332 (11 forms of entry)
- 3.11 In preparation for 2019/20, Croydon has put in place:
- 30 additional temporary primary school places – Year R.
- 3.12 *Secondary*
There are two secondary educational phase planning areas, North and South, which reflect home to school journeys as pupils tend to travel further to school independently due to good transport links.
- 3.13 Projections indicate an increase in demand for secondary school places as pupils transfer from primary to secondary. Currently, there are enough secondary school places to meet overall demand (current surplus is 5.6%) at borough wide level. However this varies at educational planning area level with a higher level than required of surplus places in the North and sufficiency in the South. There has been an increase by 3% in the number of secondary applications received for the 2019 intake.
- 3.14 For the secondary educational phase, when compared with other London Boroughs, the projections indicate that Croydon will have the largest increase over the full projection period (2016/17 to 2027/28) where an additional 4,200 places (140 forms of entry) will be needed by 2027/28.

- 3.15 For 2020/21 academic year, an additional 900 secondary school places (Year 7 – 11) will be provided through the free school route.
- 3.16 Croydon's projected demand for state-funded secondary places 2018/19 to 2025/26 are as follows:
- On roll 2018/19 = 17,868
 - Growth to 2025/26 = 2821 (94 forms of entry)
- 3.17 Pupil Projections for SCAP 2019
Croydon commissions the Greater London Authority (GLA) School Roll Projection (SRP) service to forecast future demand for school places. The SRP is used for the council's supply strategy for school place planning as well as its annual School Capacity (SCAP) return to the Department for Education (DfE).
- 3.18 The projections are designed to give a strategic-level indication of where additional demand may arise in future. It is not intended that the projections be considered as definitive evidence that additional provision is required in a particular planning area. The Council also applies local knowledge to ensure that local factors are taken into account to enhance the robustness of the projected figures.
- 3.19 When comparing the GLA 2018 projections to the October 2018 school census, there was a slight over-projection (2.5%) of the number of children in Reception for 2018/19 and a slight over-projection (1.1%) of the number of children in Year 7 for 2018/19, borough-wide.
- 3.20 To allow for unexpected in-year growth in demand and parental choice, the Council aim to allow approximately 5% surplus places. The percentage of surplus places varies across the planning areas and the spare capacity within the system allows for choice for parents with children of school age moving into the borough, especially in areas with new housing developments which feasibly could create a demand for school places in excess of the forecasts.
- 3.21 Based on current forecasts and the available places within the education system, in relation to primary, there is a potential shortfall of places in the Central, South and South West of the borough due to planned housing developments. Agreement has been reached with Smitham Primary to provide an extra 30 YR places in September 2019 via an internal bulge class. Discussions about possible expansion are taking place with existing schools to ascertain the feasibility, viability and desirability for providing additional school places.
- 3.22 For the secondary phase, there is sufficient capacity within the school estate to accommodate pupil demand for school places at borough level but there has been an increase in demand in the South and we are monitoring this to see if this is sustained growth. The Council also takes into consideration that children moving to secondary school tend to travel further, including across planning area and outside the borough.
- 3.23 Available Places vs SCAP19 forecasts - (Appendix 1)
Appendix 1 contains Croydon's recent School Capacity (SCAP) survey and

forecast of pupil numbers submitted to the DfE in July 2019. The forecast will be validated by the DfE in early 2020.

3.24 School Places Supply Strategy – (Appendix 6)

The demand for school places is unevenly spread across the planning areas, with pressure in some areas and spare capacity in others. If the demand for school places increases, the Council can expand existing schools on a temporary or permanent basis, or new schools can be established through the free school presumption. If demand decreases, the number of places at existing schools can be reduced through an in-year variation of the schools' admission number via the Office for Schools' Adjudicator, Education and Skills Funding Agency or through consultation on the admission arrangements.

3.25 We are seeking cabinet approval for the proposed school place supply strategy (Appendix 6) for the next 3 years. It includes additional places that will be provided through the centrally funded free school programme and review that is currently underway at education planning area level. The Council is carrying out research to identify existing schools with capacity to expand in areas where demand for school places is likely to increase. The Council continues to monitor and work with schools with falling school rolls to manage surplus places. Cabinet is asked to approve the draft school place supply strategy.

3.26 Work is being undertaken to develop a detailed Education Estates supply strategy which is expected to be complete in the Spring 2020. A key part of element of the strategy will be air-mark potential sites in the Local Plan for educational use. Discussions are at an early stage however the potential for the site to provide additional school places in the South/South West of the borough is a top priority.

Types of schools

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

- A total of 88 primary schools, of which:
 - 29 are maintained / Community schools
 - 59 are non-maintained: 46 Academies, 2 Free Schools and 11 Voluntary Aided schools

- A total of 23 secondary non-maintained schools, of which:
 - 6 are Voluntary Aided schools
 - 15 are Academies
 - 2 Free schools

3.28 The Academies Act 2010 provides a statutory mechanism for maintained schools, to 'convert' to academy status. New academies were also established under the label of 'free schools'. Where a local authority considers that there is a need for a new school in its area, it must (other than in exceptional cases) seek proposals to establish an academy in the form of a 'free school'.

3.29 Since 2018 a total of 6 maintained schools have changed their status to academy, the last being Beckmead Family of Schools which changed its status in April 2019.

3.30 Proposed closure of St Andrew's CofE High School

In December 2018, the Chair of the Governing Board of St Andrew's requested that the council commence the statutory process for the proposed closure of St Andrew's School following a review of the financial viability of the school. Statutory consultation took place between March and April 2019 (Pre-publication)) and June and July 2019 (publication of statutory notice and representations stage).

3.31 The Leader of the Council's decision reference number: 0619LR delegated to the Executive Director of Children, Families & Education, in consultation with the Cabinet Member for Children, Young People & Learning to: authorise the Council to commence consultation regarding the proposed closure of St Andrew's Church of England High School; and to consider the outcome of the consultation and make the formal decision to close the school.

3.32 During the pre-publication consultation period the council sought views and engage with those that will be directly affected by the proposed closure of St Andrew's CofE High School. Those with an interest also had the opportunity to suggest options for consideration on the proposed closure of the school. The representation period provided an opportunity for people to comment on or object to the proposal within four weeks of the publication date.

3.33 Following pre-publication and representation (formal consultation), the Executive Director of Children, Families & Education, in consultation with the Cabinet Member for Children, Young People & Learning have decided that St Andrew's CofE High School should close from August 2020 as the school is no longer considered viable both in terms of its ability to deliver a full and balanced curriculum and financial sustainability.

3.34 *Potential impact of the closure of St Andrew's*

a. Current Pupils

There will be no displaced pupils as there will only be Year 11 pupils who will have completed their GCSE examinations in July 2020 and the proposed closing date of the school is August 2020.

The interim provision for newly arrived Unaccompanied Asylum Seeking Children (run by the Virtual School) is currently located at St Andrew's. Should the school close, a new location will be found for this provision.

b. Community

One of the key concerns raised during the consultation is the worry that the land will be sold for housing. The usage of the land is to be determined by the Southwark Diocesan Board of Education who are currently exploring options to continue using the site/building for educational purposes to retain proportionality of Church school places.

c. School Places

School roll projections indicate sufficiency of secondary school places across the borough for the next 3 years, however this will be reviewed / monitored if the proposed closure of St Andrew's is approved.

d. Balance of denominational provision

It is recognised that the proposed closure will reduce the number of Church of

England secondary school places available in the borough if an alternative plan has not been agreed by the Diocese.

Pre-publication consultation

- 3.35 A total number of 145 responses were received during the pre-publication consultation period; of which 48 were from a Croydon Christian group - St Mark's secondary school - regarding a proposal for St Mark's school on the St Andrew's site. We also received responses from Waddon ward councillors - Cllr Robert Canning; Cllr Joy Prince; and Cllr Andrew Pelling who expressed the view that both the school buildings and all of the school playing field should be retained for future educational use and their view is that a safeguard to this effect must be included as an integral part of any decision to close the school from next year.

Representation / formal consultation

- 3.36 During the representation period, a total number of 42 responses were received. This includes a letter from Waddon ward councillors - Cllr Robert Canning, Cllr Joy Prince; and Cllr Andrew Pelling who stated that that "if St Andrew's School is to close – and we can see the justification for closing this school for a period of time from August 2020 – then both the school buildings and all of the school playing field should be retained for future educational use. Our view is that a safeguard to this effect must be included as an integral part of any decision to close the school from next year. We also take the view that there is a need to plan for a balance of denominational provision of school places within the borough. The closure of St Andrew's CofE School would compromise this balance.
- 3.37 The majority of respondents are local residents.
- 3.38 The majority of respondents do not support the proposed closure of St Andrew's, but would support a new school on the site.
- 3.39 The top thematic issues raised by respondents are:
- closure of St Andrew's would result in less denominational places in Croydon
 - large amounts of planned housing in the area and therefore the school places will be needed in the future
 - local children will have to travel further to school.
 - the land no longer used for educational purposes / will be used for housing.
 - school should be improved rather than closed
 - school and playing field should be retained for future educational use.
- 3.40 The council's/Diocese response are outlined in the consultation outcomes report at appendices 2 and 3. The report contains a detailed analysis of the responses received.
- 3.41 St Andrew's CofE High School had a carried forward deficit of £1.324m as at March 2019, with a projected year end deficit of £1.975m (operating with a 2019/20 in-year deficit of £0.651m) by March 2020, leaving a total estimated deficit of £2.246m by August 2020. Under current legislation, where a

maintained school closes any balance held by the school (whether surplus or deficit) reverts to the Authority and cannot be transferred as a balance to any maintained school, even where the school is a successor to the closing school.

- 3.42 Cabinet is the decision maker on the proposed closure of St Andrew's school. The Statutory Guidance on opening and closing maintained schools makes clear that the decision-maker must consider the views of those affected by a proposal or who have an interest in it, including cross-local authority border interests. The decision-maker should not simply take account of the number of people expressing a particular view. Instead, they should give the greatest weight to responses from those stakeholders likely to be most directly affected by a proposal – especially parents (or those with parental responsibility) of children at the affected school.
- 3.43 In making a decision, Cabinet should be satisfied that there are sufficient surplus places elsewhere in the local area to accommodate displaced pupils, and the likely supply and future demand for places in the medium and long term. The Cabinet should take into account the overall quality of alternative places in the local area and the popularity of other local schools. Where, as in the current circumstances, there is a proposal to close a school that has been designated with a religious character, decision-makers should consider the effect that this will have on the balance of denominational provision in the area, as well as the number of pupils currently on roll, the medium and long term need for places in the area, and whether standards at the school have been persistently low.
- 3.44 The Diocesan Board of Education acknowledges that the proposed closure of St Andrew's school threatens the number and proportionality of church school places. For this reason, the Diocese is exploring options to retain the use of St Andrew's site for educational purposes to safeguard the number of proportionality of Church of England school places in Croydon.
- 3.45 From September 2018, the council provided pupils in Years 7-9 with an alternative school place with only Years 10 and 11 remaining at St Andrew's. The proposal is to close St Andrew's school in August 2020 following completion of Year 11 GCSE examinations.
- 3.46 When issuing a decision, the decision-maker can:
- reject the proposal;
 - approve the proposal without modification;
 - approve the proposal with such modifications as they think desirable, after consulting the proposer (as appropriate); or
 - approve the proposal – with or without modification – subject to certain conditions which are specified by statute.
- 3.47 Alternative Provision / Pupil Referral Unit
The Council has a duty to make arrangements for the provision of suitable education at school or otherwise for each child of school age who for reasons of illness, exclusion or otherwise would not receive it unless such arrangements were made.
- 3.48 Alternative provision for primary age pupils is provided by The Beckmead Trust,

which is Croydon's specialist provision for pupils with Social Emotional and Mental Health (SEMH) needs.

- 3.49 Croydon has a single maintained pupil referral unit - Saffron Valley Collegiate (SVC). The PRU provides places for secondary age pupils who have been permanently excluded from mainstream; have been offered places because they are considered being at risk of permanent exclusion; or who have been assessed as being emotionally based school refusers (EBSR); and for pupils of statutory school age who are unable to attend school because of medical needs.
- 3.50 In July 2018, via delegated authority, cabinet agreed to the relocation of Springboard Tuition Service – Pupil Referral Unit – PRU – including the commissioning of necessary works, subject to agreement from the site owner. In January 2019 the East Surrey College took over the running of John Ruskin College and the previous leadership and governance structure was replaced. Although there was an in principle agreement with the previous leadership at the college, after much discussions with the new leadership East Surrey College declined to enter into a lease for the land in April 2019. This decision means we are no longer able to construct a modular building on the Cotelands site.
- 3.51 We are looking at alternative sites where a new modular building may be erected to ensure that the breadth of offer to young people is still available.

Special Educational Needs and Disability (SEND)

- 3.52 The Council as an education authority has specific duties in relation to provision of education for children with special educational needs (SEN). The main duties include: to identify whether a child for whom they are responsible has SEN; and to assess a child who in their opinion has SEN. If the assessment shows that it is necessary to make an Education, Health and Care Plan (EHCP): determining the child's needs and the educational provision required and to ensure the specific provision set out in the Plan is provided. In addition, in carrying out its duties under Part 3 of the Children and Families Act 2014, local authorities must have regard to the importance of providing children and their parents and young people with the information and support necessary to participate in decisions.
- 3.53 Croydon's vision for young people with special educational needs and disabilities is that these young people are included within the community of Croydon and are given the same opportunities as others to access education to live fulfilled lives, gaining employment and living as independently as possible.
- 3.54 Croydon Council Cabinet approved the Council's 0-25 SEND Strategy in March 2019 and in July 2019 the Council submitted a five-year Dedicated Schools Grant (DSG) Recovery Plan to deliver a budget addressing the 2018/19 overall DSG deficit of £9.193m, which includes the High Needs Block in year out-turn of £5.612m.. The DSG Recovery Plan was informed by a review of special school and Enhanced Learning Provision (ELP) funding which included review of the Council's strategic approach to special school place planning. The SEND place planning and Education Estates Strategy update takes account of

these developments. Since the introduction of the *Children and Families Act 2014* and the subsequent revision of the statutory *Special Educational Needs Code of Practice* (January 2015) extending responsibility to meet the needs from age 0-25, nationally, Local Authorities (LAs) have struggled to meet the growth in numbers with no additional funding from central government to support this.

3.55 St Nicholas Special Primary School

Construction is underway to expand St Nicholas school by 2FE. The new purpose built building will encompass this expansion and the existing 2FE provision to create a new 4FE school. The new building is on track to be completed in April 2020 and the demolition of the existing buildings on site and all external works are due to be completed by September 2020. In the interim and prior to completion, to accommodate demand for places at St Nicholas, temporary accommodation has been leased on the Canterbury Mills site for a further year. From September 2019 further children join new reception classes for the final year of St Nicholas School provision run from this site

Croydon new Special Free School

3.56 To meet increased demand for special school places for children with autism and learning difficulties (aged 2 -19) the Council successfully bid for capital funding from the Department for Education via the Education and Skills Funding Agency (ESFA) to develop a new free special school. In 2018 Orchard Hill College Academy Trust (OHCAT) were appointed the education provider. Consultation was undertaken by OHCAT during May/June 2019.

3.57 An in depth, survey carried out indicated a need to change the original position of the building due to presence of soak-aways. Plans have been revised and planning permission approved.

SEN Post 16 Centre of Excellence

3.58 To provide a specialist further education pathway for young people with SEND and to improve outcomes for these young people, Croydon Council and Croydon Further Education College are working in partnership to take forward development of a post 16 SEN Centre of Excellence providing education pathways for young people with severe and profound and multiple learning difficulties. This will include a comprehensive specialist offer that provides Entry Level and accredited pathways to employment, volunteering, supported engagement and independence for Croydon young people in their community.

3.59 From 2019 Croydon Council and Croydon College are planning education provision for young people with complex SEN who are post 19 in temporary accommodation on the Coulsdon College campus of Croydon College.

Enhanced Learning Provision

3.60 Croydon Council has maintained current Enhanced Learning Provision (ELP) places. We are in the process of implementing agreements with providers to establish an effective programme for monitoring quality of education and outcomes for children. A bench-marking review of the Top Up funding for ELPs and special schools has been undertaken, with recommendations for review of

the effectiveness and coherence of ELPs and special school provision to follow. The current focus of the Council is working with providers to provide an enhanced learning specialist offer which is underpinned by practitioners who are suitably qualified and has flexibility to provide for the fluctuating number of children for whom this is a suitable education pathway.

- 3.61 Croydon's Dedicated Schools Grant was overspent at the end of the financial year 2018/19 by £9.2m, which includes the High Needs Block in year out-turn of £5.6m attributable to increase in numbers of children with an EHCP and an over-reliance on independent school sector placements. The latter being principally due to insufficient local specialist education places. A key focus of the approach to application of the special provision fund will be invest to save.
- 3.62 The five year High Needs Block strategy approved by cabinet in June 2019 identifies two key strands of development relevant to school place planning. Firstly the expansion of specialist education in local state-funded special schools and FE colleges to reduce reliance on the independent sector and increase local placement and secondly to increase placement in mainstream schools, with the right provision in place without the need for an EHC Plan whenever possible. The aim is to ensure that investment is focused on development of a coherent pathway that leads to increased numbers of young people with SEN engaged in employment and/or living independently with support in or near their local community. This strategy has been informed by the PPL Demand and Capacity Review (2017).
- 3.63 By way of further development and to inform financial and place planning the Council has reviewed the revenue funding of local state-funded specialist education placements and proposes increase on an interim two-year basis for Red Gates and Priory Schools to support the efficient management of these schools in the context of increased numbers and issues on both sites regarding the suitability of accommodation for the cohort of children attending the school. Revenue costs will be further reviewed in two years when the effect of the opening of the new free special school will be taken into consideration.

Special Provision Fund Allocation– strategic development of special school provision

- 3.64 Croydon's allocated special education provision fund is an original allocation of £0.969m annually for a three year period, with an additional funding of £0.676m and £1.352m announced in May and December 2018, respectively; with a total of £4,934m being allocated by 2020/21. The allocation is based on projected population growth. The changing pattern of need and increased number of children at Red Gates School and the building condition at St Giles School have led to a need to review the suitability of the buildings for provision of more personalised teaching and learning and facilities which are fit for purpose. This has been undertaken, when considered alongside the strategic direction of travel, need to provide coherent pathways which minimise uncertainty about children's local special education pathway in education and the pressing need to address the unsuitability and condition of the St Giles and Priory School buildings. A broader feasibility addressing strategically coherent and cost effective options which include development of the individual schools or a possible option of one all-through special school to meet the needs of children with severe learning disability (SLD) / profound and multiple learning disability

(PMLD) needs in a purpose-built fit for purpose building will be taken forward and presented during 2019/20 and 2020/21.

DRAFT

3.65 Table 1 – Proposed 3 year SEND school places supply strategy

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

Academic Year 2019/20	Academic Year 2020/21
<ul style="list-style-type: none"> • St Nicholas School planned place number (age 4-11) delivered across 2 sites (Canterbury Rd – temporary and St Nicholas School mainsite). • Willow Trees Specialist Nursery under management of Red Gates Primary School and delivered within curtilage of Red Gates. Red Gates School 1FE bulge reception class September 2019 – demountable installed for one year. Planned place numbers at Red Gates School (inc nursery places). • Post 19 SEN specialist pathway to adulthood programme (24 planned places) delivered in partnership with Croydon College on Coulsdon College site – temporary building. • Replacement of perimeter fencing at Priory School to address safe-guarding of young people. Planned place number at Priory School. In depth, strategic feasibility study to set out options for providing coherent, local pathways for children with more complex SEND, in buildings which are fit for purpose and support children’s learning and safe-guarding needs. (Red Gates, St Giles, Priory Schools) • ELP contracts issued and signed; provision monitored against needs of the young people for whom Council provides specialist provision. Recommendations to Education Estates Strategy Board to inform January Cabinet. Croydon’s allocated special education provision fund is an original allocation of £0.969m annually for a three year period, with an additional funding of £0.676m and £1.352m announced in May and December 2018, respectively; with a total of £4,934m being allocated by 2020/21 	<p>:</p> <ul style="list-style-type: none"> • St Nicholas School new build opening April 2020. Planned place numbers Sept 2020 200 establishing full capacity of 230 by 2023 . • Planned opening of Addington Valley Academy new free special school postponed to September 2021. • Implementation of outcome of in-depth special school feasibility with approved forward plan for delivery of places in suitable buildings (Red Gates, St Giles and Priory special schools). • Post 19 pathway of specialist SEN provision with Croydon FE College delivered from Coulsdon College. • Plan for 16-25 specialist SEN pathway specification approved with schedule of works (Croydon College). • Recommendations for future ELP development. • Review Alternative Provision

4. School Admissions

Admission Authority

- 4.1 The Council is the Admission Authority for Community schools and is therefore responsible for determining the Admission Arrangements for these schools. Admission Arrangements were determined by full council in January and are part of Croydon’s policy framework approved by full Council.

4.2 Primary

For the 2019/20 academic year (September 2019), a total of 4,690 applicants have been received for Year Reception places, of which 83% have been offered a place at their first choice preference school and 96% receive an offer at one of their top 3 preferred schools.

4.3 Secondary

For the 2019/20 academic year, 4728 on-time applications for Croydon residents were received, of which 63% were offered a space at their first preference school and 85% received an offer at one of their top 3 preferred schools.

5 **Capital Programme**

The updated capital programme is attached at Appendix 4 and lists the projects and funding for the additional school places. The overall Capital programme delivery budget total is accurate, we are reconciling the profile spend with the capital delivery team.

5.1 **Schools' Maintenance and Compliance**

The Council has a duty to ensure that its school buildings meet the minimum standard and premises are maintained so that: they are safe, warm and weather tight and provide a suitable learning environment.

5.2 Schools' Maintenance Plan

The current Schools' Maintenance Plan (Appendix 5)-agreed by Cabinet in January 2019 has been updated to reflect new works, including planned maintenance to be undertaken over the next year 2020/21.

5.3 The Council is responsible for the larger condition and maintenance works in maintained schools. Funding for repairs and maintenance is delegated to schools. The sums below which it is the responsibility of schools for maintenance works are as follows:

- I. Nursery and PRUs £5k,
- II. Primary and special schools £10k,
- III. Secondary £25k

5.4 Update on Planned Maintenance Works Programme 2019/20

Below is an update on the planned maintenance works as set out in the January 2019 cabinet paper.

5.5 Mechanical Works

The replacement of pipework and radiators to the following schools is currently underway and will complete by September 2019 -

1. Norbury Manor
2. Orchard Way
3. Winterbourne Nursery and Infants
4. Winterbourne Junior Girls

5.5.1 Bensham Manor – replacement of pipework and radiators will be phased throughout the year and complete 30 August 2020.

5.5.2 Crosfield Nursery and The Hayes Primary School – Initial survey carried

out. Instruction to proceed with drawings and design issued.

5.5.3 Elmwood Primary School – completed.

5.6 Electrical Works

Bensham Manor – Works commenced in August 2019. The works have been programmed and co-ordinated with the Heating and Mechanical Maintenance Programme.

5.6.1 Purley Oaks Primary – Electrical works have been completed in August 2019.

5.6.2 Greenvale Primary – Electrical works commenced in July 2019 and due to complete by September 2019.

5.6.3 Ridgeway Primary were due to be undertaken as part of the 2020/21 maintenance programme, however, this was brought forward as urgent works were required and these are due to complete September 2019.

5.6.4 Electrical Surveys have been completed at the below schools and a design and specification has been produced for each school. The electrical works at the below schools will be programmed to be completed during 2019/20 school holidays

- Norbury Manor Primary
- Orchard Way Primary
- The Hayes Primary
- Winterbourne Infant & Nursery
- Woodcote Primary

5.7 General Build Works

Elmwood Infants Kitchen - Works started on site in August 2019 with a 20 week programme. Current completion date is programmed to be December 2019.

5.7.1 Kenley Remodeling Works – The budget for the works has increased due to the extent of works that are required. Commencement on site in August 2019.

5.7.2 Gresham Primary – The works to the existing bell tower and roof have been completed. Works are planned to the existing external drainage on site.

5.7.3 Tunstall Nursery – Works have been specified and are proposed to be completed in 2020/21.

5.7.4 Downsview Primary - Works have been specified and are proposed to be completed in 2020/21.

5.8 Asbestos Management

It is extremely important that any asbestos present in Croydon schools is managed properly. Failure to follow the Control of Asbestos Regulations 2012

and any corrective measures may put the future health of staff, pupils and visitors at risk.

- 5.9 Where asbestos is present, the council take the following steps to manage the asbestos in our schools ensuring they have the following:
- Management survey of asbestos-containing materials (ACMs)
 - Assess the risks associated with ACMs.
 - A plan for managing asbestos.
 - Make sure staff and visitors know the risks and precautions they need to take.
 - Keep the management of asbestos under continuous review.

5.10 All community schools between 2017 and 2018 have had full management surveys undertaken. The asbestos re-inspection programme commenced in 2018. Asbestos Management Plans (AMP) have been developed for each community school. The plan is to roll out the Asbestos Management Plan to each school when the new re-inspection programme commences in the new year. The Asbestos Management Plans will include all the asbestos and Refurbishment and Demolition (R+D) surveys. Where identified, the asbestos register will be updated to show any asbestos removals and where ACM's are present.

5.11 Reactive works

The programmes set out in this report are based on estimated costs and not tendered prices. It is recommended that the Executive Director, Children, Families and Education, be given the delegated authority to vary the programme to reflect actual prices and new urgent issues that may arise, including authorising spend against the allowance for emergency and reactive works. Any such delegated decisions may only be taken provided they are within the budget and policy framework of the Council and any use of such delegated authority will be reported back to members.

5.12 Fire Safety in Schools - update from January 2019 Cabinet Paper

The review of all of the fire safety audits was concluded in October 2018 and identified both management requirements and measures to be undertaken by the school and physical works that need to be undertaken to the building fabric as part of the overall capital programme allowance. The programme of physical works has been broken down in to eight tranches with between 5-7 schools in each tranche. Tranche one and two has been completed. Three further tranches have commenced on site in September 2019 with the remaining tranches to be completed by Summer 2020.

5.13 Due to the complexity and nature of the programme, the majority of works has to be undertaken out of school hours and in school holidays. This has resulted in the fire safety programme slipping slightly from its original intended dates and this is reflected in a requirement to slip £1.0m of the original allocated capital funding from 2019/20 to 2020/21.

6. **CONSULTATION**

6.1 The Education Estates Strategy and Delivery Group meet on a 3-monthly basis

to discuss the education estate. Please see consultation outcome report in relation to the proposed closure of St Andrew's CofE High School – appendices 2 and 3.

7 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

7.1 Revenue and Capital consequences of report recommendations

	Forecast spend 2019/20	Medium Term Financial Strategy – 2 year forecast	
		2020/21	2021/22
	£'000	£'000	£'000
Capital Expenditure			
Primary School Places			
-Permanent Expansion	1,646	1,091	959
-Bulges	600	691	525
SEN Places	21,026	17,781	3,098
Fire Safety	1,588	1,000	
Major Maintenance	3,047	2,000	2,000
Other Education Schemes	7,534	2,044	229
Effect of decision from report (Total)	35,441	24,606	6,810
Funding sources			
Sources of Funding			
School Condition Funding	2,000		
Basic Needs	6,833		
Special education provision fund	969	969	
Additional allocation S106		2,028	
ESFA – Addington Valley Academy	10,000	3,500	
Borrowing	15,639	18,109	6,810
Total	35,441	24,606	6,810

- 7.1.1 The table above details the Education Capital Programme for the current and future two financial years and the associated funding sources. A detailed breakdown of the projects can be found in Appendix 4 to this report. With a further detailed breakdown of the Schools' Maintenance Programme in Appendix 5.
- 7.1.2 The table above includes all slippage and underspend from 2018/19 that has been re-allocated across the programme over the next three years.
- 7.1.3 The ESFA have commissioned Croydon to lead on the delivery of the new special free school - Addington Valley Academy (on Timebridge site). This project is proposed to be fully funded by the ESFA at a cost of £13.509m. Both the expenditure and funding for this project is detailed in the table above and the project is listed in Appendix 4.
- 7.1.4 Croydon's original allocation for special education provision fund of £0.969m annually for a three year period from 2018/19 has been supplemented with an additional allocation of £0.676m and £1.352m announced in May and December 2018, respectively; with a total of £2.028m being allocated by 2020/21. The funding is to support the creation of more specialist places in mainstream schools, colleges and special schools and improve facilities.

The effect of the decision

- 7.2 The use of the free schools route to provide new school places within the borough in the future will result in a reduction in the requirements for future capital funding from the council as this will be funded by central government.
- 7.3 In approving the proposed closure of St Andrew's CofE High School in August 2020, the final deficit (currently projected as £2.246m as at August 2020) will revert to the local authority and will need to be taken into account in the Council's Medium Term Financial planning. All efforts will be made to reduce the deficit and keep the impact to the Council's revenue budget at a minimum.

Risks

- 7.4 Due to the nature of this programme there is a risk the projects may overspend and regular monitoring of all projects and the programme will be undertaken and reported to this Cabinet as part of the quarterly financial monitoring reports.
- 7.5 If the costs of Addington Valley Academy are greater than the funding allocated by the ESFA the additional costs will need to be funded by the Council. We will be working very closely with the ESFA and contractor to ensure costs are maintained within budget.

Future savings/efficiencies

- 7.7 If additional free school providers are interested in opening schools in Croydon, the cost to the Council could be reduced further in the future years. Also the Council's borrowing requirement may also be reduced if any further funding is allocated by the Department for Education. The fall in birth rate and associated

demand for school places would however result in reduced demand and this would be monitored closely to make future savings.

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

(To be approved by: Kate Bingham, Head of Finance (Children, Families and Education) / Lisa Taylor, Director of Finance, Investment and Risk (section 151 Officer)

8. LEGAL COMMENTS

- 8.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance that in addition to the statutory duties detailed within the body of the report, where executive functions are delegated to officers, Access to information procedure rules as set out in Part 4B of the Constitution, which include provisions in relation to key decisions, and Decision Making Procedure Rules in Part 4G need to be complied with by the officers concerned.
- 8.2 In relation to the recommendations within this report, the decision-maker must have regard to the Public Sector Equality Duty (PSED), which requires them to have 'due regard' to:
- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equalities Act 2010 (*section 149(1)(a)*).
 - The need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it (*section 149(1)(b)*). This involves having due regard to the needs to:
 - remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it (*section 149(4)*); and encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 8.3 In considering a school closure such as proposed by recommendation 1.3, the Council is required to comply with the provisions of Part 2 and Schedule 2 of the Education and Inspections Act (EIA) 2006 as amended by the Education Act (EA) 2011 and The School Organisation (Establishment and Discontinuance of Schools) Regulations 2013 and have regard to the statutory guidance issued by the Department of Education entitled "Opening and closing Maintained schools", November 2018. The legislation and guidance details the statutory process which must be followed in relation to the closing of a maintained school and includes a pre-publication consultation which is recommended to last a minimum of 6 weeks, followed by the publication of the statutory notice and proposals in respect of the school and thereafter a 4 week

period during which objections or comments may be sent to the local authority. A decision on the proposals must be made within 2 months of the end of the representation period, otherwise the proposal must be referred to the Schools Adjudicator for decision.

- 8.4 The decision-maker must consider the impact of the proposals on the relevant protected characteristics and any issues that may arise from the proposals. Similarly, there should be a commitment to provide access to a range of opportunities which reflect the ethnic and cultural mix of the area, whilst ensuring that such opportunities are open to all.
- 8.5 Decision-makers should satisfy themselves that accessibility planning has been properly taken into account and that the proposal will not adversely impact on disadvantaged groups. They should bear in mind that a proposal should not unreasonably extend journey times or increase transport costs, or result in too many children being prevented from travelling sustainably due to unsuitable walking or cycling routes.
- 8.6 A proposal should also be considered on the basis of how it will support and contribute to the local authority's duty to promote the use of sustainable travel and transport to school.
- 8.7 Finally, where the closure of a school is contemplated, the decision-maker should be satisfied that there are sufficient surplus places elsewhere in the local area to accommodate displaced pupils, and the likely supply and future demand for places in the medium and long term. The decision-maker should take into account the overall quality of alternative places in the local area and the popularity of other local schools. Where, as in the current circumstances, there is a proposal to close a school that has been designated with a religious character, decision-makers should consider the effect that this will have on the balance of denominational provision in the area, as well as the number of pupils currently on roll, the medium and long term need for places in the area, and whether standards at the school have been persistently low.

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

9. HUMAN RESOURCES IMPACT

- 9.1 Communication and consultation with both teaching and support staff has commenced and will continue alongside representatives of the relevant professional associations and trade unions. This is supported by the school's HR provider.

Consultation and process will abide in accordance to the Employment Rights Act 1996 and the Schools policies and procedures relating to Restructuring, Reorganisation and Redundancy Procedures.

Approved by; (Approved by: Nadine Maloney, Head of HR Children, Families and Education, on behalf of the Director of Human Resources)

10. EQUALITIES IMPACT

- 10.1 An equality analysis has been undertaken as part of the January 2019 report and relevant for this update report. The analysis will help us to understand whether people with protected characteristics, as defined by the Equality Act 2010, will be disproportionately affected by the proposed changes and recommendations in the Education Estates Strategy report. A separate equality analysis has been undertaken in relation to the proposed closure of St Andrew's CofE High school and attached as appendix 8.
- 10.2 The proposed changes in this report will help the Council meet its statutory duty to provide sufficient school places for protected and non-protected groups. Croydon schools provide diverse educational provision in terms of type/category, size and educational sponsors. These include special schools, enhanced learning provisions at mainstream schools; and Academies /Free Schools. Pupils are allocated a school place based on the admissions criteria which aims to promote fair access to schools and are compliant with the School Admissions Code.
- 10.3 The proposed strategy is in line with the Council's Equality and Inclusion Policy and will enable the delivery of the following priorities:
- Make Croydon a place of opportunity and fairness by tackling inequality, disadvantage and exclusion.
 - Close gaps in educational attainment by working with local businesses and community groups to enable people of all ages to reach their full potential through access to quality schools and learning.
 - Work in partnership to lift people out of poverty by increasing employment opportunities across the borough ensuring local people have a pathway into employment, education and training.
- 10.4 The proposed strategy is consistent with the Council's general equality duty to have due regard to the need to eliminate unlawful conduct under the Equality Act 2010; to advance equality of opportunity and foster good relations between persons who share a protected characteristic and those who do not.
- 10.5 The equality analysis has found that the Education Estates strategy, including proposed changes and recommendations do not negatively impact on any protected group and that no major change is required as the strategy meets the general and specific equality duties. However, it is noted that the proposed closure of St Andrew's CofE High school will reduce the number of Church of England places, if an alternative is not found.
- 10.6 In relation to the proposed closure of St Andrew's CofE High School, the equality analysis identified the main risks as less denominational places in Croydon; insufficient school places due to housing developments; and usage of school and playing field for future non-educational use. The Diocesan Board is exploring options to retain the use of St Andrew's site for educational purposes to safeguard the number of proportionality of Church of England school places in Croydon. Pupil forecasts indicate that currently there are sufficient secondary school places at borough level for the next seven years.

Approved by Yvonne Okiyo, Equalities Manager

11. ENVIRONMENTAL IMPACT

- 11.1 The recommendations in this report are in line with the council's strategic objectives as outlined in Croydon Local Plan, in particular:

Reduce social, economic and environmental deprivation, particularly where it is spatially concentrated, by taking priority measures to reduce unemployment, improve skills and education and renew housing, community and environmental conditions.

This will ensure that new developments do not have a detrimental effect on people and the environment, the pollution team provides advice on the environmental impact of planning applications. During this assessment issues such as noise, air pollution, odour and contaminated land are taken into account.

12. CRIME AND DISORDER REDUCTION IMPACT

- 12.1 The Safer Croydon Partnership works to cut crime, help neighbourhoods fight disorder and reduce reoffending. The partnership includes the council, police, fire services, probation and health agencies, as well as businesses, community and voluntary sector organisations.

13. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

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

14. OPTIONS CONSIDERED AND REJECTED

- 14.1 Barring the temporary expansion of Smitham, there are no confirmed plans to deliver any new/additional mainstream school places. A review of demand is currently underway following the pupil forecasts undertaken in July .Future demand for new schools will be delivered through the free school route.
- 14.2 A number of schools, including academies in the north of the borough have reduced and/or proposed to reduce their admission number due to the disparity between the Published Admission Number and actual number on roll at the schools. The reduction will enable the schools to operate more efficiently and cost effectively. However, projections indicate a growing demand for school

places in the central, south and south west planning areas. This is being closely monitored and discussions are taking place with existing schools to determine the viability / flexibility of expansion.

CONTACT OFFICER: Denise Bushay, Head of School Place Planning, Admissions:
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BACKGROUND DOCUMENTS: None

APPENDICES TO THIS REPORT:

- Appendix 1 – Available Places vs SCAP19 forecasts
- Appendix 2 – Pre-publication consultation outcomes report – proposed closure of St Andrew’s CofE High School
- Appendix 3 – Representation consultation outcomes report – proposed closure of St Andrew’s CofE High school
- Appendix 4 – Education Capital Programme spend
- Appendix 5 – School Maintenance Plan
- Appendix 6 - School Places Supply Strategy
- Appendix 7 – Public notice – proposed closure of St Andrew’s CofE High School
- Appendix 8 – Equality Analysis – proposed closure of St Andrew’s CofE High School

Available School Places vs Forecasts

Primary

Planning Area	Academic year	Available places (Year R)	Forecast (Year R)	Surplus / Shortfall	FE	%
North West	2019/20	1440	1252	188	6	13
	2020/21	1470	1277	193	6	13
	2021/22	1470	1226	244	8	17
	2022/23	1470	1266	204	7	14
	2023/24	1470	1269	201	7	14
East	2019/20	1560	1274	286	10	18
	2020/21	1530	1280	250	8	16
	2021/22	1530	1235	295	10	19
	2022/23	1530	1269	261	9	17
	2023/24	1530	1274	256	9	17
Central	2019/20	690	612	78	3	11
	2020/21	690	627	63	2	9
	2021/22	690	641	49	2	7
	2022/23	690	665	25	1	4
	2023/24	690	692	-2	0	0
South East	2019/20	360	325	35	1	10
	2020/21	360	331	29	1	8
	2021/22	360	317	43	1	12
	2022/23	360	345	15	1	4
	2023/24	360	351	9	0	3
South	2019/20	630	603	27	1	4
	2020/21	630	595	35	1	6
	2021/22	630	594	36	1	6
	2022/23	630	607	23	1	4
	2023/24	630	615	15	1	2
South West	2019/20	720	714	6	0	1
	2020/21	690	714	-24	-1	-3
	2021/22	690	687	3	0	0
	2022/23	690	693	-3	0	0
	2023/24	690	695	-5	0	-1

Secondary

Planning Area	Academic Year	Available Places	Forecast (Year 7)	Surplus	FE	%
Borough Wide	2019/20	4238	3964	274	9	6
	2020/21	4418	3917	501	17	11
	2021/22	4478	4024	454	15	10
	2022/23	4478	4022	456	15	10
	2023/24	4478	4038	440	15	10
	2024/25	4478	3932	546	18	12
	2025/26	4478	3877	601	20	13

Planning Area	Academic Year	Available Places	Forecast (Year 7)	Surplus	FE	%
North	2019/20	2644	2424	220	7	8
	2020/21	2824	2404	420	14	15
	2021/22	2824	2463	361	12	13
	2022/23	2824	2473	351	12	12
	2023/24	2824	2478	346	12	12
	2024/25	2824	2427	397	13	14
	2025/26	2824	2377	447	15	16

Planning Area	Academic Year	Available Places	Forecast (Year 7)	Surplus	FE	%
South	2019/20	1594	1540	54	2	3
	2020/21	1594	1513	81	3	5
	2021/22	1654	1561	93	3	6
	2022/23	1654	1549	105	4	6
	2023/24	1654	1560	94	3	6
	2024/25	1654	1505	149	5	9
	2025/26	1654	1500	154	5	9

Please note, these forecasts have been created based on the current housing target of 1645 homes a year, as published in Croydon's Local Plan 2018.

The Local Plan is currently under review to take account of the emerging New London Plan. The proposed housing target allocated to Croydon is 2949 new homes a year between 2019 - 2029. On adoption of the London Plan in early 2020 we would expect to see an increase in pupil forecasts.

School roll projections are produced in partnership with the Greater London Authority (GLA) on an annual basis and will next be reviewed in July 2020.



Proposed closure of St Andrew's Church of England High School

Pre-publication Consultation Outcomes Report

1 Proposal

- 1.1 The proposal is to close St Andrew's school in August 2020 following completion of Year 11 GCSE examination. The reason for the proposed closure is because the school is no longer considered viable both in terms of its ability to deliver a full and balanced curriculum and financial sustainability

2. Consultation outcomes report

- 2.1 The purpose of this report is to provide the Executive Director - Children, Families and Education, Cabinet Member for Children, Young People & Learning, the School Governors, and the School's Leadership Team with the outcomes from the pre-publication consultation on the proposed closure of St Andrew's Church of England (CofE) High School in August 2020.
- 2.2 This report is based on the responses received during the pre-publication consultation period when we sought views and engage with those that will be directly affected by the proposed closure of St Andrew's CofE High School. Those with an interest also had the opportunity to suggest options for consideration on the proposed closure of the school.

3. Background

- 3.1 St Andrew's Church of England (CofE) High School is a voluntary aided mainstream school for boys and girls. The school is part of the educational provision of the Southwark Diocesan Board of Education and the London Borough of Croydon. The school is situated in Warrington Rd, Croydon, CR0 4BH.
- 3.2 The Governing Board at St Andrew's CofE High School, with the support of the Diocese and Croydon Council agreed that there would be no Year 7 admission to the school in September 2019 and only pupils in Years 10 and 11 in September 2018 would remain to complete their examination courses in 2019 and 2020. The Office of the Schools Adjudicator approved the proposed variation to the school's admission arrangements.
- 3.3 In December 2018, the Chair of the Governing Board of St Andrew's requested that the council commence the statutory process for the proposed closure of St Andrew's School following a review of the financial viability of the school.

4. Decision making

- 4.1 The Leader of the council has delegated authority to the Executive Director - Children, Families & Education, in consultation with the Cabinet Member for



Children, Young People & Learning to consider the outcomes of the consultation on the proposed closure of St Andrew's to decide whether to proceed to the next stage of the process - representation period.

- 4.2 Subject to approval, this consultation will be followed by the publication of the statutory notice, starting a 4 week representation period when any person can send objections or comments to Croydon Council on the proposal.
- 4.3 The council's cabinet is the final decision maker for the proposed closure of St Andrew's CofE High School and must make a decision within a period of two months of the end of the representation period.

5. Consultation

- 5.1 The process for decision making regarding proposed school closures is set out in the Department for Education's statutory guidance 'Opening and Closing Maintained Schools' April 2016. The statutory process consists of:
 - Pre-publication consultation
 - Publication of statutory notice
 - Representation / formal consultation
 - Decision by council's cabinet on the school closure proposal

6. Pre- Publication consultation

- 6.1 The pre-publication consultation ran from 15 March 2019 to 26 April 2019, during this time anyone with an interest was invited to respond to the proposal to close St Andrew's CofE School.

7. Communication and Consultation activities

- 7.1 A consultation document including a questionnaire was used as a basis of informing stakeholders, including parents/carers and local residents about the educational rationale for the proposed closure of the school and inviting feedback on the proposal.
- 7.2 Stakeholders were given the opportunity to express their views in writing via a questionnaire, both electronically and via the hard copy attached to the consultation document, by email and post.
- 7.3 Different modes and methods of communication were used to inform and facilitate feedback from stakeholders about/on the proposal. Communication activities included the circulation of the consultation document, including a questionnaire via;
 - The following websites:
 - ✓ Croydon Council
 - ✓ St Andrew's CofE High School
 - ✓ 'Get Involved'



- Schools Bulletin:
 - ✓ Bulletin sent to all schools within Croydon
- Social Media/Applications:
 - ✓ Twitter
 - ✓ Facebook
 - ✓ 'Your Croydon'
- Hard copy of consultation document, including the questionnaire was available from the cand the School.

8. Equality and Diversity Monitoring

- 8.1 As part of the consultation process, respondents were asked to complete an equality and diversity questionnaire, looking at Gender, Age, Ethnicity and Disability. The information collected will help identify any special requirements and promote equality and diversity.

Equalities Impact Assessment

- 8.2 An Equalities Impact Assessment (EQIA) will be undertaken as part of the Education Estates Strategy report which will be going to cabinet in September 2019. The Equality analysis will enable the council to better understand the potential impact of the proposed closure of the school on the community.

9. Summary of responses

- 9.1 A total number of 145 responses were received during the pre-publication consultation period; of which 48 were from a Croydon Christian group - St Mark's secondary school - regarding a proposal for St Mark's school on the St Andrew's site. The Diocese has since responded to the group, as below:
- 9.2 *“Several responses to the pre-public consultation on closure of St Andrew’s referred to a preference for the site to be used for ‘St Mark’s Secondary School’. Croydon Christians had canvassed local opinion on this idea for a new school towards the end of the pre-public consultation, unaware of the Diocesan Board of Education’s own backing of a feasibility study into the expansion of Archbishop Tenison’s School onto the St Andrew’s site. The Archbishop Tenison’s expansion proposals have since been shared with families at the school. The Diocesan Board of Education and Archbishop Tenison’s have since met with a representative of Croydon Christians, who understand and support the expansion of Archbishop Tenison’s should this proposal go forward. The group would continue to look for future opportunities, e.g. through the free schools programme, to establish further schools with a Christian character in Croydon and South London should the opportunities arise.”*
- 9.3 The Southwark Diocesan Board of Education was in discussion with the Governors of Archbishop Tenison’s about the possibility of the school



expanding onto St Andrew's site. The Governors of Archbishop Tenison's decided not to go ahead with the proposed expansion of the school onto the St Andrew's site. The Diocesan Board is mindful of the strong support from Croydon Christians/the St Mark's group, in continuing to look for alternatives for church school places using the site.

- 9.4 Of the remaining 97 respondents;
- 23 support the proposed change, of which:
 - 11 support the proposed change but only to allow for a new Christian school to open on the St Andrew's site
 - 61 do not support the proposed change, of which
 - 13 do not support the proposed change but expressed support for another school to be opened on the site.
 - 11 were not sure
 - 2 was not affected/did not wish to answer the questions
- 9.5 The majority of respondents support another Christian school opening on the St Andrew's site.
- 9.6 The majority of respondents are local residents.
- 9.7 The top thematic issues raised by respondents and council's/Diocese response are outlined in the table below:

Key issue	Number of respondents	council / diocese response
Lack of church school places/reduce s parental preference	68	<p>The Diocesan Board of Education is in agreement with respondents in their view that closure threatens the number and proportionality of church school places. For this reason, the Diocese is exploring options to retain the use of St Andrew's site for educational purpose to safeguard the number of proportionality of Church of England school places in Croydon.</p> <p>The Diocesan Board recognises that without a plan for maintaining Church of England places, the closure would present a reduction in parent choice in Croydon. Hence they are exploring options for retaining Church of England school places in Croydon.</p>
The school used to be a good school so shouldn't be closed	20	It is acknowledged that St Andrew's used to be a good school, however over the years, despite best efforts the school has been facing a decline in pupil numbers which has impacted on the curriculum offer and funding. The school was



		rated as requiring improvement following an Ofsted inspection in November 2016 and the most recent Ofsted report, published in March 2019, stated the school has been rated as inadequate.
Concerns/suspicions in regard to what the land will be used for – particularly housing	9	St Andrew's site has multiple ownership. The usage of the land is to be determined by the Southwark Diocesan Board of Education who are currently exploring options to continue using the site/building for educational purposes to retain proportionality of Church school places.
St Andrews school should not be closed as other schools are operating over capacity	8	All secondary schools in Croydon are their own admission authority and responsible for their admission arrangements / class size. Pupil forecasts indicate that there is sufficiency of school places. We recognise that popular schools might be oversubscribed due to parental choice. Parental choice is affected by a number of factors, such as, school performance, location, and local perceptions. The latest pupil forecasts for the secondary educational phase is published in Appendix 1 of the latest Education Estates Strategy cabinet report which can be accessed via the following web-link: https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=183&MId=1551
If the council is building new secondary schools, why is St. Andrew's being closed?	3	Croydon is not responsible for introducing new schools. The Education Act 2011 changed the arrangements for establishing new schools and introduced the academy or free school presumption. This means that where a local authority thinks a new school needs to be established, the local authority is under a duty to seek proposals to establish an academy / free school, or a bidder can propose to open a free school directly through central government. New free secondary schools that have been recently established and/or being built have been through the central government route.
Natural progression from The Minster	2	In the most recent Year 7 intakes very few pupils from The Minster Junior School took up places at St Andrew's, which the Diocesan Board believes is linked to increasingly negative views of the school over the last five years.



9.8 A detailed analysis of the responses can be found below in Annex A.

9.9 Top 3 points made in support of the proposed closure of St Andrew's

- 'I support the closure but only if a new Christian school is to take it over'
- 'Reopen the school with quality teaching staff and a strong head. No to academy status'
- 'Because St Andrews has gone downhill so much and a new school would give more options to parents, including me.'

10. Next Steps

10.1 The Executive Director, Children, Families & Education and Cabinet Member for Children, Young People & Learning will consider the outcome from the consultation and decide whether to proceed to the next stage of the process - publication a statutory notice, starting the formal consultation (representation) period on the proposed closure of St Andrew's CoE High School.

10.2 Subject to approval, the publication of statutory notice which will kick start the four week formal consultation (representation) process which is due to will on Thursday 20 June and end on 18 July 2019.

10.2 The council's cabinet is the final decision maker on the proposed closure of St Andrew's CofE High School and must make a decision within a period of two months of the end of the representation period.

10.3 A detailed analysis of the responses can be found below in Annex A.



Annex A

Summary of responses

A total number of 145 responses, including those from St Mark's group, were received during the pre-publication consultation period of which 142 responded via the online questionnaire on Get Involved and 3 responded in writing via email.

Please tell us whether you support/do not support the proposed closure of St Andrew's Church of England High School.

Response	Number	%
I support the proposed closure of St. Andrew's.	12	8
I support the proposed closure of St. Andrew's but expressed this is to allow for a new school to open on site.	13	9
I do not support the proposed closure of St. Andrew's	48	33
I do not support the proposed closure of St. Andrew's but expressed support for another school to be opened on the site.	58	40
Not sure	12	8
I am not affected by/do not want to answer	2	1

Reasons for not supporting:

Not enough church places

- 'There are not enough Church School places in the borough of Croydon'
- 'The community at large would benefit from the Christian ethos'
- 'Croydon is the largest borough in London and has a high population of faith families. Data in the public arena shows that Archbishop Tenisons is heavily oversubscribed year after year and many faith families are disappointed year after year. If St Andrews closes this will only place extra burden on Tenisons'
- Losing a faith school, would only leave one CoE secondary school in Croydon. Why not look for an academy trust to take over the school. Why did Croydon Council approve Coombe Woods and Ark Blake if there was a surplus of places'

Historically had a good reputation

- 'Was once a great school'
- A historically good school should be kept open'

Reduces parental choice

- 'Closing St Andrews takes away choice'
- 'With all the flats going up in Croydon, there is definitely no infrastructure, to support all the people of Croydon'
- 'St Andrews is conveniently sited for transport links and access to central Croydon. It is in a residential area of family homes with potential students'
- 'There are many new homes under construction and planned for Croydon, ergo there will be a need for more school places'



- 'It is important to keep the green space around the school to help combat air pollution and also to preserve wildlife'
- 'It is inexcusable that a state school should close due to mismanagement.'
- 'Quality local school places are needed for local children'
- 'Because there is a shortage of school places in CROYDON particularly in this part of the borough'
- 'I think that this school has a great ethos by its Christian beliefs and has a more caring approach to individual children who otherwise may get overlooked in a different school'
- 'Closing the school is not the solution to the problem. The school needs to be improved'
- 'My child is at present at the Minster School, and St Andrews would be the natural progression'
- 'I feel St Andrews being CE school and if it were to become an extension/spin off from the Minster school will keep and maintain the student numbers and it will also continue to monitor pupils that need that extra help staying on the right path if needed'
- 'It is important to have a broad spectrum of Education available to parents and children'

Reasons for supporting:

- 'Because St Andrews has gone downhill so much and a new school would give more options to parents, including me.'
- 'I support the closure but only if a new Christian school is to take it over'
- 'Reopen the school with quality teaching staff and a strong head. No to academy status'
- 'We need a new Christian secondary school. Run by those qualified to do so'

Please tell us who you are.

Please tick all that apply*

*109 respondents gave 141 responses

Response	Number	%
Member of staff at St Andrew's school	0	0
Member of staff at another school	9	6
School Governor at St Andrew's school	0	0
School Governor at another school	0	0
Parent/carer of a child/children at St Andrew's school	3	2
Parent/carer of child/ren at another school	32	23
Pupil at St Andrew's school	0	0
Local resident	64	45
Prefer not to say	10	7
Other (Please specify)	23	16



Formal consultation on the proposed closure of St Andrew's Church of England High School from August 2020

Representation (formal consultation) Outcomes Report

1 Proposal

- 1.1 The proposal is to close St Andrew's Church of England (CofE) High school in August 2020 following completion of Year 11 GCSE examinations. The reason for the proposed closure is because the school is no longer considered viable both in terms of its ability to deliver a full and balanced curriculum and financial sustainability.

2. Representation Consultation outcomes report

- 2.1 The purpose of this report is to provide the Council's cabinet, St Andrew's Governing Board, Southwark Diocesan Board of Education and respondents to the consultation with the results of the consultation. The Cabinet is the final decision maker on the proposed closure of the school and the report will be submitted to Cabinet for a decision as part of the Education Estates Strategy report on 19 September 2019.
- 2.2 This report is based on the responses received during the representation period when those with an interest were provided with an opportunity to comment or object to the proposed closure of the school. The representation period lasted four weeks from 25 June to 25 July 2019.

3. Background

- 3.1 St Andrew's Church CofE High School is a voluntary aided mainstream school for boys and girls. The school is part of the educational provision of the Southwark Diocesan Board of Education and the London Borough of Croydon. The school is situated in Warrington Road, Croydon, CR0 4BH.
- 3.2 The Governing Board at St Andrew's, with the support of the Diocese and Croydon Council agreed that there would be no Year 7 admission to the school from September 2018 and this was approved by the Office of the Schools Adjudicator. From September 2018, only pupils in Years 10 and 11 would remain at the school to complete their examination courses in 2019 and 2020.
- 3.3 In December 2018, the Chair of the Governing Board of St Andrew's requested that the council commence the statutory process for the proposed closure of St Andrew's following a review of the financial viability of the



school. For the last 3 years, St Andrews has had an in year overspend and falling student roles over the last few years have contributed to this deficit.

4. **Statutory requirement**

- 4.1 The process for decision making regarding school closures is set out in the Department for Education's (DfE) statutory guidance 'Opening and Closing Maintained Schools' November 2018. The statutory process consists of:
- Pre-publication consultation
 - Publication of statutory notice
 - Representation / formal consultation
 - Decision by the Local Authority on the school closure proposal

5. **Pre-publication consultation**

- 5.1 A six week pre-publication consultation took place from 15 March to 26 April 2019. Stakeholders were invited to share their views on the proposal to close St Andrew's from August 2020. Respondents were also given the opportunity to include suggestions on how the land may be used should the closure of St Andrew's be agreed.
- 5.2 A total number of 145 responses were received during the pre-publication consultation period; of which 48 were from a Croydon Christian group - St Mark's secondary school - regarding a proposal for St Mark's Secondary School on the St Andrew's site. We also received responses from Waddon ward councillors - Cllr Robert Canning; Cllr Joy Prince; and Cllr Andrew Pelling - who expressed the view that both the school buildings and all of the school playing field should be retained for future educational use and their view is that a safeguard to this effect must be included as an integral part of any decision to close the school from next year.
- 5.3 The pre-publication consultation outcomes report can be requested from the Council or can be found at www.croydon.gov.uk/st-andrews-school.
- 5.4 The Leader of the Council delegated authority to the Executive Director - Children, Families & Education, in consultation with the Cabinet Member for Children, Young People & Learning to consider the outcomes of the pre-publication consultation on the proposed closure of St Andrew's to decide whether to proceed to the next stage of the process - representation period. Approval was given to proceed to the next stage - publication of the statutory notice- starting the 4 week representation period.

6. **Publication of statutory notice**

- 6.1 A notice was published in the Croydon Guardian newspaper and on the Council and school's website on 25 June 2019. A copy of the notice was also displayed in Croydon's libraries and on the school's gates.



7. Representation period

- 7.1 The representation period lasted four weeks from 25 June to 25 July 2019 which allowed any person to send objections or comments to the Local Authority within 4 weeks from the date of publication of the proposal.

8. Decision making

- 8.1 The Council's Cabinet is the final decision maker for the proposed closure of St Andrew's CofE High School and must make a decision within a period of two months of the end of the representation period, otherwise the proposal must be referred to the Schools Adjudicator for decision.
- 8.2 The representation outcomes report will form part of the Education Estates Strategy report which will be submitted to Cabinet on 19 September 2019.

9. Communication and consultation activities

- 9.1 A consultation document including a questionnaire was used as a basis of informing stakeholders, including parents/carers and local residents about the educational rationale for the proposed closure of the school and inviting feedback on the proposal.
- 9.2 Stakeholders were given the opportunity to express their views in writing via a questionnaire, both electronically and via the hard copy attached to the consultation document which could be submitted by email or post.
- 9.3 Different modes and methods of communication were used to inform and facilitate feedback from stakeholders about/on the proposal. Communication activities included notice in the Croydon Guardian newspaper and the circulation of the consultation document, including a questionnaire via;
- The following websites:
 - ✓ Croydon Council
 - ✓ St Andrew's CofE High School
 - ✓ 'Get Involved'
 - Schools Bulletin:
 - ✓ Bulletin sent to all schools in Croydon
 - Social Media/Applications:
 - ✓ Twitter
 - ✓ Facebook
 - ✓ 'Your Croydon'
 - Hard copies of the consultation document, including the questionnaire was available from the school.



10. Equality and Diversity Monitoring

- 10.1 As part of the consultation process, respondents were asked to complete an equality and diversity questionnaire, looking at Gender, Age, Ethnicity and Disability. The information collected will help identify any special requirements and promote equality and diversity.

Equalities Impact Assessment

- 10.2 An Equalities Impact Assessment (EQIA) will be undertaken alongside the Education Estates Strategy report which will be going to cabinet in September 2019. The Equality analysis will enable the council to better understand the potential impact of the proposed closure of the school on the community.

11. Representation period - summary of responses

- 11.1 A total of 42 responses have been received during the representation period. 37 responses were received via the Get Involved website. In addition, we received a letter from Waddon ward councillors - Cllr Robert Canning, Cllr Joy Prince and Cllr Andrew Pelling, a letter from the St Mark's Secondary School Croydon Group with an attachment containing 241 names, a letter from the chairman of governors of a school within the London Borough of Hammersmith and Fulham and two letters from Croydon primary school Head Teachers.
- 11.2 37 responses were received via Get Involved; of which
- 12 support the proposed change, of which:
 - 3 support the proposed change but only to allow for a new school to open on the St Andrew's site
 - 22 do not support the proposed change, of which
 - 7 do not support the proposed change but expressed support for another school to be opened on the site.
 - 2 were not sure
 - 1 was not affected/did not wish to answer the questions
- 11.3 A letter was received, signed by the 3 ward councillors' for Waddon which stated their position "if St Andrew's School is to close – and we can see the justification for closing this school for a period of time from August 2020 – then both the school buildings and all of the school playing field should be retained for future educational use. Our view is that a safeguard to this effect must be included as an integral part of any decision to close the school from next year. We also take the view that there is a need to plan for a balance of denominational provision of school places within the borough. The closure of St Andrew's CofE School would compromise this balance." – (*extract from response*)



- 11.4 A letter was received from the St Mark's Secondary School Croydon Group containing 241 names, stating "I do not support the closure of St Andrew's CE School. I do support the proposal from St Mark's Secondary School Croydon to open in its place".
- 11.5 A letter of support for the St Mark's Secondary School Croydon group was received from an out of borough secondary school.
- 11.6 Two letters of support for St Mark's Secondary School Croydon Group were received from two primary schools in Croydon.
- 11.7 The majority of respondents do not support the proposal to close St Andrew's CE School.
- 11.8 The majority of respondents are local residents.
- 11.9 The top thematic issues raised by respondents and council's/Diocese response are outlined in the table below:

Key issue	Number of respondents	council / diocese response
The closure of St Andrew's would result in less denominational places in Croydon.	8	<p>The Diocesan Board of Education is in agreement with respondents in their view that closure threatens the number and proportionality of church school places. For this reason, the Diocese is exploring options to retain the use of St Andrew's site for educational purposes to safeguard the number of proportionality of Church of England school places in Croydon.</p> <p>The Diocesan Board recognises that without a plan for maintaining Church of England places, the closure would present a reduction in parent choice in Croydon. Hence they are exploring options for retaining Church of England school places in Croydon.</p>
There are large amounts of planned housing in the area and therefore the school places will be needed in the future	8	The recent pupil forecast of future demand for school places took into consideration likely pupil yield from planned housing developments. Pupil forecasts indicate that currently there are sufficient secondary school places at borough level for the next seven years.



		Regular review is undertaken to identify any unexpected growth in demand for school places and independent projection is carried out by the Greater London Authority.
Local children will have to travel further to school.	7	Croydon's policy, as far as possible, is to offer a secondary school place within a 3 mile radius from a child's home. However, this is dependent on parental choice. It is also acknowledged that children of secondary school age tend to travel further across the borough and outside the borough to school.
The school will be demolished and the land no longer used for educational purposes / will be used for housing.	7	St Andrew's site has multiple ownership. The usage of the land is to be determined by the Southwark Diocesan Board of Education who are currently exploring options to continue using the site/building for educational purposes to retain proportionality of Church school places.
The school should be improved rather than closed.	5	Over the years, despite best efforts the school has been facing a decline in pupil numbers which has impacted on the curriculum offered and funding received by the school. The school was rated as requiring improvement following an Ofsted inspection in November 2016 and the most recent Ofsted report, published in March 2019, stated the school has been rated as inadequate.
The school and playing field should be retained for future educational use.	Waddon ward councillors	The Diocese is exploring options to retain the use of St Andrew's site for educational purposes to safeguard the number of proportionality of Church of England school places in Croydon. The usage of the land is to be determined by the Southwark Diocesan Board of Education.

11.10 A detailed analysis of the responses can be found below in Annex A.

11.11 Top 3 points made in support of the proposed closure of St Andrew's

- There has been less traffic and parked cars on the roads near the school since year groups 7 - 9 were relocated.
- The school was underperforming.
- Streets are more peaceful as pupils were not well behaved.



12. Next Steps

- 12.1 On 19 September 2019, the Council's Cabinet will consider the consultation results and decide on the proposed closure of the school. In making a decision, the Cabinet should be satisfied that there are sufficient surplus places elsewhere in the local area to accommodate displaced pupils, and the likely supply and future demand for places in the medium and long term. The cabinet should take into account the overall quality of alternative places in the local area and the popularity of other local schools.
- 12.2 When issuing a decision, the decision-maker can:
- reject the proposal;
 - approve the proposal without modification;
 - approve the proposal with such modifications as they think desirable, after consulting the proposer; or
 - approve the proposal – with or without modification – subject to certain conditions which are specified by statute in the School Organisation (Establishment and Discontinuance of Schools) Regulations 2013 .



Annex A

Summary of responses

A total number of 42 responses, including a letter signed by the 3 Waddon ward councillors were received during the representation period; 37 responded via the online questionnaire on Get Involved, 4 responded in writing which was hand delivered to the council and 1 response was submitted in writing via email.

Please tell us whether you support/do not support the proposed closure of St Andrew's Church of England High School.

Of the 37 responses received via Get Involved:

Response	Number	%
I support the proposed closure of St. Andrew's.	9	24
I support the proposed closure of St. Andrew's but expressed this is to allow for a new school to open on site.	3	8
I do not support the proposed closure of St. Andrew's	15	40
I do not support the proposed closure of St. Andrew's but expressed support for another school to be opened on the site.	7	19
Not sure	2	6
I am not affected by/do not want to answer	1	3

Response received from Waddon ward councillors

"If St Andrew's School is to close – and we can see the justification for closing this school for a period of time from August 2020 – then both the school buildings and all of the school playing field should be retained for future educational use. Our view is that a safeguard to this effect must be included as an integral part of any decision to close the school from next year".

Reasons listed for retaining the St. Andrew's site for future educational use:

- *"Croydon is already rapidly growing and some 17,000 new homes are expected to be built in the town centre, and up to 12,000 on Purley Way, in the coming years."*
- *"the location of these new homes would have a distinct benefit of being within walking or cycling distance of the current St Andrew's site."*
- *"the need for additional secondary school places in the medium term in [Waddon] is also reflected in the Croydon Local Plan. The plan identifies the site next to Duppas Hill Road... for a future new secondary school."*
- *"it would be a scandalous waste of council tax payers' money to close a secondary school only to then go and build a new secondary school a stone's throw away."*
- *"there is a need to plan for a balance of denominational provision of school places within the borough."*

(Extracts from response)



Response received from St Mark's Secondary School Croydon Group

"The two most important considerations amongst concerned Croydon residents and represented by our group are as follows:

1. *Establish the need for a church school in the borough and at the very least, retain the faith places that do exist and eventually increase them to meet the need and demand in Croydon.*
2. *Identify and support who is best placed to deliver that provision...*

We strongly oppose the closing of St Andrew's and the removal of existing faith places. It is understood that the school will need to close for an academic year to re-brand, recruit high quality teachers and market a new comprehensive secondary school of choice reflecting the socio-economic mix of this part of the borough.

The letter from the St Mark's Group was accompanied by a supporting document which contained 241 names supporting the statement *"I do not support the proposed closure of St Andrew's CE School. I do support the proposal from St Mark's Secondary School Croydon to open in its place."*

(Extracts from response)

Letters of support for the St Mark's Secondary School Croydon Group

Three letters were received in support of the proposal for St Mark's Secondary School opening on the site of St Andrew's should the school close from August 2020.

- A letter from an out of borough school which stated: *"Setting up a new school from scratch is challenging and expensive. Therefore, before the Local Authority makes its decision it needs to be clear that it has considered all alternative options...
The fact that we currently have attending our school, who live in the London Borough of Croydon, clearly means there is a local need for a high quality, Church of England secondary school of choice."*
(Extract from response)
- Two letters from Croydon primary schools which stated:
 - *"I was a pupil at St Andrew's and the education that it gave me enabled me to go on to great things. More than that, it gave me a moral standing that has been so important growing up in modern society...

It would be a real shame for the educational landscape in Croydon to see St Andrew's close with no replacement and I hope that St Mark's will be able to add to the choices that parents have in the borough."*
(Extract from response)
 - *"It was down to the strong Christian ethos what was promoted at the school that led to my parents choosing St Andrew's, and I feel very grateful for their doing so..."*



The team at St Marks have my full support and I hope that they are able to have the opportunity to provide the families within Croydon with the same opportunities I was once afforded at St Andrew's."
(Extract from response)

Please tell us who you are.

Please tick all that apply*

*53 responses were received from 42 respondents

Response	Number	%
Ward Councillor	3	6
Member of staff at St Andrew's school	0	0
Member of staff at another school	6	11
School Governor at St Andrew's school	1	2
School Governor at another school	3	6
Parent/carer of a child/children at St Andrew's school	4	8
Parent/carer of child/ren at another school	4	8
Pupil at St Andrew's school	1	2
Ex-pupil of St Andrew's	3	6
Local resident	22	42
Member of a local church	1	2
Prefer not to say	2	4
Other	3*	6

*The response received from the St Mark's group has been counted as 1 response under the category of 'other'.

Capital Programme Summary					
Planning Area	Project Description	2019/20	2020/21	2021/22	Total 2019/20 to 2021/22
Table 1 - Primary School Places					
Permanent Expansions					
North West	Chestnut Primary Academy	94,000	40,063	-	134,063
Central	Heathfield Academy, Aberdeen Road	269,866	165,000	95,000	529,866
North West	West Thornton Academy, Canterbury Road	350,000	200,000	115,967	665,967
Central	Harris Academy, Purley Way	304,569	250,000	250,000	804,569
South West	1 FE Chipstead Valley	105,000	80,000	80,302	265,302
East	1FE St Johns	71,632	69,000	69,000	209,632
East	1 FE Heavers Farm	130,802	67,000	67,000	264,802
South	Christ Church School	120,000	120,000	194,784	434,784
South West	Smitham Primary School	200,000	100,000	86,742	386,742
	Sub-Total	1,645,869	1,091,063	958,795	3,695,727
Bulges					
Various	Contingency provision	100,000	640,937	500,000	1,240,937
South	Red Gates Primary School Modular Buildings	300,000	50,000	25,000	375,000
South	Smitham Primary School	150,000	-	-	150,000
South	Wolsey Junior School Modular	50,000	-	-	50,000
	Sub-Total	600,000	690,937	525,000	1,815,937
Table 2 SEN					
South	1FE(Bulge) Red Gates Special School	173,965	-	-	173,965
South	2FE St Nicholas Special School	13,801,383	4,998,617	508,731	19,308,731
	Enhance Secondary ELP for Boys & Girls with ASD	150,000	-	-	150,000
	SEND Future Provision Special School Option	673,855	968,854	2,468,855	4,111,564

Planning Area	Project Description	2019/20	2020/21	2021/22	Total 2019/20 to 2021/22
South	John Ruskin College/Springboard	452,189	-	-	452,189
Central	Post 16 SEN C of E with Croydon College	1,750,000	1,550,000		3,300,000
South	Post 16 SEN Temp. Modular - Coulsdon College	620,000	60,000	120,000	800,000
South East	Addington Valley Academy (ESFA funded project)	3,305,000	10,203,169		13,508,169
North	Beckmead School (Forest Academy)	100,000	-	-	100,000
	Sub-Total	21,026,392	17,780,640	3,097,586	41,904,618
Table 3 - Major Maintenance					
Various	Fire Safety Works	1,587,571	1,000,000	-	2,587,571
Various	Education Major Maintenance Programme	3,046,832	2,000,000	2,000,000	7,046,832
	Sub-Total	4,634,403	3,000,000	2,000,000	9,634,403
Table 4 - Other Education Schemes					
North West	Elmwood Juniors Kitchen Replacement	325,000	-	-	325,000
South	Kenley Internal Re-modelling Works	200,000	-	-	200,000
South	St Giles Internal Re-modelling Works	110,000	-	-	110,000
North East	SEN - Priory School Hermitage Road Site Fencing	65,000	-	-	65,000
Various	Basic Need (2019-20)	3,703,299	-	-	3,703,299
Various	Various Other Education Programme Capital Projects	3,130,798	2,043,701	228,906	5,403,405
	Sub-Total	7,534,097	2,043,701	228,906	9,806,704
	Total	35,440,761	24,606,341	6,810,287	66,857,389

School	Budget 2019-20 £	Works Description
GENERAL BUILDING WORKS		
St. Giles (Special)	£50,000	Remedial Works to the roof
Downsview Primary	£50,000	Retaining wall works
Tunstall Nursery	£25,000	Investigate structural movement to rear extension wall
Gresham Primary	£100,000	<ul style="list-style-type: none"> - Roof replacement to glazed conservatory; - Investigate structural issues and works to be undertaken with bell; tower; - Roof repairs to adjacent bell tower Roof; - Investigate drainage issues
ELECTRICAL WORKS		
Bensham Manor	£125,000	Replace all loose switchgear and HRC fuse boards with new MCCB panel boards complete with associated sub metering and surge suppression, Allowing for all terminations of existing sub main cabling.
Norbury Manor Primary	£25,000	Replace existing electrical intake service head with new including for associated metering an main switch
Orchard Way Primary	£100,000	Replace all loose switchgear and HRC fuse boards with a new MCCB panel board complete with associated sub metering and surge suppression, Allowing for all terminations of existing sub main cabling.
The Hayes Primary	£53,000	Replace existing with new metal clad MCB/RCBO split load/split metered power and lighting lockable distribution boards and associated sub main cable
Greenvale Primary	£60,000	Replace switch panel with new MCCB wall mounted panel board complete with associated sub distribution metering. Provide all necessary cable junctions/extensions and terminations, install schematic wiring diagram, change of conductor colour notices, circuit charts, resuscitation notices, rubber mat within switch room
Winterbourne Infant & Nursery	£60,000	Replace all loose switchgear and HRC fuse boards with a new MCCB panel board complete with associated metering and surge suppression, Allowing for all terminations of existing sub main cabling.
Woodcote Primary	£25,000	Replace existing 40+ (MEM HRC) & 25+ (Crabtree MCB) year old boards with new metal clad MCB/RCBO split load/split

		metered power and lighting lockable distribution boards.
Purley Oaks Primary	£40,000	Replace existing HRC and 20+ year old MCB distribution boards with new metal clad MCB/RCBO split load/split metered power and lighting lockable distribution boards.
Ridgeway Primary	£50,000	Replace main electrical intake
		HEATING & MECHANICAL WORKS
Keston Primary	£50,000	Testing and additional insulation to pipework - HWS
Purley Oaks Primary	£40,000	Survey and testing, repairs and addition insulation to HWS
Ridgeway Primary	£3,000	Survey and testing, repairs and addition insulation to HWS
Bensham Manor	£220,000	Replacement pipe works and radiators to complete heating works
Norbury Manor Primary	£172,000	Replacement pipe works and radiators to complete heating works
Orchard Way Primary	£178,000	Replacement pipe works and radiators to complete heating works
Winterbourne Infant & Nursery	£225,000	Replacement pipe works and radiators to complete heating works
Winterbourne Junior Girls	£270,000	Replacement pipe works and radiators to complete heating works
Elmwood Junior	£35,000	Replace existing trend unit
Crosfield Nursery	£300,000	Boiler replacements, replace heating , pipework, distribution valves and column radiator
The Hayes Primary	£150,000	Upgrade column radiators and review boilers
		OTHER
Condition Surveys	£250,000	Commission survey for all community school to identify work to bring school premises up to a serviceable state of repair
Asbestos Re-inspection Surveys	£20,000	Annual re-inspection surveys/remedial works in schools
Re-active Maintenance	£230,000	Undertake emergency works in schools throughout the year
Historical Defects	£140,832	Woodcote Primary: Replace defective ceiling The Priory: Various historical defect
TOTAL	£3,046,832	

School	Budget 2020-21 £	Works Description
GENERAL BUILDING WORKS		
Purley Oaks Primary	£82,500	Replace external Windows - Throughout main school building - excluding the new additions and extensions
Selsdon Primary	£50,000	Survey and replace leaking roof over kitchen
Gresham Primary	£30,250	Replace external aluminium Windows throughout school
ELECTRICAL WORKS		
Greenvale Primary	£130,000	Replace existing luminaries; replace all final circuit wiring and sockets throughout the main building
Forestdale Primary	£80,000	Replace 20 year+ luminaries
Winterbourne Junior Girls	£140,000	Replace 25 year+ luminaries
Winterbourne Infant & Nursery	£130,000	Replace 25 year+ luminaries
Downsview Primary	£60,000	Replace all final distribution boards and panel. General replacement/maintenance of MCCB switches
Crosfield Nursery	£15,000	Replace existing luminaries
Heavers Farm Primary	£80,000	Replace 20 year+ luminaries
HEATING & MECHANICAL WORKS		
Gresham Primary	£165,000	Replacement radiator and pipework
Greenvale Primary	£300,000	Upgrade main school heating emitters
Forestdale Primary	£180,000	Replace Hot Water Storage & Pipework Distribution (old building)
Purley Nursery	£15,000	Replace hot water storage cylinder

		OTHER
Asbestos Re-inspection Surveys	£20,000	Annual re-inspection Surveys/remedial works in schools
Historical defects	£220,000	Manage repair works in schools after defect period
Fire Safety Programme	£80,000	Undertake statutory fire safety works in schools throughout the year
Re-active Maintenance	£222,250	Undertake emergency works in schools throughout the year
TOTAL	£2,000,000	

Proposed School Place Supply Strategy

Introduction

This strategy sets out the context, approach and proposed approach to ensure sufficiency of school places in Croydon. Currently the demand for additional school places is being felt in the primary educational phase, mainly in the South West of the borough. An increase in demand is expected to be felt in other areas, such as, Central and South due to planned housing developments. Over the next - 5 years demand will transfer to secondary schools.

Context

Croydon's population is growing. The borough population recorded in Census 2001 was 330,587 and in the 2011 Census it had increased to 363,378 (9.9%). Based on ONS mid-year estimates for 2017, Croydon is home to 384,837 people and this is expected to increase to just under 500,000 by 2050.

Croydon has the largest population of 0-18 year olds in London at 97,200 residents (mid 2014 population estimate), which makes up 25.8% of the total population of Croydon. The number of residents aged 0-18 years will increase by approximately 8,200 residents by 2021. The Spring 2016 School Census showed there was a total of 56,565 pupils attending state funded schools in Croydon. The latest ONS Mid-year estimate (MYE) indicates that 1 in 4 residents (24.6%) is aged between 0-17 years in Croydon. This is a higher percentage than both across London and nationally.

Population is significantly denser in wards in the north of the borough, with a fifth of all Croydon residents living in just four northern wards.

Croydon has the highest number of looked after children of any London borough due to the high numbers of unaccompanied asylum seeking children (UASC) looked after by the borough. As at March 2019 there were 272 UASC looked after children and 571 local looked after children in Croydon.

Croydon remains one of the most affordable areas to live in London both to buy and to rent. Croydon has the largest borough housing stock in London but its social housing stock is smaller than many other London boroughs. Social housing in Croydon is mainly concentrated in the north and the eastern edge of the borough

Births

The number of live births in Croydon rose dramatically from just over 5,200 a year in 2009 to around 5,900 in 2012. Despite a drop to 5,600 in 2013, the annual birth numbers gradually rose each year, from 2013-2016. The latest figure for 2017 has seen a reduction to a similar level as 2011 at 5,761. Not all babies born within the borough will require a primary place 5 years later, but a significant percentage will. As such, birth data provides a key component in patterns of demand for school place.

Migration

The international inflows into Croydon continue to exceed the international outflows and this results in more migrants from outside the UK. For 2016, the ONS has estimated that around 11% of the Croydon population is made up of members from

the EU and about 8% come from the rest of the World. The increase in international inflows in Croydon could be due to Croydon being home to a Borders Agency (Home Office) which would encourage more migrants to the borough.
(*Croydon Observatory*)

School Admissions

Local authorities coordinate the admissions process at entry point, and they also have the responsibility for ensuring that there are adequate school places in their areas. For all other admissions outside of the normal admissions round, places will be offered by the admission authority for each school, which may be either the local authority or the school's governing body. Local authorities are the admission authority for community and voluntary-controlled schools. Free schools and academies are their own admission authorities.

If a school is under-subscribed, then it must accept all of its applicants. If it is over-subscribed then its admission authority must consider the applicants against its published over-subscription criteria.

The School Admissions Code 2014 is used to ensure that all school places for maintained schools (excluding maintained special schools) and Academies are allocated and offered in an open and fair way. Admission authorities and local authorities must also comply with the regulations and legislation set out in the Appendix to this Code.

Openness and fairness are applicable to both process and outcomes of applications. The process of applying for school places need to be transparent, consistent and impartial, and decisions made on grounds that are clear and all children are treated equally.

The current system is based on the principle of parental preference and parents will naturally chose what they perceive as the best school for their child. This tends to result in popular schools being oversubscribed and less popular schools being undersubscribed. Parents can choose up to six schools and name them in order of preference. Schools are required to have a published admission number (PAN), that is, the amount of places they can offer each year, so not all preferences can be met.

Criteria for additional school places

The following criteria is normally used to determine the provision of additional places: location of need; educational capacity, likelihood of school acceptance (for currently operating school sites); cost; site capacity, building capacity and compliance; planning considerations and deliverability of building project.

In order to identify the schools that could be expanded, an analysis will be carried out of all of the borough's primary schools in areas where there is a projected increase in demand. Some schools will be ruled out on the basis that the site does not have the physical capacity for expansion, or because they have already expanded. Informal discussions are taking place with the governors and/or head teachers, of relevant schools.

School Place Supply Strategy

For the primary educational phase, Croydon has six educational planning areas –

North West, East, Central, South East, South, South West, and two for the secondary phase. Each area has its own distinct demographic profile and match between demand for and the supply of places varies across planning areas.

Demand for school places is greatest in Central, South and South West of the borough. There is a higher than expected increase in demand for school places in the South West due to pupil yield from the Cane Hill housing development. Croydon currently has a housing target allocated of 1645 new homes a year as published in Croydon's Local Plan 2018. The Local Plan is currently under review to take account of the emerging New London Plan. The proposed housing target allocated to Croydon is 2949 new homes a year between 2019-2029. The location of these houses will shape the pattern of future supply of school places.

To ensure sufficiency of school places, for the 2019/20 academic year, an additional 30 reception places will be provided in the South West through an internal bulge class at Smitham Primary School. There are no firm plans to create additional places for the next two years, however various options are being explored. The council will continue to monitor demand on a regular basis to ensure supply matches demand.

An additional 180 Year 7 places will be provided in 2020/21 through a new free school – Ark Blake Academy. In 2021/22 an existing free school is proposed to be expanded by 2FE (60 Year 7 places) – Coombe Wood School.

Pupil projections indicate that although demand for school places is likely to grow, the pace of growth will not outstrip supply at borough level in the secondary phase for the next 3 years.

Proposed supply strategy for the next 3 academic years

Primary

Planning Area	2019/20	2020/21	2021/22
North	No planned project	No planned project	No planned project
East	No planned project	No planned project	No planned project
Central	Under review	Under review	Under review
South East	Under review	Under review	Under review
South	Under review	Under review	Under review
South West	1FE (30 Reception places) bulge class – Smitham Primary School	Under review	Under review

Secondary

Planning Area	2019/20	2020/21	2021/22
North	No planned project	New school: 6FE (180 Year 7 places) new school – Ark Blake Academy	No planned project
South	No planned project	Under review	Existing school: 2FE (60 Year 7 places) permanent expansion – Coombe Wood School (Free School)

Update: Proposed Closure of St Andrew's Church of England High School from August 2020

Notice is given in accordance with the Department for Education's statutory guidance 'Opening and Closing Maintained Schools' (2018) that St Andrew's Church of England (CofE) High School's Governing Board, in consultation with Croydon Council and the Southwark Diocesan Board of Education are proposing to close St Andrew's School from August 2020.

This representation period will end on 25 July 2019

St Andrew's CofE High School is located at Warrington Road, Croydon, CR0 4BH.

There has been a decline in pupil numbers over a number of years and the school is no longer considered viable both in terms of its ability to deliver a full and balanced curriculum and achieve financial sustainability.

This notice is an extract from the complete proposal which can be viewed at www.croydon.gov.uk/standrews2020. Copies of the full proposal can also be obtained from Croydon Council at: School Place Planning Team, 4th Floor Zone A, Bernard Weatherill House, 8 Mint Walk, Croydon CR0 1EA. Email: school.org@croydon.gov.uk

Any person may object to or make comments on the proposal by sending them to the School Place Planning Team, 4th Floor Zone A, Bernard Weatherill House, 8 Mint Walk, Croydon CR0 1EA. Email: school.org@croydon.gov.uk or please visit www.croydon.gov.uk/standrews2020.

Signed:



Interim Director of Education

Publication Date: 27 June 2019

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Equality Analysis Form

1. Introduction

1.1 Purpose of Equality Analysis

The council has an important role in creating a fair society through the services we provide, the people we employ and the money we spend. Equality is integral to everything the council does. We are committed to making Croydon a stronger, fairer borough where no community or individual is held back.

Undertaking an Equality Analysis helps to determine whether a proposed change will have a positive, negative, or no impact on groups that share a protected characteristic. Conclusions drawn from Equality Analyses helps us to better understand the needs of all our communities, enable us to target services and budgets more effectively and also helps us to comply with the Equality Act 2010.

An equality analysis must be completed as early as possible during the planning stages of any proposed change to ensure information gained from the process is incorporated in any decisions made.

In practice, the term ‘**proposed change**’ broadly covers the following:-

- Policies, strategies and plans;
- Projects and programmes;
- Commissioning (including re-commissioning and de-commissioning);
- Service review;
- Budget allocation/analysis;
- Staff restructures (including outsourcing);
- Business transformation programmes;
- Organisational change programmes;
- Processes (for example thresholds, eligibility, entitlements, and access criteria).

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2. Proposed change

Directorate	Education and Youth Engagement
Title of proposed change	Proposed closure of St Andrew’s CofE High School
Name of Officer carrying out Equality Analysis	Denise Bushay

2.1 Purpose of proposed change (see 1.1 above for examples of proposed changes)

Briefly summarise the proposed change and why it is being considered/anticipated outcomes. What is meant to achieve and how is it seeking to achieve this? Please also state if it is an amendment to an existing arrangement or a new proposal.

St Andrew's Governing Board, in consultation with Croydon Council and the Southwark Diocesan Board of Education have agreed to commence the statutory process for proposed closure of the school in August 2020 following completion of Year 11 GCSE examinations. The school is no longer considered viable both in terms of its ability to deliver a full and balanced curriculum due to low staff numbers and financial sustainability. A large portion of funding received via central government is directly related to the number of pupils attending a school. There has been a decline in the number of pupils attending St Andrew's over a number of years, directly affecting the school's funding. St Andrew's was rated as requiring improvement following an Ofsted inspection in November 2016. The most recent Ofsted report, published in March 2019, stated the school has been rated as inadequate.

There has been no Year 7 admission to the school from September 2018 and this was approved by the Office of the Schools Adjudicator. From September 2018, only pupils in Years 10 and 11 would remain at the school to complete their examination courses in 2019 and 2020. Pupils in years 7-9 were allocated an alternative place at another school. There will be no displaced pupils as there will only be Year 11 pupils who will have completed their GCSE examinations in July 2020 and the proposed closing date of the school is August 2020.

The interim provision for newly arrived Unaccompanied Asylum Seeking Children (run by the Virtual School) is currently located at St Andrew's. Should the school close, a new location will be found for this provision.

The process for decision making regarding school closures is set out in the Department for Education's (DfE) statutory guidance 'Opening and Closing Maintained Schools' November 2018. The statutory process consists of:

- Pre-publication consultation
- Publication of statutory notice
- Representation / formal consultation
- Decision by the council's cabinet on the school closure proposal

Pre-publication consultation took place from 15 March 2019 until 26 April 2019.

The statutory notice was published on 25 June which started the four week representation period (formal consultation) which ended on 25 July 2019.

The Diocesan Board of Education is exploring options to retain the use of St Andrew's site for educational purpose to safeguard the number of proportionality of Church of England school places in Croydon. The Diocese was in discussion with Archbishop Tension's CoE High school about a proposed expansion of the school onto the St Andrew's site, however the Governors of Archbishop Tenison's decided not to go ahead with this proposal.

During the consultation periods a Croydon Christian group – St Mark's secondary school – proposed that they would like to open a school on the St Andrew's site.

3. Impact of the proposed change

Important Note: It is necessary to determine how each of the protected groups could be impacted by the proposed change. Who benefits and how (and who, therefore doesn't and why?) Summarise any positive impacts or benefits, any negative impacts and any neutral impacts and the evidence you have taken into account to reach this conclusion. Be aware that there may be positive, negative and neutral impacts within each characteristic.

Where an impact is unknown, state so. If there is insufficient information or evidence to reach a decision you will need to gather appropriate quantitative and qualitative information from a range of sources e.g. Croydon Observatory a useful source of information such as Borough Strategies and Plans, Borough and Ward Profiles, Joint Strategic Health Needs Assessments <http://www.croydonobservatory.org/> Other sources include performance monitoring reports, complaints, survey data, audit reports, inspection reports, national research and feedback gained through engagement with service users, voluntary and community organisations and contractors.

3.1 Deciding whether the potential impact is positive or negative

Table 1 – Positive/Negative impact

For each protected characteristic group show whether the impact of the proposed change on service users and/or staff is positive or negative by briefly outlining the nature of the impact in the appropriate column. . If it is decided that analysis is not relevant to some groups, this should be recorded and explained. In all circumstances you should list the source of the evidence used to make this judgement where possible.

Protected characteristic group(s)	Positive impact	Negative impact	Source of evidence
Age	In line with the School Admissions Code, school places are allocated using the agreed/published admissions criteria. The proposed changes relate to children and young people of statutory school age. Admissions to schools are a function that operates within a statutory framework. Croydon is the admission authority for community schools and there are arrangements and criteria for the admission of pupils to nursery, primary and secondary mainstream schools.	The closure may affect siblings of pupils attending St Andrew's if they intended to attend the same school. School Admissions would ensure that appropriate provisions are in place for any displaced pupils. They would ensure that parental preference and family circumstances such as siblings are considered when offering school places to minimise the impact on families where possible.	Croydon Observatory
Disability	Children and young people with special educational needs and/or disability are given priority in the admissions criteria or attend	There was less than 5 pupils at St Andrew's with a disability / Education and Health Care Plan. For these pupils, an individual and	Croydon Observatory

	<p>special schools. All schools are required to admit a child if their Education and Health Care Plan names the school. The proposed extension of the age range for Red Gates School is a re-provision of specialist nursery places at another school.</p>	<p>tailored approach was used to help with the transition to another school.</p> <p>School transport support provided. An alternative place will be identified that meets their needs</p>	
Gender	<p>As above, children allocated school place in line with Admissions Code. The proposed changes are not gender specific. The admission arrangements do not contain criteria that impact differently on people with a particular gender</p>		Croydon Observatory
Gender Reassignment	N/A		
Marriage or Civil Partnership	N/A		
Religion or belief	<p>The admission arrangements for voluntary aided school could contain a denominational criterion within the policy, to enable priority for children whose parents are active members of the C of E and who request admission to a church school on denominational grounds. However, all applications, including those with no faith basis for applying, are considered applying the published arrangements</p> <p>Surplus school places available and some pupils could attend other Church of England secondary schools in and boarding Croydon.</p>	<p>The admission criteria is based on determined admission arrangements compliant with the relevant legislation and is unlikely to discriminate unlawfully.</p> <p>A decrease in the number of faith school provision for families seeking such places.</p> <p>Pupils may have to travel further to school and attend a non-faith school. However pupils of secondary school age tend to travel further to school.</p> <p>School Admissions would ensure that appropriate provisions are in place for any displaced pupils. They would ensure that parental preference and family circumstances such as siblings are considered when offering school places to minimise the impact on families where possible.</p>	Croydon Observatory

Race	The Admission Criteria, based on the Admissions Code, are used to allocate school places and do not include ethnicity or race as criteria. The proposed changes are not intended to have any negative impact on pupils from different ethnic groups		Croydon Observatory
Sexual Orientation	N/A		
Pregnancy or Maternity	N/A		

Important note: You must act to eliminate any potential negative impact which, if it occurred would breach the Equality Act 2010. In some situations this could mean abandoning your proposed change as you may not be able to take action to mitigate all negative impacts.

When you act to reduce any negative impact or maximise any positive impact, you must ensure that this does not create a negative impact on service users and/or staff belonging to groups that share protected characteristics. **Please use table 4 to record actions that will be taken to remove or minimise any potential negative impact**

3.2 Additional information needed to determine impact of proposed change

Table 2 – Additional information needed to determine impact of proposed change

If you need to undertake further research and data gathering to help determine the likely impact of the proposed change, outline the information needed in this table. Please use the table below to describe any consultation with stakeholders and summarise how it has influenced the proposed change. Please attach evidence or provide link to appropriate data or reports:		
Additional information needed and or Consultation Findings	Information source	Date for completion
<p>Two periods of statutory consultations were undertaken – pre-publication and representation – where those with an interest could express their views and/or object/comment on the proposal to close the school.</p> <p>A consultation document including a questionnaire was used as a basis of informing stakeholders, including parents/carers and local residents about the educational rationale for the proposed closure of the school and inviting feedback on the proposal.</p> <p>Stakeholders were given the opportunity to express their views in writing via a questionnaire, both electronically and via the hard copy attached to the consultation document, by email and post.</p>	<p>Pre-publication consultation outcomes report</p> <p>Representation outcomes report</p> <p>School census data</p> <p>Admissions data</p> <p>Birth data</p>	<p>May 2019</p> <p>August 2019</p>

Different modes and methods of communication were used to inform and facilitate feedback from stakeholders about/on the proposal.

Equality and Diversity Monitoring: As part of the consultation process, respondents were asked to complete an equality and diversity questionnaire, looking at Gender, Age, Ethnicity and Disability. The information collected will help identify any special requirements and promote equality and diversity.

Pre-publication findings
 A total number of 145 responses were received during the pre-publication consultation period; of which 48 were from a Croydon Christian group - St Mark's secondary school - regarding a proposal for St Mark's school on the St Andrew's site.

Of the remaining 97 respondents;

- 23 support the proposed change, of which:
 - 11 support the proposed change but only to allow for a new Christian school to open on the St Andrew's site
- 61 do not support the proposed change, of which
 - 13 do not support the proposed change but expressed support for another school to be opened on the site.
- 11 were not sure
- 2 was not affected/did not wish to answer the questions

The majority of respondents support another Christian school opening on the St Andrew's site.

The majority of respondents are local residents.

Representation period
 A total of 42 responses have been received during the representation period. In addition, we received a letter from Waddon ward councillors, a letter from the St Mark's Secondary School Croydon Group with an attachment containing 241 names, a letter from the chairman of governors of a school within the London Borough of Hammersmith and Fulham and two letters from Croydon primary school Head Teachers.

37 responses were received via Get Involved; of which

- 12 support the proposed change, of which:
 - 3 support the proposed change but only to allow for a new school to open on the St Andrew's site
- 22 do not support the proposed change, of which

Ofsted report

Croydon Observatory

- 7 do not support the proposed change but expressed support for another school to be opened on the site.

- 2 were not sure
- 1 was not affected/did not wish to answer the questions

Gender

Response	Number	Percentage
Male	35	25
Female	74	52
Transgender	1	1
Prefer not to say	2	1
No response given	30	21
Total	142	100

Age Range

Response	Number	Percentage
Under 16	0	0
16-18	0	0
19-25	3	2
26-34	15	11
35-44	29	20
45-54	26	18
55-64	24	17
65+	10	7
Do not wish to declare	5	4
No response given	30	21
Total	142	100

Ethnicity

Responses	Number	Percentage
White British	55	39
White Irish	1	1
White European	1	1
Other white	1	1

Mixed white and black Caribbean	2	1
Mixed white and black African	0	0
Mixed white and Asian	1	1
Other mixed background	0	0
Asian or Asian British: Indian	1	1
Asian or Asian British: Pakistani	0	0
Asian or Asian British: Bangladeshi	0	0
Asian or Asian British: Chinese	0	0
Other Asian or Asian British Background	1	1
Black or Black British: Caribbean	22	15
Black or Black British: African	6	4
Other Black or Black British background	5	3
Arabic	0	0
Other	1	1
Prefer not to say	15	10
No response given	30	21
Total	142	100

Do you consider yourself to have a disability?

Possible Responses	Number of Responses	Percentage
No	94	66
Yes	13	9
Prefer not to say	4	3
No response given	31	22
Total	142	100

Types of disability

*18 responses received from 13 recipients

Possible Responses	Number of Responses	Percentage
Mobility	5	28
Visual impairment	2	11
Hearing impairment	3	17
Mental Health	3	17
Learning Disability	0	0
Other	1	5
Prefer not to say	4	22
No response given	0	0
Total	18*	100

The top thematic issues raised by respondents and council/diocese response

Key issue	Number of respondents	council / diocese response
Lack of church school places/reduces parental preference	68	<p>The Diocesan Board of Education is in agreement with respondents in their view that closure threatens the number and proportionality of church school places. For this reason, the Diocese is exploring options to retain the use of St Andrew’s site for educational purpose to safeguard the number of proportionality of Church of England school places in Croydon.</p> <p>The Diocesan Board recognises that without a plan for maintaining Church of England places, the closure would present a reduction in parent choice in Croydon. Hence they are exploring options for retaining Church of England school places in Croydon.</p>
The school used to be a good school so shouldn’t be closed	20	<p>It is acknowledged that St Andrew’s used to be a good school, however over the years, despite best efforts the school has been facing a decline in pupil numbers which has impacted on the curriculum offer and funding. The school was rated as requiring improvement following an Ofsted inspection in November 2016 and the most recent Ofsted report, published in March 2019, stated the school has been rated as inadequate.</p>
Concerns/suspicions in regard to what the land will be used for – particularly housing	9	<p>St Andrew’s site has multiple ownership. The usage of the land is to be determined by the Southwark Diocesan Board of Education who are currently exploring options to continue using the site/building for educational purposes to retain proportionality of Church school places.</p>

St Andrews school should not be closed as other schools are operating over capacity	8	All secondary schools in Croydon are their own admission authority and responsible for their admission arrangements / class size. Pupil forecasts indicate that there is sufficiency of school places. We recognise that popular schools might be oversubscribed due to parental choice. Parental choice is affected by a number of factors, such as, school performance, location, and local perceptions. The latest pupil forecasts for the secondary educational phase is published in Appendix 1 of the latest Education Estates Strategy cabinet report which can be accessed via the following web-link: https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=183&MId=1551			
If the council is building new secondary schools, why is St. Andrew's being closed?	3	Croydon is not responsible for introducing new schools. The Education Act 2011 changed the arrangements for establishing new schools and introduced the academy or free school presumption. This means that where a local authority thinks a new school needs to be established, the local authority is under a duty to seek proposals to establish an academy / free school, or a bidder can propose to open a free school directly through central government New free secondary schools that have been recently established and/or being built have been through the central government route			
Natural progression from The Minster	2	In the most recent Year 7 intakes very few pupils from The Minster Junior School took up places at St Andrew's, which the Diocesan Board believes is linked to increasingly negative views of the school over the last five years			

For guidance and support with consultation and engagement visit <https://intranet.croydon.gov.uk/working-croydon/communications/consultation-and-engagement/starting-engagement-or-consultation>

3.3 Impact scores

Example

If we are going to reduce parking provision in a particular location, officers will need to assess the equality impact as follows;

1. Determine the Likelihood of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the likelihood of impact score is 2 (likely to impact)
2. Determine the Severity of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the Severity of impact score is also 2 (likely to impact)
3. Calculate the equality impact score using table 4 below and the formula **Likelihood x Severity** and record it in table 5, for the purpose of this example - **Likelihood (2) x Severity (2) = 4**

Table 4 – Equality Impact Score

Severity of Impact	3	3	6	9
	2	2	4	6
	1	1	2	3
		1	2	3
	Likelihood of Impact			

Key

Risk Index	Risk Magnitude
6 – 9	High
3 – 5	Medium
1 – 3	Low

Table 3 – Impact scores

<p>Column 1</p> <p>PROTECTED GROUP</p>	<p>Column 2</p> <p>LIKELIHOOD OF IMPACT SCORE</p> <p>Use the key below to score the likelihood of the proposed change impacting each of the protected groups, by inserting either 1, 2, or 3 against each protected group.</p> <p>1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact</p>	<p>Column 3</p> <p>SEVERITY OF IMPACT SCORE</p> <p>Use the key below to score the severity of impact of the proposed change on each of the protected groups, by inserting either 1, 2, or 3 against each protected group.</p> <p>1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact</p>	<p>Column 4</p> <p>EQUALITY IMPACT SCORE</p> <p>Calculate the equality impact score for each protected group by multiplying scores in column 2 by scores in column 3. Enter the results below against each protected group.</p> <p>Equality impact score = likelihood of impact score x severity of impact score.</p>
Age	1	1	1
Disability	1	1	1
Gender	1	1	1
Gender reassignment	n/a		
Marriage / Civil Partnership	n/a		
Race	n/a		
Religion or belief	2	2	4
Sexual Orientation	n/a		
Pregnancy or Maternity	n/a		

Equality Analysis

4. Statutory duties

4.1 Public Sector Duties

Tick the relevant box(es) to indicate whether the proposed change will adversely impact the Council's ability to meet any of the Public Sector Duties in the Equality Act 2010 set out below.

Advancing equality of opportunity between people who belong to protected groups

Eliminating unlawful discrimination, harassment and victimisation

Fostering good relations between people who belong to protected characteristic groups

Important note: If the proposed change adversely impacts the Council's ability to meet any of the Public Sector Duties set out above, mitigating actions must be outlined in the Action Plan in section 5 below.

5. Action Plan to mitigate negative impacts of proposed change

Important note: Describe what alternatives have been considered and/or what actions will be taken to remove or minimise any potential negative impact identified in Table 1. Attach evidence or provide link to appropriate data, reports, etc:

Table 4 – Action Plan to mitigate negative impacts

Complete this table to show any negative impacts identified for service users and/or staff from protected groups, and planned actions mitigate them.				
Protected characteristic	Negative impact	Mitigating action(s)	Action owner	Date for completion
Disability	There was less than 5 pupils at St Andrew's with a disability / Education and Health Care Plan.	For these pupils, an individual and tailored approach was used to help with the transition to another school. School transport support provided. An alternative place will be identified that meets their needs	Alison Farmer	July 2018
Race				

Equality Analysis

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Sex (gender)				
Gender reassignment				
Sexual orientation				
Age	The closure may affect siblings of pupils attending St Andrew's if they intended to attend the same school.	School Admissions would ensure that appropriate provisions are in place for any displaced pupils. They would ensure that parental preference and family circumstances such as siblings are considered when offering school places to minimise the impact on families where possible.	Niora Amani Melanie Arscott	July 2018
Religion or belief	A decrease in the number of faith school provision for families seeking such places. Pupils may have to travel further to school and attend a non-faith school. However pupils of secondary school age tend to travel further to school.	School Admissions would ensure that appropriate provisions are in place for any displaced pupils. They would ensure that parental preference and family circumstances such as siblings are considered when offering school places to minimise the impact on families where possible.	Niora Amani Melanie Arscott	July 2018
Pregnancy or maternity				
Marriage/civil partnership				

6. Decision on the proposed change

Based on the information outlined in this Equality Analysis enter X in column 3 (Conclusion) alongside the relevant statement to show your conclusion.		
Decision	Definition	Conclusion - Mark 'X' below

Equality Analysis

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No major change	Our analysis demonstrates that the policy is robust. The evidence shows no potential for discrimination and we have taken all opportunities to advance equality and foster good relations, subject to continuing monitoring and review. If you reach this conclusion, state your reasons and briefly outline the evidence used to support your decision.	X Equality and diversity monitoring done during consultation. Statutory framework supports the allocation of school places.
Adjust the proposed change	We will take steps to lessen the impact of the proposed change should it adversely impact the Council’s ability to meet any of the Public Sector Duties set out under section 4 above, remove barriers or better promote equality. We are going to take action to ensure these opportunities are realised. If you reach this conclusion, you must outline the actions you will take in Action Plan in section 5 of the Equality Analysis form	
Continue the proposed change	We will adopt or continue with the change, despite potential for adverse impact or opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the change. However, we are not planning to implement them as we are satisfied that our project will not lead to unlawful discrimination and there are justifiable reasons to continue as planned. If you reach this conclusion, you should clearly set out the justifications for doing this and it must be in line with the duty to have due regard and how you reached this decision.	
Stop or amend the proposed change	Our change would have adverse effects on one or more protected groups that are not justified and cannot be mitigated. Our proposed change must be stopped or amended.	
Will this decision be considered at a scheduled meeting? e.g. Contracts and Commissioning Board (CCB) / Cabinet		Meeting title: Cabinet Date:19 September 2019

7. Sign-Off

Officers that must approve this decision		
Equalities Lead	Name: Yvonne Okiyo Position: Equalities Manager	Date: 19.08.19
Director	Name: Position:	Date:

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REPORT TO:	CHILDREN AND YOUNG PEOPLE SCRUTINY SUB- COMMITTEE 17 SEPTEMBER 2019
SUBJECT:	WORK PROGRAMME 2019-20
LEAD OFFICER:	Simon Trevaskis, Senior Democratic Service and Governance Officer- Scrutiny
CABINET MEMBER:	Not applicable

ORIGIN OF ITEM:	The Work Programme is scheduled for consideration at every ordinary meeting of the Children and Young People Scrutiny Sub - Committee.
BRIEF FOR THE COMMITTEE:	To consider any additions, amendments or changes to the agreed work programme for the Committee in 2019/20.

1. EXECUTIVE SUMMARY

- 1.1 This agenda item details the Committee's work programme for the 2019/20 municipal year.
- 1.2 The Sub-Committee has the opportunity to discuss any amendments or additions that it wishes to make to the work programme.

2. WORK PROGRAMME

2.1 The work programme

The proposed work programme is attached at **Appendix 1**.

Members are asked to note that the lines of enquiry for some items have yet to be confirmed and that there are opportunities to add further items to the work programme.

2.2 Additional Scrutiny Topics

Members of the Sub-Committee are invited to suggest any other items that they consider appropriate for the Work Programme. However, due to the time limitations at Committee meetings, it is suggested that no proposed agenda contain more than two items of substantive business in order to allow effective scrutiny of items already listed.

2.3 Participation in Scrutiny

Members of the Sub-Committee are also requested to give consideration to any persons that it wishes to attend future meetings to assist in the

consideration of agenda items. This may include Cabinet Members, Council or other public agency officers or representatives of relevant communities.

3 RECOMMENDATIONS

- 3.1 The Sub-Committee is recommended to agree the Scrutiny Work Programme 2019/20 with any agreed amendments.
- 3.2 The Sub-Committee is recommended to agree that topic reports be produced for relevant substantive agenda items in the future.

CONTACT OFFICER: Stephanie Davis
Democratic Services and Governance
Officer- Scrutiny
020 8726 6000 x 84384

BACKGROUND DOCUMENTS: None

APPENDIX 1

Work Programme 2019/20 for the Children and Young People Scrutiny Sub-Committee.

Children & Young People Sub-Committee Work Programme 2019/2020.

Meeting Date	Item
18 June 2019	<ol style="list-style-type: none"> 1. Children's Improvement Plan Update <ul style="list-style-type: none"> - To include missing children & CIN 2. Locality Model for Service Delivery 3. Dedicated School Grant Recovery Plan
17 September 2019	<ol style="list-style-type: none"> 1. Children's Improvement Plan Update <ul style="list-style-type: none"> - To include SPOC and assessment 2. Croydon Safeguarding Children's Board Annual Report 3. Estates Valuation Report
5 November 2019	<ol style="list-style-type: none"> 1. Children's Improvement Plan Update <ul style="list-style-type: none"> - To include post CIB monitoring requirements 2. School Exclusions Task & Finish Group Final Report 3. Safeguarding Themes: Neglect, Vulnerable Adults, children with disabilities 4. Effective Data Sharing by Safeguarding Partners 5. CALAT 6. Complaints Q1 Report
21 January 2020	<ol style="list-style-type: none"> 1. Children's Improvement Plan Update <ul style="list-style-type: none"> - To include Post OFSTED Improvement Plan 2. Question Time: Cabinet Member for Children, Young People & Learning 3. Education Budget 4. Education Standards report
3 March 2020	<ol style="list-style-type: none"> 1. Children's Improvement Plan Update <ul style="list-style-type: none"> - To include Post OFSTED theme 2. Recovery Plan for High Needs Block 3. Workforce and Financial Sustainability – Long Term
14 April 2020	<ol style="list-style-type: none"> 1. Children's Improvement Plan Update <ul style="list-style-type: none"> - To include Post OFSTED theme

Other items to be considered for scheduling the work programme.

1. Transitions Policy
2. Adoption and Fostering
3. Corporate Parenting- New Governance, S20
4. Youth Services

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