



**CABINET
AGENDA**
for the meeting
on
7 February 2022 at
6.30 pm

To: Croydon Cabinet Members:

Councillor Hamida Ali, Leader of the Council
Councillor Stuart King, Deputy Leader (Statutory) and Cabinet Member for Croydon Renewal
Councillor Muhammad Ali, Cabinet Member for Sustainable Croydon
Councillor Janet Campbell, Cabinet Member for Families, Health & Social Care
Councillor Alisa Flemming, Cabinet Member for Children, Young People & Learning
Councillor Patricia Hay-Justice, Cabinet Member for Homes
Councillor Oliver Lewis, Cabinet Member for Culture & Regeneration
Councillor Manju Shahul-Hameed, Cabinet Member for Communities, Safety and Business Recovery
Councillor Callton Young OBE, Cabinet Member for Resources & Financial Governance

Invited participants: All other Members of the Council

A meeting of the **CABINET** which you are hereby summoned to attend, will be held on **Monday, 7 February 2022** at **6.30 pm** in **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**

Katherine Kerswell
London Borough of Croydon
Bernard Weatherill House
8 Mint Walk, Croydon CR0 1EA

Democratic Services
democratic.services@croydon.gov.uk
www.croydon.gov.uk/meetings
28 January 2022

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<https://webcasting.croydon.gov.uk/croydon/meetings/13407>

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If you require any assistance, please contact Darce Gocoul
darce.gocoul@croydon.gov.uk.

AGENDA – PART A

1. **Apologies for Absence**

2. **Disclosure of Interests**

Members and co-opted Members of the Council are reminded that, in accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, they are required to consider **in advance of each meeting** whether they have a disclosable pecuniary interest (DPI), an other registrable interest (ORI) or a non-registrable interest (NRI) in relation to any matter on the agenda. If advice is needed, Members should contact the Monitoring Officer **in good time before the meeting**.

If any Member or co-opted Member of the Council identifies a DPI or ORI which they have not already registered on the Council's register of interests or which requires updating, they should complete the disclosure form which can be obtained from Democratic Services at any time, copies of which will be available at the meeting for return to the Monitoring Officer.

Members and co-opted Members are required to disclose any DPIs and ORIs at the meeting.

- Where the matter relates to a DPI they may not participate in any discussion or vote on the matter and must not stay in the meeting unless granted a dispensation.
- Where the matter relates to an ORI they may not vote on the matter unless granted a dispensation.
- Where a Member or co-opted Member has an NRI which directly relates to their financial interest or wellbeing, or that of a relative or close associate, they must disclose the interest at the meeting, may not take part in any discussion or vote on the matter and must not stay in the meeting unless granted a dispensation. Where a matter affects the NRI of a Member or co-opted Member, section 9 of Appendix B of the Code of Conduct sets out the test which must be applied by the Member to decide whether disclosure is required.

The Chair will invite Members to make their disclosure orally at the commencement of Agenda item 3, to be recorded in the minutes.

3. **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.

- 4. Draft Croydon Carbon Neutral Action Plan**
Cabinet Member: Cabinet Member for Sustainable Croydon, Councillor Muhammad Ali
Officer: Interim Corporate Director Sustainable Communities, Regeneration & Economic Recovery Sarah Hayward
Key decision: Yes

(Report to follow)
- 5. Parks and Green Spaces Renewal Strategy 2022-25 and Events Policy and 2022 Calendar Update (Pages 7 - 78)**
Cabinet Member: Cabinet Member for Sustainable Croydon, Councillor Muhammad Ali
Officer: Interim Corporate Director Sustainable Communities, Regeneration & Economic Recovery, Sarah Hayward
Key decision: Yes
- 6. Croydon Safeguarding Children Partnership Annual Report 2020-21 (Pages 79 - 124)**
Cabinet Member: Cabinet Member for Children, Young People & Learning, Councillor Alisa Flemming
Officer: Interim Corporate Director Children, Young People & Education, Debbie Jones
Key decision: No
- 7. Adult Social Care and Health Strategy (Pages 125 - 148)**
Cabinet Member: Cabinet Member for Families, Health & Social Care, Councillor Janet Campbell
Officer: Corporate Director Adult Social Services, Annette McPartland
Key decision: Yes
- 8. HRA Rent Setting and Draft Budget 2022/23 (Pages 149 - 166)**
Cabinet Member: Cabinet Member for Homes, Patricia Hay-Justice
Officer: Interim Corporate Director of Housing, David Padfield
Key decision: Yes
- 9. London Councils Grants Scheme 2022 - 2026 (Pages 167 - 296)**
Cabinet Member: Cabinet Member for Communities, Safety and Resilience, Councillor Manju Shahul-Hameed
Officer: Interim Assistance Chief Executive, Elaine Jackson
Key decision: No

10. Stage 1: Recommendations arising from Scrutiny (Pages 297 - 334)

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

Officer: Interim Corporate Director of Resources (Section 151), Richard Ennis

Key decision: No

11. Stage 2: Response to Recommendations Arising From: Scrutiny & Overview Committee on 17 August 2021, Scrutiny Streets, Environment & Homes Sub-Committee on 16 March 2021 And Scrutiny Streets, Environment & Homes Sub-Committee on 13 July 2021 (Pages 335 - 346)

Cabinet Member: All Cabinet Members

Officer: Interim Monitoring Officer, John Jones

Key Decision: No

12. Exclusion of the Press and Public

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

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

PART B AGENDA

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For General Release

REPORT TO:	CABINET 7 February 2022
SUBJECT:	Parks and Green Spaces Renewal Strategy 2022-25 and Events Policy and 2022 Calendar Update
LEAD OFFICER:	Sarah Hayward – Corporate Director of Sustainable Communities, Regeneration & Economic Recovery. Steve Iles – Director of Sustainable Communities.
CABINET MEMBER:	Councillor Muhammad Ali – Sustainable Croydon
WARDS:	All
<p>COUNCIL PRIORITIES 2020-2024</p> <p>The proposed Parks and Green Spaces Renewal Strategy 2022-25 will be a first strategic document for Croydon’s green spaces since 2010 and its publication is deliberately aligned with the council’s renewal ambitions and the Croydon Climate Crisis Commission findings.</p> <p>Due to the impacts of the COVID-19 pandemic the awareness of the broad value of parks and green spaces across the globe has reached new levels. These spaces need to be prioritised for their long-term sustainability.</p> <p>Within Croydon, there are inequalities of provision of green space which impact residents across the borough in a number of ways. Most significantly, this correlates with data demonstrating higher levels of negative public health outcomes and deprivation. As part of this strategy, the council will focus on tackling these inequalities of access.</p> <p>The Parks and Green Spaces service team are completing a restructure process. This process is in part a response to the council’s necessity to live within its means, but also to create a service team structure which can deliver a streamlined service, within budgets, as set out in the strategy’s vision and priorities.</p> <p><u>Vision</u></p> <p>During the next three years the new parks and green spaces team will adapt to deliver and enable a core service that ensures Croydon’s green and blue spaces are clean, safe and biodiverse places for all residents to benefit from and enjoy.</p> <p>Council’s priorities</p>	
<p>FINANCIAL IMPACT</p> <p>The proposed strategy document has been written in the context of the council’s current financial situation and it deliberately does not present or propose any additional financial pressure to the council.</p> <p>However, the council’s longer-term strategic ambition is to develop a financially self-sufficient Parks and Green Spaces service through improving existing financial mechanisms and utilising new and innovative opportunities to generate revenue that can be invested in sustaining our green infrastructure. The strategy document is the start of this process.</p>	

FORWARD PLAN KEY DECISION REFERENCE NO.: 1122CAB

Key decision as the strategy is for parks and green spaces across all wards.

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

1. RECOMMENDATIONS

The Cabinet is recommended to

- 1.1 Note and approve adoption of the Draft Parks and Green Spaces Renewal Strategy 2022-25, Appendix 1.
- 1.2 Note the outcomes reached following the equalities analysis for the Draft Parks and Green Spaces Renewal Strategy, Appendix 2.
- 1.3 Note and approve adoption of updated Events Policy, Appendix 3.
- 1.4 Note a calendar of proposed large public events for 2022/23, Appendix 4.

2. EXECUTIVE SUMMARY

- 2.1 The purpose of this report to present for Cabinet approval and adoption, a proposed strategy identifying the vision and priorities for Croydon's parks and green spaces during the council's renewal period (2022-24/25). The creation of a current strategy will support the delivery of the prioritised core elements of a parks service within budget. The report also details some updates proposed to the Events Policy to ensure that it continues to remain appropriate for the delivery of safe, successful events which do not place a negative financial impact on the Council. Finally, the report provides some detail at Appendix 4 around large public events which are proposed for the upcoming year.
- 2.2 The adoption of the Parks and Green Spaces Renewal Strategy will not present any additional financial pressure on the council and, on the contrary, presents a starting position for the service team to work towards becoming a self-sufficient service. Through becoming more financially astute and agile, including commercialisation and innovation, the ambition is to enable greater reinvestment into these natural resources, for the long term benefit of people and nature.

3. A PARKS AND GREEN SPACES RENEWAL STRATEGY

The Croydon Context

- 3.1 As one of London's greenest boroughs, Croydon's 127 parks and green spaces are certainly one of its greatest treasures. A significant 22% of land in the borough is parks and greenspace, meaning Croydon is in the top 7 London boroughs for distribution of greenspaces in relation to total borough size.
- 3.2 The borough has a diversity of habitats, ranging from ancient woodland and chalk grassland to urban parks and blue spaces, which host locally and nationally important flora and fauna. This includes 75 Sites of Importance to

Nature Conservation, 5 Local Nature Reserves, 2 Sites of Special Scientific Interest and 1 National Nature Reserve. With this wealth of important natural resource, it is incumbent on the council to manage and protect these spaces for the benefit of people and for nature.

- 3.3 Our parks and green spaces are also incredibly important for recreational purposes and health benefits to our residents and visitors. Based on data within the council's natural capital account (2019), there is an estimated 5.5 million recreational visits to Croydon Council managed green spaces per year. This includes nearly 2.7 million 'active' visits which equated to an estimated £33.7m in welfare gains in 2018. For the health and wellbeing benefit of all our residents, it is vital that the council supports access to, and use of, these well-maintained spaces.

The Policy Context

- 3.4 In 2019 the London Green Spaces Commission Report identified that reduced funding for parks from central government has impacted local authority strategic planning ability and, at that time, more than half of London boroughs did not have a green infrastructure plan. The last Croydon Council parks and open spaces strategy finished in 2010.
- 3.5 The London Plan 2021 policies on Green Infrastructure are robust and provide important guidance on the need for green infrastructure strategies. They enable a planned, designed and managed approach which can deliver multiple and varied environmental, social and economic benefits. The Environment Act 2021, which makes provision in respect of Biodiversity Net Gain (BNG), will also be an important tool for authorities to respond to the Climate Emergency Crisis. Governed by planning, BNG will support investment into the natural environment through the development process.

The COVID-19 Pandemic and Croydon Parks

- 3.6 Since the start of the pandemic, there has been greater recognition of the importance of local green spaces and the value individuals place on the spaces. In London, nearly two thirds of residents think protecting and enhancing green spaces should be a higher priority after the lockdown. In Croydon, 86% of respondents to a survey the council conducted in Summer 2020 answered that they value their parks and green spaces more than before the pandemic. The survey was online for a month and had 2,333 responses.
- 3.7 Other response statistics from the survey were:
- Since the pandemic, 60% of respondents had explored new parks and green spaces
 - 85% of respondents were willing to support their local park
 - Overall, 88% of respondents were very or fairly satisfied with Croydon's parks and green spaces
- 3.8 The contextual information and statistics included above provide a clear need for a parks and green spaces strategy.

A New Parks and Green Spaces Service Team

- 3.9 In 2021 work began to formally unify the two functions that combine to create a parks service team – the grounds maintenance and parks development functions. These functions have worked collaboratively but were split across the Environment and Active Lifestyles services respectively.
- 3.10 In February 2019 the grounds maintenance function returned to be an ‘in-house’ team and the staff were incorporated into the Environment service structure. They will form part of the unifying and restructure proposal for the new Parks and Green Spaces Service team.
- 3.11 The Active Lifestyles service consisted of a parks function, a sports and leisure function and the Live Well service. The parks function – with a broad responsibility covering nature and conservation, facilities development and strategic direction – is to be unified with grounds maintenance team.
- 3.12 After significant staff resource reduction across both teams, this unification and a new core service strategy will provide the strongest platform for officers to best manage and develop Croydon’s green spaces for residents and for nature.

Key Strategy Components

- 3.13 Detailed information within the strategy is not be repeated in this report, though the vision, four key priorities and financial intent are stated below.
- 3.14 Vision: During the next three years the new parks and green spaces team will adapt to deliver and enable a core service that ensures Croydon’s green and blue spaces are clean, safe and biodiverse places for all residents to benefit from and enjoy.

 - Priority: Clean, safe and accessible green spaces for all
 - Priority: A collaborative service to empower & enrich our green & blue network
 - Priority: Support an environmentally sustainable Croydon
 - Priority: A service working towards financial self-sufficiency through commercialisation, innovation and partnership
- 3.15 The requirements for this strategy will not place further pressure on the council’s revenue budget, however the financial ambition set out in the strategy is a core focus that underpins delivery of the vision. The service will prioritise income generation and effective use of funding streams, as well as newer economic opportunities available through commercialisation, innovation and partnerships. The sustainable future of Croydon’s parks and green spaces will depend on progress towards becoming a self-sufficient service.
- 3.16 The strategy is an internally produced document using key knowledge and experience from a broad range of services within the council and targeted engagement with key stakeholders, including our Friends of Parks groups. This is reflected in the high-level scope of the strategy which will be complemented by a more in-depth delivery plan being produced in early 2022/23 and, at the end of the three-year renewal period, with the development of a scoped green infrastructure strategy.

- 3.17 The parks strategy works in synergy with the council's events policy, looking to maximise the use of council's green spaces for all. The Events policy requires some minor amendments after being successfully implemented following adoption by the Council in 2018. The events policy and a proposed calendar of events is included as appendices 3 and 4 to this report.
- 3.18 The current events policy was approved by Cabinet in 2018. Since this date the policy has been successfully implemented but certain amendments are required. The proposed changes are:
- 5(i) – minor amendment to the event categorisation sizing
 - 5(iv) – addition of a paragraph on the use of drones which also sign posts readers to the Civil Aviation Authority policy on drone use and applicable restrictions.
 - 10 – introduction of non-refundable events deposit to cover administrative costs associated with the application to hold an event.
 - 14 - Updating the applicable legislation to take account of changes and new legislation.
- 3.19 Reviews have taken place of the events processes in surrounding boroughs and engagement has taken place with a number of events organisers to ensure that the Events policy remains appropriate and is designed to deliver events which support and promote the use of public spaces safely. It is recommended that the above referenced changes are approved so that the events policy can work in line with the parks strategy, to ensure that events remain successful, safe and do not impose a negative impact on our residents and public spaces.

4. CONSULTATION

- 4.1 The purpose of the proposed document is to provide a newly restructured service team with the strategic outline for delivering a core service during the council's renewal period of 2021-24/25. For this reason, the strategy scope is until 2025 and it has been produced in-house with targeted external engagement. Under normal circumstances, a parks or green infrastructure strategy would involve commissioning a consultant to collaboratively deliver a strategy with 'ground-up' consultation, and one that would span up to 10 years. This strategy lays out the ambition to develop this scope of strategy towards the end of the council's renewal period.
- 4.2 After creating an initial draft of this strategy, it was shared with a key stakeholder group – the 45 'Friends of Park' groups that exist in the borough. It was shared on the 29th of October 2021 and the deadline for written feedback was the 21st of November. In addition, on the 4th of November all groups were invited to an online forum discussion with officers and the Cabinet Member, to discuss thoughts and recommendations. Contacts of the groups were encouraged to socialise the strategy with their members and the group committee members to attempt to collate as broad a response as possible.
- 4.3 A second key stakeholder group targeted was local councillors. A draft of the strategy was shared with local councillors via email on the 14th of December with a feedback response deadline for the 23rd of December. Member responses after this date were accepted.

4.4 Highlight outcomes of the target engagement activities are listed below:

- Questions regarding the new staff resource and structure; if there will be enough ecological expertise and collaborative engagement capacity, as well as how staff will engage with 'Friends of Park' groups.
- Concern regarding the collaborative service approach, potentially resulting in transferring grounds maintenance team responsibilities onto 'Friends of Park' groups and volunteers.
- Suggestion to include emphasis on green spaces for recreation as well as for nature and a greater focus on these spaces as important for public health.
- Suggestion to reference other green space landholders in the borough and collaborative working across these for access and for biodiversity.

5 PRE-DECISION SCRUTINY

5.1 The decision to write and present for Cabinet approval a Parks and Green Spaces Renewal Strategy has not been taken to a Scrutiny meeting, but will form part of the scrutiny engagement process going forward.

6 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

6.1 The proposed strategy document has been written in the context of the council's current financial challenge and thus it deliberately does not present or propose any additional revenue financial pressure to the council. This includes ensuring that the ongoing process to create the new Parks and Green Spaces service team is cost neutral.

6.2 The revenue budget information available below in Table 6.3 includes the agreed MTFs savings programme which is delivering £449k savings over the 2021/22 (£369k) and 2022/23 (£80k) financial years. There is also currently a Grounds Maintenance growth bid of £360k, for a seasonal worker allowance, which will form part of the overall budget approval process in March 2022.

6.3 On the council's capital programme there are existing funding allocations within the remit of the Parks and Green Spaces service team to the value of £2,609,000. This includes three schemes; Allotments (£309k), Grounds Maintenance Insourced Equipment (£1.2m) and Play Equipment (£1.1m). The strategy assumes this capital expenditure over the 2021/22 and 2022/23 years.

6.3 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3-year forecast		
	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000
Revenue Budget available				
Expenditure	3,720	3,640	3,640	3,640
Income	(748)	(748)	(748)	(748)
Effect of decision from report				
Expenditure				
Income				
Remaining budget	2,972	2,892	2,892	2,892
Capital Budget available				
Expenditure				
Effect of decision from report				
Expenditure				
Remaining budget				

6.4 As outlined above, there are no known additional financial implications as a result of delivering the proposed strategy.

6.5 There are no known financial risks as a result of approving the proposed strategy.

6.6 Due to the lack of financial implications of this strategy, there are no other financial options for Cabinet to consider.

6.7 The strategy and service will continue to be delivered within approved budgets.

(Approved: by Gerry Glover, Interim Head of Finance, Sustainable Communities, dated 21/01/22)

7. LEGAL CONSIDERATIONS

Parks and Green Spaces strategy:

7.1 The Head of Litigation and Corporate Law comments on behalf of the Interim Director of Law and Governance and Deputy Monitoring Officer that the Open Spaces Act 1906 provides a duty on any local authority which has an interest in open space or burial ground which has been acquired under or pursuant to the Act to hold and administer the open space or burial ground in trust to allow the enjoyment thereof by the public as an open space and for no other purpose. The authority is also under a duty to maintain and keep the open space or burial ground in a good and decent state. Section 164 of the Public Health Act 1875 also provides the Council with authority to acquire and maintain public

open spaces, “public walks and pleasure grounds” and to make byelaws which govern how these are accessed and used.

- 7.2 Byelaws which regulate conduct and activities within the Council’s parks and open spaces are variously made under provisions of Section 164 of the Public Health Act 1875, Section 15 of the Open Spaces Act 1906, and Sections 12 and 15 of the Open Spaces Act 1906 and Section 17 of the Green Belt (London and Home Counties) Act 1938. These have previously been approved by Full Council and are statutorily reserved as a function of Full Council. Therefore, any variation, amendment or alteration (including revocation) to the current parks byelaws would be required to undergo the statutory process including statutory consultation and would be required to be approved by Full Council.
- 7.5 Public spaces protection orders enforced under the Anti-social Behaviour, Crime and Policing Act 2014 in respect of dog fouling apply to all of the Council’s parks and green spaces and other dog control requirements including in relation to dogs on leads in certain parks or in certain parts of parks (for example near some water courses and ponds), number of dogs and proper control of dogs are similarly controlled by public spaces protection orders which the Council is responsible for enforcing.
- 7.6 There are numerous duties and functions which impact upon the proposed strategy for parks and green spaces and any implementation thereof – due to their volume, these are not addressed below. In seeking to implement the strategy and produce an implementation plan, specific legal advice will need to be obtained by the relevant officers to ensure that associated risks and implications are addressed, including ensuring that the relevant statutory processes are adhered to, before proposals are progressed.
- 7.7 The draft strategy sets out proposals to make use of Community Infrastructure Levy and section 106 monies in the delivery of outcomes in relation to parks and green spaces. The use of the income from the Community Infrastructure Levy can be used to fund a wide range of infrastructure, including transport, flood defences, schools, hospitals, and other health and social care facilities but the parameters of this are set out in section 216(2) of the Planning Act 2008, and regulation 59 of The Community Infrastructure Levy Regulations 2010, as amended by the 2012 and 2013 Regulations and decision makers authorising the use of funding from the Levy will need to ensure that any such use is in accordance with the statutory parameters. Similarly, the purpose of Section 106 contributions are specifically detailed within individual section 106 agreements and utilisation of section 106 contributions needs to be in accordance with the parameters of those legal agreements.
- 7.8 Section 111 of the Local Government Act 1972 provides powers for a local authority to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. However, in relation to proposals to generate income from parks and green spaces, attention is specifically drawn to the restrictions on what the Council may charge for in relation to discretionary services. Section 93 of the Local Government Act 2003 provides that the Council may charge for discretionary services provided that taking one financial year with another the

income from charges for discretionary services does not exceed the cost of provision. In other words, the Council may not make a profit from the delivery of these discretionary services and to the extent that the strategy relates to charging for services which the Council does not have a statutory duty to provide – in other words those which the Council may provide rather than must provide – this restriction applies unless there is a separate statutory charging regime within the governing legislation for that service or discretionary function.

Events Policy:

- 7.9 Implementation of the events strategy, as adopted or as proposed to be amended via recommendations in this report will potentially require additional legal advice regarding risks and implications. Legislative impacts could include in relation to the Licensing Act 2003, the Council's adopted bylaws, Health & Safety at Work Act 1974, The Management of Health & Safety at Work Regulations 1999, Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013, Town and Country Planning Act 1990 implications, Fire Regulatory Reform (Fire Safety) Order 2005, as amended, Firework Regulations 2004, Safety at Sports Grounds Act 1975, Food Safety and Hygiene (England) Regulations 2013, the Environmental Protection Act 1990 and the Environment Act 2021.

(Approved by: Sandra Herbert, Head of Litigation and Corporate Law on behalf of the Interim Director of Law and Governance & Deputy Monitoring Officer, dated 25/01/22)

8. HUMAN RESOURCES IMPACT

- 8.1 The strategy refers to the ongoing harmonisation and restructure process currently taking place, unifying the grounds maintenance and parks development functions to create the new Parks and Green Spaces service team. This process, including the proposal in which there are no post reductions across the existing teams, is being led by the Head of Environment and Neighbourhood Services.
- 8.2 There is no HR impact from this report in regards of the adoption of the strategy. There is a separate harmonisation process ongoing and this is being managed under the Council's relevant policies and procedures.

(Approved by: Jennifer Sankar, Head of HR, Housing Directorate and Sustainable Communities, Regeneration and Economic Recovery, for and on behalf of the Dean Shoemith, Chief People Officer, dated 20/01/22)

9. EQUALITIES IMPACT

- 9.1 An equalities analysis has been used to inform the proposed Parks and Green Spaces Renewal Strategy document as a whole. There will also likely be a requirement for further equalities assessments to be undertaken as part of the creation of the delivery plan to support this strategy document, as the plan will require more detail on the operational and service level impacts which could have positive and negative impacts on individuals or communities. A summary of the analysis findings is included below, and the full report in Appendix 2.

9.2 Equality analysis summary findings are:

- Inclusivity and Representation – Our ‘Friends of Park’ groups do not always demonstrate an accurate representation of the demographics of the local Croydon population. Strategic ambition is to improve engagement with underrepresented groups, with greater detail on how this will be achieved to be included in the delivery plan for the strategy.
- Accessibility – Green space infrastructure that is not developed and maintained well can be inaccessible to groups with mobility issues and carers and it is important that one of our priorities is to ensure accessibility for all.
- Religion – Service delivery needs to be mindful of different faiths and how green space management can cause variable impacts. Such as, Muslim people can be reluctant to share park space with dogs off the lead. How the council mitigates this matter needs to be picked up in greater detail in the delivery plan and through engagement and communications.

9.3 Following the equality analysis process, the outcome(s) reached are:

- The strategy outlines an ambition and new team structure which will improve the ability to engage with the broad population of Croydon to ensure development is inclusive and accessible.
- There are also more targeted outcomes related to maintaining existing toilet provision open and continuing work to enable access to other currently inaccessible toilet facilities, as well communications to improve dog control information and behaviours.

9.4 The proposal to increase participation of underrepresented groups in parks and green space in the borough supports the Council in delivering Section 149 of Equality Act 2010

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

9.5 The proposals to activate confidence and safety for characteristics who may hold a fear of crime, increases participation in parks and green spaces for everyone.

(Approved: by Denise McCausland, Equality Programme Manager, dated 25/01/22)

10. ENVIRONMENT AND CLIMATE CHANGE IMPACT

10.1 The proposed Parks and Green Spaces Renewal Strategy will be the first strategic document dedicated to outlining the council’s prioritisation of its nature and conservation ambitions, within the context of Croydon’s green spaces, in more than 10 years. The strategy makes evident the importance of sustaining these spaces to ensure effective delivery of ecosystem services – such as

carbon storage, flood alleviation, pollination and climate regulation and adaptation.

- 10.2 Croydon's green and blue infrastructure is also the focus of one of the three strategic priorities – for the benefit of flora, fauna and residents, and as part of the council response to building climate change resilience. Integral to this will be adopting a green grid approach which supports connectivity and expansion of green infrastructure across the borough in a sustainable way. The Biodiversity Net Gain requirements will support this green grid approach, as highlighted in key council policies including the Local Plan Review and the proposed Croydon Net Zero Carbon Action Plan (CNZCAP).
- 10.3 The Croydon Climate Crisis Commission report, also identified the strategic and ecological significance of parks and green spaces for their value in adapting to the heat island effect, reducing flood risk and encouraging active travel options with cycle routes through and with green infrastructure.
- 10.4 Specific commitments within the strategy that support positive environmental impacts and climate change mitigation include:
- The introduction of planned 'conservation cuts' across more green spaces
 - Ongoing support of volunteer conservation works with key partners delivering habitat and biodiversity improvements
 - A continuing programme of tree planting within parks and the public realm
 - Updating the borough Biodiversity Action Plan
 - Developing a robust green infrastructure strategy for implementation at the end of this parks and green spaces renewal strategy

11. CRIME AND DISORDER REDUCTION IMPACT

- 11.1 The proposed strategy does not include any direct actions or service changes which officers foresee will have a detrimental impact on crime and disorder reduction or prevention. There are no actions or service changes which directly support reduction of crime and disorder, but there are some potential positive impacts on prevention.
- 11.2 Parks are often perceived as a higher risk for crime and disorder, especially in hours of darkness. Responsibilities within the parks development function includes work streams which can mitigate probability of crime and disorder. This includes; quality parks development projects which design out crime, park and green space activation and community empowerment within park design and activation. Within the strategy document and the new service team structure is the focus to empower our community groups to be directly involved with parks development projects which can support crime and disorder prevention.

12. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 12.1 The recommendations made in this report are for the following reasons:
- As stated earlier in the report, Croydon Council has not had a strategic visioning document for the maintenance and development of its parks and green spaces for over 10 years. The environmental, social and economic value

of this green infrastructure is too significant to not have a strategy and plan in place to ensure their long-term sustainability.

- With the council's current financial challenge, a strategy to deliver a core service will mitigate against additional budget pressures and overspend and support initial work towards becoming a financially self-sufficient service.
- The current events policy was approved by Cabinet in 2018. Since this date the policy has been successfully implemented but certain amendments are recommended and these are detailed in section 3 above. It is recommended these three changes are approved to work in line with this parks strategy, to ensure that events remain successful, safe and do not impose a negative impact on our residents and public spaces.

13. OPTIONS CONSIDERED AND REJECTED

- 13.1 In this context, there are two options. Simply, whether the council has or does not have a strategy for the borough parks and green spaces. As above, a strategy has not existed for over 10 years and so continuing without one would be a case of business as usual. Given the new service team restructure and the reasons outlined in paragraph 12 and within the strategy document, it is considered fundamental that a strategy be implemented to ensure delivery of a core service which is equitable and sustainable in the long-term.

14. DATA PROTECTION IMPLICATIONS

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

NO

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

NO

There is not a requirement for the service team to process any personal data. As part of volunteering activities that take place within Croydon green spaces, this personal data is processed by external partners and community groups who are directly delivering these services, the personal data from which is not shared or processed by the council.

If in the future the council embarks on new service or project delivery that does process personal data, then a full DPIA will be completed as part of normal project management and service delivery practices.

The Director of Sustainable Communities comments that the subject of the report does not involve the processing of personal data.

CONTACT OFFICER:

Kelvin Shewry – Parks and Green Spaces Development Manager

APPENDICES TO THIS REPORT

1. Draft Parks and Green Spaces Renewal Strategy 2022-25
2. Equalities Analysis Form
3. Croydon Council Events Policy – January 2022
4. Proposed Events for Croydon Parks 2022

BACKGROUND PAPERS

Not applicable.

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CROYDON COUNCIL

PARKS AND GREEN SPACES RENEWAL STRATEGY 2022-2025





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ABBREVIATIONS AND Definitions

ALGG All London Green Grid

GLA Greater London Authority

LPR Local Plan Review

NCA Natural Capital Account

P&G Parks and Green & Blue Spaces

SUDS Sustainable Urban Drainage Systems

Parks and Green Spaces

For the purpose of this document, the parks and green spaces terms are used interchangeably and refer to the parks and green and blue spaces owned and managed by Croydon Council and which are publicly accessible.

Green Infrastructure

The network of parks and green spaces, trees and woodlands, rivers and wetlands, and new green features in the urban environment such as roadside verges, green roofs and walls.

Sites of Importance to Nature Conservation

Locally designated areas recognised as being of particular importance to wildlife and biodiversity.

Conservation Cut

A 'conservation cut' in Croydon green spaces is when the grass is cut and the arisings collected together, once or twice annually.

Biodiversity Net Gain

Biodiversity net gain is an approach to development, and/or land management, that aims to leave the natural environment in a measurably better state than it was beforehand.





FOREWORD FROM The cabinet member for sustainable Croydon

Since the start of the pandemic, there has been significant research into how individuals have used our local green spaces and the value they place on these spaces. In Croydon, 86% of survey respondents answered that they value their parks and green spaces more than before the pandemic.

Considering the borough's commitment to becoming carbon neutral by 2030, the role green spaces play in this transition cannot be ignored – therefore they must remain safeguarded and enhanced where possible.

The adoption of this strategy will present the opportunity for this service to become more financially sustainable, by enabling service delivery through collaboration, innovation and partnerships.

I also take this opportunity to recognise the commitment, devotion and effort of our volunteers, 'Friends of Parks' groups, funding bodies, delivery partners, residents and officers. I want to thank them for the significant contribution they make to the enhancement, management, maintenance and preservation of our parks and green spaces for the benefit of our communities and residents.

I hope you – the reader – will join the council in helping to achieve our goals for better parks and green spaces within the borough, and to ensure they can continue to flourish for both present and future generations.

MUHAMMAD ALI

Councillor, Broad Green

INTRODUCTION

The abundance of diverse parks and green spaces in Croydon is one of its greatest treasures. We know that many people enjoy and benefit from visiting parks on a daily basis, now more so than ever. As a result of the Covid-19 pandemic, more residents have discovered more of their local green spaces, creating a greater awareness of what makes Croydon one of London's greenest boroughs, as well as just how important these spaces are to everyone.

While many have become increasingly mindful of the benefits parks can provide, they have also been made more aware of the continuing financial challenge local authorities face to maintain and protect these spaces for the future. The council will need to be creative and efficient in how it develops the financial solutions which provide the best value for money. As part of this process, parks staff are considering how best to deliver a core service – within our means – which keeps parks clean, safe and accessible for all residents and visitors, as well as preserves local biodiversity.

There are two key, interdependent stepping stones to begin with: the first is the creation of a unified and streamlined parks and green spaces service, and the second is the development and launch of this strategy. This document sets out the vision and priorities for Croydon's parks and green spaces during the next three years. The strategy will be underpinned by a delivery plan to be published in 2022. The strategy provides an overarching structure for how the service will work together during this challenging period. Local residents will have a pivotal role to play in this process.

This is an ongoing role and some residents and groups have already fed into this strategy, and helped maintain our parks throughout the challenges presented by the Covid-19 pandemic. The council greatly appreciates those efforts and is thankful in advance for the ongoing support and enthusiasm towards making Croydon's parks and green spaces thrive.

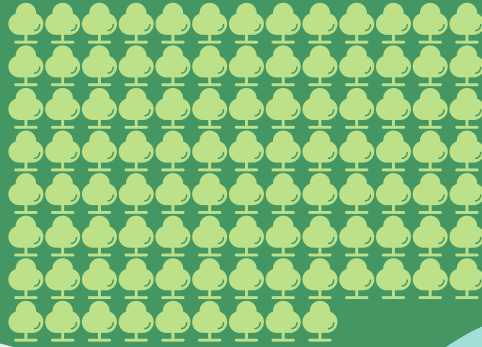


“Croydon’s green and blue spaces are clean, safe and biodiverse places for all residents to benefit from and enjoy.”

PARKS & GREEN SPACES At-a-Glance

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**PARKS AND
GREEN SPACES**



94

**Recreational
Areas**

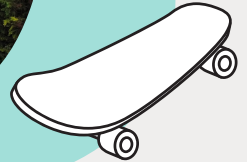


75

**Sites of Importance
for Nature
Conservation**



**5.5 Million
Annual
Recreational
Visits**



**Active local
community**



Croydon has active and passionate volunteers and community groups that do their bit.

**Street
Champions**

654

**Friends of
Parks & Green
Spaces
Groups**

45

**1 National
Nature
Reserve**



30

**GREEN SPACES
WITH LAKES AND
PONDS**



**5
Local
Nature
Reserves**

THE LONDON CONTEXT

London is one of the world's greenest cities and Croydon's lowland heath, ancient wood, chalk grassland, urban parks and blue spaces are an ecologically and socially important part of the capital. Understanding how the borough's parks and green spaces fit within the London landscape is important as Croydon is part of a larger green network.

**“...increase and improve green infrastructure in areas where Londoners, especially children, have the least amount of green space.”
London Environment Strategy, 2018**

The All London Green Grid (ALGG) provides a framework to understand and support this green network to flourish. The ALGG is being reviewed by the Greater London Authority (GLA), and it will remain a useful regional tool to guide the council's local strategic direction to align with and support key environmental policies such as the London Environment Strategy (2018) and the new London Plan (2021).

“London's network of green and open spaces, and green features in the built environment, should be protected and enhanced. Green infrastructure should be planned, designed and managed in an integrated way to achieve multiple benefits.” London Plan, 2021

The Croydon Local Plan (2018) is the council's strategic policy for planning and development in the borough, a way to enable development to deliver Croydon's Green Grid – the local network of connected and accessible green and blue spaces. Croydon's ongoing Local Plan Review will update the strategy and improve green grid guidance by focussing on: health and wellbeing, active travel, improving biodiversity and air quality, addressing the climate crisis, as well as inequality of access to green spaces and social isolation.

With new guidance, the council can create opportunities for community groups to better understand and access mechanisms and funds to improve parks and green spaces.

THE CROYDON CONTEXT



The council is confidently rising to the challenge of overcoming recent financial issues, and working to ensure a high quality of service is delivered at the best value for money. Croydon's renewal plans set out how the council will respond to this challenge by making sure that priority services are delivered effectively, sustainably and within our means.

Part of the process will focus on a small number of new priorities and ways of working during the period from 2021-24. This will be living within our means and focussing on tackling ingrained inequality – including addressing matters of inclusion and accessibility – and providing the best quality core services possible. It also means being financially prudent and transparent and honest about what the council can and cannot afford whilst involving residents in decision-making.

This renewal strategy document has been developed to align with organisational renewal plans, and sets out proposals to respond to the challenges in the context of – and provide strategic direction for – parks and green spaces. The longer term ambition is to review and re-set the strategic direction of how the council manages, protects and enhances green and blue infrastructure in the latter half of this three-year period, and in alignment with fundamental policy updates, including the Net Zero Carbon Action Plan and Local Plan Review, as well as The London Plan (2021), the Environment Act 2021, including Biodiversity Net Gain legislation requirements.

“There is a need to create and conserve habitats to ensure the borough is resilient to pressures like climate change and ensures a net gain in biodiversity in order to protect and improve Croydon's ecological health and resilience.”
Croydon Local Plan, 2018

GREEN CROYDON

SSSI Site of Special Scientific Interest
 LNR Local Nature Reserve



*With thanks to the Association of Croydon Conservation Societies for sharing the map

A NEW PARKS & GREEN SPACES SERVICE

During 2021 the council started progressing a long-standing ambition to unify the two primary ‘parks’ functions – grounds maintenance and parks development – into an integrated service; Parks and Green Spaces. These teams have always collaborated, along with other departments that operate within our green spaces, and this relationship will now be formalised. These teams have seen staff resource reductions since 2019, and this unification aims to create synergies which will help continue to deliver a quality core service.

The creation of this integrated service took place while simultaneously setting a strategic renewal strategy, intended to put in place the strongest platform for officers to best manage and develop Croydon’s green and blue spaces for the benefit of all who live, work and visit the borough and for the enhancement of the natural world.

A good quality parks and green spaces service is one delivered in partnership with residents, as well as for residents and for nature. The council knows that many individuals, groups and communities want to support staff in maintaining and improving green spaces, and the organisation is incredibly grateful for that interest, enthusiasm and support. The new structure is set out to best facilitate that support as well as provide the right ecological knowledge and experience where it’s needed within the borough.

Importantly, having a diverse range of residents involved in improving green spaces creates a collaborative approach to making these places more inclusive and accessible to a greater number of residents. Use of and access to green spaces is incredibly valuable for individual health and wellbeing, and the council strives to make these benefits as widely accessible for all our residents.



CASE STUDY:

Friends of Selsdon Wood

Since 2007, the Friends of Selsdon Wood (FSW) have been working to protect the popular green space that is so loved and appreciated by local residents and visitors alike.



200 acres

The woods are a large space, frequented by dog-walkers, bird watchers, joggers, children-at-play, and anyone seeking refuge from their regular day to appreciate the natural environment in South Croydon.

Friends of Selsdon Wood

The friends group supports the council in the preservation, care, and maintenance of the woods – which are owned by the National

Trust. The group undertakes projects such as the creation of a bird-feeding area, a butterfly garden, and the curation of many guided walks, which take advantage of new technology to help visitors have a great experience.

The group has nearly 200 members, with a buzzing Facebook community of over 1,000. By promoting activities such as litter-picking events, the group helps to engage the community in positive behaviours that keep Croydon's parks and green spaces clean and safe for everyone to enjoy.



"There's nothing to be lost from simply going for a wander"
- Heather, Chair of FSW, owner of Bella (above)

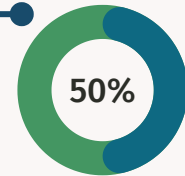
COVID-19, EQUALITIES AND ACCESS TO GREEN SPACE

The Covid-19 pandemic has highlighted the importance and value of parks and green spaces like never before, and the outcry to ensure they are protected for the future has been substantial. This is particularly apparent in urban settings, such as London, where inequalities in access to green spaces is prevalent and can compound broader inequalities of those most in need.



Improving access

50% of the borough's residential areas are located more than 400m from a 'local park'



There is significant contemporary research demonstrating the link between access to and use of green space and the health benefits to individuals. Similarly, lack of provision and/or quality provision of green space and recreational areas can play a part in increasing health inequalities of local populations. A link was identified between health inequalities of residents and the provision and quality of green spaces in Croydon's 2019 Natural Capital Account (NCA) report, using data from local health providers. This data will be an important part of how resources are prioritised and shape work being done towards tackling this inequality within the borough.

Since Covid-19 restrictions started...



Nearly two thirds of Londoners think protecting and enhancing green spaces should be a higher priority after the lockdown.

ACROSS ENGLAND

34%

Wish that their child could spend more time outside in nature to support their mental health

36%

Wish that their child could spend more time outside to support their physical health

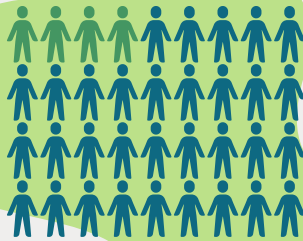
PARKS & GREEN SPACES

Survey Results

During late summer of 2020 the service conducted an online survey to capture views on the value and importance of Croydon's parks and green spaces during the Covid-19 pandemic. This was driven in part by the increased usage of these green spaces and due to the increasing awareness of how important these spaces are for people, as well as to more broadly help inform the future planning for parks during Covid-19 recovery. In just over one month, 2,333 responses were collected. The key findings are outlined below:

88% Satisfied

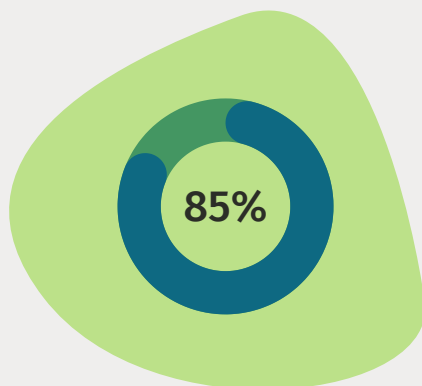
In just over one month, the council collected 2,333 responses to the survey. A large majority were 'very' or 'fairly' satisfied with our parks and green spaces.



86% value parks more since Covid-19

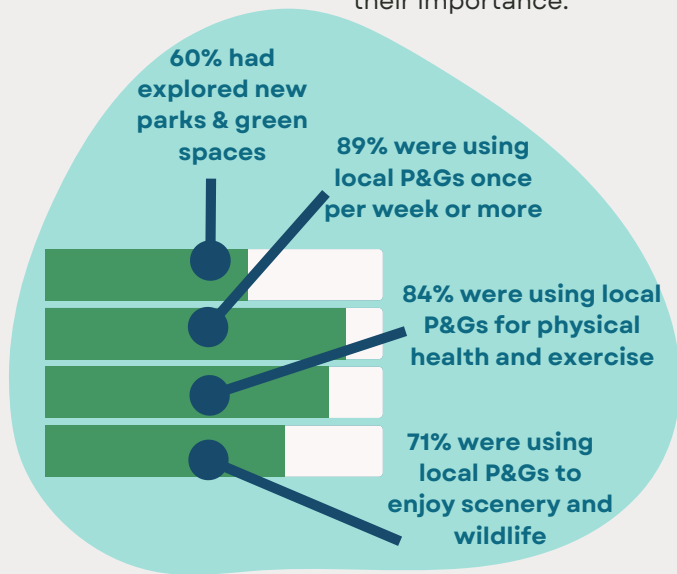
This was driven in part by the increased usage of green spaces and increased awareness of their importance.

Since the pandemic started...



Willing to support their local park or green space

There is a large, passionate majority that want to get involved and join the active volunteer network.



Barriers to using parks more often

Respondents also mentioned maintenance as a barrier (28%).

Anti-social behaviour	30%
Lack of facilities within the parks & green spaces	29%
No barriers	30%

Potential Improvements

Respondents discussed issues such as toilet upgrades, park cleansing, and refreshment facilities as options to make local parks and green spaces more enjoyable.



VISION AND PRIORITIES

Sustainable Croydon

Our green and blue spaces are an important part of our ambition to be a 'sustainable Croydon'. Quality green infrastructure for people and for nature can deliver for our economic, social and environmental targets set out in current and future strategies, policies and targets on climate action.



As one of London's greenest boroughs, there is a great opportunity to grow Croydon's green potential and reputation across London. The service will focus initially on getting the basics right and providing a good quality core service for people and for nature. Beyond this, the next steps are to ensure sustainable development of green infrastructure to achieve broader ambitions, such as climate crisis mitigation, social cohesion and a health and wellbeing approach for a growing population.

Understanding this ambition, two guiding sources have been used to create the current vision and set priorities.

The council's renewal plans set our prioritising of efforts and, secondly, the public input received from 2,300+ residents as part of a parks and green spaces survey in summer 2020.

A strategy was drafted with these two guiding sources, which were shared with key parks stakeholder groups – the 45 'Friends of Park' groups and their members from across the borough – to receive their thoughts and comments. A draft was also shared with all local councillors. All feedback was used to finalise this strategy.

VISION

During the next three years the new parks and green spaces team will adapt to deliver and enable a core service that ensures Croydon's green and blue spaces are clean, safe and biodiverse places for all residents to benefit from and enjoy.

PRIORITIES

CLEAN, SAFE AND ACCESSIBLE GREEN SPACES FOR ALL

Our parks are for everyone and for people to feel welcome in them we need to get the basics right. Through listening to residents we will make improvements for people and nature.

Our aim is for parks to serve as places for health and well-being, social integration and interaction with the natural world.

A COLLABORATIVE SERVICE TO ENRICH AND EMPOWER CROYDON'S GREEN AND BLUE NETWORK

With our newly unified parks team we will build on our connections with the community to create more, new ways for residents to take part in the management and development of our parks.

Our aim is for parks that reflect our thriving, diverse communities through activities that showcase why we are the London Borough of Culture.

SUPPORT AN ENVIRONMENTALLY SUSTAINABLE CROYDON

Our parks and green spaces are important places where we support biodiversity by protecting habitats and creating spaces for residents to connect with nature.

Our aim is for parks and green spaces that show our commitment to connecting the green grid and building climate change resilience.

A SERVICE WORKING TOWARDS FINANCIAL SUSTAINABILITY THROUGH COMMERCIALISATION, INNOVATION AND PARTNERSHIP

This financial priority is a core focus that will underpin the delivery of the overall vision and priorities during this period. Progress towards this ambition will then enable the expansion of a service team delivering for the sustainable future of Croydon's parks and green spaces.

CLEAN, SAFE AND ACCESSIBLE GREEN SPACES FOR ALL

Perhaps now more than ever, people are relying on parks and green spaces as places that are integral to their overall health and wellbeing. With increased usage of these spaces comes increased demand on related services, such as cleansing and infrastructure maintenance. The council will focus on doing the simple things well.

Creating parks and green spaces which benefit everyone will require input from communities of residents who haven't traditionally been involved in parks development. The council wants to change that and enable a more inclusive parks service.

Clean

- With the new P&G team structure, the cleansing team will be resourced to play their part in keeping parks clear of litter and continue installation of new bins where possible.
- The popular and fast-growing Street Champions volunteer litter-picking programme will continue, following its successful launch in 2014. The growing group of over 630 Street Champions and 'Friends of Parks' volunteers' litter-picking can continue to keep local green spaces clean, and encourage positive behaviour change.
- The popular Love Clean Streets app is under review, and a communications strategy is in development. The service will call on residents to get involved to help shape our campaigns to reduce littering and fly-tipping and to promote positive behaviour change.



CLEAN, SAFE AND ACCESSIBLE GREEN SPACES FOR ALL



Safe

- Parks assets, such as playgrounds and paths, vary in age and quality, so the council will continue to monitor and respond by repairing, replacing or removing items, starting with assets in most need.
- The service will encourage diverse use of parks, while also encouraging park users to be responsible and respectful of other users and neighbours to reduce antisocial behaviour. Parks and Community Safety service colleagues will continue working collaboratively with the community and local police to jointly understand and address these issues.

Accessible

- The Local Plan and NCA report identify and detail links between access to quality green space and health inequalities, such as adult obesity, within the borough. The service will focus on improving the quality and accessibility of green spaces in the areas of most need.
- Local green spaces need to be places where all diverse communities feel welcome. To achieve this the service will seek to include a broader range of groups in matters of green space development and activation, including events and recreation and sports provision.

CLEAN, SAFE AND ACCESSIBLE GREEN SPACES FOR ALL

ACTIONS

- 1** Review communication approach to co-create a call to residents to promote positive behaviour changes in 2022.
- 2** The Play Investment Programme will restart and see five new community-designed playgrounds in 2022.
- 3** Assess how the service engages with the public to better enable engagement with diverse communities.

CHALLENGES

Park Toilets

The council recognises the desire for more toilets in parks, however installing new facilities will not be possible at this time due to the up-front and ongoing cost implications. Instead, the service will aim to maintain existing facilities in good working order and seek to increase access to facilities through broader activation of existing pavilion facilities.



OPPORTUNITIES

Active Lifestyles

The council recognises that green infrastructure is also critical for the health and well-being of residents. The service aims to support opportunities for public health initiatives such as green social prescribing, active travel – including new cycling and walking routes – and to maintain and improve provision of sport facilities and recreational areas where financially feasible.

A COLLABORATIVE SERVICE TO ENRICH AND EMPOWER CROYDON'S GREEN & BLUE NETWORK

The council is reshaping the parks team to enable delivery of a more streamlined service for the health of local green spaces and residents. At the same time, consideration has been given as to how best to structure this team to empower local green-minded communities to improve the network of green spaces across the borough.

Key groups such as 'Friends of Parks', Street Champions, conservation volunteers, and more will be supported to not only continue all their great work, but to also creatively collaborate with the service to deliver more for green spaces, above and beyond our grounds maintenance duties. This means thinking about new partnerships and ways of working as well as improving existing successful partnerships with organisations including The Conservation Volunteers, Surrey County Council, City of London and the London Wildlife Trust.

Enrich

To help more people enjoy, respect and protect green spaces, more people must be able to connect with green spaces.

- Through enabling use of parks by community groups representing a broader range of residents, the service will encourage events and activities that will attract new residents, as well as be able to raise revenue to invest back into parks.
- Croydon has been named the 2023 London Borough of Culture and local green spaces can host cultural programming, from small scale to large scale events, demonstrating the borough's green communities, providing opportunities for social integration and generating income for parks.
- Making significant park improvements can take significant financial investment. Existing 'Friends of Parks' groups have successfully sourced funding for projects through bid-writing and crowdfunding and the service will focus building on those successes whilst also utilising internal funding sources such as S106 and Community Infrastructure Levy (CIL).

A COLLABORATIVE SERVICE TO ENRICH AND EMPOWER CROYDON'S GREEN & BLUE NETWORK

Empower

There is even more community interest to get involved in parks – around 1,700 of the survey respondents said they are willing to support their local green space – and the aim is to facilitate this to happen. How can communities contribute?

- Keeping parks clean and bio-diverse – it is something to be proud of.
- Join a ‘Friends of Park’ group, or mobilise the community to create one where it’s needed.
- Join the council’s partners to increase nature conservation volunteering across the borough.

PARTNERSHIPS

Croydon has a green network of partners – from empowered individuals and community groups to environmental charities and neighbouring councils – who are all playing their important parts in supporting green spaces to thrive. Through these partnerships, the council can achieve so much more, and thus it is crucial to continue to strengthen this network.



A COLLABORATIVE SERVICE TO ENRICH AND EMPOWER CROYDON'S GREEN & BLUE NETWORK

ACTIONS

- 4** Review 'Friends of Parks' processes in 2022 for how to make efficiencies and best support active residents.
- 5** Start the Sustainable Croydon Fund in the 2022/23 financial year – supporting projects and initiatives that promote environmental protection, green living and sustainable lifestyles.
- 6** Prepare for implementation of the new Biodiversity Net Gain requirements and develop park improvement projects.

CHALLENGES

Staff Resource and Community Power

While the newly reshaped parks team has seen a reduction in staff resource, the council has also aimed to create a structure that can better enable and empower existing 'Friends of Parks' groups and new groups from local communities. These changes will take time to settle, during which the service will be open about what is and isn't possible, as well as how communities can collaborate to overcome challenges.



OPPORTUNITIES

Green Space Activation

There are many benefits that come from community activation of green spaces. Simple yet critical cleansing jobs, nature conservation works, and park development proposals – there is much that can be done and the council needs committed individuals who can lead, manage and mobilise our residents.

SUPPORT AN ENVIRONMENTALLY SUSTAINABLE CROYDON

Croydon must support green and blue infrastructure for the benefit of local flora, fauna and residents, and as part of the response to building climate change resilience. This will take a holistic approach that goes beyond just focusing on traditional green spaces to include all trees, woodlands, water courses, allotments, and green in the public realm. Adopting a green grid approach set out in a future green infrastructure strategy will be a key step to becoming an environmentally sustainable Croydon.

Croydon has a long established heritage of supporting locally important habitats and biodiversity as well as working on a cross-borough, landscape level. The council is proud to work with many conservation groups and landholders in Croydon and national organisations including the Environment Agency and Natural England. This relies on committed and qualified staff to support communities and collaborate with partners, and the new service structure will ensure this tradition continues.

Grounds Maintenance

In 2021 the grounds maintenance team had to reduce grass-cutting frequency. Increases were made to the number of naturalised areas where 'conservation cuts' are prioritised. This type of cut, done once or twice a year, will help benefit local habitats for native pollinators such as bees and butterflies. The aim is to achieve a balance of cuts in green spaces which provide more pockets of healthier habitats and maintain areas for recreational use. Meanwhile, the council remains committed to maintaining countryside areas to support access to nature, such as in the South London Downs National Nature Reserve.



SUPPORT AN ENVIRONMENTALLY SUSTAINABLE CROYDON

Nature Conservation

It is crucial to continue to protect ‘Sites of Importance to Nature Conservation’, including achieving the right balance of public access. The council will encourage residents across the borough to ‘get their hands dirty’ and help nature thrive, both directly and through local partners. Those interested in supporting can email: biodiversity@croydon.gov.uk

Trees & Woodlands

The council’s trees and woodlands team champion and care for the tree canopy, including specimens within parts of the ancient Great North Wood, as well as important street trees providing valuable ecosystem services. The council will continue to deliver the five year street tree planting programme which commenced in 2018. In 2021, Croydon joined the Trees for Streets project which enables individuals to sponsor trees on streets and in green spaces.



Allotments & Food Growing

There are many benefits to having a productive landscape including reducing food miles, healthier lifestyles, boosting local economies and supporting nature. There is a large demand for allotments in Croydon and the service will do its best to make the best of every inch of existing growing space and explore opportunities for new urban farming and growing, such as community garden initiatives in parks to make food-growing more accessible.

SUPPORT AN ENVIRONMENTALLY SUSTAINABLE CROYDON

ACTIONS

- 7 Review and update the Biodiversity Action Plan by the end of 2023.**
- 8 Target to plant 3,500 street trees by 2023.**
- 9 Start the process of developing a full green and blue infrastructure strategy by 2024.**

CHALLENGES

Creating New Green Spaces

In densely populated urban areas like Croydon, creating new green spaces is a significant challenge. The initial focus is to ensure existing spaces are managed as well as they can be, including highway verges and housing land as well as traditional parks and green spaces.



OPPORTUNITIES

Climate Change & Ecological Crisis Priorities

The Croydon Climate Crisis Commission report, published in June 2021, identified priorities with interconnected themes for action, including 'greening our neighbourhoods' and 'getting people and businesses involved'. The council will coordinate efforts with the actions and resources being outlined in the delivery plan for the report (due in 2022), which addresses important interventions such as SUDS, air quality improvements, recycling and carbon efficiency improvements to grounds maintenance machinery and vehicles which will also enable greater biodiversity support.

A SERVICE WORKING TOWARD FINANCIAL SUSTAINABILITY THROUGH COMMERCIALISATION, INNOVATION & PARTNERSHIP

The Parks and Green Spaces service has played its part in delivering tangible savings for the council and by starting to live within our means. Moving forward, the service must continue to think creatively about the financial foundations of its offer.

During the next three years, the Parks and Green Spaces service will explore and implement measures which achieve value for money, increase income generation, and successfully and efficiently use both internal and external funding streams with local communities. The long term aim is to develop a financially sustainable service and to achieve this, begin with the following three focus areas:

Income Generation

- The sustainable future of parks and green spaces will depend on how well Croydon can generate income to become a self-sufficient service, and to reinvest back into the management and development of these spaces.
- There are established income streams, such as fees and charges for events, allotments, sports bookings and business rent income, and the service will continue ongoing reviews. Meanwhile, it will be important to explore new alternatives, such as corporate sponsorship, parking fees and charity funding models.

Alternative Funding Streams

- The use of internal and external funding streams will enable the service to invest in P&G whilst placing less pressure on the council's general funds. Officers will utilise S106 and Community Infrastructure Levy to enable capital works to be delivered with and by the community.
- The service will aim to leverage these funds – with additional drive and support from the community – to seek external funding streams, such as through the GLA, National Lottery Heritage Fund and opportunities from other organisations as and when they become available.

Value for Money

At the core of Croydon's new ways of working is the need to provide value for money, and so the service will consider reductions in areas that are not meeting this expectation.

COMMUNICATIONS & ENGAGEMENT

The council's communications team will deliver messaging that encourages all people to enjoy local parks in a safe, responsible and sustainable way through targeted campaigns. The mission is to:

- Listen to and inform park users
- Involve and engage the community in decision-making
- Celebrate and appreciate our parks and green spaces through positive promotion of their benefits to the community and local activities
- Recognise the staff and volunteers who maintain, protect and enrich Croydon's parks and green spaces



This will be accomplished through:

- The council's social media channels
- 'Friends of Parks' bulletin
- Behaviour change campaigns (anti-littering/fly-tipping, safety, etc)

The council recognises the importance of keeping people up-to-date on local parks and green spaces. There is a dedicated network of residents online that would be interested in this information. Key Facebook groups such as 'Friends of Parks' and local residents' associations are valuable spaces to share content. The council will also continue to use print advertising for key messages, including banners and stickers in parks, and flyers in public spaces where necessary.



THE PATH AHEAD

Croydon is very fortunate to have such a wealth of parks and green spaces and the council must do its utmost to maintain, protect and enhance them for people and for nature. This strategy comes at an important time, one that aligns with significant local action already happening, including vital work in the form of the Net Zero Carbon Action Plan as well as the Local Plan Review. Also at a regional and national level with the new London Plan and the Biodiversity Net Gain requirements. Croydon must use all of this action to maintain momentum and positivity towards the long term sustainability of the borough's parks and green spaces.

During the next three years Croydon will adapt to delivering a core service with a new unified Parks and Green Spaces service team in place, one that will focus on keeping green spaces clean, safe, accessible and biodiverse. Following this strategy will be a delivery plan which will provide more detail on the actions to be taken to achieve the vision and priorities. The council won't be looking to do this alone though, and is calling on the ongoing effort of the borough's existing green network as well as the many residents who are ready to support their local parks.

As the end of the three year period approaches, planning will take place for a more holistic resetting of the strategy for green and blue infrastructure across the borough, and the council will again be calling for residents' valuable input into this process. In the meantime, the council will be working to achieve the priorities identified within this document and report back on them through the parks pages on the website.

Finally, a profound thank you to everyone – staff and volunteers alike – whose continued care, effort and enthusiasm for a green Croydon is greatly appreciated.



ACKNOWLEDGEMENTS



Thank you!

Our specific thanks for their thorough contributions to creating this strategy go to:

Friends of Selsdon Wood
Friends of Marlpit Lane Bowling Green
Friends of Purley Beeches
Friends of Littleheath Woods
Addiscombe and Shirley Park Residents' Association
Friends of Wettern Tree Garden
Friends of Norbury Park
Friends of Spring Park Wood
Friends of South Norwood Lake
The Conservation Volunteers

Friends of South Norwood Country Park
Friends of Haling Grove
Friends of Norbury Hall Park
Friends of South Croydon Recreation Ground
Friends of Grangewood Park
Friends of King's Wood
Friends of Park Hill Park
Friends of Grange Park OC
Association of Croydon Conservation Societies
Croydon Street Champions

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).

2. Proposed change

Directorate	Sustainable Communities
Title of proposed change	Adoption of the Parks and Green Spaces Renewal Strategy (2022-24)
Name of Officer carrying out Equality Analysis	Kelvin Shewry

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

This Equality Analysis (EA) is being carried out to support the creation and adoption of a Parks and Green Spaces Renewal Strategy. This is a strategic document setting out the three year vision (2022-24) and priorities for the Parks and Green Spaces service team.

Specifically the document sets out a high level proposal for how the council can best deliver a core service, within our means, keeping our parks clean, safe and accessible for all residents and visitors, as well as biodiverse for the natural world.

It references not only the strategic vision, but also how the service may change during the time period and how financial investment in these spaces may be possible. There is also a reference to a separate restructure process which is already underway.

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	<ul style="list-style-type: none"> With a large and growing youth population, we need to ensure that our parks are places that this group can access and feel welcome in. The strategy sets the action for significant improvements to playgrounds (for the very 		<ul style="list-style-type: none"> Parks Masterplans Consultation - 2016-17 P&G Survey – Summer 2020

	<p>young population) and this is to be supplemented through maintenance of other recreational assets. It will also be part of the new service remit to broaden how we engage with Croydon residents, including the youth population.</p> <ul style="list-style-type: none"> • There can be additional issues of mobility within the elder population and so responding to matters of accessibility, as outlined in the characteristic below, are a strategic priority. 		<ul style="list-style-type: none"> • P&G Strategy Engagement – Nov-Dec 2021
Disability	<ul style="list-style-type: none"> • There are popular green spaces with issues of accessibility and it's important that as part of the 'accessible' focus set out in our first strategy priority that we respond with relevant capital improvements in these locations. Also important is the need for future developments to address requirements for disability groups. 		<ul style="list-style-type: none"> • Parks Masterplans Consultation - 2016-17 • LBC Consultation – Autumn 2020 • P&G Survey – Summer 2020 • P&G Strategy Engagement – Nov-Dec 2021
Gender	<ul style="list-style-type: none"> • Perception of safety / fear – Research shows that women are more fearful in park spaces than men. Thus it's important to design and activate spaces in a way to promote confidence and safety. Our first strategy priority is 'clean, safe and accessible green spaces' and it is the service ambition to respond to issues of fear in these places. 		<ul style="list-style-type: none"> • Parks Masterplans Consultation - 2016-17 • P&G Survey – Summer 2020 • P&G Strategy Engagement – Nov-Dec 2021
Gender Identity	<ul style="list-style-type: none"> • Perception of safety / fear – As with the gender characteristic above, it may be that individuals who have proposed, started or completed a process to change sex are more fearful in green spaces. It's important to design and activate spaces in a way to promote confidence and safety. Our first strategy priority is 'clean, safe and accessible green spaces' and it is the service ambition to respond to issues of fear in these places. 		<ul style="list-style-type: none"> • Parks Masterplans Consultation - 2016-17
Marriage or Civil Partnership	Neutral Impact	Neutral Impact	
Religion or belief		<ul style="list-style-type: none"> • Many Muslim people can be reluctant to share park space with dogs off the lead. The 	<ul style="list-style-type: none"> • Parks Masterplans Consultation - 2016-17

		council is not proposing and changes to parks byelaws to strengthen dog control orders, however they do already restrict dog owners entering these spaces if they do not have effectual restraint of the dog such that is does not cause annoyance to other people in the park. Dogs are also strictly not allowed in playgrounds and gates and signage support this rule.	<ul style="list-style-type: none"> • P&G Survey – Summer 2020
Race	<ul style="list-style-type: none"> • National and local research shows that BAME populations tend to be under-represented as park users. Without input from all ethnicities, it is unlikely that parks development and management will be carried out in a representative way. (This is a historical issue with parks development nationally.) The second priority within this strategy is to create a ‘collaborative’ service, which does engage with the broader Croydon population to hear our diverse voices. This is supported with a new service team structure which is better resourced to achieve this ambition. 		<ul style="list-style-type: none"> • Parks Masterplans Consultation - 2016-17 • LBC Consultation – Autumn 2020 • P&G Survey – Summer 2020
Sexual Orientation	<ul style="list-style-type: none"> • National research shows that the LGBT community can also be more fearful in parks. As per the Gender group above, our first priority for safe and accessible green spaces will support design and activation of these spaces to reduce the issues of fear. 		<ul style="list-style-type: none"> • Parks Masterplans Consultation - 2016-17 • P&G Survey – Summer 2020 • P&G Strategy Engagement – Nov-Dec 2021
Pregnancy or Maternity		<ul style="list-style-type: none"> • Common in research is the desire for increased toilets and baby changing facilities. The council is unable to increase provision of these facilities due to the financial impacts, however the strategy outlines the aim to maintain existing facilities in order and expand dual use of facilities that have previously been inaccessible. 	<ul style="list-style-type: none"> • Parks Masterplans Consultation - 2016-17 • P&G Survey – Summer 2020 • P&G Strategy Engagement – Nov-Dec 2021

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

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

Column 1	Column 2	Column 3	Column 4
PROTECTED GROUP	LIKELIHOOD OF IMPACT SCORE	SEVERITY OF IMPACT SCORE	EQUALITY IMPACT SCORE
	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. 1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact	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. 1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact	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. Equality impact score = likelihood of impact score x severity of impact score.
Age	2	1	2
Disability	2	1	2
Gender	2	1	2
Gender identity	2	1	2
Marriage / Civil Partnership	1	1	1
Religion or belief	2	2	4
Race	2	1	2
Sexual Orientation	2	1	2
Pregnancy or Maternity	3	2	6

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
Religion or belief	No increased actions RE dog control in parks	Increased communications on 'dogs in parks' via LBC social media, on-site signage and through engagement with specific groups as part of service ambition to work more collaboratively and inclusively.	Parks & Green Space Development team	During 2022/23 and 2023/24 financial years.
Pregnancy or Maternity	No increased toilet facilities in parks	Council focus on maintaining open the existing facilities in parks. Also, officers will work on making existing facilities more widely accessible to groups through expanding use agreements (eg pavilions).	Parks & Green Space Development team	During 2022/23 and 2023/24 financial years.

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
No major change	<p>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.</p> <p>The adoption and implementation of this strategy will not create any service changes which will discriminate against protected groups. With that being said, our parks and green spaces are not fully inclusive and accessible places (as it the case across the country) and improvements can and will be made. This new strategy focuses on a small number of core priorities to support resolving matters such as under-representation in park user engagement as well as straight forward capital investment required to make physical improvements for the benefit of specific groups.</p>	X
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.	
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.	
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 (For approval to adopt the strategy.) Date: 7 February 2022

7. Sign-Off

Officers that must approve this decision		
Equalities Lead	Name: Denise McCausland Position: Equalities Manager	Date: 25 January 2022
Director	Name: Steve Iles Position: Director of Sustainable Communities	Date: 26 January 2022

Croydon Council Events Policy

January 2022

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1. Purpose and Background

Croydon Council is committed to enabling events within the borough and recognises that a diverse programme of varied and well-managed activities contributes to the promotion of a vibrant multi-cultural community.

This policy sets out the key principles by which Croydon Council, with its key partners including the Metropolitan Police Service, Transport for London, British Transport Police and other key stakeholders, approach the authorisation and management of events.

The principles are based on a range of requirements which arise from legislation, guidance and other Council policies. By setting these out clearly the council aims to make the process of applying to hold an event in Croydon fully consistent and transparent, leading to more successful and efficiently planned events.

This policy applies to all public events held in the borough that meet the definition below.

It sets out roles and responsibilities and acknowledges the significant time and effort that can be involved in facilitating them.

2. Benefits

A well-managed and appropriate events policy brings positive benefits to the borough, including:

- Helping to promote the area as a place of business, culture and community
- Playing a key part in Croydon's vision by drawing visitors to the borough
- Enhancing the image of the borough
- Increasing the number of events run within the borough
- Providing residents with an interesting, fun, and diverse range of things to do
- Enhancing Croydon's cultural offering and reputation as a diverse and thriving borough
- Developing a strong community by increasing and improving cross community relations
- Providing business opportunities both at and surrounding events
- Stimulating inward investment and regeneration

3. Objectives

The objectives of this policy are to:

- Ensure effective planning and management of events
- Ensure that pre-event consultation and planning takes place with event organisers and stakeholders
- Maximise the safety of event attendees and the event workforce and ensure that safety is placed as a priority in decision making
- Provide a framework for the event application process
- Minimise disruption to residents and businesses
- Ensure that events are accessible to all

- Promote the licensing objectives under the Licensing Act 2003
- Develop an events programme and encourage local and national groups to organise or participate in new or existing events
- Provide a fair, consistent and well-co-ordinated approach to how events are supported and facilitated by the Council

4. Definition of Events

An event is defined in this policy as:

‘A planned activity in a specific location for a limited period of time that members of the public can attend. The activity can take place either indoors or outdoors, on public land or on private property. The activity or occasion can reasonably be expected to cause a public gathering that is not part of the normal course of business at that location and time.’

5. Categorising Events

When applying the following information will be required in order to determine what safety measures may be required and what fees and charges apply.

- (i) The size of the event;

Size	Audience Capacity*	Required Documents	When to submit your Event Application
X-Small - Small	Up to 1000	Event Application Form, Public Liability Insurance, Risk Assessment and Event Management Plan.	Minimum of 12 weeks prior to your event.
Medium	1001 - 2500	Event Application Form, Public Liability Insurance, Risk Assessment and Event Management Plan.	Minimum of 16 weeks prior to your event.
Large	2501 - 4000	Event Application Form, Public Liability Insurance, Risk Assessment and Event Management Plan.	Minimum of 24 weeks prior to your event.
X-Large	4001 - 6000	Pre-consultation with SAG Partners. Event Application Form, Public Liability Insurance, Risk Assessment and Event Management Plan.	Minimum of 32 weeks prior to your event.
Major	6000+	Pre-consultation with SAG Partners. Event Application Form, Public Liability Insurance, Risk Assessment and Event Management Plan.	Minimum of 48 weeks prior to your event.

*Please note: the audience capacity is the maximum number of attendees expected at the event at any one time.

For event applications with expected attendees of 4,000 and over, applicants will need to arrange pre-consultation meetings with the core Safety Advisory Group members, (SAG), (details obtainable from events@croydon.gov.uk) prior to being reviewed by the SAG meeting, where a decision is made on whether the event can proceed. The SAG meets at least every two months, so this should be taken into account when submitting applications.*

(ii) Event type:

Commercial: Commercial events are those that are intended to make a profit, including product launches, corporate events, and other marketing and promotional activities. This also includes circuses, fairgrounds, and ticketed festivals.

Community: These are events organised by local not-for-profit, community or voluntary groups that directly benefit the residents of Croydon and do not provide significant advertising or other commercial benefit to a profit-making business or organisation.

Charity: Events organised by registered charities and are predominantly fund-raising or awareness-raising events for the benefit of the charity. A registered charity number should be provided.

Organised Fitness: These are sporting or physical activity events organised with or without a charge to those attending the activity. Generally where groups are offering training or organisation without a charge there will not be a booking fee but an application fee may still apply.

(iii) Other Considerations:

Location:

- Is the event taking place within a park, on a highway, or in a building?
- What is the purpose of the event? For example is it a family fun day, a concert or procession.
- What structures and activities will be included? For example is there a circus big top, funfair rides, a large stage or tent, an inflatable, or a fireworks display?

Audience:

- Who is expected to attend the event? For example is this predominantly a family event, or would the activities attract large groups of teenagers or young adults? Is it for local people or will there be transport issues resulting from people traveling some distance to attend?

(iv) Use of Drones:

- Drones are not to be used within a specified distance, normally 150m, of any congested area of a city, town or settlement and not within a specified distance, normally 50m, of any person, vessel, vehicle or structure not under the control of the aircraft operator.
- Businesses and residences in the vicinity are to be consulted/communicated with and advised that a drone is to be in use on a particular day and/or in a particular time frame.
- Drones must not be used over the highway as a full closure of the road or area to be used will usually need to be in place before the drone can be used.
- The Council has to be satisfied that conditions are being met before permission is granted.
- Refer to this link [Where you can fly drones | UK Civil Aviation Authority \(caa.co.uk\)](https://www.caa.co.uk/where-you-can-fly-drones)

(v) Aerial Releases:

Balloon releases and Sky Lanterns are prohibited.

6. The Application and Consultation process

The stages of the application process are:

- Pre-consultation (Pre-application discussion) *Please note this is mandatory for large events over 4000 attendees only.
- Application form submission and payment of the event application.
- Planning meetings and consultation with agencies (if required)
- Agreed by Safety Advisory Group Partners. (If required)
- Processing of the application and validation (including Event Confirmation).
- Non-refundable 20% deposit hire fee of the park or open space is to be paid. (Further details of fees below)
- Confirmation and Hire Agreement issued with final invoice.
- Evaluation and debrief.

The applications process will be managed online and all event application forms must be sent electronically to the Council at events@croydon.gov.uk .

All applications will be checked by the events team and once verified as complete applicants will be informed about whether the event will be subject to consultation.

Consultation will involve meetings (known as planning meetings) taking place with the necessary departments within the Council and external agencies to ensure all affected groups are made aware and prepared for the event.

This will be partly dependent on the size of event being planned. Small events will not be subject to full consultation as they will have virtually no impact on the venue

or the surrounding area. If a small event does require consultation this will generally only occur on the first occasion unless there are concerns raised once it has taken place.

Consultation on medium and large events will involve members of Croydon's Safety Advisory Group (SAG) and may involve stakeholders including Ward Councillors, Cabinet Members and Friends Groups depending on the impact the event is likely to have.

For all events over 6,000 expected audience, the Director of Sustainable Communities is to be notified at the initial application stage. The Director will make the decision on informing Cabinet Members and Councillors.

7. Safety Advisory Group

The remit of the Safety Advisory Group (SAG) is to advise on whether an event should proceed on safety and not any other grounds. The consent of the Council or 'landlord' may be withdrawn upon advice of the SAG on safety grounds only.

The core members of the SAG are the Croydon Council; Food and Safety, Events, Licensing, Highways and Parks teams. As well as external agencies including The Metropolitan Police, British Transport Police, London Fire Brigade, and London Ambulance Service.

Members of the SAG will expect to review an Event Safety Management Plan (ESMP) prior to the SAG Meeting. These are to be submitted 14 days before the scheduled SAG Meeting. An ESMP is required for all events, further documentation/ information may be requested dependant on the size of the event.

It is suggested that the ESMP will include, but is not limited to:

- Access/ Egress Plans for attendees
- Cancellation procedure including adverse weather conditions
- Child and vulnerable adult protection
- Complaints procedure
- Concessions and caterers
- Crowd Management Plan
- Drug Policy
- Emergency Control
- Emergency Contingency Plans (including Hostile Vehicle Mitigation)
- Entertainment details
- Environmental /Sustainability impact
- Equal Opportunity Statement
- Event Communication Plan (including named contacts and responsibilities)
- Fire Safety and Evacuation
- First Aid
- Food Safety
- Licensing requirements
- Lost children and property procedures
- Marketing

- Noise Management Plan
- Public Liability Insurance
- Resident and Business Liaison
- Risk Assessment/s
- Security and Stewarding Provision
- Site Plan/s
- Signage around the site
- Statement of intent
- Production and Event Timetable (including set up and break down)
- Ticketing Procedure (if ticketed)
- Transport Management (including parking and public transport)
- Volunteering Plan
- Waste Management Plan
- Welfare and Sanitary Provisions

The SAG will also co-ordinate any safety debrief meetings that take place post event. A debrief is required by Croydon Council for all large and major events. A debrief will also take place for small and medium events if there has been any safety concerns noted by the Council or any of the partners. Safety concerns must be notified to the Events Team in writing/email to trigger a debrief for small events.

The decision making structure for events is based on a Bronze, Silver and Gold model. Bronze is the officer level input where the technical knowledge lies. Bronze officers will attend planning and consultation meetings. Bronze level officers can give practical/technical advice that can be shared with organisers, departments and external agencies. Silver is the management level group and for most events would have responsibility for making decisions through the Safety Advisory Group (SAG). Gold would be at Director/Executive level and would take considerations and recommendations from the SAG where there are significant potential risks to safety and/or reputational and legal issues to be considered before an event can be agreed.

All issues will be discussed with the Event Organiser so that the safety risk can be resolved. It is recognised that cancellation of an event is the last resort but in cases where there is increased risk to public safety if the event proceeds, this recommendation will be passed to Director/ Executive level.

8. Confirmation and Promotion

Once consultation has taken place with the necessary agencies, documents have been reviewed and the Council is satisfied that all requirements have been met then this event will be subject to compliance with any pre-event conditions, payments (including deposits) and the requirement to obtain any licences etc.

Once the Event has been confirmed, it will be promoted through the following means:

- The confirmed Event will be included and displayed on the Council's Event calendar, which can be found on the Croydon Council Events Webpage at least 4 weeks prior to the event taking place. [Organising safe events | Croydon Council](#)

- Holding a stakeholder meeting with the event organiser in attendance for any large or major event at least 6 weeks prior to the event taking place.

9. Events not normally granted approval

Normally no more than one event will be approved to take place on the same day in any park or open space. (An exception may be when the events are complementary and are taking place alongside one another with the agreement of both organisers). If multiple applications are received, an alternative date or venue will be offered to one or both organisers. Event organisers may be required to move venue or date for other reasons.

Additionally the following will not be approved:

- Events that are deemed inappropriate, such as those that will have a detrimental effect on the 'normal use' of the area and those that fail to comply with the terms and conditions of hire.
- Events that promote any political campaigns or controversial issues which may be damaging to community relations, are illegal or offensive.
- Any event that does not provide adequate documentation or certifications and cannot demonstrate that it should progress to the next stage of the application process.
- Any events that cannot demonstrate to Croydon Council Safety Advisory Group that it can be delivered in a safe and robust manner.
- Any event that discriminates against race, religion, gender, sexual orientation or disability.
- Any event or activity that is prohibited by Council and parks bylaws.

There are restrictions on the use of animals at an event that will need to be discussed with the events team before approval can be given.

The Council reserves the right to refuse any application and also the right to impose additional conditions regarding a booking.

Any decision to refuse an event will be made at Director/Executive level.

10. Fees and Charges

There are various fees and charges payable by event organisers depending on the location and type of event. These can include, but are not limited to:

- The events application fee (This fee is non-refundable). The current fees are shown on our web page [Organising safe events | Croydon Council](#)
- A 20% Non-Refundable Hire Deposit is required to secure the venue. This fee is generally payable 3-6 months prior to the date of event. A deposit will be requested after SAG agreement has been received (when events type requires SAG) and for all events when the event confirmation letter is issued. The event confirmation is where the Council agrees that in principle the event can take place.

Note: Where an event date and location are requested by multiple applicants, the initial applicant will be required to pay the non-refundable deposit earlier to secure the booking. The initial applicant will be notified of additional interest. If the booking is not secured with the 20% payment, the date and venue will be offered to other interested parties. Again an early non refundable deposit will be required to secure the booking.

- Parks/open space Hire fee (dependent on the size and type of event) – payable on invoice before the event.
- Admin fee will be required for all highway events.
- Damage/Ground Retainer Deposit for highway/parks events.
- Road closure fees.
- Parking suspension fees.
- Licensing fees.
- Waste clearance charges.
- Late submission fee (for documentation received after the stated deadline).

The application fee must be paid upon submission of the Event Application, this fee is non-refundable. The Hire fee for the park or highway must be fully paid in accordance with the hire agreement deadline.

Please note that other agencies such as Transport for London (TFL) may also have charges for the use of their network or the diversion of buses. Any events held on the highway will be forwarded to TFL for their consideration.

Council costs must be covered at all times. Some events may meet the following criteria in which case the fees may be waived:

- Where an event is in partnership with the Council.
- Where an event delivers on Council Policy.
- Where the event is new event or being proposed by a starter company in its early days.

Fees will only be waived on a one-off basis. Each event will be considered on a case by case basis. The decision to waiver fees will remain at Director Level.

If an event organiser would like to be considered under this criteria an email should be sent to events@croydon.gov.uk .

11. Exemptions

It is recognised that due to the spontaneous nature of public events there may be occasions where an event cannot be foreseen or planned in advance but there is significant public interest. In these rare cases there may be deviations to this policy.

Exemptions to the application process and timelines stated above will only be considered for those events where it is shown that the Council could not have been notified in advance and if there is significant public interest in the proposed event going ahead.

Any decision will be made in line with the structure outlined in section 7 of this policy.

If notification of the event is given to the Council at short notice the event organisers must still provide the documents as outlined above to ensure that the safety of the public has been considered. These documents must be provided to the Council prior to the start of the event. In the case of 'short notice events' it is the responsibility of all partnership agencies to work together to achieve a safe outcome.

If an event organiser believes their gathering is not a public event and may be exempt from the timelines listed above (including all fees or charges), an email should be sent to events@croydon.gov.uk.

12. General Conditions

The following conditions will apply to all events:

Safety

Responsibility for safety rests with the event organiser but the Council and its partners have a duty to ensure that all relevant health & safety guidance is followed, including the preparation of a full risk assessment/s, event safety management plan (ESMP) and method statement/s. The first priority of all involved in managing events must be human safety. Every event should have a designated safety officer.

The role of the Event Organiser and their obligations

- Provide complete and accurate event documentation within the required timeframes and respond promptly to any queries raised by the Council or member of the Croydon SAG.
- Ensure that any information given on behalf of the organisation they represent is accurate and that they have the legal authority to enter agreements on behalf of that organisation or have the delegated legal authority.
- Ensure appropriate insurance and liability cover is in place.
- Permissions, licences and safety documentation must be sought well in advance, in accordance with the timetables set out in the more detailed guidelines that will be found on the Croydon Council events webpage.
- The event organiser should ensure the event is run according to the submitted plans.

**Not complying can jeopardise the event and may also effect any future events planned by the organiser. Non-compliance may also result in the event organiser being liable for prosecution.*

Environment and amenity

With the exception of closed and ticketed commercial events, organisers should minimise restriction of access to public spaces except on safety grounds.

Temporary, reversible decoration (e.g. banners, lights, and signage) may be justified in some circumstances. However, additions to the street may require planning permission or advertisement consent and advice should be sought before putting anything in place. Croydon Council must agree any works that affect the highway and

associated equipment, including additions to lamp columns in advance. The Council reserves the right to carry out any agreed work itself at the organiser's expense.

All advertising must have consent from the Council as this can undermine the character and image of the borough and may obscure essential information. Removal of all structures and materials relating to an event is to be achieved as quickly and as safely as possible.

Noise

Noise levels generated from an event need to be agreed in advance and kept at a agreed? reasonable level. The Council reserve the right to require the event organiser to appoint an independent acoustic consultant to be on site to provide continual monitoring of noise levels where there is cause for concern. Noise should not create an unreasonable impact on any business or residential premises in the vicinity of the event site. The organiser is expected to reduce sound levels on the day if conditions require it.

If the event has a Premises Licence under the Licensing Act 2003, then it must operate in accordance with any sound level limit or conditions attached to the Licence. A sound level limit may need to be set and/or continuous noise monitoring may need to be put in place, to ensure compliance with licence conditions and ensure that the event does not cause a public nuisance or statutory nuisance.

Events must also comply with The Control of Noise at Work Regulations 2005 for staff and contractors on site.

Parking

Additional parking requirements resulting from events must be planned, such as servicing, dropping off visitors by coaches, and space for taxis.

Suspensions of residential and paid-for visitor bays can be arranged for public events (or privately organised events which are open to the wider community or public), at a cost. This cost must be incurred by the event organiser. Special bay types (e.g. for disabled people, doctors and ambulances) are only suspended in exceptional circumstances. For large scale suspensions of bays used by residents, alternative parking for residents will need to be provided nearby, by the removal and temporary conversion of paid-for visitor parking bays. The conversion of these bays is chargeable.

Parking will not be suspended to create space for VIP arrivals or departures unless the circumstances are exceptional.

Traffic and highways management

Croydon Council is required to consider all traffic and highways management implications of events to fulfil its duty to keep the borough moving. A minimum period of 6 – 8 weeks is required to implement traffic management measures, such as temporary Traffic Management Orders (TMO) to close roads, advance warning signs

of events, diversion routes, and traffic controls which are subject to coordination with other works /events on the highway.

The barriers and signage for the event fall with the event organiser to employ an accredited /qualified Traffic Management company.

It is the responsibility of the event's organiser to liaise with the bus companies and emergency services regarding approval for their event.

Costs for any traffic management order must be incurred by the event organiser.

There are restrictions on the number of how many times roads can be closed in a calendar year so this will be considered as part of the application process and may mean that permission for the event is refused or that an alternative location is suggested.

Structures on the highway such as cranes and scaffolding require a highways licence which must be sought from the council in advance. Croydon Council must give permission for any change to the highway, such as removing street furniture to alter the character of a street, and would typically insist such works are carried out by its own contractor at the organiser's expense.

Residents, visitors and those engaged in business must be able to move reasonably freely through the borough, and public services should be able to operate without unreasonable disruption. Occupiers must be able to access their premises with minimum disruption. Access for emergency vehicles must be maintained with minimal impact on response times.

Licensable activities

The event organiser is responsible for ensuring that all required licences are obtained in sufficient time and all conditions specified in these licences are adhered to. The costs for any licence shall be incurred by the event organiser.

Such licences could include, but are not limited to:

- Street Trading Licence
- Special Treatment Licence
- Premises Licence
- Temporary Event Notice (TEN)

Event organisers are recommended to check to see if any permission(s) are required from:

- Performing Rights Society (PRS)
- Phonographic Performance Limited (PPL)

Events that include 'licensable activities', such as the sale of alcohol and regulated entertainment (such as live music), as applicable need to be covered by a Premises Licence. Small events can be covered by a Temporary Event Notice (TEN). The Council can request conditions to be attached to any licence, and these could address

any of the four licensing objectives; prevention of crime and disorder, public safety, prevention of public nuisance and protection of children from harm.

Croydon Council can grant licenses for 'regulated' entertainment' for certain areas of publicly accessible streets and open spaces, which means that these areas are treated as premises, or 'venues' for licensing purposes. Events in these areas will be expected to be run under the conditions of the Premises Licence or a Temporary Event Notice.

Food Safety

All food businesses (however big or small) at an event must provide evidence of food registration with the relevant local authority and food hygiene ratings for all temporary catering outlets.

Anyone starting a new food business must register with the Council at least 28 days before doing so. Businesses located in Croydon should have registered for free. A copy of the registration form is available on the Council's webpage www.croydon.gov.uk/business/foodsafety. On the basis of the activities carried out, certain food business are required to be approved rather than registered. Please check the Council's [approvals webpage](#) to find out more.

Waste and recycling

The event organiser must provide a waste management plan which is to be approved by the Council.

The waste management plan should show how the organiser will manage, recover and recycle or dispose of waste and street litter safely, and meet all environmental regulations and statutory requirements. Waste should be minimised and recycled as much as possible.

If the event organiser requires the services/hire of the Council's waste cleansing contractor during and after the event, there will be a fee for service.

Please note the Council has a strict 'No Drinking Glass' policy at events.

Public conveniences and welfare facilities

The event organiser is responsible for the welfare of the public, which includes provision of temporary toilets. An adequate number of toilets must be available for an event and any temporary toilets must not obstruct the highway. All facilities must meet health and safety requirements. For further guidance please visit the Council's website.

Sharing information

Communications and publicity about events must be coordinated with the Council and its partners. All events are expected to fully disclose any information relating to or impacting upon any aspect of the event, so the Council and its partners have no unexpected surprises that have not been assessed for risk and danger to the public.

Planning permissions and advertisement consent

All temporary uses within a building and temporary moveable structures placed within the curtilage of a building, will normally require planning permission. Temporary events on land not within the curtilage of a building and associated moveable structures, are allowed up to 28 days in any calendar year without the need for planning permission. This reduces to 14 days where events involve street trading and some other activities such as motor racing.

Advertisements (including sponsorship branding) visible from the highway normally require consent and advice should be sought from the events team before anything is put in place. This includes the display of sponsors' details on banners and directional signage. Any attachment or alteration to a listed building or listed structure will normally require listed building consent.

Parks and open spaces

There are a number of parks and open spaces that can be hired for events throughout the borough. Examples of events that may be held in Croydon parks include circuses, charity functions, festivals, fetes and fairgrounds. Please discuss any ideas or plans with the events team in advance of making an application as they will be able to provide advice on the most suitable venues and availability.

13.Cancellations

The Council reserves the right, at its sole discretion, to cancel any event booked on Council land due to poor weather, unsuitable ground conditions, non-receipt of the required paperwork or exceptional unforeseen circumstances. The event may also be cancelled due to a risk to public safety and a recommendation from SAG.

All cancellation decisions are made at Director/Executive level. In these circumstances the Council is not responsible for any costs that the organiser may already have incurred in preparing for the event.

In all cases in the circumstance of an event being cancelled by the organiser or by Croydon Council, the Application Fee is non-refundable.

In all cases where the event is postponed by the organiser or by Croydon Council to an alternative date the application fee would be transferred to the new event date so long as the event takes place within that financial year e.g. April 6 2021 – April 5 2022.

If the event organiser cancels the booking less than 4 weeks before the date of hire of the park or open space, there will be no refund on the hire charge.

Where an event is cancelled/postponed by the organiser due to circumstances beyond the event organiser's control, for example adverse weather conditions and natural disasters including force majeure and where the Council is provided with reasonable notice, the Council may offer an alternative date or venue for the event.

Additional service costs and any deposit will only be paid if the costs the Council has incurred are covered. The non-operating days would be taken into consideration in these circumstances. The Council will recover the full costs incurred, including any things they have to put in place to assist with cancelling the event.

14. Legislation

All events must conform to relevant legislation, these include but are not limited to:

- Health & Safety at Work Act 1974
- Health & Safety (First Aid) Regulations 1981
- Data Protection Act 2018
- Equality Act 2010
- The Management of Health & Safety at Work Regulations 1999
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013
- Food Hygiene (England) Regulations 2013
- Town and Country Planning Act 1947 and 1990
- Licensing Act 2003
- The Children's Act 1989
- Fire Regulatory Reform (Fire Safety) Order 2005
- Firework Regulations 2004
- Safety at Sports Ground Act 1975
- Private Security Industry Act 2001
- Environmental Protection Act 1990
- Noise Act 1996
- Croydon Council Byelaws
- Control of Substances Hazardous to Health Regulations 2002
- The Environment Act 2021

15. Equalities and Diversity

Croydon aspires to be a place noted for its safety, openness and community spirit where everyone who lives and works here has a strong sense of belonging. As a Council and in partnership with others we aim to address the needs and aspirations of local people to create a place of opportunity for all.

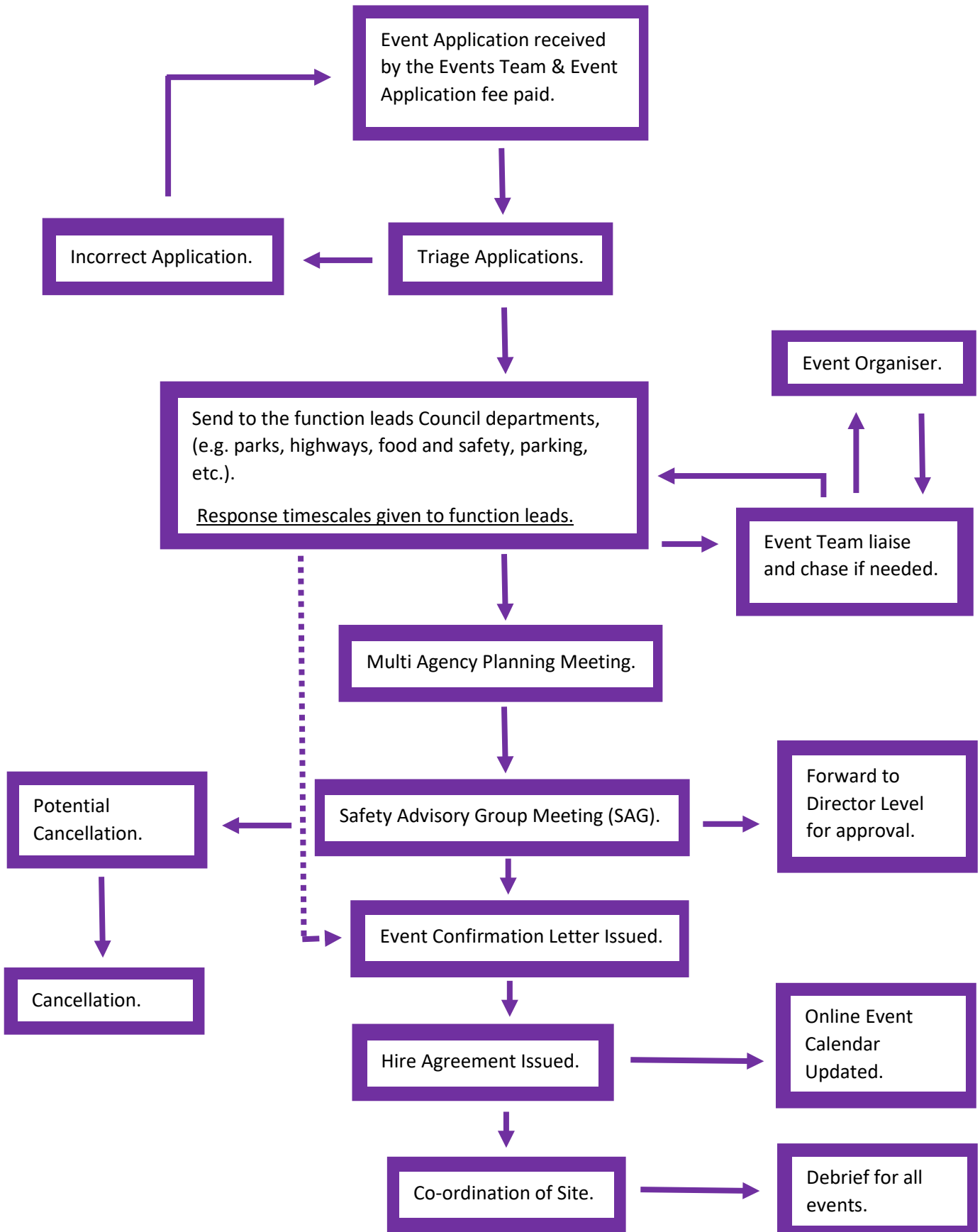
The application of this policy will have due regard to Section 149 of the Equalities Act 2010, which places a general duty on public authorities, who must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not;
- Foster good relations between people who share a protected characteristic and those who do not.

16.Review

Events are unique, therefore the challenges posed by each event are different. As events evolve and develop it will be necessary for the Events Policy to evolve and develop accordingly. All the partner agencies recognise the importance of outdoor events to Croydon and work together to provide a programme of safe and well managed events for the benefit of residents and visitors.

The Event Process



Dates	Event	Site
25/04 - 10/05/22	Fun Fair	Lloyd Park
09/05 - 23/05/22	Fun Fair	Rotary Field
23/05 - 07/06/22	Fun Fair	Ashburton Park
06/06 - 21/06/22	Fun Fair	Duppas Hill
10/06 - 13/06/22	New Addington Carnival	Milne Park
28/06 - 07/07/22	Matt's BBQ Music Fest	Purley Way Playing Fields
02/07/22	Old Coulsdon Annual Village Fair	Grange Park
03/07/22	Race for Life	Lloyd Park
09/07 - 10/07/2022	Purley Festival	Rotary Field
11/07 - 27/07/22	Fun Fair	Lloyd Park
12/07 - 03/09/22	Bummer Beach Festival	Ashburton Park
14/07 - 18/07/22	Croydon Pride & Mela	Wandle Park
31/07/22	London Road Carnival	London Road
04/08 - 08/08/22	Reggae Music & Food Festival	Norbury Park
08/08 - 24/08/22	Butterfly/Garage Nation Festival	Lloyd Park
01/09 - 06/09/22	Taste of the Carribean & Curly Festival	Norbury Park
17/10 - 01/11/22	Scare Fair	Lloyd Park

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INFORMAL CABINET & CABINET REPORT

REPORT TO:	CABINET 7th February 2022
SUBJECT:	<i>Croydon Safeguarding Children Partnership Annual Report 2020-21</i>
LEAD OFFICER:	Debbie Jones : Executive Director, Children, Families & Education
CABINET MEMBER:	Councillor Alisa Flemming Cabinet Member for Children, Young People and Learning
WARDS:	All
<p>COUNCIL PRIORITIES 2020-2024</p> <p>To safeguard children and promote their welfare in line with the Council's ambition for Independence of children and their families.</p> <p>Corporate Plan for Croydon 2018-2022</p>	
<p>FINANCIAL IMPACT</p> <p>There are no direct financial implications arising from this report.</p>	
<p>FORWARD PLAN KEY DECISION REFERENCE NO: Not a key decision</p>	

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

1. DRAFT RECOMMENDATIONS

The Cabinet is recommended to:

- 1.1 note the Croydon Safeguarding Children Partnership (CSCP) Annual Report for 2020-21 which sets out to:
 - a) summarise both single agency activity and partnership activity to safeguard and promote the welfare of children in Croydon
 - b) reflect on the challenges and responses to Covid-19 to support the safeguarding agenda
 - c) summarise the quality of safeguarding arrangements
 - d) evidence the effectiveness of the partnership to:
 - share learning from Safeguarding Practice Reviews
 - impact on outcomes for children
 - know what it hasn't achieved and how it will address this

2. EXECUTIVE SUMMARY

- 2.1 The CSCP Annual Report 2019/20 fulfils the statutory duty required of all LSCPs to publish an annual account of the work undertaken to safeguard and promote the welfare of local children.

3. STATUTORY ROLE OF THE LSCP AND INDEPENDENT CHAIR/SCRUTINEER

- 3.1 The statutory roles, objectives and functions of LSCPs are set out in Section 14 of the Children Act 2004, (as amended by the Children and Social Work Act 2017). The three safeguarding partners have a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of all children in a local area. The three safeguarding partners are:
- a) the local authority
 - b) a clinical commissioning group
 - c) the chief officer of police

Each partner is represented by their Deputy on the CSCP Executive which meets monthly, although met weekly from March to July 2020, during the Covid 19 pandemic lockdown period.

- 3.2 The three safeguarding partners have agreed on ways to
- co-ordinate their safeguarding services;
 - act as a strategic leadership group in supporting and engaging others;
 - and to implement local and national learning including from serious child safeguarding incidents
- 3.3 The purpose of these arrangements is to support and enable local organisations and agencies to work together in a system where:
- children are safeguarded and their welfare promoted
 - partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children
 - organisations and agencies challenge appropriately and hold one another to account effectively
 - there is early identification and analysis of new safeguarding issues and emerging threats
 - learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice
 - information is shared effectively to facilitate more accurate and timely decision making for children and families
- 3.4 The three safeguarding partners have continued to employ the independent chair as the CSCP Scrutineer to ensure that the scrutiny is objective, acts as a constructive critical friend and promotes reflection to drive continuous improvement.

4. PERFORMANCE OF THE CSCP

- 4.1 Throughout 2020/21 the role of the CSCP has been pivotal in terms of securing improvements in multi-agency working and promoting and embedding learning from serious case reviews. It has also provided continuity and consistency of safeguarding advice during Covid-19, including keeping each other agency fully apprised of what work was occurring or indeed at risk during this time.
- 4.2 The Annual Report also outlines progress and achievements in relation to the three CSCP priorities; Neglect, Vulnerable Adolescents and Children with Disabilities.
- 4.3 The report provides account of the work of each of the individual partner agencies in respect of safeguarding children, their success and the areas that require further attention.

5. CONSULTATION

- 5.1 Each agency was asked to self-assess its activity and outcomes during the period in question. Very few agencies responded using the template provided and further discussions took place on a one-to-one basis. These discussions were a positive opportunity for agencies to reflect on their processes and plans to safeguard children, both in what they do and how they evidence achieving it.
- 5.2 The work to prepare this report commenced in July 2021 and this process has highlighted that a more robust and informative response will be achieved by having a number of discussion sessions with agencies, which will start from January 2022 in order to compile the 2021/22 report.

6. PRE-DECISION SCRUTINY

- 6.1 The CSCP Annual Report was presented to Pre-Scrutiny Committee on 5th October 2021, the main points highlighted from the meeting were:-
- Comments were mostly focused on their being insufficient evidence to show the impact the CSCP activity had, to improve outcomes for children, particularly around neglect. (This was revised)
 - Further work is needed on this report to provide the necessary reassurance to Scrutiny that the partnership is working effectively to protect Croydon's children and that improvements are being identified and delivered. (Some amendments made, but we believe it does meet this brief)
 - Additional data around Antenatal and HV checks is requested, to show how Croydon performs against statistical neighbours. (Comparable data not available)
 - More Croydon focused evidence of Police activity (Revised following more information provided by the police)
 - There is an impression that the partners are not writing this together but that they all send in their contributions which is then edited. Do the partners have joint ownership? We suggest a joint statement by the three

leads that they are confident that children in the Borough are being properly safeguarded. (This was revised)

- The formatting was not uniform and therefore difficult to read/process in places. (Noted for future)

6.3 This report was presented to Informal Cabinet on the 11th January and Scrutiny on 18th February.

6.2 Dates are agreed to have more meaningful discussions with Scrutiny much earlier in the process for the 2021/22 Report.

7 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

7.1 There are no resource implications arising from this report, as this is a retrospective report. The CSCB operates within a budget to which partner agencies contribute.

Approved by: Philip Herd, Head of Finance CYPE on behalf of Richard Ennis, Corporate Director

8. LEGAL CONSIDERATIONS

8.1 The Interim Head of Social Care and Education Law comments on behalf of the Interim Director of Law and Governance.

8.2 Section 16E of the Children Act 2004 requires the safeguarding partners for a local authority area in England to work together to exercise their functions in relation to safeguarding and promoting the welfare of children in their area. The safeguarding partners include the local authority.

8.3 Section 16G of the Children Act 2004 requires the safeguarding partners to prepare and publish a report at least every 12 months on what the safeguarding partners and relevant agencies have done as a result of the children's safeguarding arrangements, and how effective the arrangements have been in practice.

8.4 There is also statutory guidance on the working of local safeguarding arrangements in Working Together to Safeguard Children (2018, updated 2019).

8.5 The matters set out in this report comply with the above legislation and guidance.

Approved by Petrena Sharpe, Interim Head of Social Care and Education Law on behalf of the Interim Director of Law and Governance & Deputy Monitoring Officer.

9. HUMAN RESOURCES IMPACT

9.1 Whilst there are no direct human resources implications arising from this report the information presented will help to shape and influence HR practice, policy

and procedures in relation to roles and responsibilities that are safeguarding children.

Approved by: Deborah Calliste on behalf of the Director of Human Resources

10. EQUALITIES IMPACT

- 10.1 The role of the CSCP is to safeguard all children and promote their welfare. The CSCP has played a leading role in challenging inequalities and in safeguarding protected groups. For example the three CSCP Priority Groups have championed the needs of
- children with disabilities,
 - vulnerable adolescents and
 - Children suffering neglect.
- 10.2 The vulnerable adolescent priority group has encouraged agencies across Croydon to identify and challenge disproportionality in particular in respect of BAME children. The [VAR Report](#) made recommendations that disproportionality relating to ethnicity, gender and deprivation requires attention and action. This has evidenced over-representation of male BAME children in many areas, such as school exclusion and criminal justice yet under-representation in receiving support. This is a core approach across the work of the CSCP and will be evidenced in the 2021/22 report.
- 10.3 The CSCP has recently provided Unconscious Bias Awareness training, funded by Crystal Palace Football Club. Hundreds have already completed the training and commitment given that every Croydon School staff team will complete this online course. The training outcomes will be evidenced in the 2021/22 report.
- 10.4 The Council has a statutory duty to comply with the provisions set out in the Sec 149 Equality Act 2010. The Council must therefore have due regard to:
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it
- 10.5 If a characteristic is found to experience an adverse impact, an action plan to mitigate this should be produced.

Approved by Denise McCausland, Equalities Programme Manager

11. ENVIRONMENT AND CLIMATE CHANGE IMPACT

- 11.1 Not applicable

12. CRIME AND DISORDER REDUCTION IMPACT

12.1 Not applicable

13. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

13.1 Cabinet is asked to note the CSCP Annual Report 2020/21

14. OPTIONS CONSIDERED AND REJECTED

Not applicable

15. DATA PROTECTION IMPLICATIONS

15.1 **WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

NO

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

NO

The Director of Early Help and Children's Social Care comments: There is no individual or confidential information contained within the report. Information has been provided in summary form from each of the relevant agencies.

Approved Debbie Jones, Interim Corporate Director CYPE.

CONTACT OFFICER:

*Donna Kingsley, Interim CSCP Manager
Mobile 07917 527 402*

APPENDICES TO THIS REPORT

Appendix 1 – CSCP Annual Report 2020/21

BACKGROUND PAPERS

None

Croydon Safeguarding Children Partnership Annual Report 2020-21



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CSCCP

CROYDON SAFEGUARDING
CHILDREN PARTNERSHIP

Working Together to safeguard & protect children & young people from harm



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Foreword – CSCP Executive

The Croydon Safeguarding Children Partnership has embedded its good working practices over the past year. It has been a difficult time for many of our young people and the Covid-19 pandemic has given us significant challenges as to how we deliver positive outcomes for our children and young people.

Each of our organisations have adapted to those challenges with enthusiasm and an eagerness to achieve quality outcomes through the use of new technologies and working practices. Some of which (like the use of mobile technology) will be maintained moving forward as they have enabled the voice of the child to be heard more clearly.

As a partnership we have maintained close contact so that we can adapt and learn from each other through the ever changing landscape of Covid-19. We have continued to work together to support families, professionals and our community to ensure that our young people have been protected and have the opportunity to thrive.

The quality of our Executive Partnership is evidenced by the fact that even though we have had a number of personnel changes, the shared ethos, commitment and tenacity of the various members has been a constant strength which has ensured both the ‘business as usual’ and the more adaptive response to Covid-19 has remained a quality offer which has impacted positively on outcomes for children.

Debbie Jones
Executive Director
for Children, Families
and Education,
Service, Croydon Council

Elaine Clancy
Chief Nurse,
NHS Croydon CCG & CHS

Fiona Martin
Detective Superintendent
Safeguarding,
Metropolitan Police

Message from the CSCP Independent Scrutineer

I was appointed as Independent Scrutineer in February 2020 and took over the role from my predecessor Di Smith. This Annual Report therefore, covers the period prior to my involvement and is an excellent reflection of the achievements of the partnership in Croydon, ably supported by Di, initially as a Chair for 3 years, then as the Independent Scrutineer during 2020/2021.

Croydon is a vibrant, diverse and complex borough. It is an exciting but challenging environment in which to work. The partnership is committed and strong, and the report reflects that. There are many references to the difficulties posed by Covid-19 and the added stresses that has placed on families and the professionals who work with them. As it says here, the response of the partnership was outstanding.

The report brings this work to life with some clear examples of how our interventions have improved children's experiences. It is also explicit about the demands and challenges of providing effective safeguarding responses.

I would like to pay tribute to the hard working staff in Croydon who's work is outlined in this report.

Eleanor Brazil, Independent Scrutineer

Covid-19: Good Practice across the Partnership

Co-ordinated and strategic work around vulnerable adolescents led by Violence Reduction Network

Completed well-being checks on named individuals who were identified through executive scrutiny

Supported trauma informed training roll-out

Set up mental health priority group to tackle rise in mental health concerns

A co-ordinated partnership approach to contact with families in response to county lines, missing children and food poverty issues

Ensured follow up on children not attending school

'The response of the partnership to Covid was outstanding. Whilst we continued to be concerned about the hidden harm to children not already known to services, the children and families who were in the system were 'seen' whether virtually or in many cases, still face to face'

Briefing tools to raise awareness of the impact of Covid-19 created



Covid-19 : New ways of working and activity

The CSCP recognises the need to improve the way some of this activity is communicated. This has commenced with audits being very focused, less time consuming and the activity seeking to evidence the “what difference does it make for Croydon Children”.

The new arrangements were being refined for much of the year. Like many LSCPs Covid-19 impacted on key areas of work, particularly audit activity. However during Covid the CSCP were very responsive to ensure the wider partnership had access to a frequently updated CSCP Covid Safeguarding Information pack.



Strong evidence of the voice of children, in how they have responded to intervention from partnership members and how their thoughts and experiences have shaped future service delivery continues to elude written reports provided by the CSCP. This will require not only specific focus, but some inspired and creative thinking to ensure this is meaningful.



Safeguarding Statistics 2020-2021

Safeguarding children is a partnership activity.

The Executive and its sub-groups regularly review statistics and performance data to inform the work that we do and the activities we prioritise. The numbers are important, as is the quality of the interventions with children and their families. The following slides provide data on activity in Croydon and some examples that demonstrate how we know we are making a difference.

Page 91
There are 95,309 children in Croydon aged 0-17. Only a very small number are children where there are very serious child protection concerns.

As at 31st March 2021, there were:

- *703 children cases open to early help*
- *2253 open referrals (excludes allocations to CwD)*
- *657 children on Child In Need plans (CIN)*
- *280 children on Child Protection Plans (CP)*
- *481 local Children Looked After (CLA)*
- *280 Unaccompanied Asylum Seeking Children (UASC)*



Safeguarding Statistics 2020-2021

Children with a Child Protection Plan - We are higher than average for CP plans which end between 6 months and a year or less

Total number of CP plans ended	153	100%	Statistical neighbour/England av.	Current CHaT data
Number of CP plans ended at under 3 months	21	13.5%	17.5%	13%
Number of CP plans ended at between 3 months and 6 months	22	14%	12%	11%
Number of CP plans ended between 6 months and a year	83	54%	42%	52%
Number of CP plans ended between a year and 2 years	26	17%	25%	18%
Number of CP plans ended over 2 years	1	0.5%	4%	5%

The importance of quality assurance: We reviewed the data and carried out a dip sample to ensure decision making and planning was appropriate. Of the 53 children who became subject of a CP plan for a second or subsequent time; 12 children the previous CP plan ceased over 5 years ago and 13 children's CP plan ended over 2 years ago. For the remaining 28 a review of the final RCPC was carried out. The majority of decisions to cease CP planning were viewed as appropriate and timely and were mainly unanimous. The focus is to ensure as much work as possible is undertaken with the family before an ICPC is considered and that we are creative about how we manage risk with the family and the professional network using the lowest level of intervention as is safely possible



SPOC - Single Point of Contact



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All new referrals for children and young people's emotional wellbeing and mental health became managed through the Croydon Single Point of Contact (SPOC). This allowed for decisions about the best services for children and families to be taken holistically by experienced practitioners in the SPOC and referrers will benefit from a single referral pathway.

Scrutiny of Referrals leading to NFA – in many forums from Exec to Dataset meetings, lead to a better understanding of thresholds, more clarity about step downs to Early Help and the knowledge that No Further Action wasn't the same as No Help Offered.

The SPOC Transformation Project commenced with virtual workshops across the partnership to hear about the new Thorpe Model : replacing written referrals with conversations with partner agencies and families.

“Written referrals are a real missed opportunity to have the right discussions with colleagues from other agencies to fully understand what they are worried about. The social workers will use our systemic practice framework to inform their conversations with referrers to ensure children, young people and their families receive the right services, at the right time.”

Unfortunately this has be delayed until the new telephone system is in place. (Financial Year 22-23)



Children with a Child Protection Plan

Actions & Impact

In order to safely reduce the numbers of children subject of a CP plan this we carried out a number of activities including:

- Work alongside SPOC and Croydon Supporting Children Service to ensure more thought was given to considering when a strategy discussion was needed, robust s47 enquiries were carried out before the ICPC and social workers were more confident in recommending a CiN plan where the risks could be safely managed this way.
- Increased oversight of the decision making for an ICPC – the SQA service manager or the senior child protection chair would review the S47 and where needed to hold a reflective case discussion with the relevant service manager, team manager and social worker to both review the threshold and to consider if the risk could safely be managed under a different framework.
- Learning and development with the CP chairs about managing risk and implementing ‘safe uncertainty’ therefore enabling more work being able to be carried out safely with the family under a CiN plan.
- Developing the scope and function of the monthly oversight by the SQA service manager. This included increasing the monthly file review of children subject of a CP plan from 12 months to 9 months to ensure earlier scrutiny and decision making regarding step up or step down.
- The multi-agency child protection panel also expanded its terms of reference to consider children subject of a CP plan over 9 months (was previously 12 months) and to include children subject of a CP plan for a second or subsequent time, children who had transferred-in subject to a CP plan and any child subject to a CP plan where it was felt it would be beneficial to be discussed with senior managers at a multi-agency panel.

As a result of this the number of children subject to a CP plan has reduced as has the average duration of a CP plan.



Children with a Child Protection Plan

The numbers of children subject of a CP plan in Croydon have significantly reduced from over 700 in March 2019 to 518 in March 2020. We were previously significantly higher per 10,000 children in comparison with our statistical neighbours and the national average and had a larger number of children subject of a CP plan over 18 months (73 per 10,000 children in 2018/19 and 53 per 10,000 in 2019/20). In March 2021 we were 36 per 10,000 which was more in line with our statistical neighbours and the national average.

Since January 2020 we have developed a new approach to how we hold child protection conferences and develop plans for young people at risk of significant harm where there are extra-familial safeguarding concerns. The conference follows the same structure as a traditional CPC but the core professionals invited may differ and the language used focuses on looking at the strengths and concerns in relation to peers, education, community and home and the focus is much more focused on how to manage/reduce the risk the young person faces outside of the home. There is also a greater focus on involving the young person in the process and ensuring the plan focuses on safety planning and developing resilience with the young person. The categories of abuse and neglect have also been amended to reflect contextual harm. Professionals have engaged well in this new process.





Children Looked After

Impact of COVID 19

An assessment of all children looked after was carried out and a rag rating given in March/April 2020 to ensure that the child and the carer's social workers maintained contact with the child and their carer during lockdown – door step visits, virtual visits, emails, WhatsApp etc.

Schools also ensured children looked after had access to technology so they could continue their education and continued to complete PEPs.

The CLA health team ensure that health assessments were completed albeit virtually during this period.

IROs quickly adapted to carry out virtual CLA reviews. This included having a virtual meeting or a series of discussions. Children and young people engaged with this and it also increased the level of participation by parents and the professional network.

Ensuring children and young people's wellbeing and safeguarding

Professionals working with children looked after and care leavers have contributed to the work of the Vulnerable Adolescents Priority Group and the Safeguarding Practice Review Group to ensure agencies work together to enable children in care to supported and safeguarded especially where there are contextual safeguarding and emotional wellbeing concerns

There has been a lot of work carried out to ensure that whenever possible young people are only placed in an unregulated placement in exceptional circumstances and this has been appropriately risk assessed and managed.



Children at risk & impact of crime



The DIT was established in response to the HMIC report 2016 which highlighted areas within Safeguarding requiring improvement. They provide an assurance function for both the Met and MOPAC by auditing child safeguarding cases to the standards set out by the HMIC.

The Police review the findings internally and are being encouraged to share the learning with the wider partnership, but this is still a work in progress.

The Police work to a different definition of Neglect however they are consistent members of working groups to tackle neglect and have complied with audit activity requests.

Police responsibility in relation to child abuse is underpinned by two key principles:

- Safeguarding is everyone's responsibility: for services to be effective each professional and organisation should play their part
- A child-centred approach: for services to be effective they should be based on a clear understanding of the needs and views of children

- 326 Child Neglect/Cruelty investigations in the year.
- Croydon is ranked 5th for volume of Serious Youth Violence offences across London (same as previous 12 months). However the crime rate per 1000 residents aged 1-19 is ranked 19th (down from 16th for the previous 12 months)
- Knife crime with injury continues to be a concern. Currently ranked 1st (up from 4th) for volume and 5th for crime rate per 1000 residents (up from 17th).
- There continues to be a number of initiatives and interventions involving a wide range of community partners working well together, but similarly to other London boroughs, struggling to have an impact on numbers. If teenage deaths continue at the current rate, this will be the worst year for young homicides in London since 2008
- Arrested Juveniles = 7 per week or 1 per day average across Croydon



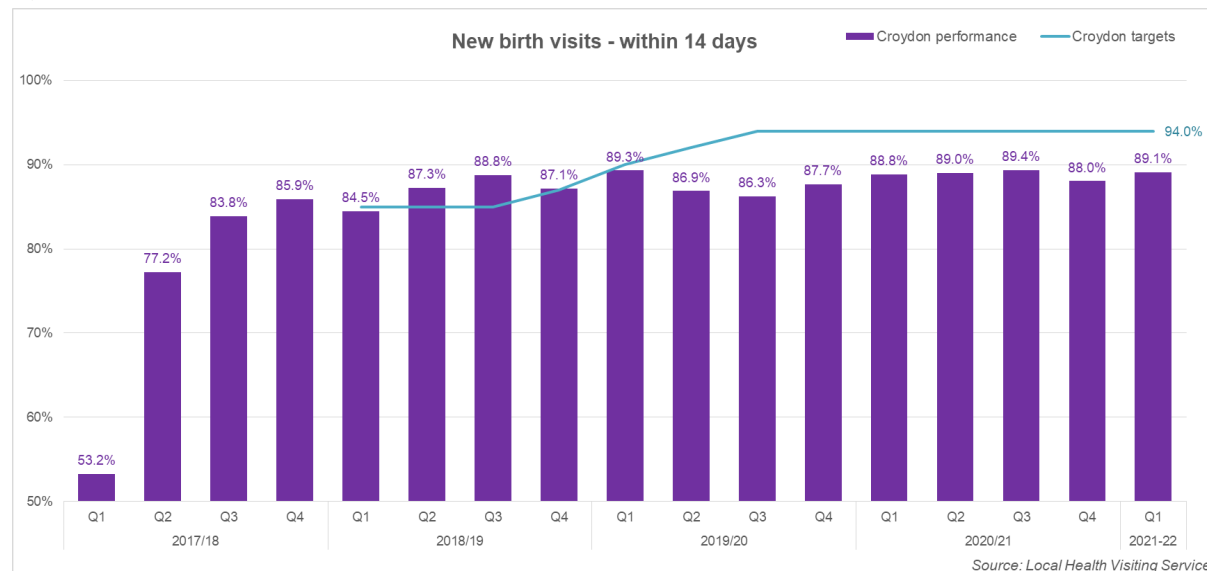
Antenatal / Health Visitor Services

Mandated New Birth, 6 week, 1 & 2 year checks continued to be scrutinised, including raising the poor performance to the Exec.

This enabled a much greater understanding of the context such as the historically low funding and excessive case loads. Performance is monitored additionally at Cabinet. A new contract award due in July 2021 will provide for a new framework to measure performance and raise awareness to the other partnership members so they can consider how they might best support the service when safeguarding needs are identified.

Covid-19 significantly impacted the Public Health Nursing Team. They were improving on performance, however half of the team was re-deployed to acute services from March-July 2020.. There was a national suspension of Health Visitor Mandated Checks (except New Birth/Safeguarding) and a blended model of face-to-face and virtual visits were introduced.

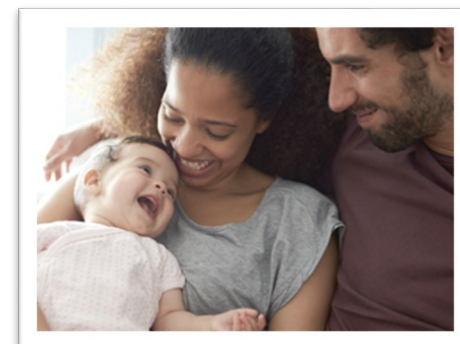
06



Source: Local Health Visiting Service

New Birth Visits have continued throughout COVID as a key safeguarding appointment.

NBVs Q1 2021/22 at 14 days is 89%
This increases to 95% by 30 days.





How do we know we make a positive difference?

Story Boards were introduced to demonstrate how to effect change for families and deliver outcomes. Here are some examples

What were the concerns?

Substance misuse by O using cannabis and other drugs i.e. ketamine.
Peer influences who also misuse drugs.
Aggression towards parents, erupting into arguments.
Dad left the discipline of O for mum to manage.
Concerns around O and his younger brother's relationship.
Conflict in the home with parents.
Parents were afraid of O and his behaviour was perceived as being unpredictable.
Concerns in relation to maternal grandmother and conflict when O could visit her home.
Risk of homelessness.
Concerns of impact on younger sibling
Diagnosis of ADHD
Excluded from school

Where were we?

Risk of homelessness
O continuing to use substances
Impact on O and his relationship with ADHD and what this meant for him.
How did O's parents experience O's diagnosis?
Police called to the home
Excluded from school.
Or had different views from his parents
O felt parents were acting over the top
Lack of understanding between O and his parents

What difference have we made?

- Family were still together and family had expressed a wish to remain together.
- O has said he will stay away from substances and focus on his exams.
- O had considered staying away from some events knowing that he would use substances if he went so evidences he had developed insight into his drug use.
- Developed an understanding on drug use and being able to separate O's behaviour from O as a person.
- Understanding the push/pull factors.
- Parents have informed of success using the strategy in regards to de-escalation and talking and had found this useful.
- Family were offered ongoing support once O turned 18 years.
- School attendance has improved.
- The family now feel empowered by the work of the professionals and have a better understanding of their son and their relationships.

What did we do?

- Multiagency approach -edge of care involved and social worker systemic therapist, school.
- Regular intervention up to 3 times a week by professionals-Attended rehab after conversations with the social worker -Sessions completed with O as an individual, then with parents and then with family as a whole. Consider the intention and emotional support.
- Management oversight and supervision in regards to relapse on O's drug taking and conflict in the home and managing frustrations and discussions around what next, plan evaluation, recognising strengths and small wins and understanding addiction.
- Sessions on de-escalation –encouraging and supporting conversations and narratives.
- Communicating with school for O to sit his exams.
- Joint sessions, encouraging to talk and then responding a safe environment
- Recognising strengths in relationships and encouraging to remember =good points.



How do we know we make a positive difference?

What were the concerns?

The family accessed the Family Solution Service after the London Ambulance Service was called by KW reporting that she had taken 16 tablets of paracetamol with an intent to end her life, the LAS referral raised concerns for the welfare of KW due to previous self-harm

PS also raised concern about KW 's relationship with her parents, reporting that it is difficult especially with her mother, which has led to her taking an overdose.

Parental conflict led to KW and sister feeling unloved and unwanted



Where were we?

KW shared with the Key Worker C that she was unhappy at home, which seemed to stem from her relationships with her parents and her experiences growing up

KW shared that her relationship with her mother is what led to her overdose

KW was very clear about her wishes which is that she no longer wants to live with her parents. KW said she does not trust her parents and does not want to build a relationship with them refusing any family therapy intervention



What difference have we made?

- KW has returned to school back on a full time timetable, and is doing very well again.
- Parents report more positive communication at home with relationship between KW and mum improving.
- Family awaiting contact with CAMHS on their next steps.
- School and CAMHS have been informed of case closure to Family Solution Service
- Feedback from Father *"I have no doubt that C contributed to the KW's positive improvement in a very significant way"*
- Father stated *"I feel so lucky to have Claire helping us during this period of very difficult time for our family"*



What did we do?

- Child and Family Well-being Assessment – informed views of all family members including older sister at university
- Initial team around the family held with 6 weeks reviews
- Parenting support put in place through the support and interventions team
- Liaised with school and CAMHS
- 1:1 sessions completed with KW – led by KW who enjoys writing rather than face to face meetings. Work was child led
- C worked hard to improve relationships by helping parents to understand KW's perspective and improve communication
- Shared service details for young people such as Kooth, Off the record directly with KW – giving her the choice to make her own decision about future help



SOUTH WEST LONDON CHILD DEATH OVERVIEW PANEL

Annual Report April 2020 – March 2021

A report on organisational arrangements, operations, statistical analysis and commentary.

Page 101
A collaboration of the activities of South West London CCG Partnership Child Death Overview Panels of Croydon, Kingston and Richmond upon Thames, Merton, Sutton, and Wandsworth

- Croydon Deaths: 25
- 80 across SW London CDOP
- Croydon JARS: 6
- [Full Report](#)



Safeguarding Practice Reviews

In the period April 2021 – March 2022 we commenced:

- 3 Rapid Reviews (RRs)
- 2 Safeguarding Practice Reviews (SPRs)
- 25 Child Death Overview Processes (CDOPs)

In addition there were another 4 SPRs where other boroughs were the lead, but we retained oversight.

We were also continuing to work on 6 SPR cases which had commenced before April 2021 – including the publication of “Emily & Jack”.



Sharing the learning - A multi-agency Audit on Neglect took place. In addition findings from Police and SPOC audit activity was shared. Twice a year a Practice Week takes place. This also includes observation of practice (strat discussions, CiN meetings, CPCs, CGMs, CLA reviews etc). This was expanded further in 2020/21 to include multi-agency auditors and observers which has enabled a review of practice from a range of perspectives.

The CSCP has continued to provide a number of briefings which reflect the findings from not only SPR cases, but also Rapid Review learning.

Briefings have been well received across the partnership – as well as continuing to be posted as resources on the CSCP website and newsletter.

- *“The fact is that too many professionals working to protect children are frequently working in crisis mode, meaning that the ‘urgent’ drive out the important.*
- *Actions/interventions which are needed are missed, especially if they fall outside statutory or procedural requirements, resulting in opportunities to pause and reflect being lost.”*

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1 Critical Events

3 month old baby 'Emily' died in March 2019

In July 2019, the baby's mother admitted killing her child, pleading guilty to infanticide, she was given a Hospital Order (Sec37 Mental Health Act 1983).

The Safeguarding Practice Review considered how services worked with the family, including Emily's older sibling 'Jack'.

2 Safeguarding concerns up to critical event

- During her first pregnancy, Mother disclosed to midwife mental ill-health history including in-patient treatment
- A referral to perinatal mental health services was made but not accepted as Mother appeared stable, a letter was sent to Mother's GP to monitor
- When Emily was 12weeks, Mother was taken to Emergency Department (ED) by ambulance (LAS) because of an ibuprofen overdose
- LAS submitted a safeguarding referral to MASH, referral noted a previous overdose attempt in Mother's country of origin
- Mother was discharged with advice to visit GP and ED sent a letter to GP
- Mother attended GP surgery and prescribed anti-depressants
- Social Services visited Mother but felt a language interpreter was needed to properly discuss issues, a second visit happened two days later
- Social Worker referred to Community Mental Health 3weeks after the overdose incident, referral was considered same day as baby's death.

3 Findings

- Lack of consistent knowledge, use and complete picture of Mother's mental health (MH) history and current needs
- At different points Mother had told services about aspects of her MH and that of her family – such as with midwife and ambulance service. However when asked by her GP about MH issues after the overdose incident, Mother said there were none
- System did not take into account factors which either limited or made Mother reluctant to talk about her MH needs
- It is the role of systems to engage parents, not the other way round, services need to create emotional safety to talk about MH
- Mother told the review she was reluctant to talk about her MH needs for fear of having children removed
- Both parents spoke some English but it was not their first language. There was inconsistent use of interpreters to discuss complex needs such as use of post-natal services, this meant opportunities to provide appropriate support were missed
- Perinatal services did not accept the first referral from midwife which detailed in-patient history and significant family MH, this was an important opportunity missed
- Safeguarding system did not share information well enough
 - Following first perinatal referral, a letter was sent to GP about monitoring needs, later when Mother changed GP, the letter was not migrated.
 - Midwifery records held MH information but was not accessed when Mother was at ED
 - Handover of LAS record of previous overdose what not captured by ED when treating Mother
 - Handover to new health visitor (HV) was lacking because records were not read
 - ED note to GP did not mention safeguarding referral
- Process dominated over critical thinking, such as opport. ED to discuss MH needs with triage nurse and MH team resulting in no referral to MH services by ED
- HV service under-utilised by other professionals to support assess risks
- Social care discussions with Health partners lacking due to concerns about information sharing
- Agency safeguarding responsibilities to siblings in immediate aftermath need to be clear allocated


**Safeguarding Practice Review
Emily & Jack**

5 Achieving Change

Reflect on the findings & discuss the implications for your practice/team

Outline steps you/team will take going forward

The full SPR Report can be downloaded at www.croydoniscb.org.uk



4 Learning

- Perinatal MH services to accept referrals involving mother's with previous in-patient treatment (this has been put in place)
- All health professionals need to understand perinatal pathway
- Safeguarding system to provide emotional safety for parents who have previous/current MH needs taking into account what might have them feel reluctant to talk or share information
- Consistent use of up-to-date NICE MH risk assessments in health settings
- Consistent use of interpreters to help services to meet family's needs and avoiding assumptions as to what is understood
- Information exchange and handovers within safeguarding network to take a proactive approach to access information recorded and shared
- Professional curiosity about what is going on beyond immediate presentations needed to explore needs
- Better use of HV services by GP and social care to provide support
- Adult safeguarding teams and approaches when concerned about an adult who is a parent, needs to consider child also
- Trauma informed approach to support bereaved parents and siblings
- Use of strengths based approach to identify sources of resilience and support



LADO Annual Report Summary 2020-21

Local Authority Designated Officers

Throughout the pandemic the LADO service has continued to provide support to children's organisations with the management of allegations and complaints. Whilst the activities of many groups such as schools, youth services and clubs etc. have been significantly curtailed during the periods of lockdown, many services such as fostering, early years settings and residential provision have continued to offer services. Indeed the challenges on these and other services as a result of Covid 19 has been significant.

In addition to handling and managing allegations, the LADO service provides awareness training to schools, nurseries, fostering agencies, and residential homes within the Borough and also provides regular briefing and training sessions to a variety of safeguarding forums across the children's workforce. These sessions are popular and well received. In total, the LADO service has provided over 100 hours training during this period.

The Croydon LADO service is now well established at local, regional and national levels and is involved in developments of policy and procedure at all levels of strategic thinking.

The LADO Service was inspected during the Ofsted inspection of children's services in February 2020 and was described positively.

Ofsted reflected that improvements had been made to tracking systems and complimented the service on its ability to spot and address patterns of concerns and behaviours.

The LADO process continues to ensure that allegations against those who work or volunteer with children are not seen in isolation, that the welfare of children is prioritised and that organisations and employers are supported in investigating and managing the outcomes of such concerns. This ensures that services for children within the Borough are provided in a safer manner and supports training or the exclusion of, those who pose a risk to children or should not be working in the sector.

What difference have we made? - As a result of allegations overseen by the Croydon LADO Service, 4 individuals have been referred to the Disqualification and Barring Service, 3 individuals to professional regulatory bodies and 11 members of staff from a variety of agencies were dismissed following disciplinary processes. In addition a number of those working with children have received additional support and training to continue to work in a challenging sector of care.

You can read the full report here: [LADO-Annual-report-2020-21.pdf](#)

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Private Fostering

The Private Fostering Team were impacted by not having a Private Fostering Social worker in post between September 2020 until the end of this report period.

The Social Work with Families Team Manager has taken on the responsibility for this work during this period.

Private Fostering Awareness Week was held 13-17th July 2020. Campaigns in Croydon included:

- *Letters to all GPs to remind them to be professionally curious about the relationships of children registered at their practices.*

*A joint webinar with Bromley Private Fostering Team open to all professionals to raise awareness of how to identify children who are privately fostered and how to make appropriate referrals. Professionals who attended included colleagues from Housing, Education, Assessment Teams, Connected Persons as well as a care leaver who sits on the Fostering Panel. **Feedback was positive with attendees saying the event helped them to understand the legal requirements and their duty to notify as well as improve their need to be professional curious.***

- *A webinar for Croydon professionals with a presentation by Maryam Hussein from the Children's Society to raise awareness of the potential for children who have been trafficked to be 'hidden in plain sight' within private fostering arrangements.*
- *Bespoke training sessions within team meetings to ensure the wider professional network is confident in their knowledge of private fostering arrangements and their duty to safeguard children. Some of these were presented in conjunction with the CSCP Officer to share knowledge of safeguarding themes.*



CSCP Priorities 2020/2021

Six Safeguarding Standards

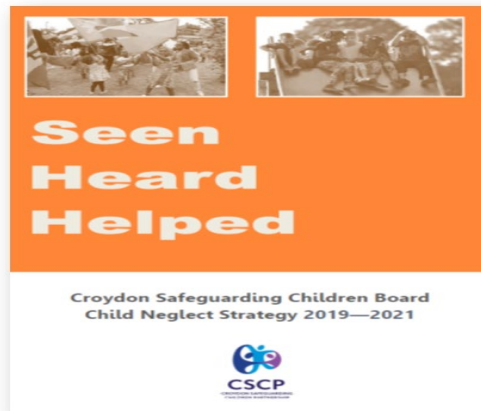


1. The three core partner leads are actively involved in **strategic planning and implementation**
2. The wider safeguarding **partners are actively** involved in safeguarding children
3. **Children, young people and families are aware of and involved** with plans for safeguarding children
4. **Appropriate quality assurance** procedures are in place for data collection, audit and information sharing
5. There is a process for **identifying and investigating learning** from local and national case reviews
6. There is an active program of **multi-agency safeguarding children training**

The CSCP would like to acknowledge the work of the University of Bedfordshire in devising the six safeguarding standards which the partnership has used to review and evaluate the effectiveness of its work.

Standard 1: Strategic planning and implementation – active involvement across the partnership

The Neglect Priority Group led work to:



Seen

The CSCP ensures that neglect is seen and understood through increased awareness of the needs of children at risk or experiencing neglect.

Heard

That all safeguarding partners understand how neglect can be prevented through early recognition of neglect and use of the Croydon Early Help arrangements.

Helped

That all safeguarding partners understand how neglect can be prevented through early recognition of neglect and use of the Croydon Early Help arrangements.

Croydon has been chosen as a pilot site for the new Graded Care Profile 2 Antenatal Tool. This will help to identify neglect from pre-birth, as well as have those difficult conversations to empower families to change.

The Safeguarding Children With Disability Group continued until September 2020 when the outstanding work was progressed by the SEND Strategic Board

Mapping

- Map CWD to influence commissioning/service delivery - **ACHIEVED**

Framework

- Develop a multi-agency framework for safeguarding CWD including strengthening capacity of families to help themselves **ACHIEVED**

Awareness

- Raise Awareness of CWD, hear the VOC
- Strengthen the pathways and training/support available **ACHIEVED**

Standard 1: Strategic planning and implementation : Vulnerable Adolescent Priority Group

This priority is the legacy of the Vulnerable Adolescent Thematic Review into the lives of 60 Croydon adolescents. Changes to the Adolescent service have been a concern and a future CSCP Member meeting will be looking at how that service has evolved, what resources and support the wider partnership is also providing and how we communicate those messages to front line staff.

Early intervention & prevention is critical :
the offer for children and their families during the school closures due to Covid-19 and the summer holidays was increased and took into account the emerging issue of a deterioration in mental health
The VAR 60 cohort was reviewed again to ensure support in place, pregnant women or those with babies were referred to early help

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Schools should be at the heart of multi-agency intervention :

Start of the Social Work in schools programme – 8 social workers placed in Croydon secondary schools
Curriculum and change group set up to share resources, strategies and information on racial harassment, teacher recruitment, retention and promotion, governor recruitment, exclusions and pupil achievement

Black Lives Matter:

- High quality data now exists to provide month on month intelligence of crime hotspots and areas of concern. Multi-agency response via the Violence Reduction Network.
- Unconscious Bias on-line course launched. Paid for by Crystal Palace Football club as part of their commitment to Community Values.

Disproportionality linked to ethnicity, gender and deprivation needs attention and action:

- High quality data now exists to provide month on month intelligence of crime hotspots and areas of concern. Multi-agency response via the Violence Reduction Network.
- Soft Systems Methodology Group looked at over representation of black children receiving exclusions and presentation to Fair Access Panel.

Greater recognition of, and response to, children's emotional health and wellbeing is needed:
My Endz Program - a Public Health, contextual safeguarding & whole family approach delivered via Croydon Voluntary Action. Programme is prevention led, including mentoring and parenting projects with a focus on the voice of young people.

Strong partnership buy in, including BME Forum, Palace For Life Foundation. Includes a landmark piece of work with the Police to change their way of working from enforcement to engagement.

Standard 2 : The wider safeguarding partners are actively involved in safeguarding children

Croydon has a wealth of voluntary sector partners some supported via Croydon Voluntary Action, others via The BME Network and



CVA mobilised in mid-March to provide an emergency food support service that by the lockdown was operating in tandem with the Council to target aid at the households most affected by Covid-19.

A You Tube video on the work of the **CVA Community Partnership at the Local Collection Point** can be found at

<https://youtu.be/qAQixdYnKTU>

During COVID19 ABCD community builders, have increased the support to residents using their creativity and flexibility in approaching challenges. They joined and supported the setup of Mutual Aid groups to support families on where to get appropriate advice: from referrals to Food Banks to free counselling, support with job applications and use of the internet. From Children's Behaviour Management to Fun Learning for African families online, emerging projects have been diverse and responsive to these challenging times.

Emma's online initiative is an example: *"Noma is a mental health nurse who works with young children. Noma has a great passion for supporting children who are suffering from poor mental health; she believes that they can be supported positively by the community to alleviate the pressure the parents feel at home. Her mission is to educate parents on how to recognise the signs of mental health in their children and how to cope with them in a positive manner. Noma runs a monthly zoom session for parents introducing different topics and responding to questions."*

80+ such initiatives were supported by our community builders between April 2020 and March 2021.



Standard 2 : The wider safeguarding partners are actively involved in safeguarding children



Croydon Health Services NHS Trust

The Safeguarding Business Continuity Plan (BCP) was implemented at the beginning of April 2021, developed to ensure statutory duties were met in addition to ensuring essential safeguarding support was available to practitioners and to maintain visibility across the community and acute service. It ensured the safeguarding duty line/generic emails were always covered by a member of the team and that there was always a physical presence in the safeguarding children office.

The safeguarding team implemented a safeguarding **daily huddle** as part of the BCP to ensure safeguarding was prioritised during Covid 19. The huddle began in October 2020, data collection between February and March demonstrated that 227 patients were discussed in ED. There were 325 follow up discussions.

The Huddle includes adults and children – the top 4 presentations in the daily huddle were :

- **Mental Health Concerns**
- **Care and support needs (complexities linked to mental capacity).**
- **Neglect**
- **Domestic Abuse**

The liaison health visitor is based in the Croydon ED supports staff and reviews all the attendances to see if the safeguarding has been considered.

Staffing capacity has had impact on the safeguarding team and delivery of services. Several steps have been taken to ensure that there has been sufficient cover for essential areas of practice including the recruitment of interim practitioners to support with training and supervision. This was acknowledged as a risk until staffing levels increase – there has been an active recruitment programme to address this shortfall.

Activity via CSCP

Elaine Clancy, Chief Nurse is the Partnerships Executive Member and Chairs the Safeguarding CWD Priority Group Associate Director for Safeguarding Chairs DASV Board. Safeguarding Team members provide information for SPRS and attend the VA Priority Group, QIG, MAPPA. MARAC CAP, DASV and Adolescent MH Strategy Group. Regular Data provided with supporting commentary.

Impact/Outcomes

Sharing of information from multi-agency partnership working panels and strategic groups. For example, the complex adolescent panel information was shared with public health nursing to raise awareness of the hot spots for child exploitation. Similar appropriate information from QIG/DASV and CSCP Priority meetings has improved Health Staff knowledge of Croydon and the risks to children and young people.

Action from SPRS

Extra training to recognise and support victims of Domestic Abuse. embedding the DA Policy across the trust.

Health Staff routinely attend SPR Panels, Learning Events and Audit Activities, using the multi-agency forum as an opportunity to understand other professional involvement and take back the learning to other Health colleagues.



Standard 2: Police

Activity via CSCP

- Detective Superintendent Fiona Martin is the Partnerships Executive Member and Chairs the Vulnerable Adolescent Priority Group
- Panel members provide information for SPRS and attend the VA Priority Group, QIG, MAPPA, MARAC CAP, DASV and Violence Reduce Network. Regular Data provided with supporting commentary.

Impact/Outcomes

Page 110
Think Every Child Every Time is an initiative to help ensure early interventions and support for arrested children. The simple **Every Child Every Time** protocols do not take long and assist police with identifying risks and risk management, assists with sharing risk with the local authority, helps with ensuring earlier and better interventions that could support the child or their family and reduce re-offending.

- Joint initiative with Croydon Police & CSC (SPOC) - develop better outcomes for arrested juveniles.
- NRM Challenge – raised at QIG, encouraged better recording of NRM status and ensured appropriate Advocates for recognised victims. As a result Croydon now records the highest number of NRMs across London and presented its methods at the London Modern Slavery workshop.

Those below 18 are children

THINK EVERY CHILD EVERY TIME

TO ARREST A CHILD IS A SIGNIFICANT EVENT. CHILDREN & YOUNG PEOPLE ARE VULNERABLE TO CRIME, MORE LIKELY TO BECOME VICTIMS AND MORE LIKELY TO BE GROOMED AND EXPLOITED INTO CRIME.

You **MUST** engage with parents guardians and speak with Children's Social Services

If you feel that it is not safe for them to leave the police station, then you need to discuss this with a supervisor and children's social services as soon as possible

Children's Social Services:
Croydon 0208 255 2888 Out of Hours: 0208 726 6400
Childreferral@Croydon.gov.uk

Bromley 0208 461 7368/7026/7373 Out of Hours: 030 0303 8671
mash@bromley.gov.uk

Sutton 0208 770 6001 Out of Hours: 020 8770 5000
childrensfirstcontactservice@sutton.gov.uk



Standard 2 : CAMHS: Child & Adolescent Mental Health Service



Waiting times

Croydon Waiting profile for 39+ weeks



Waiting times continue to be a source of concern, however there is better understanding of the triage service to ensure children are not left in crisis whilst awaiting an appointment. The CSCP has scrutinised this data at several CSCP Data meetings as well as raised awareness of the other services available such as the Emotional Health & Well-being Service via SPOC, to encourage professionals to choose the right service, first time. On-going dialogue with Children's Commissioners has been useful, but hampered by numerous staff changes which mean relationships have to be re-built.

Croydon CAMHS provides a service to children and young people and their families for people who live in Croydon. The service is organised in the following teams:

- Child Wellbeing Practitioner Team - Short-term, low intensity, guided self-help interventions for treatment of mild to moderate mental health conditions.
- Crisis Care Service - Crisis care for young people that present at Croydon University Hospital.
- Getting Advice Team - Assessments for children and young people with moderate to severe mental health disorders.
- Getting Help Team - Follow up treatment for children and young people with moderate to severe mental health disorders,
- Learning Disabilities Team - Help for children and young people with a significant intellectual disability, and/or complex neurodevelopmental disorder.
- Mental Health Support Team - Help in schools and colleges for young people with mild to moderate mental health issues.
- Support, Engagement and Delivery in Schools (SEaDS) - Help in primary and secondary schools for young people with mild to moderate mental health issues.

Activity via CSCP

Panel members provide information for SPRS and attend the Vulnerable Adolescent Priority Group, Safeguarding CWD Priority Group, QIG Regular Data provided with supporting commentary

Impact/Outcomes

- Used the learning around Domestic Abuse to provide client facing leaflets as well as literature to support professional learning/awareness.
- Following the publication of the CSCP Safeguarding Supervision Policy CAMHS has refined it's own version and is awaiting ratification. All safeguarding leads have been trained to deliver safeguarding supervision.
- The CSCP Newsletter and Briefings are disseminated and discussed at service meetings.
- Worked with the Transition to Adulthood Service, including the development of a document approved by the SEND Board.



Standard 2: Education

Activity via CSCP

Panel members for SPRG/VAPG/QIG.

Provide regular data/commentary. Schools Section 11



Impact/Outcomes

- Excellent support by schools, including SEND during Covid to keep schools open, vulnerable children in schools as well as laptops for those who were home-schooled. As a result of on-going work to reduce the number of children being permanently excluded from school in particular the black male cohort which is over represented; the Learning Access team have managed to successfully challenge six potential exclusions which have been rescinded (overturned). Those children have been reinstated back to school with a reintegration plan of support.
- As a result of using the briefing materials from SPRs schools are understanding risk and safeguarding thresholds and also becoming more empowered to challenge.
- The Education team is in a position to influence both strategically and operationally to support positive educational outcomes of vulnerable children and families and achieve key partnerships.
- Use of the neglect tool supports risk management and threshold understanding.



Standard 2: Complex Adolescent Panel (CAP) incorporating MACE

Activity via CSCP

Panel members provide information for SPRS and attend the Vulnerable Adolescent Priority Group. Regular Data provided with supporting commentary.

Impact/Outcomes

- Clear link between the experiences of individual children and the panel function. Linking up SWs with relevant police/YOS/Housing/Health/Education contacts to ensure speedy interventions and intel can be shared in efficient manner.
- Improvements in recording/reporting/training in relation to the implementation of National Referral Mechanism (NRM) in
- More effective housing planning where children need to flee violence – police providing more supporting letters to enable quick housing moves away from threats of violence/gang reprisals etc
- More impactful peer mapping with involvement from Schools/SWs/YOS and Police
- Better partnership work with Police Missing/CCE teams/YOS



Standard 2: Turning Point

Activity via CSCP

Panel members for SPRG/VAPG/QIG.

Provide regular data/commentary.

**TURNING
POINT**



Impact/Outcomes

Page 114

- Gave staff an insight into the impact of Hidden Harm on a child
- Re-iterated the importance of attending multi-agency meetings to share/receive information
- Contextual safeguarding framework incorporated into practice
- Professional curiosity incorporated into practice
- Was to be a pilot for the Child Wellbeing Tool but delayed due to Covid
- Data allows us to analyse the service. For example we have had an increase in Xanax/poly drug users and now have a pathway in place for clients using Xanax/poly drugs, including ensuring that all young people using Xanax/poly drugs will be offered a medical appointment



Standard 2: Youth Offending Service

Activity via CSCP

Panel members for SPRG/VAPG/QIG.
Provide regular data/commentary.

Impact/Outcomes

Disproportionality – We continue to see an over-representation of young black males within the YOS cohort and continue to evolve our response to systemic and institutional racism that influences the perseverance of such numbers. The YOS has devised a Disproportionality Action Plan which separates each section of their work and details how we all can proactively address oppressive practice and inequality. The Lead has presented this at the Youth Crime Board. Collaboratively working with the BME Forum and forming part of a wider strategic discussion with partners has enabled the YOS to be more informed and retain more focus on this matter. They have delivered a number of sessions for young male, inviting a number of inspirational black male professional guest speakers to speak to our young people on the topic of the Criminal Justice System and future aspirations. The group was positively referenced in an article written for the law society.

Reduction in the number of young people entering the Criminal Justice System for the first time (*4 years in a row*)

Improved Education and Speech and Language Offer – Each young person in contact with YOS is screened by a SALT Worker.

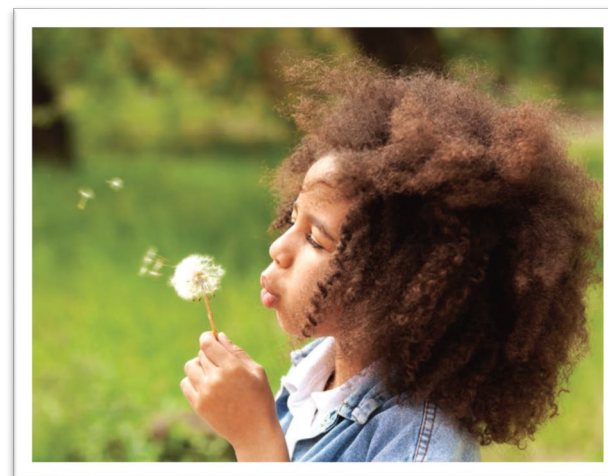
Standard 3: Involvement of children and families

IROs started writing letters to children rather than write detailed CLA review minutes. These are given to the child or young person and the letter outlines the reason they are looked after, who was at the meeting, what was discussed and what the outcomes were. The carer holds the letter for the child if they are too young to read it so it is part of their life story work. Training on how to word and structure these was provided and audits have identified some lovely examples of these.

Page 116

A pupil was almost excluded from secondary school in Y9. The Virtual School Team intervened and supported a transition to another secondary school. She has become Head girl in Y11- is on track for 9 7s or above at GCSE, as well as achieving a place for A levels at Westminster college. – *“I’m proud of my versatility, strength and potential, the Virtual School saw my potential.”*

We used the feedback from the BME Forum focus groups in the main CSCP Meeting to bring their feedback directly to the members (see next slide)





Standard 3 : Listening to children and Young People

The focus of the CSCP Meeting July 2020 was on responding to diversity and understanding the needs of BME children and young people:

It was important to recognise the profound impact that Covid 19 had upon the work of all agencies. In addition, the tragic death of George Floyd and the Black Lives Matter movement highlighted ongoing discrimination and injustices here in Croydon and in wider society which need to be tackled proactively.

The first part of the meeting sought to give an opportunity to reflect on what had happened and the second to provide a forum for ideas, thoughts, and actions to address concerns and plan steps to tackle the shortcomings of current circumstances.

There was important contribution from the BME forum, who had held a number of forums with children, enabling them to give voice to their concerns during those difficult and uncertain times. They were worried about their education, about youth violence, about the increased likelihood of County Lines due to lack of money and opportunity, about unemployment, and in particular youth unemployment.

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BME Focus Groups; what did the children say?

We don't want to be treated special, we want to be treated equally. For example, if our names are different from yours.

We want to be able to have the opportunity to get that job, to have that job interview.

We want to walk down the road without getting stopped by the Police.

We would like to be able to wear our own clothes without being judged in clothes shops.

We would like to be taught more Black History, not just in October but over the whole year, not just sports and music.

We would like the same work experience opportunities that white students are being offered.

We are angry and frustrated.

Standard 4 : Quality Assurance

The QIG is the “engine room” a business plan ensures the priorities are set early and traction is evidenced via rag rating the actions.

Examples of work likely to impact on outcomes for children include:

Ethnicity: The QIG requested data to reference ethnicity, many partners found this difficult and pledged to review their methods for recording data. YOS in particular made significant effort and now have a Disproportionality Action Plan.



NRM: referring and recording victims was poor. Working with the police, Barnardo’s ICTGs and the Modern Slavery network, numbers improved and child victims of Exploitation have received additional support.



Standards 5 & 6 : Learning and Training: Safeguarding E-Learning 20-21

Within the CSCP safeguarding L&D programme e-learning provides important opportunity for introductory knowledge and awareness raising.



8560 successful course completions



Just over 100% increase in completion rates compared to last year



Two new courses – Safeguarding Children with Disabilities and Unconscious Bias, achieved good completion rates

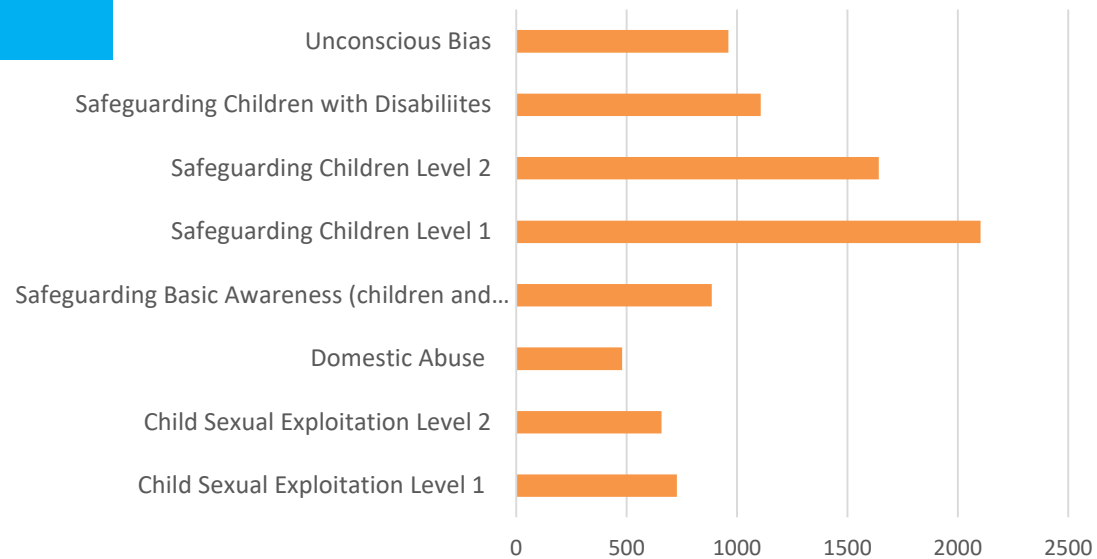


High engagement from education sector

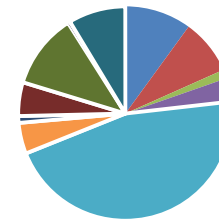


Positive feedback for the courses

E-Learning courses completed 20-21

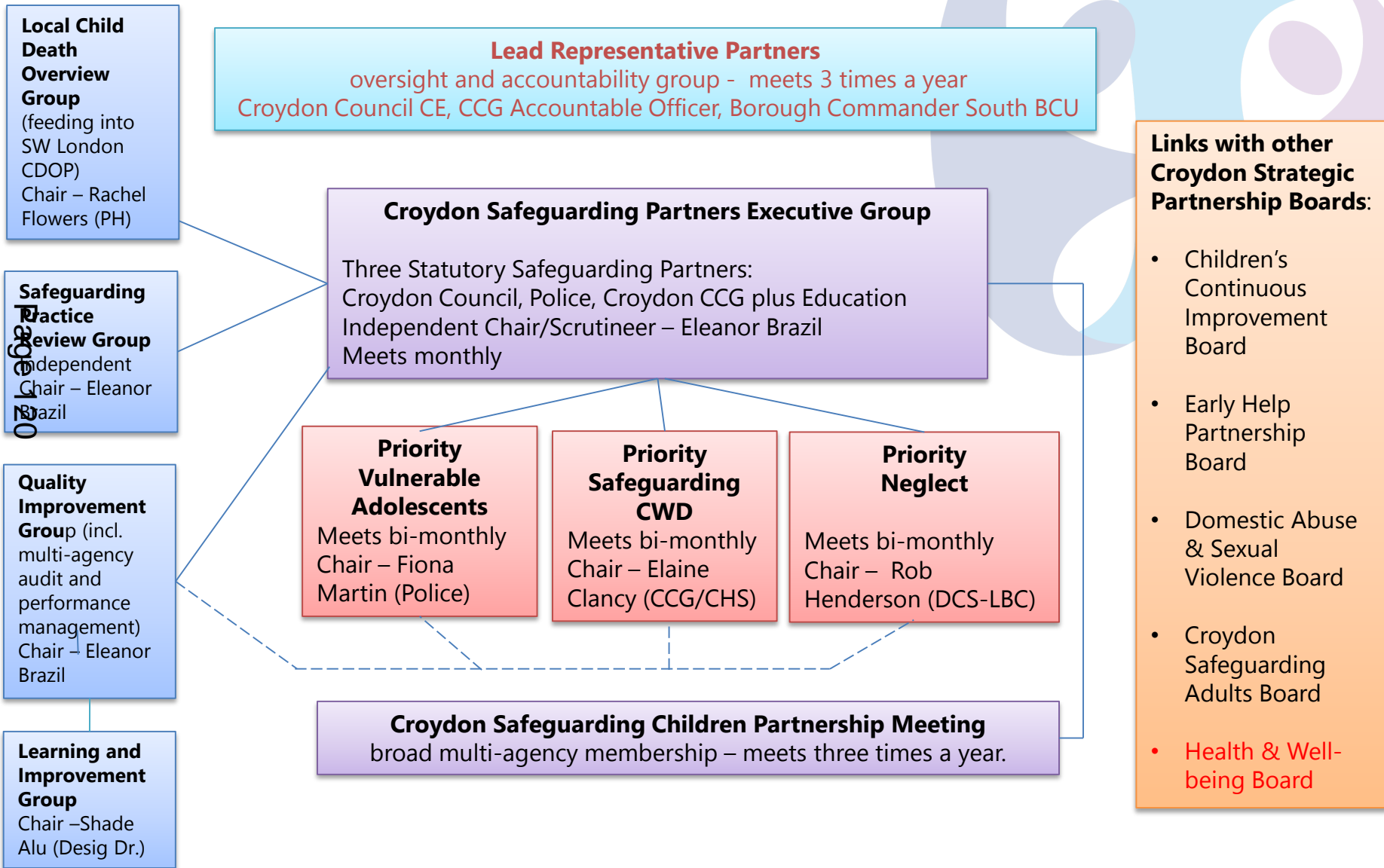


All course completion by sector 20-21





CSCP Arrangements 2020-21





CSCP Budget & Expenditure 2020/21

CSCP Income	£
South London & Maudsley NHS Trust	13,540
Met Police	5,000
Croydon CCG	33,850
Croydon Health Service	33,850
National Probation Service	2,000
Partnership Income	88,240
LB Croydon	238,013
Sub-total	326,253
Reserves	37,900
Total Income	288,353

CSCP Spend	£
Staffing & related costs	229,666
Serious Case Reviews	33,135
CSCP Training provided	10,304
Services recharge	9,025
Premises, equipment & catering	465
Miscellaneous	1,500
Mailroom, stationery, supplies	255
Website	1,000
Translation	3,003
Total Spend	288,353



Glossary

BAME	Black, Asian Minority Ethnic
BCU	Basic Command Unit
BHM	Black History Month
BLM	Black Lives Matter
CALAT	Croydon Ault Learning & Training
CAMHS	Child & Adolescent Mental Health Service
CAP	Complex Adolescent Panel
CCE	Child Criminal Exploitation
CCG	Clinical Commissioning Group
CDOP	Child Death Overview Panel
CDR	Child Death Review
CHat	Child Health at home
CHIST	Croydon Health Integrated Safeguarding Team
CHS	Croydon Health Service
CIN	Child in Need
CLA	Children Looked After
CLIP	Croydon Local Intelligence Programme
CP	Child Protection
CPFC	Crystal Palace Football Club
CQC	Care Quality Commission
CSC	Children's Social Care
CSE	Child Sexual Exploitation
CWD	Children with Disabilities
CYP	Children & young people
DA/DASV	Domestic Abuse/ Domestic Abuse & Sexual Violence
ETE	Education, Training & Employment
FGM	Female Genital Mutilation

GCP2	Grade Care Profile version 2
HV	Health Visitor
ICPC	Initial Child Protection Conference
JSNA	Joint Strategic Needs Analysis
KPI	Key Performance Indicator
LADO	Local Authority Designated Officer
LCSPR	Local Child Safeguarding Practice Review
LeDeR	Learning Disabilities Mortality Review
M/A	Multiagency
MACE	Multiagency Child Exploitation Panel
MH	Mental Health
PH/PHN	Public Health/Public Health Nursing
PVI	Private, Voluntary and Independent
QA	Quality Assurance
RHI	Return Home Interviews
RISE	Refuge, Information, Support and Education Charity
S & L/ SALT	Speech & Language/ Speech & Language Therapy
SCR	Serious Case Review
SEND	Special Educational Needs & Disabilities
SLAM	South London & Maudsley NHS Trust
SPOC	Single Point of Contact
SYV	Serious Youth Violence
TAS	Team Around the School
VAR	Vulnerable Adolescent Review
VOC	Voice of the Child
WT	Working Together 2018
YAG	Youth Advisory Group
YOS	Youth Offending Service



The CSCP Annual Report 2020/21 has been produced by the CSCP Team from the contributions of CSCP partners.

It has been approved by the CSCP Executive, the Croydon Council Children & Young People Scrutiny Committee.

(to be added once approved)

The report is published on the CSCP website at <https://croydonlcsb.org.uk/>

If you require any further information about any of the content please contact the CSCP team at cscp@croydon.gov.uk

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REPORT TO:	CABINET 07 February 2022
SUBJECT:	Adult social care and health strategy
LEAD OFFICER:	Annette McPartland Corporate Director Adult Social Services
CABINET MEMBER:	Cllr Janet Campbell Cabinet Members for Families, Health and Social Care
WARDS:	All
COUNCIL PRIORITIES 2020-2024	
<p>A change in the way we deliver social care in order to reduce spend and live within our available resources is underway. This aligns to the following Croydon Renewal Plan priorities:</p> <ul style="list-style-type: none"> • We will live within our means, balance the books, and provide value for money for our residents. • We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy. And to keep our streets clean and safe. 	
FINANCIAL IMPACT	
<p>This strategy is the core directorate document, guiding residents, carers, our workforce, providers and partners, on the adult social care offer provided by Croydon Council; and an enabler in terms of managing services within the available budget.</p> <p>There are no proposed changes to expenditure as a result of this strategy.</p>	
FORWARD PLAN KEY DECISION REFERENCE NO.: 0522CAB	

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:

- 1.1 Adopt the ‘adult social care and health strategy’ as a key enabler for delivering services to our residents and carers.

2. EXECUTIVE SUMMARY

- 2.1 The draft adult social care strategy is the opportunity to set the direction for transformation and improvement in the Croydon for the next four years.
- 2.2 It provides clarity to our residents, carers, workforce, providers and partners, the core adult social care offer provided by Croydon Council, and within its commitments to the One Croydon Alliance.
- 2.3 To meet our obligations under the Care Act 2014 we are using the layered model of, 'prevent, reduce and delay'. The Model is designed to ensure that people can get the right level and type of support, at the right time to help prevent, reduce or delay the need for ongoing support and maximise people's independence.
- 2.4 The draft strategy also forms part of the Council's adult social care improvement journey; and is also in response to the November 2020, Non-Statutory Report, which recommended a 'review of the [Council's] adult social care eligibility criteria'.
- 2.5 It should be read alongside other strategic plans such as the Croydon Renewal Plan and the Croydon Health and Care Plan (currently being revised). The key objectives will be supported through business case evidenced and approved actions captured in the adult social care and health directorate's, 'business development and improvement plan'.
- 2.6 The primary objectives of the strategy are to improve services, reduce our expenditure and live within the council's available resources. This will put adult social care in Croydon on a sustainable footing whilst ensuring that people who need services receive them.

3. CONSULTATION

- 3.1 A strategy such as this forms part of good practice for any council providing adult social care services. Ideally there would have been more opportunity to consult with our residents, carers, workforce, providers and partners.
- 3.2 However, the Council has had to focus on responding to Covid, an increased demand for adult social care services, the improvement plan and balancing the budget. This has limited the resource available to deliver a wider consultation.
- 3.3 Instead, this strategy sets out the substantive elements of support to be delivered within the legislative framework of Care Act and other relevant legislation. It is also an amalgamation of the current improvement requirements of the Council and a series of engagement and consultations over the last few years, including:
 - **'Walk in our shoes'** (2017) – Workshops and a report on listening to adults with a learning disability and their families, to inform the future of system and service design.

This was a rapid enquiry into the system of support for people with learning disabilities in Croydon. It involved a substantial exercise of listening and engagement across a wide range of people with a learning disability and their families.

- **Carers strategy** (2018-22) – updated the earlier strategy by confirming the original objectives whilst setting out the priorities for action in a time of public sector spending constraint.

The strategy was coproduced with commissioners, carers, The Whitgift Foundation, Mind in Croydon, Croydon Mencap, the Alzheimer's Society, Croydon Off the Record, Horizon Care & Welfare Association, Help for Carers, Croydon Parents in Partnership, service managers and the Croydon Carers Partnership Board.

The strategy is due for a review during 2022.

- **Active lives** (2019) – Developing from the 'walk in our shoes report', the project reviewed the Council's in-house and externally commissioned days services for adults with disabilities.

The objective was to transform the service offer away from a traditional buildings based service towards an offer based in the localities where adults with disabilities live.

It involved a substantial exercise of listening and engagement across a wide range of people with a learning disability and their families. In particular on the development of the Cherry Hub, moving day provision to community based sessional work; and moving the Autism service to the new facility.

- **Community led support** (2019) – this strengths based practice focussed programme, was launched in January 2019. It focussed on a workforce practice model, moving from a 'needs assessment' to 'good conversation' community focussed approach, working with residents and carers.
- A key principle of this work, was co-production of 'talking point' sessions. Where residents could approach community based teams to explore support options. The community led support model has since been adopted by the One Croydon Alliance within the Integrated Community Networks, and 'talking points' have since transformed into Community Hubs led by voluntary sector partners.
- **Integrated Community Networks Plus (ICN+)** (2020) –a One Croydon Alliance programme of transformation and integration, now part of business as usual. It has focused on improved health and care outcomes for Croydon people through a proactive and preventative approach within each of the six localities of the borough, and which includes the Local Voluntary Partnership programme.
- **Local Voluntary Partnerships** (2021) – this programme delivers the community partnership plan in each locality, enabling join-up with the

voluntary and community sector / ICN+ / multi-disciplinary teams and the Community Hubs (previously known as Talking Points).

- **Learning disability framework review (2021)** – this was identified as an area for focus by Local Government Association (LGA) Lead, who is supporting the Corporate Director of Adult Social Services. In fact the LGA committed to covering the costs of Alder Advice, who are the commissioned partner working with the Council.

The Review is focussed on a learning disabilities and autism self-assessment, based on the model developed by Alder Advice and the LGA care and health improvement programme (CHIP).

The Council is working with our residents, workforce and partners through a three stage process, and the outcome will inform both service design and commissioning intentions going forward.

The review has already highlighted a need to raise the profile of Learning Disability in the revised Croydon Health and Care Plan. This has been agreed with system partners, and is being included in the plan.

- 3.4 During early 2022, the Strategy will be socialised with key partners, including One Croydon, Healthwatch Croydon, Croydon Adult Social Services User Panel (CASSUP), and at our various Partnership Boards; including Carers, Learning Disability and Autism. In fact, the strategy has already been to CASSUP on 20 January 2022, which allowed for some suggested amendments from the group to be introduced to the strategy's narrative.
- 3.5 Our intention will be to review the strategy with partners and Croydon residents within 18 months of publication as during this period both the anticipated white paper on 'integration' and recently published 'adult social care reform white paper', are expected to have significant impacts on future service design. The review will include a consultation period.
- 3.6 Additionally, the strategy has an accompanying equality impact assessment (EqIA), (see appendix). During the next 18 months, we will revise and update the EqIA, as and where we identify both positive and negative impacts on our residents and carers. This will be used to inform the next version of the strategy and the consultation.
- 3.7 During 2022, and annually thereafter, the adult social care and health directorate will also publish a revised 'Local Account' (last published in 2017). Local accounts are annual reports designed to give residents a clear picture of the achievements we have made in adult social care; how well we are performing, the changes and challenges we are facing and our plans for future improvements.

4. PRE-DECISION SCRUTINY

- 4.1 The strategy was taken to the Health and Social Care Scrutiny sub-committee on 25th January 2022.

- 4.2 The committee broadly supported the strategy, acknowledging it would take a role in testing both its implementation, and the impacts on residents, carers and the budget.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 This strategy is the core directorate document, guiding residents, carers, our workforce, providers and partners, on the adult social care offer provided by Croydon Council; and an enabler in terms of managing services within the available budget.
- 5.2 This Adult Social Care Strategy outlines how we are challenging and changing the delivery of social care in Croydon to manage demand, improve peoples' services whilst reducing our expenditure to live within the council's available resources.
- 5.3 The Strategy describes how we will target our offer and be clear in what we can affordably do for our residents and utilise peoples' strengths to maximise their independence. Where possible, we want to enable our residents to have their own front door, and to live in the borough and be connected to their communities.
- 5.4 During its lifetime, the Strategy will enable us to deliver one of our key objectives which is to manage Croydon's activity and expenditure on adult social care to the London average or below for younger adults and the English average or below for older adults whilst fulfilling all our statutory responsibilities and ensuring that our adults are supported and those at risk of abuse or neglect are safe.
- 5.5 Therefore, this Strategy is one of the key means to enable adult social care in Croydon to go forward on a sustainable footing whilst ensuring that people who need services receive them.

5.6 Revenue and Capital consequences of report recommendations

There are no proposed changes to expenditure as a result of this strategy.

5.7 Future savings/efficiencies

The primary objectives of the strategy are to improve services, reduce our expenditure and live within the council's available resources. This will put adult social care in Croydon on a sustainable footing whilst ensuring that people who need services receive them.

Approved by: Mirella Peters, Head of Finance, Adult Social Care & Health

6. LEGAL CONSIDERATIONS

- 6.1 The Head of Social Care and Education Law, Petrena Sharpe comments on behalf of the Interim Director of Law and Governance, Doutimi Aseh that the Croydon Council Adult Social Care and Health Strategy 2021 to 2025 underpins

the Council's delivery of major legislation such as the Care Act 2014 and addresses changes to legislation such as Deprivation of Liberty Safeguards (DoLS) as part of the Mental Capacity (Amendment) Bill being replaced with Liberty Protection Safeguards.

Approved by: Petrena Sharpe, Head of Social Care and Education Law, on behalf of the Director of Law and Governance & Deputy Monitoring Officer.

7. HUMAN RESOURCES IMPACT

- 7.1 There are no direct Human Resources implications arising from this report itself. However, as stated above, this strategy is key to setting the direction for transformation and improvement of Adult Social Care and Health in Croydon over the next four years. This is likely to have implications on the workforce, and we will continue to manage this in line with our normal HR policies, procedures and practices.

Approved by: Debbie Calliste, Head of HR for Adult Social Care & Health and Children, Young People & Education on behalf of the Director of Human Resources

8. EQUALITIES IMPACT

- 8.1 The Council has a statutory duty to comply with the provisions set out in the Equality Act 2010. In summary, the Council must in the exercise of all its functions, "have due regard to" the need to the need to comply with the three arms or aims of the general equality duty.
- 8.2 The Council have committed to working with the voluntary sector to ensure that adult social care provision is provided by a diverse range of providers in order to meet the needs of the community.
- 8.3 The Council have also committed in the Equality Strategy 2020- 2024 to improve methods of data collection with regard to service users to enable the Council to monitor the impact of their services and contract management.
- 8.4 The Council are also committed to eradicating poverty and inequality and ensuring that service users are able to access services irrespective of socio economic status or digital exclusion.

Approved by: Denise McCausland – Equality Programme Manager

9. ENVIRONMENT AND CLIMATE CHANGE IMPACT

- 9.1 There are no impacts.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 There are no impacts.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 The draft adult social care strategy is the opportunity to set the direction for transformation and improvement in the Croydon for the next four years.
- 11.2 It provide clarity to our residents, carers, workforce, providers and partners, the core adult social care offer provided by Croydon Council, and within its commitments to the One Croydon Alliance.
- 11.3 The draft strategy forms part of the Council's adult social care improvement journey; and is also in response to the November 2020, Non-Statutory Report, which recommended a 'review of the [Council's] adult social care eligibility criteria'.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 This is the only option considered; it is good practice for the Council to have an adult asocial care strategy; as noted above, it is also in response to the November 2020, Non-Statutory Report, which recommended a 'review of the [Council's] adult social care eligibility criteria'.

13. DATA PROTECTION IMPLICATIONS

- 13.1 **WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

No.

- 13.2 **HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED?**

It is not required for this strategy, the directorate has a published DPIA for adult social care -

<https://democracy.croydon.gov.uk/documents/s19037/Appendix%201.pdf>

CONTACT OFFICER: Annette McPartland, Corporate Director of Adult Social Care and Health, Annette.McPartland@croydon.gov.uk

APPENDICES TO THIS REPORT

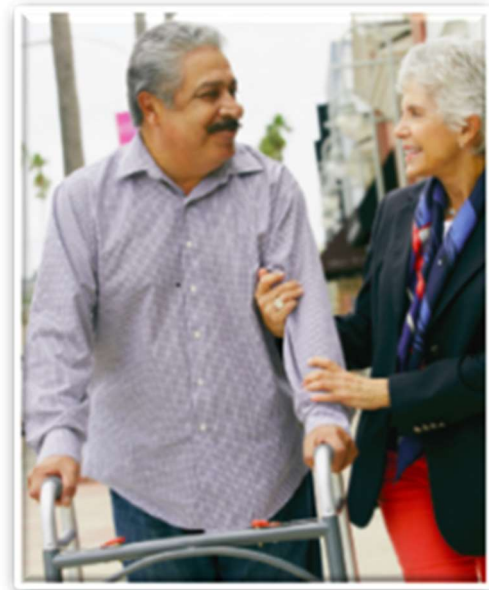
Draft Adult Social Care & Health Strategy 2021 to 2025

BACKGROUND PAPERS

None.

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Croydon Council Adult Social Care & Health Strategy 2021 to 2025 - **DRAFT**



Croydon Council
Adult Social Care & Health Strategy – 2022 to 2025

**Enabling people to live in a place they call home,
with the people and things that they love, doing the things that matter to
them in communities which look out for one another.¹**

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¹ #socialcarefuture

Introduction

Councillor Janet Campbell - Cabinet Member for Families, Health and Social Care



Social Care is an essential part of the fabric of our society. Social Care at its best enables and transforms peoples' lives whether they need support with mental health, because of physical disabilities, learning disabilities, sensory impairment or because they are becoming older and in need of additional support.

Social Care supports people to work, to socialise, to care and support family members and to play an active role in their communities and, when necessary, protects people to keep them safe from harm. Adult social care in Croydon is also a major employer supporting local jobs and contributing to our local economy.

The number of people who might need adult social care services in the future is expected to rise significantly and Local Authorities have statutory duties to meet these needs. This Strategy outlines the approach we are taking to effectively manage these challenges within the resources we have available over the next 3 years.

In summary we have set out how we will:

- Keep adults safe who are at risk of abuse or neglect,
- Focus on preventive services which help to avoid problems from getting worse,
- Work with people to increase their independence, health and well-being to free up resources for those who most need them,
- Work with partners to provide more joined up health and social care services,
- Work with local people to design, develop and plan together new and innovative services which deliver better outcomes at better value; and
- Continue to manage our own finances and contribute to the financial stewardship of Croydon's 'public purse'.

Addressing the challenges facing Adult Social Care in Croydon

Annette McPartland, Corporate Director Adult Social Care



We are challenging and changing how we deliver social care in Croydon in order to improve your services, reduce our expenditure and live within the council's available resources. This will put adult social care in Croydon on a sustainable footing whilst ensuring that people who need services receive them.

However, our fundamental vision for adult social care remains - residents should live as independent lives as possible, carers are supported in their caring role and our adults at risk of abuse or neglect are kept safe from harm.

Our mission is to make the best use of available resources to keep people in Croydon safe and independent.

To achieve this, we must target our offer and be precise in what we can affordably do for our residents and utilise peoples' strengths to maximise their independence.

Where possible, we want to enable our residents to have their own front door, and to live in the borough and be connected to their communities.

This strategy will support the delivery of our core offer:

- Safeguarding adults at risk of abuse or neglect,
- Providing social care information and advice to all residents and their families who need it,
- Supporting residents who have care and support needs in partnership with statutory and voluntary sector organisations, in an asset-based approach underpinned by community led support,
- Providing support proportionately, ensuring we make best use of the resources we have available,
- Commission services that meet the delivery of the core offer and to have a sustainable and quality market for residents,
- Integration with health where it makes sense for local residents, and,
- Developing an integrated plan to manage the long-term effects of COVID.

Our key objective is to manage Croydon's activity and expenditure on adult social care to the London average or below for younger adults and the English average or below for older adults by March 2024, whilst fulfilling all our statutory responsibilities and ensuring that our adults are supported and those at risk of abuse or neglect are safe.

The Council will have a 'Cost of Care Policy' which will support the Adult Social Care Strategy and provide a quality and sustainable provider care market within Croydon.

Each year the Council will set out what it will pay as a minimum amount for care to providers, to ensure a sustainable market that provides excellent care, provides activities and care that is person centric and has staff development/retention as a key area.

Our strategy will be a live and evolving document; we welcome the new national policy paper – 'People at the Heart of Care: adult social care reform', and will evolve our offer in line with any new legislation.

Our #socialcarefuture

We all want to live in the place we call home with the people we love, in communities where we look out for one another, doing the things that matter to us and with the peace of mind that should we, our families or neighbours need some support from public services to do so, that it will be there for us.

Great support offered how we want and need it helps all of us to keep or regain control over our lives. It helps us connect and sometimes reconnect with the things that are most important to us and to realise our potential. By doing so, it allows us to keep on contributing to our communities, with the benefits rippling out to everyone.

By investing in this together we can create great support that works well for all and fits with our varied and complex modern lives. It will help us with challenges like balancing work with family life and supporting our parents and grandparents when we no longer live close by.

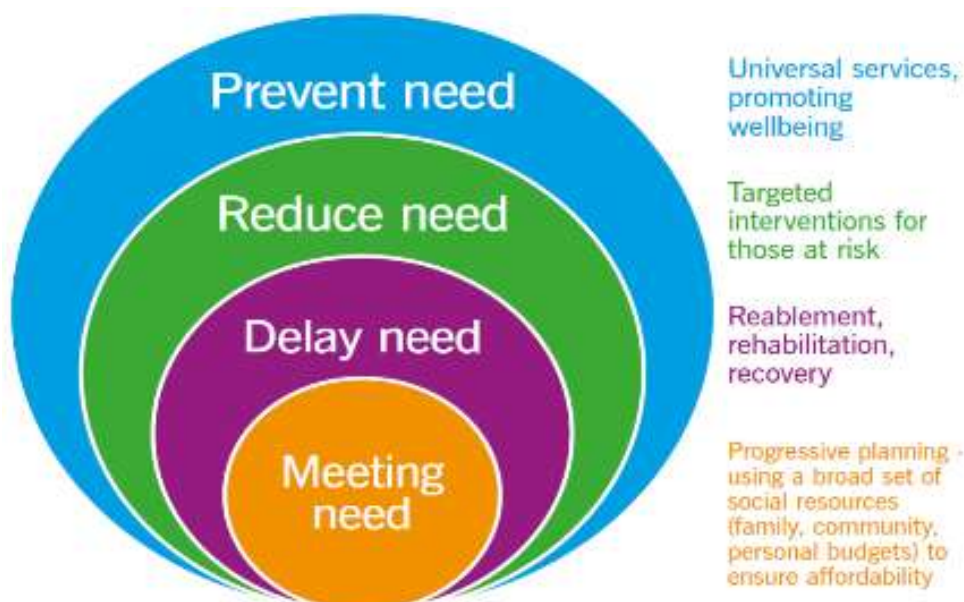
By all making our contribution to this we can demonstrate that everyone genuinely counts and ensure we are all able to enjoy a rich and rewarding life, irrespective of age or disability. By putting enough flexible, creative support in place, our longer lives can be something to be celebrated and looked forward to.

By investing together we can create reliable and effective social care support for everyone. By investing in social care, we can invest in us.

Strategic Approach: Prevent, Reduce and Delay

The model

To meet our obligations under the Care Act 2014 we are using a model which is 'layered'. The Model is designed to ensure that people can get the right level and type of support, at the right time to help prevent, reduce or delay the need for ongoing support and maximise people's independence. This is the model we will use in adult social care and health.



Prevent need

We will work with our partners to prevent people needing our support. We will do this by providing information and advice so that people can benefit from services, facilities or resources which improve their wellbeing. This service might not be focused on particular health or support needs; but is available for the whole population. For example, green spaces, libraries, adult learning, places of worship, community centres, leisure centres, information and advice services. We will promote better health and wellbeing and work together with families and communities, including local voluntary and community groups.

Reduce need

We will identify those people most at risk of needing support in the future and intervene early if possible to help them to stay well and prevent further need for services. For example, we might work with those who have just been diagnosed with dementia, or lost a loved-one, people at risk of isolation, low-level mental health problems, and carers. We will use a re-ablement approach with our residents and set realistic and ambitious goals with them to regain independence following a spell of illness, accident or admission to hospital for example. We will provide people with technology enabled care to limit the intrusive nature of care and promote independence.

Delay need

This will focus on support for people who have experienced a crisis or who have an illness or disability, for example, after a fall or a stroke, following an accident or onset of illness. We will try to minimise the effect of disability (acquired or from birth) or deterioration for people with ongoing health conditions, complex needs or caring responsibilities.

Our work will include interventions such as re-ablement, rehabilitation, and recovery from mental health difficulties. We will work together with the individual, their families and communities, health and housing colleagues, to ensure people experience the best outcomes through the most cost-effective support. We will offer re-ablement at each appropriate part of a person's journey through services.

Design principles

Our model for adult social care is underpinned by a set of principles, which aim to put the person in control at the centre of the service, and ensure that the support they receive can deliver the right outcomes for them and manage any risks appropriately.



The right person: people who need support are identified and prioritised.

The right time: to prevent things getting worse, increase resilience and maximise independence.

The right place: at home, in the community or in a specialist setting according to need and what is most cost-effective.

The right support: just enough to keep people safe and prevent, reduce or delay the need for long term help, delivered by the right people with the right skills.

The right partner: working more effectively with individuals, their friends and families and in partnership with other organisations to achieve more joined-up and cost-effective support.

Strengths based practice and community led support

Personal strengths and assets

Our work with people by supporting an individual's strengths and assets. We will:

- Have person-centred conversations, building a picture of each person's individual strengths, preferences, aspirations and needs.
- Provide any support needed to enable the person to express their views and participate in the conversations, including independent advocacy if required.
- Involve the person's wider social network (carers, family, friends, advocates) if that is their wish, and explore the support it may offer.
- Share information with the person in an accessible way so that they feel informed about care and support services, financial advice, safeguarding procedures, rights and entitlements, how to make a complaint, and personal budgets.
- Consider how to support and promote positive risk-taking; and
- Promote the person's interests and independence, including through contingency and crisis planning, and their preferences for future care and treatment.
- Enabling people to maintain their identity by providing culturally appropriate services that meet individual needs.



Community strengths and assets

Building a stronger connection between the person and their community is mutually beneficial. By bringing services closer to communities this brings strong local knowledge which can inform approaches to build on the strengths of individuals and those communities. Croydon has a diverse range of communities, we partner with providers who reflect the diversity of our community to enable people who access services to feel psychologically safe. We have a unique opportunity to do this through our work with Healthy Communities Together (HCT) supported by our Croydon's localities operating model.

We've based the elements of empowerment & engagement in our model on practical experience gained during Covid-19 of mobilising communities in this way, so that the new Local Community Partnerships will be in a position to develop community plans for each locality that are informed by local residents (engaged in the process by our Community Builders) and shaped by the voluntary and statutory practitioners working interdependently on the multi-disciplinary teams.

To achieve that shift in investment we now need to construct a localities commissioning model that responds to the community engagement and puts our principles – collaborating and co-designing service models – into practice.

Using the Communities Renewal Plan as a strategic framework we've started the local planning process through the series of Building Community Partnership meetings. We will ensure that local priorities inform routes to market and procurement strategies and in simplifying commissioning enable our local, grassroots groups to innovate in public service delivery.

Meeting need

We take a person centered approach, looking at the individual, their strengths and who they choose to support them. Once we have identified and explored what's available to someone within their family and community, any statutory support will be determined. There will also be the appropriate a period of reablement to maximise their independence. People who need our help and have been assessed as eligible for funding, will be supported through a personal budget.

The personal budget may be taken as a payment directly to them or can be managed by the council. Wherever possible we will work with people to provide a choice of help which is suitable to meet their outcomes. Whilst choice is important in delivering the outcomes that people want, maintaining people's independence and achieving value for money is paramount.

We will identify and eradicate any inequality in care quality or access to care ensuring people who access services can experience positive outcomes and be supported with regard to physical and mental wellbeing.

We will invest in, support and spread innovation, including harnessing the Internet of Things to revolutionise smart home technology, investing in remote monitoring of health and wellbeing, in telemedicine and assistive technologies.

We will harness the power of data analytics and Artificial Intelligence to better understand the factors that enhance peoples' wellbeing, as well as to deepen and expand the choice and control people are able to exercise over their own lives.

An area we are developing is the use of technology and digital tools to support independent living and improve the quality of care. The covid-19 pandemic has shown that technology can be a 'lifeline' to some people, but there are people in Croydon for whom this is a barrier. Working with partners we will up-skill and support our residents to get the most out of any digital offer.

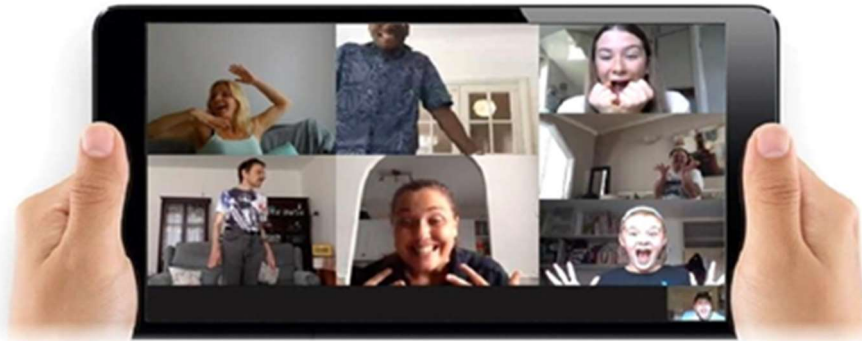
In March 2020 our Active Lives Service had to stop all physical meetings. The challenge was how could we ensure that we kept in contact with those we supported and how could they stay in contact with friends?

Friends connect was started and it has evolved into our Virtual Offer where we have a range of activities such as art, drama (with the Brit School), Tai Chi, quizzes, exercise classes and more.

We learnt that:

- People (staff and people who access our services) can 'learn' to overcome their fear of technology with patience and support
- Staff can be creative when given freedom and time
- Those that use our services are often more adaptive than we give them credit for

MT said that she was very happy to see her friends from active lives service. She loved the exercise, as they are helping her to keep fit and lose some weight. When asked about the workout, MT said: *'it is great! I especially enjoy the exercises with clapping'* MT stated that she would not change anything at the sessions and would like to continue them.

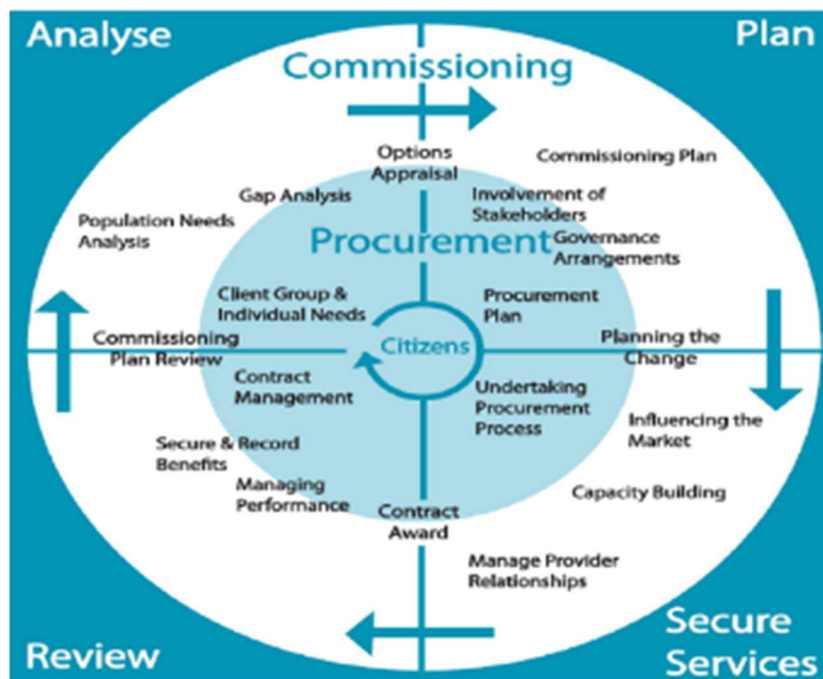


Commissioning

We will transfer our commissioning resource to the Directorate so that operational teams and commissioning teams can work even more closely together to identify opportunities to develop better services which deliver better outcomes for people at better value. We will co-design services with our residents, communities, providers and partners as part of our approach to delivering each part of our commissioning cycle.

Through proactive approaches in working with the market and through our quality assurance teams we will ensure commissioned services deliver good outcomes, are strengths and evidenced based and designed around the needs of our local populations.

We will establish a modern strategic procurement function corporately to ensure we tender for services that deliver best value from the external provider market. High quality services are provided through good contract management and we will maintain healthy, productive and strategic relationships with the adult social care market to support ongoing service innovation and market development.



In delivering and commissioning services we want to achieve the best value and most cost-effective means of delivering high quality. This will be achieved through rigorous application of each stage of the commissioning cycle. This is important, not just because local authorities are receiving less funding from government to provide care, but also because most people using support services contribute to the cost, and many thousands of people in Croydon fund their own care entirely. We have a regulatory role to ensure that the quality of the market is also good for people who self-fund and those who are placed in Croydon by other authorities or organisations.

We will review our in-house directly managed services to ensure these resources play a strategic role in a mixed economy of care, are cost effective and re-patterned or repurposed to help address challenges in the capacity, sustainability and/or quality in the local adult social care market.

The commissioned provision will have a reablement focus in supporting people to be resilient and access support for as short a time as needed. Giving people control over their own budgets and care plans also delivers better and more cost-effective outcomes, through direct payments.

We will state our commissioning intentions annually through our Market Position Statement. This will include how we develop and maintain a sustainable provider market of care within Croydon.

Safeguarding

Keeping our adults with care and support needs safe, enabling them to manage the safeguarding risks in their lives, and protecting them from abuse and neglect is a priority for Croydon.

In promoting the wellbeing of adults in Croydon adult safeguarding is essential. Focus on the individual is at the heart of safeguarding is paramount. It is important that the person's views, wishes and beliefs are at the centre of any safeguarding intervention. The Mental Capacity Act 2005 and the '5 Principles' that underpin it gives a framework to support adults who may lack capacity in areas of their life. This framework is applied across adult social care.

A key function of adult safeguarding is supporting people who lack mental capacity, and are deprived of their liberty in order to prevent them coming to harm. Very often these people are placed in care homes or other supported environments. This is managed through the Deprivation of Liberty Safeguards (DoLS), a regulated process involving specialist assessments.

The Deprivation of Liberty Safeguards (DoLS) are being replaced with the Liberty Protection Safeguards, although at time of writing there is no definite date for implementation.

Adult Safeguarding only functions well, when the agencies work together to support the adult with care and support needs, who is at risk of abuse. To oversee this activity there is in place a statutory strategic board made up of senior managers across these agencies. This is the Croydon Safeguarding Adults Board (CSAB). It has a key function to assure itself that local safeguarding arrangements and partners act to help and protect adults with care and support needs.

Working in Partnership

Partnership in Croydon between the Council, NHS and voluntary sector is strong and mature. The One Croydon Alliance across its six partners are focussed on system financial sustainability and improved outcomes for residents through the Croydon Health and Care Plan.



The Shadow Health and Care Board is within its shadow budget year (2021/22) with

strengthened governance, financial and operational planning and transformation and a shared set of programmes to support financial sustainability and a shared understanding of impact, progress and risk. The Alliance will focus on community care and social care working closely with general practice and primary care networks to support our residents away from acute care with a focus on the prevention of a crisis and promotion of wellbeing.

The NHS Long Term Plan expects that NHS organisations to focus increasingly on population health so that there will be systems supporting Population Health Management (PHM) in every Integrated Care System (ICS) ensuring 'Place' plans meet local need.

Population health balances the intensive management of individuals in greatest need of health and social care, with preventative and personal health management for those at lower levels of risk. Accountability for a population's physical and mental health is shared across health and care organisations and communities, with interventions targeted at addressing not only the health needs of the population but also the underlying social, economic and environmental determinants of health.

Integrated Care Network + (ICN+) Person Story

Background

- Mr C is a 57 year old male who lives alone. He is a musician, he plays piano and guitar.
- He has a history of chronic fatigue syndrome and alcohol misuse. Mr C's memory has been made worse by a recent head injury which caused post traumatic amnesia.
- A referral was made to the Integrated Care Network + (ICN+) Pharmacy team as GP suspected non-intentional non-compliance with medication due to early request for more medication.

What did we do?

The pharmacist referred Mr C to the ICN+ Multi-Disciplinary Team (MDT) where a discussion took place, identifying more details about the resident and generating ideas for how best to support this gentleman. The ICN+ Pharmacist contacted the disability social worker and suggested service recommended by a Mental Health Personal Independence Coordinator (MH PIC) who are now working closely together to support Mr C.

Services Involved - ICN+ Pharmacist, Disabilities Social Worker, Mental Health Personal Independence Coordinator (MH PIC).

As a result of the ICN+ involvement Mr C is now...

- Able to self-administer medication as it is delivered in a format that meets his needs better.
- In receipt of shopping assistance and has also had support with his mobile phone as he required a replacement charger.
- Mr C's Social Worker has sourced a fridge freezer and fixed his TV.
- This case still open as Mr C has very complex needs so outcomes will take time but he now has ongoing support from the ICN+ pharmacist and specialist social worker, with the aim of ensuring he has a care package that meets his special needs.

Annex 1: Evaluating the impact of the strategy

Performance

General overview

The Adult Social Care Outcomes Framework (ASCOF) is used both locally and nationally to set priorities for care and support, measure progress and strengthen transparency and accountability.

We will work at improving how we collect data to ensure that we are reaching all residents and no communities remain hidden and unable to access our care.

The key roles of the ASCOF are:

- Locally, the ASCOF provides councils with information that enables them to monitor the success of local interventions in improving outcomes, and to identify their priorities for making improvements.
- Regionally, the data supports sector led improvement; bringing councils together to understand, benchmark and improve their performance.
- At the national level, the ASCOF demonstrates the performance of the adult social care system as a whole, and its success in delivering high-quality, personalised care and support.

The ASCOF has a range of measures and outcomes grouped under four 'Domains':

1. Enhancing the quality of life for people with care and support needs.
2. Delaying and reducing the need for care and support.
3. Ensuring people have a positive experience of care and support.
4. Safeguarding adults whose circumstances make them vulnerable and protecting them from avoidable harm.

The Directorate will use the data within ASCOF to compare the impact and performance of Croydon Council's adult social care function with other local authorities in London and nationally.

The Directorate will identify where each of the measures under the 4 domains in Croydon are improving, deteriorating or staying the same, again in comparison to London and national performance.

Each measure falling below the first quartile nationally will be taken forward as areas for improvement and further scrutiny with staff and stakeholders, co-producing remedial action plans, including targets, milestones and any resource implications considered necessary to move performance in the first quartile.

Similar approaches will be undertaken using the following national returns in order to give a focus for evaluating current performance and what we must do to improve:

- The annual personal social services adult social care survey, which gathers information from services users aged 18 years and over in receipt of long-term support services funded or managed by social services.
- The biennial Personal Social Services Survey of Adult Carers, which gathers information from carers over aged 18 years

- Short- and Long-Term Support (SALT) collection which relates to the social care activity and is published annually based on data drawn from council administrative systems.
- Safeguarding Adults Collection (SAC) which is used to monitor safeguarding activity, with reference to the Care Act 2014,
- Deprivation of Liberty Safeguards (DoLS) Return to monitor activity with reference to the Mental Capacity Act 2005, and,
- Learning from Safeguarding Adult Reviews, Complaints and LGOSC

The Adult Social Care Market (Commissioned and Directly Provided Services)

The Care Quality Commission (CQC) inspections on adult social care Services assess the quality and safety of services, based on the things that matter to people. Inspections cover five key lines of enquiry (KLOE) about the service. These are:

1. **Are they safe?** Safe: people are protected from abuse and avoidable harm.
2. **Are they effective?** Effective: people's care, treatment and support achieve good outcomes, helps people to maintain quality of life and is based on the best available evidence.
3. **Are they caring?** Caring: staff involve and treat people with compassion, kindness, dignity, and respect.
4. **Are they responsive to people's needs?** Responsive: services are organised so that they meet people's needs.
5. **Are they well led?** Well-led: the leadership, management, and governance of the organisation ensure that It's providing high-quality care that's based around an Individual need, that It encourages learning and innovation, and that It promotes an open and fair culture.

The evidence across these KLOE are used to support the inspection report outcomes of Excellent, Good, Adequate or Requires Improvement. Again, data for Croydon from all CQC inspections outcomes and an analysis of the KLOE findings in each inspection will be undertaken to identify where local services are improving, deteriorating or staying the same again in comparison to London and national performance.

Where performance falls below the upper quartile the appropriate accountable and informed stakeholders will co-produce remedial action plans, including targets, milestones and any resource implications considered necessary to move performance in the first quartile. (Individual providers who have a rating of Adequate or Requires Improvement will have their own specific individual improvement plans).

We will work with the sector to agree an approach to 'open book accounting' so that financial performance for both commissioned and directly provided services can be undertaken to assess financial viability, risk and stability within Croydon's ASC market.

Such a financial assessment will run alongside the analysis of providers and organisations entering and exiting the market in the last 3 years, staff turnover, use of agency, absence rates and the gaining of qualifications.

Reablement services will have a particular focus on local performance compared to national performance specifically in relation to demand management, the immediate and sustainable impact on an individual's independence and the cost effectiveness of interventions.

Social Care Function (Assessment and Reviews Social Care)

We will conduct a comprehensive review of the accessibility and content of information, advice and guidance and evaluate the effectiveness of response to ASC queries and referrals 'at the front door' to understand whether skill-mix and practice supports asset/strengths-based approaches and the use of assistive technology, so critical to demand management, is right.

We will regularly assess the efficiency and productivity of Social Work teams, analysing the appropriateness of referrals, the application and effectiveness of asset-based practice, the impact of professional leadership and the quality of appraisal, supervision and effectiveness of practitioner case-load management. Capacity and skill mix appropriate to meet activity will be kept under regular review as will opportunities afforded by the development of Primary Care Networks and Integrated Teams to provide better outcomes at better value.

ASCOF, SALT returns and management dashboards will be used to review team performance, investigating the reasons for variance across teams, learning from the most highly performing teams to identify actions to raise standards across the service. Similarly, financial data will be used to compare patterns of spend across teams, understand variances and share learning to maximise financial stewardship across the service.

Commissioning Function

A review of the commissioning pipeline will be undertaken and the scheduling of activity to identify peaks and/or troughs and level these out through good planning. The capacity and skill mix of the commissioning team will be developed and aligned to an effective commissioning work-flow cycle. Implications of greater integration with the NHS and joint commissioning and transformation within the ICS landscape will also be kept under regular review.

An annual review of the effectiveness in the management of controllable costs, price inflation and an assessment of impact of non-controllable costs in the ASC market will be undertaken.

Governance and oversight

We will self-report progress and improvements through the production of our annual Local Account.

Internally to the Council we will be monitored and held to account by the Directorate's internal governance arrangements, Corporate Management Team, Members' Scrutiny and Cabinet.

Externally, progress and improvement will be monitored, evaluated and challenged by The Independent Improvement Panel, Healthwatch, the Croydon Adult Social Services User Panel and the One Croydon Shadow Health and Care Board.

We will focus on reducing inequalities and monitoring outcomes that indicate the direction of travel and transformation required to promote equal access for all Croydon's residents.

Annex 2: Useful supporting background

- To find out more about the specific levels of need now and what's predicted in the future:
<https://www.croydon.gov.uk/council-and-elections/policies-plans-and-strategies/health-and-social-care-policies-plans-and-strategies/joint-strategic-needs-assessment>
- Health and Wellbeing Strategy
<https://www.croydon.gov.uk/sites/default/files/Croydon%20Health%20and%20Wellbeing%20Strategy%202019.pdf>
- Croydon Safeguarding Adults Board (CSAB) website
www.croydonsab.co.uk
- Croydon health and care plan:
<https://swlondonccg.nhs.uk/your-area/croydon/croydon-our-plans/croydon-health-and-care-plan/>

Agenda Item 8

REPORT TO:	CABINET 7 February 2022
SUBJECT:	HRA Rent Setting and Draft Budget 2022/23
LEAD OFFICER:	David Padfield – Interim Corporate Director of Housing Yvonne Murray - Director of Housing Solutions
CABINET MEMBER:	Councillor Patricia Hay-Justice Cabinet Member for Homes
WARDS:	All
SUMMARY OF REPORT: The report sets out the Draft Housing Revenue Account (HRA) Budget 2022/23 and requests the increase in rents and charges. The increases proposed follow the Government proposed rates for rent increases and are in line with the Council policy on rents for the period , 2022/23.	
COUNCIL PRIORITIES 2020-2024 <ul style="list-style-type: none">• <i>We will live within our means, balance the books and provide value for money for our residents.</i>• <i>We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.</i>• <i>We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy. And to keep our streets clean and safe. To ensure we get full benefit from every pound we spend, other services in these areas will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.</i>	
FINANCIAL IMPACT The Housing Revenue Account's (HRA) main source of income is tenant rents. This report sets out increases to rents and other charges required in order to deliver the management and maintenance of Croydon council housing and to set a balanced HRA Budget for 2022-23.	
KEY DECISION REFERENCE NO.: 0822CAB	
1. RECOMMENDATIONS That Cabinet approve the following increases for charges within the HRA:	

- 1.1 Increase rent levels in 2022/23, increase by 4.1% against the 2021/22 rate in line with the Government guidance on the limit on annual rent increases for 2022-23
- 1.2 Service charges applied to tenants that receive the services will increase by 4.1% against the 2021/22 rates
- 1.3 Garage rents increase by 4.1%
- 1.4 Parking spaces rents increase by 4.1%
- 1.5 Caravan plot rents to increase by 4.1%
- 1.6 Heating charges to to increase by 4.1%

2. EXECUTIVE SUMMARY

- 2.1 The report sets out the proposed increases in rent and other charges made to council tenants and leaseholder and the HRA Budget for the financial year 2022/23. The proposed increased are as per the Government annual rent increase percentages
- 2.2 The increase in rents and other charges are required to support the Housing Revenue Account (HRA) Draft Budget 2022/23 presented in section 5 of the report.
- 2.2 The increases to tenant rent levels are in line with the Council's Rent Setting Policy that was approved by Full Council in February 2021. The Rent Setting Policy will be reviewed at a minimum of every 5 years, or when appropriate as required.
- 2.3 The proposed increases reflect financial assumptions that have been and will continue to be included as a baseline in the Council's HRA Business Plan and the HRA budget. The HRA Budget 2022/23 will support the HRA 30 Year Business Plan which will be submitted in a separate paper in March 2022.
- 2.4 Each year, the Council reviews and sets rents for homes within the HRA and must issue a statutory notice to notify tenants of any proposed change in the rent they will pay, in accordance with legislation. Once approved this report will be used to inform the tenants of the changes in charges for 2022/23.

3. LEGAL AND REGULATORY FRAMEWORK

- 3.1 The affordability of rents is one of the fundamental benefits of social housing and setting social housing rents in line with legislation and Government policy is an essential requirement for a Registered Provider (RP) such as the Council.
- 3.2 The [Direction on the Rent Standard 2019](#) (“The Direction”) was issued by the Secretary of State in February 2019 and required the Regulator of Social Housing (RSH) to comply with the Policy Statement on Rents.
- 3.3 The [Rent Standard - April 2020 - GOV.UK](#) was issued in November 2021 by the Department for Levelling Up, Housing & Communities and supports [The Policy Statement on Rents for Social Housing](#) that was issued in February 2019. The Government’s policy on rents for social housing to which the RSH must have regard to in setting the Rent Standard and to which the Council must similarly have regard to the Policy Statement as the Rent Standard itself must require registered providers, such as the Council to comply with the rules about the levels of rent set.
- 3.4 The [Limit on annual rent increases 2022-23 \(from April 2022\)](#) was issued in November 2021 by Department for Levelling Up, Housing & Communities. It sets out the Government’s annual rent percentage increase in recognition of the Consumer Price Index figure. For 2022-23 the increase is 4.1%
- 3.5 In February 2021, the Council adopted a comprehensive Rent Setting Policy. The adoption of this policy followed several changes to Government guidance and legislation on rent setting following the introduction of HRA self-financing in 2012, including the compulsory reduction of social rents by 1% per year for 4 years from 2016 to 2019. The Croydon policy aims to ensure that that rents are set at levels which maintain the financial viability of the HRA, allow continual service improvement, are fair and affordable for all residents, and are compliant with statutory and regulatory requirements. In summary, this policy is that the Council will follow the current Government guidance that rent levels should be increased by (September) CPI + 1%. It is expected that this policy will be reviewed every 5 years. The policy only applies to dwelling rents, and does not apply to garages, parking spaces, caravan plots or tenant service charges.
- 3.6 [Section 21 of the Landlord and Tenant Act 1985](#) sets out the basic rules for service charges. Landlords may not charge more than the actual cost of the service plus a reasonable management fee.
- 3.7 [Garage rents, parking spaces and heating charges increases are permitted by Section 93 of the Local Government Act 2003 of the Landlord and Tenant Act 1985](#) to charge the costs of the provision of the services.
- 3.8 Caravan plot rental increases are permitted by the Mobile Homes Act 2013 which gives overriding consideration to the local authority to set levels of fess that cover the costs incurred under section 23 and 24 of the Act.

4. PURPOSE AND SCOPE OF RENT INCREASE REQUEST

- 4.1 To increase tenant rent levels in 2022/23 by 4.1% on the 2021/22 amounts in line the Government issued guidance. If approved, the increase will apply to 13,432 homes which are currently within the Council’s HRA dwellings.

Table 1 – Impact of the changes in rents charged

Room Size	Average rent 2021-22 - £ p/w	Average rent 2022-23 with Increase - £ p/w	Increase - £ p/w
0 Bedsit	77.11	80.27	3.16
1	92.89	96.70	3.81
2	110.88	115.42	4.54
3	133.02	138.47	5.45
4	152.98	159.26	6.28
5	168.13	175.03	6.90
6 or more	194.56	201.50*	7.97

*subject to rent setting cap see Appendix 1 for table

- 4.2 The full cost of caretaking, grounds maintenance and bulk refuse collection services will continue to be recovered via service charges applied to tenants that receive the services. A full review of the services provided will be carried out in 2022 in the interim they are proposed to increase by 4.1% against the 2021/22 rates. If approved, will be applied to 8,466 properties that are currently listed as in receipt of the services provided.

Service charges are as per the Landlord and Teanant Act guidance charged based on the costs of the provision of the services. Table 2 sets out the proposed increase in amounts charged against the 2021/22 rates

Table 2 – Impact of the changes in service charges

Dwelling Type	2021-22	2022-23 with Increase	Increase - £ p/w
Flats	£10.54	£10.97	£0.43
Estate Houses	£2.16	£2.25	£0.09

- 4.3 Garage rents are proposed to increase on the 2021/22 rates by 4.1%, if approved will apply to all HRA garages the most recent listing that this covers is 2,633 garages. The increase of September CPI +1% from April 2022 will will offset the increased costs and therefore there is no net financial benefit to the HRA

Table 3 – Impact of the changes in garage rents

Garages	2021-22	2022-23 with Increase	Increase - £ p/w
Average Rents p/w	£13.34	£13.88	£0.54

- 4.4 Charges for parking spaces are proposed to increase by 4.1%, if approved will apply to all parking spaces which fall within the HRA. Currently there are 109 within the HRA. There are two charges the higher rate being for non Council tenants. The increase of September CPI +1% from April 2022 will will offset the increased costs and therefore there is no net financial benefit to the HRA

Table 4 – Impact of the changes in parking spaces

Parking Spaces	2021-22	2022-23 with Increase	Increase - £ p/w
Average Rents p/w	£7.00	£7.29	£0.29
Average Rents p/w	£9.62	£10.01	£0.39

- 4.5 Caravan Plots charges which fall within the HRA are proposed to increase by 4.1%, if approved will apply to all plots, currently there are 19 within the HRA. The increase of September CPI +1% from April 2022 will will offset the increased costs and therefore there is no net financial benefit to the HRA

Table 5 – Impact of the changes in Caravan plots

Caravan Plots	2021-22	2022-23 with Increase	Increase - £ p/w
Average Rents p/w	£57.00	£59.47	£2.34

- 4.6 The proposed 2022-23 increase to heating charges by 4.1% on the 2021/22 amounts is intended to manage short-term exposure to the exceptional market volatility currently being experienced. This should allow time for markets to stabilise, but clearly there can be no guarantee and in the event that costs remain above the budgeted income level, then further consideration of charge rates may be necessary during 2022-23. The heating charges are a recharge of expense paid by the council that have been incurred on behalf of tenants. The principle ensures that the council is only recharging what has actually been charged.
- 4.7 The Council has 183 properties within the HRA where the rent level is set to be London Affordable Rent (LAR), rather than the social rent set out above. These properties include the recent development at Malcolm Wicks House. LAR properties within the HRA stock are treated in the same methodology as above with the proposed increase of 4.1% applying.

Table 6 – Impact of Impact of the changes in rents charged on LAR properties

Bedroom Size	Average rent 2021-22 - £ p/w	Average rent 2022-23 with Increase - £ p/w	Increase - £ p/w
0 Bedsit	161.71	168.34	6.63
1	161.71	168.34	6.63
2	171.20	178.22	7.02
3	180.72	188.13	7.41
4	190.23	198.03	7.80
5	199.73	207.92	8.19
6 or more	209.24	217.82	8.58

4.8 The rent uplifts set out in this report will not apply to dwellings owned by Croydon Affordable Homes or Croydon Affordable Tenures. These properties do not sit within the Council’s Housing Revenue Account and rents are set against the Local Housing Allowance (LHA) rates which are fixed by Government depending on bedroom size and postcode. LHA rents are not increased as per above methodology.

5 Draft HRA Budget 2022/23

5.1 The Housing Revenue Account (HRA) is a ring-fenced account used to manage income and costs associated with managing the Council’s owned housing stock and related assets which includes shops and garages on council housing estates. It is funded primarily from tenants’ rents and service charges. The services provided to tenants and leaseholders which includes responsive repairs, management and supervision services and caretaking as examples are resourced from this account.

5.2 Croydon’s HRA consists of approximately 13,432 homes. In addition to the HRA, there are approximately 800 homes that are managed on behalf of the General Fund, Private Landlords and Croydon Affordable Homes. These properties similarly require repair, maintenance and investment to maintain good quality accommodation, and offer temporary accommodation to families most in need.

5.3 Longer term planning for the HRA is continuing to take place through the 30-year business plan. This will be reviewed in a separate paper in March 2022.

5.4 The draft budget for 2022/23, Table 6, shows a balanced position which is required by statute. It is currently in draft pending consideration and approval of the changes in this report before being considered by Full Council as part of the budget setting process. . The table is in the format of the GF budget book requirement for consistency with an explanation of the elements that make up each area of cost.

Table 7 – Draft 2022/23 HRA Revenue Budget

DESCRIPTION	ORIGINAL	BUDGET
	2021/22	2022/23
	£'000	£'000
Employees	15,162	18,579
Premises related expenditure	17,740	18,494
Supplies and Services	3,081	3,636
Third Party Payments	363	401
Transfer Payments	656	663
Transport related expenditure	44	91
Capital Charges	35,824	34,235
Intangible Charges	122	122
REFCUS	180	180
Corporate support services bought in	6,705	7,034
Recharges from other services	8,988	6,944
TOTAL EXPENDITURE	88,865	90,378
Government Grants	-	-
Other Grants, reimbursements and contributions	- 185	-
Customer and Client Receipts(Rents & Service Charges)	- 86,591	- 88,278
Interest Receivable	-	-
Recharges to other services	- 2,089	- 2,100
TOTAL INCOME	- 88,865	- 90,378
NET EXPENDITURE	-	-
Contributions to / (from) Reserves	-	-

- 5.5 The employee budget for 2022/23 is based on the actual staffing costs and structure as at November 2021 and assumes a cost of living/inflation increase of 2% for all staff. The pension charge is also include however there is no additional pension deficit charge made in the 22/23 year assumptions. There is also an investment assumption made to meet the increased staffing resources required within the compliance team of £500k, to ensure the existing duties as a result of regulatory reform are implemented i.e. (Fire Safety Bill).
- 5.6 Premises related expenditure includes costs Concord Sycamore and Windsor rental payment of £2.6m as well as costs for fire insurance on HRA properties of £1.2m and public liability insurance. This draft budget assumes an inflationary increase on the existing expenditure as well as a recognition of the need to increase where the actual in year forecast expenditure exceeds the existing budgets.
- 5.7 Supplies and services spend within the HRA includes consultancy and legal fees. Both areas have had considerable cost pressures in the current financial year

and there has been a requirement to right size some areas of expenditure budgets to reflect the current costs. The current year costs include additional legal and compensation expenses. The budget for 2022/23 makes an assumption that there will be an ongoing liability and further compensation payments and as a result an increased legal and compensation payments budgets have been set.

- 5.8 Third party payments includes the payment for the PFI Street lighting scheme of £85k and other compensation payments which will be moved going forward to all come under one area
- 5.9 A 3% inflationary assumption has been applied to existing budget for transfer payments while further work is required to determine the ongoing need for this budget.
- 5.10 Transport related expenditure includes vehicle leases as well as fuel and other costs. A right sizing of the existing budget was required as well as an inflationary assumption has been made.
- 5.11 The council's HRA capital programme of works projects will be funded through the transfer from the HRA revenue budget of £34m. There is no assumed borrowing in the above. There is a requirement for the HRA to meet the interest payments on the existing borrowing. The HRA Business Plan will set out the repairs programme of works that will be carried out in the 22/23 year and an estimate of the needs for future years will also be included.
- 5.12 The assumed amortisation of fixed assets charge to the revenue budget remains unchanged for 2022/23. The HRA Business plan will inform this going forward
- 5.13 REFCUS – Revenue expenditure funded from capital under statute expenditure remains as per the prior year at £180k. Items that are allowable to be charged to this include computer programs and the payment of levy on disposals, which is the main area of spend in prior years.
- 5.14 Corporate services bought in are the SERCOP charges that are levied to all departments within the LA as a recharge of the central costs. Central costs include finance, HR, ICT and legal departmental costs.
- 5.15 Recharges from other services are charges made to the HRA from the GF departments for carrying out activities in respect of the HRA. Included in the costs are utilities charges refuse and waste collection. The budget for 2022/23 compared to the stated prior year shows a reduction this is a result of reclassification of charges in the current year between the corporate and other recharges to the HRA. The recharges budget for 2022/23 is set based on the actual recharges for the current financial year.
- 5.16 Other grants and reimbursements in the prior year budget assumed insurance payments would be received. There is no assumption for the 2022/23 year.
- 5.17 Customer and client receipts is the rental income received to the HRA and income from service charges as set out in section 4 above.

6. FINANCIAL CONSIDERATIONS

Finance comments have been provided throughout this report. The proposed increases in rents set out in this report generate income which is invested in meeting the higher costs of service delivery as the result of annual inflation and to invest in delivering services.

Approved by: Matthew Davis – Interim Director of Finance (Deputy S151)

7. LEGAL CONSIDERATIONS

The Housing Revenue Account and setting rent:

- 7.1 The Head of Litigation and Commercial Law comments on behalf of the Interim Director of Law and Governance and Deputy Monitoring Officer that, Section 21 of the Housing Act 1985 provides the Council with powers for the general management, regulation and control of its dwelling stock. Section 111 of the Local Government Act 1972 provides powers for a local authority to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.
- 7.2 Local authorities have the power, under Section 24 of the Housing Act 1985 to determine their own rent levels and must review rents from time to time and make such changes as circumstances require, but must charge reasonable rents for tenants in its own housing stock. In exercising their functions under this section, the Council is required to have regard in particular to any relevant standards set for them under section 193 of the Housing and Regeneration Act 2008 [Standards relating to consumer matters set by the Housing Regulator i.e. maintenance, estate management etc.]. The Council must therefore take account of Government guidance (Guidance on Rents for Social Housing, DCLG, May 2014) and the Rent Standard as set by the regulator of social housing when setting rents.
- 7.3 In addition, Part VI of the Local Government and Housing Act 1989 which governs, inter alia, the Council's duties in relation to the HRA (Section 76) places a duty on the Council to secure that the HRA for any year does not show a debit balance. However, there is no absolute duty to prevent a debit balance as this may occur, for example, as a result of unforeseen circumstances. Any debit balance that does occur in any year must be carried forward within the ring-fenced HRA to the following year.
- 7.4 Section 76 of the 1989 Act requires the Council in the January or February preceding the relevant year to formulate proposals relating to
- (a) Income from rents and other charges, and
 - (b) The expenditure on repairs, maintenance, supervision and management of its houses. In formulating these proposals, the Council must secure that, on implementation, the HRA will not show a debit balance, assuming the following:
 - that the best assumptions that they are able to make at that time as to all

matters which may affect the amounts falling to be credited or debited to the HRA in the year prove to be correct;

And,

- that the best estimates that they are able to make at that time of the amounts which, on those assumptions, will fall to be so credited or debited, also proves to be correct.

- 7.5 The Council is further obliged to keep the proposals referred to in this report under review to see if the requirement to avoid a debit balance continues to be satisfied during the year. In the event that the Council, on review, determines that this requirement will not be satisfied then the Council is, by virtue of Section 76(6), required to “make such revisions of the proposals as are reasonably practical towards securing that the proposals (as so revised) satisfy those requirements”. The duty in relation to “best assumptions and estimates” referred to in this report applies equally to such revised proposals.
- 7.6 The requirement to charge reasonable rents applies to most secure, flexible and introductory tenancies, although there are some exceptions for example for affordable rents and tenants with high incomes.
- 7.7 Reasonable rents are set by a reference to a formula which is set out in Government Guidance (Ch.2 Guidance on Rents for Social Housing, DCLG, May 2014). The aim of the formula-based approach is to ensure that similar rents are paid for similar properties. The current formula is devised on the basis that rents take account of:
- the condition and location of a property
 - local earnings
 - number of bedrooms in a property
- 7.8 A local authority's decision on rent levels is challengeable by judicial review.
- 7.9 From 1 April 2016, the Welfare Reform and Work Act 2016 and amendment regulations required registered providers of social housing, including local authorities in England, to reduce social housing rents by 1% a year for 4 years from a frozen 2015 to 2016 baseline and to comply with maximum rent requirements for new tenancies. The reduction applied only to the rent element and not to service charges.
- 7.10 The local authority must serve a notice of variation on each tenant at least four weeks before the date on which the rent change takes effect. Pursuant to sections 102 and 103 of the Housing Act 1985 the local authority must consult with tenants before serving a notice of variation to the terms of a secure tenancy.
- 7.11 The terms of a secure tenancy may only be varied in the following ways,
- (a) By agreement between the landlord and the tenant;
 - (b) To the extent that the variation relates to rent or to payments in respect of rates, council tax or services, by the landlord or the tenant in accordance with a provision in the lease or agreement creating the tenancy, or in an agreement varying it;
 - (c) In accordance with section 103 (notice of variation of periodic tenancy) of the Housing Act 1985.

- 7.12 If a notice of variation is required, then before serving a notice of variation on the tenant the landlord shall serve a preliminary notice—
- (a) Informing the tenant of the landlord's intention to serve a notice of variation,
 - (b) Specifying the proposed variation and its effect, and
 - (c) Inviting the tenant to comment on the proposed variation within such time, specified in the notice, as the landlord considers reasonable;

And the landlord (i.e. the Council) shall consider any comments made by the tenant within the specified time.

- 7.13 The notice of variation shall specify—
- (a) The variation effected by it, and
 - (b) The date on which it takes effect;

And the period between the dates on which it is served and the date on which it takes effect must be at least four weeks or the rental period, whichever is the longer.

Setting Service Charges:

- 7.14 In respect of setting service charges, The Landlord and Tenant Act 1985 sets out the basic rules for service charges, defining what is considered a service charge, setting out requirements for reasonableness and for prior consultation of leaseholders.

- 7.15 Section 18 (1) of the Act defines a service charge as 'an amount payable by a tenant of a dwelling as part of or in addition to the rent

- which is payable, directly or indirectly, for services, repairs, maintenance, improvements or insurance or the landlord's costs of management; and
- the whole or part of which varies or may vary according to the relevant costs.

- 7.16 Service charges are limited in so far as only relevant costs shall be taken into account in determining the amount of a service charge payable for a period and then only to the extent that they are reasonably incurred, and where they are incurred on the provision of services or the carrying out of works, only if the services or works are of a reasonable standard. (Section 18 of the Landlord and Tenant Act 1985 and section 47 of the Housing Act 1985)

- 7.17 Where the service charge is payable before the relevant costs are incurred, no greater amount than is reasonable is so payable and after the relevant costs have been incurred any necessary adjustment shall be made by repayment, reduction of subsequent charges or otherwise. The Leasehold Valuation Tribunal may make a determination of reasonableness in this regard.

Garages and Parking Spaces and Heating charges:

- 7.18 Section 111 of the Local Government Act 1972 provides powers for a local authority to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.

- 7.19 In respect of setting rent for parking spaces and garages the Council is permitted by section 93 of the Local Government Act 2003 to charge for discretionary services provided that taking one financial year with another the income from charges for discretionary services does not exceed the cost of provision. In other words, the Council may not make a profit from the delivery of these discretionary services.

Caravan pitch fees:

- 7.20 In respect of caravan pitch fees and setting thereof section 24 of the Caravan Sites and control of development Act 1960 provides the power to local authorities to provide sites for caravans whether for holidays or other temporary purposes or for use as permanent residences, and to manage the sites or lease them to some other person. In exercising their powers under this section the local authority shall have regard to any standards which may have been specified by the Minister under subsection (6) of section five of the 1960 Act.
- 7.21 The local authority shall make in respect of the use of sites managed by them, and of any services or facilities provided or made available under this section, such reasonable charges as they may determine. Therefore in setting any proposed fees in relation to caravan pitches, the reasonableness of the proposed fees needs to be set out for Members' consideration.
- 7.22 The procedure to be followed in developing the budget proposals are set out in the Budget and Policy Framework Procedure Rules provided in Part 4.C of the Council's Constitution.

Public Sector Equality Duty:

- 7.23 Finally, Pursuant to Part II of the Equality Act 2010, public authorities must, in the exercise of their functions, including the exercise of the functions pursuant to the setting of fees as proposed in this report, have due regard to the need to:
- A. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - B. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and,
 - C. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 7.24 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment; pregnancy and maternity, race, religion and belief, sex and sexual orientation) and persons who do not share it involves having due regard, in particular, to the need to:
- A. remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - B. 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; and,
 - C. 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.

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

8. HUMAN RESOURCES IMPACT

8.1 There are no HR implications arising from this report

Approved by: *Dean Shoesmith, Interim Chief People Officer*

9. EQUALITIES IMPACT

9.1 A proposed rent increase will impact on those people most in need. This should take into account that the scale of poverty and inequalities within the capital – and Croydon itself, have widened during the pandemic. London Councils has reiterated the importance of accurately measuring deprivation.

9.2 The Equality Strategy 2020 -2024 states that “Croydon has become relatively less deprived compared to other local authorities in England between IMD 2015 and IMD 2019. There remains geographic inequality in the distribution of deprivation in the borough with the North and East of the borough remaining more deprived. Croydon contains some of the poorest neighbourhoods in the country”

9.3 The Rent Setting Policy – February 2021, referred to in the report states that rent should be fair and affordable for all. It is likely that an increase in rent may have a negative impact on: families, single parents, single people, disabled people, parents of disabled children who for example may need a car and other characteristics who may be adversely affected economically. This includes those who have previously fallen behind with their rent payments and those who may have been adversely affected economically by the pandemic.

9.4 London Council’s state that “around 27 per cent of Londoners live in relative poverty after housing costs are taken into account, the highest figure of any region” In acknowledgement of this one of the Council’s core priorities is, we will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

9.5 Though services charges, parking spaces, and garages are not taken into account as part of the Rent Setting Policy, increases in both rent and service charges could potentially worsen the impact on those affected.

9.6 Section 149 of Equality Act 2010 outlines the Public Sector Equality detailed in 7.23 and 7.24 of this report states that due regard should be paid in particular to the following provisions:

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.

- 9.7 It is necessary to determine if this proposal impacts on some characteristics, or families or single people more than others to determine if it would have a negative impact on any group.
- 9.8 Some wards may have more social housing than other wards, so residents within these wards will be more affected. The demographics of wards are different and the levels of unemployment and deprivation will differ from ward to ward.
- 9.9 It is necessary to assess the impact on residents of this proposal by undertaking an equality analysis. If such data is not available at present, the collection of data should form part of an action plan which will help to identify the implications of this change on equality characteristics or others that may be affected. This report is provisionally approved subject to equality analysis required to determine the impact of the changes on equality characteristics and others who may be affected.

(Approved by: Denise McCausland – Equality Programme Manager
on behalf of the Director of Equalities)

10. ENVIRONMENTAL IMPACT

- 10.1 There is no environmental impact from the Policy proposed.

Approved by: Yvonne Murray Director of Housing - Resident Engagement & Allocations,
Housing Resident Engagement & Allocations

11. CRIME AND DISORDER REDUCTION IMPACT

- 11.1 There are no implications of the Policy proposed in relation to reduction/prevention of crime and disorder.

Approved by: Yvonne Murray Director of Housing - Resident Engagement & Allocations,
Housing Resident Engagement & Allocations

12. DATA PROTECTION IMPLICATIONS

- 12.1 WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

NO

- 12.2 HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED?**

NO

CONTACT OFFICER:

Guarnori, Orlagh, Head of Finance, Resources.

APPENDICES TO THIS REPORT

Appendix 1 – Rent Caps for 2022-23

BACKGROUND PAPERS

None.

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Appendix 1 – Rent Caps for 2022-23

<https://www.gov.uk/government/publications/rent-standard/limit-on-annual-rent-increases-2022-23-from-april-2022>

Formula rent caps for 2022-23

Number of bedrooms	Rent cap
1 and bedsits	£155.73
2	£164.87
3	£174.03
4	£183.18
5	£192.35
6 or more	£201.50

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For General Release

REPORT TO:	CABINET 07 FEBRUARY 2022
SUBJECT:	London Councils Grants Scheme 2022 - 2026
LEAD OFFICER:	Elaine Jackson, Assistant Chief Executive Gavin Handford, Director of Policy and Partnership
CABINET MEMBER:	Cllr Manju Shahul-Hameed, Cabinet Member for Communities, Safety and Resilience
WARDS:	All

POLICY CONTEXT

The formal approval of the 2022/23 budget for the new pan-London grants programme for 2022-26, and Croydon Council's contribution to the Scheme which is required by statutory obligation.

The Grants to Voluntary Organisations (Specified Date) Order 1992, as read with Section 48(3) of the Local Government Act 1985, provides that two-thirds of constituent councils must agree the London Councils Grants Committee's budget by 1 February each year. If it is not agreed, the overall level of expenditure is deemed to be set at the same level as was approved or deemed to be approved for the preceding financial year, in this instance the sum proposed for the 2022/3 year, is a slight increase on the sum that was approved for 2021/22.

In order to meet London Councils formal deadline (1 February 2022) for obtaining the agreement of member Councils, a holding response has been provided to London Councils subject to Croydon Council's formal cabinet agreement on 7 February 2022.

In December 2021, the [London Councils Grants Committee](#) made grant awards for the portfolio for the 2022 - 2026 grants programme which will commence as of April 2022.

This award was the culmination of extensive consultations over 2020 and 2021, on what the priorities of the new scheme should be. A strong mandate was received from both councils and local voluntary and community sector service providers in continued support of the existing programme and priorities:

- Combatting homelessness
- Tackling sexual and domestic violence

These funding priorities align with the following Croydon Council priority for 2021/24:

- We will focus on tackling ingrained inequality and poverty in the borough.

This report also provides a performance summary of the last LCGS programme, for the period April 2017 to September 2021 (quarters one to 18).

FINANCIAL IMPACT

Approval of the Council's contribution of £287,809 to the London Councils Grants Scheme for 2022/23. This amounts to an increase of £78 compared with the Council's net contribution to the Scheme in 2021/22.

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

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

1. RECOMMENDATIONS

- 1.1 Cabinet is recommended to agree the recommendation of the London Councils Leaders Committee to:
- a. Approve the London Councils Grants Scheme budget for 2022/2023 of £6.668m.
 - b. Agree Croydon Council's 2022/23 contribution to the London Councils Grants Scheme budget amounting to £287,809.
 - c. Note the details of the 2022 - 2026 Pan-London Grants Programme and the services it will provide to Croydon residents.

2. EXECUTIVE SUMMARY

- 2.1 This report seeks approval for the London Councils Grants Scheme (LCGS) budget in 2022/23 set at £6.668m, and Croydon Council's contribution to that budget of £287,809, being the level that was recommended by the London Councils Leaders' Committee at their meeting on 7 December 2021.

3. DETAIL

3.1 Budget

- 3.1.1 The London Councils Grants Scheme (the Scheme) was established in accordance with the Local Government Act 1985, following the abolition of the Greater London Council in 1986. The Scheme is now governed by the London Councils Grants Committee and membership comprises all the London Borough Councils and the City of London.
- 3.1.2 The financial year 2022/23 will be the first year of a new programme of commissions as recommended by the Grants Committee and which was approved by the Leaders Committee on 7 December 2021.
- 3.1.3 Notification has been received from the Chief Executive of London Councils that, following the Grants Committee of the following recommendation for expenditure under the Scheme has been made to constituent Councils:

Overall level of expenditure of £6,668,000 comprising:	(£m)
Payments to Commissions	6.173
Administrative Expenditure	0.435
London Funders Membership Fees	0.060
Income would comprise:	
Borough contributions	6.668

- 3.1.4 The recommendation to constituent councils from the London Councils Leaders Committee propose an overall budget in 2022/23 of £6.7m, funded entirely by constituent council contributions. The total amount required from councils is a slight increase from last year. An outline of the approved budget is attached at **Appendix A**.
- 3.1.5 Population changes affect the levels of contribution due from each constituent council. The contribution required from each council for 2022/23 is shown at **Appendix B**.
- 3.1.7 For 2022/23, the apportionment is based on the Office of National Statistics' 2020 mid-year population data and the overall proposed programme budget as detailed in paragraph 3.1.3 above.

3.2 Grants Programme 2022-26: Prospectus for the new programme

- 3.2.1 In December 2021, the London Councils Leaders' Committee (which comprises councillors from the London Boroughs) agreed a series of new awards which will commence from April 2022. Following scoring, moderation, and discussion with Grants Executive members and other stakeholders, the awards were made to the existing priorities for commissioned services:

Priority 1: Combatting Homelessness

Priority 2: Tackling Sexual and Domestic Violence

(N.B. 'Priority 3: Tackling Poverty through Employment', has been closed as it had been European Social Fund match-funded).

- 3.2.2 The funding covers the period of 1 April 2022 to 31 March 2026. The total values of grant for recommended projects is a maximum of £21,100,000 over the lifetime of the grants, subject to partners fulfilment of terms of grant.

Priority 1: £9,800,000

Priority 2: £11,300,000

See details of the 2022-2026 Pan-London Grants Programme at **Appendix C**.

- 3.2.3 During spring 2021, London Councils had substantial response to consultations. This information was used to refine the areas where the boroughs needed the most support. The findings demonstrated strong support to continue the current programme's services. It highlighted increased multiple, complex needs that required longer-term support, and the requirement for specialist and culturally sensitive support. It also identified key target groups for support: people with mental health needs, learning disabilities, complex needs, ex-offenders, NRPF, LGBTQ+, BME or victims of trafficking or modern slavery.
- 3.2.4 The grants programme is focussed on the needs of both inner and outer London, which is critical given that Croydon as the second most populous borough, is also the second highest contributor to the LCGS. The programme approach enables boroughs to tackle high priority need where this may be more effective at a pan-London level
- 3.2.5 The scheme priorities align with the Croydon Council [priority for 2021/24:](#)
- We will focus on tackling ingrained inequality and poverty in the borough.

3.3 A Performance Summary of the 2017-22 Grants scheme:

- 3.3.1 The LCGS provides monitoring data to demonstrate performance and the benefits to individual boroughs from commissioned services. LCGS data for April 2017 to September 2021 compare the indicative levels of delivery per borough based on relevant needs data with the actual proportion of new service users from each borough.
- 3.3.2 13 projects were commissioned to deliver pan-London services under Priorities 1 and 2 between April 2017 and March 2021. All 13 projects were rated Green. The scheme was subsequently extended for a further year until March 2022 to allow time to develop a new programme that reflected a changed London.
- 3.3.3 With regard to Priority 1 services for combatting homelessness, locally, the indicative level for Croydon was between 3% and 4% of service users and the proportion of actual service users who were from Croydon was 3.39% (thirteenth among the London boroughs). The overall London wide performance was 9% above profile, with particularly strong performance in relation to tackling youth homelessness. 12 commissions were currently rated Green, and one Amber.
- 3.3.4 With regard to Priority 2 services for tackling sexual and domestic violence, locally, the indicative level was between 3% and 4% of users, and the proportion of actual users from Croydon was 3.39% (this was the second highest among the London boroughs). However, the London wide performance of these services have been 9% below profile. Outcome targets have been met or achieved in three out of the six service areas.
- 3.3.5 The Covid-19 lockdowns disrupted the delivery of prevention projects in schools, alternative provision, and youth settings, though some work moved online. Taking referrals and finding safe accommodation took longer due to the perpetrator being present. The pandemic has decreased the availability of

refuge services due to reduced throughput. Following London Councils' declaration of its commitment to use money flexibly to meet emerging needs due to Covid-19, some organisations furloughed or redeployed staff within their respective organisations to meet the increased demand for frontline services for tackling violence against women and girls. Helplines, emails, and web chats were heavily used by survivors finding it difficult to access support.

- 3.3.6 The priorities and projects funded by the LCGS align well with the Council's priorities. The projects provide additional options for the Council in supporting residents in these priority areas, aligning with local projects, services, and support.
- 3.3.7 Croydon council officers and partners are aware of the projects funded by LCGS. The projects provide added value and additional specialist support for people with protected characteristics who are facing homelessness or domestic and sexual violence.
- 3.3.8 The performance data suggests that work by officers with London Councils to ensure that pan-London projects deliver locally has ensured that the programme impact is maximised in Croydon.

4. CONSULTATION

- 4.1 The Council is required by statute to contribute to the London Councils Grants Scheme as set out in paragraph 7 below.
- 4.2 In order to meet London Councils formal deadline (1 February 2022) for obtaining the agreement of member Councils, a holding response has been provided to London Councils subject to Croydon Council's formal cabinet agreement on 7 February 2022.

5 PRE-DECISION SCRUTINY

- 5.1 This decision did not go to a Scrutiny meeting for pre-decision debate. The Council is required by statute to contribute to the London Councils Grants Scheme as set out in paragraph 7 below.

6 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 6.1 As set out in section 7 below, the Council is required under statute to contribute to the London Councils Grants Scheme in proportion to the population of the borough. The level of expenditure for the Scheme varies from year to year as does the estimated population of Croydon as a proportion of the total estimated population of Greater London. It is therefore not possible to accurately predict the precise level of the Council's contribution from year to year.
- 6.2 The costs are updated annually and the Council's contribution for 2022/23, based on a population of 388,560 (4.32% of the population of Greater London),

results in an increase of £78 compared with the Council's net contribution to the Scheme in 2021/22. 2022/23 is the first year of a new pan-London grants programme for 2022-26.

6.3 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3-year forecast		
	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Revenue Budget available				
Expenditure	288	288*	288	288
Income	0	0	0	0
Effect of decision from report				
Expenditure	288	288	288	288
Income	0	0	0	0
Remaining budget	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Capital Budget available				
Expenditure	0	0	0	0
Effect of decision from report				
Expenditure	0	0	0	0
Remaining budget	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

* The annual cost for Croydon Council has increased slightly over 2022/23 with base increase of £78 compared with the Council's net contribution to the Scheme in 2021/22. This is not shown in the table above due to the denomination the numbers are reported in.

Note – The contributions for the new scheme which are being reported to Cabinet will be payable each year over the 2022/26 period, and once confirmed by London Councils will in future years be assumed at 2022/23 amounts.

6.4 Risks

- 6.4.1 Agreement of only two-thirds of the constituent councils is required for London Councils to set a budget for the scheme. However, The Secretary of State would only have the power to intervene if eleven councils failed to approve the recommended budget by 1 February 2022.

6.5 Options

- 6.5.1 The Council is required to contribute to the London Councils Grants Scheme under the provisions of the 1985 Local Government Act if the proposals recommended by the Leaders Committee are agreed by two-thirds of the constituent councils by 1 February 2022.

6.6 Future savings/efficiencies

- 6.6.1 The Council's contribution to the scheme is updated annually dependent upon the agreed level of expenditure, the population of the borough as a proportion of the total population of Greater London and minor variables such as the use of reserves and balances by the Scheme. The Council may influence the total level of expenditure through its membership of the scheme but is bound by the two-thirds majority decision of the London Councils Grants Committee.

Approved by Richard Ennis, Interim Corporate Director of Resources & S151 Officer

7. LEGAL CONSIDERATIONS

- 7.1 The Head of Litigation and Corporate Law comments on behalf of the Council Solicitor and Monitoring Officer that under Section 48(3) of the Local Government Act 1985 and Regulation 6(8) of the Levying Bodies (General) Regulations 1992, member authorities are required to contribute financially to the Scheme in proportion to their respective populations.
- 7.2 The Grants to Voluntary Organisations (Specified Date) Order 1992 which came into effect on 2nd November 1992 and remains in force, as read with Section 48(3) of the 1985 Act, provides that two-thirds of constituent Councils must agree the London Councils Grants Committee's budget by no later than 1st February annually. If it is not so agreed, the overall level of expenditure is deemed to be set at the same level as was approved or deemed to be approved for the preceding financial year, in this instance the sum approved for the 2021/22 year (which was £287,731 for Croydon).
- 7.3 While the Council is not directly responsible for administration of the Scheme, as a participant Council in the Scheme it must still be mindful of its general equality duty under the Equality Act 2010 and take such steps as are appropriate to consider this duty. Any such considerations need to be addressed in the equalities impact assessment section below.

Approved by: Sandra Herbert Head of Litigation and Corporate Law

8. HUMAN RESOURCES IMPACT

- 8.1 There are no human resources implications arising from this report.

Approved by: Dean Shoesmith, Interim Chief People Officer

9. EQUALITIES IMPACT

- 9.1 London Councils is responsible for assessing the impact of individual funding decisions, but constituent councils must consider the overall impact of changes to the budget available to the London Councils Grants Committee.

- 9.2 An Equalities Analysis was carried out to ascertain the likely impact of the proposals on groups that share protected characteristics. This indicated that the Council's decision on this matter will have no significant impact on groups that share a protected characteristic.
- 9.3 Providers combatting homelessness continue to support vulnerable and disadvantaged service users who share protected characteristics. London-wide, over the 14 quarters to September 2020, 42.3% of service users were female; 46.2% were under 25 years of age; 7% were over 55 years of age; 76.6% were from black and minority ethnic backgrounds; 17.3% declared a disability; 12.4% were LGBT; and 1,886 people had no recourse to public funds (4%).
- 9.4 Providers combatting sexual and domestic violence continue to support vulnerable and disadvantaged service users who share protected characteristics. London-wide, over the 14 quarters to September 2020, 64.2% of service users were female; 8.6% were aged less than 25 years; 4.5% were aged over 55 years; 74.2% were from black and minority ethnic backgrounds; 14.7% declared a disability; 4.6% were LGBT; and 3,325 people had no recourse to public funds (3%).

Approved by Denise McCausland, Equalities Manager

10. ENVIRONMENTAL IMPACT

- 10.1 There are no main environmental sustainability impacts arising from this report.

11. CRIME AND DISORDER REDUCTION IMPACT

- 11.1 There are no implications for crime and disorder reduction arising from this report.

12. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 12.1 If the Council failed to agree the recommendations of the London Councils Leaders' Committee, there is a risk that the requisite majority of boroughs could fail to agree the proposals by the statutory deadline and the budget would be deemed to be set at the 2021/22 level.

13. OPTIONS CONSIDERED AND REJECTED

- 13.1 The options available to the Council are to agree or reject the recommendations of the London Councils Leaders Committee. If rejection is considered, unless the Council was reasonably sure it could secure the support of at least two-thirds of the constituent councils, it would be futile to seek agreement for an alternative budget. As the Leaders Committee which put forward the proposals is made up of the Leaders of all the constituent councils, it is extremely unlikely enough would be minded support an alternative budget to the one already agreed.

14. DATA PROTECTION IMPLICATIONS

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

NO

Approved by: Gavin Handford, Director of Policy and Partnership

CONTACT OFFICER: Shujah Iqbal, Senior Voluntary & Community Strategy Officer.

APPENDICES TO THIS REPORT

Appendix A Grants Committee Income and Expenditure Budget 2022/23

Appendix B Grants Programme Borough Subscriptions 2022/23

Appendix C 2022 - 2026 Pan-London Grants Programme awards

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Grants Committee Income and Expenditure Budget 2022/23

Expenditure	Revised Budget 2021/22 £000	Developments £000	Inflation £000	Original Budget 2022/23 £000
Payments in respect of Grants				
London Councils Grants Programme	6,173	0	0	6,173
Membership Fees to London Funders (for all boroughs)	60	0	0	60
Youth Homelessness Hub	300	-300	0	0
No recourse to public funds programme	327	-327	0	0
Sub-Total	6,860	-627	0	6,233
Operating (Non-Grants) Expenditure				
Contractual Commitments				
Maintenance of GIFTS Grants IT system	10	0	0	10
	10	0	0	10
Salary Commitments				
Officers	218	5	19	242
Members	19	0	0	19
Maternity provision	10	0	0	10
	247	5	19	271
Discretionary Expenditure				
Staff training/recruitment advertising	7	0	0	7
Staff travel	2	0	0	2
	9	0	0	9
Total Operating Expenditure	266	5	19	290
Central Recharges	169	0	-24	145
Total Expenditure	7,295	-622	-5	6,668
Income				
Core borough subscriptions				
Contribution to grant payments	6,173	0	0	6,173
Contribution to non-grants expenditure	495	0	0	495
	6,668	0	0	6,668
Transfer from Reserves	0	0	0	0
Central Recharges	0	0	0	0
Total Income	6,668	0	0	6,668
Net Expenditure	-627	622	5	0

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Borough Subscriptions 2022/23

ONS Mid-2019 Estimate of Population ('000)	%	2021/22 Base Borough Contribution (£)		ONS Mid-2020 Estimate of Population ('000)	%	2022/23 Base Borough Contribution (£)	Base Difference from 2021/22 (£)
Inner London							
270.03	3.01%	200,915	Camden	279.52	3.10%	207,038	6,123
9.72	0.11%	7,233	City of London	10.94	0.12%	8,102	869
287.94	3.21%	214,243	Greenwich	289.03	3.21%	214,088	-155
281.12	3.14%	209,167	Hackney	280.94	3.12%	208,093	-1,074
185.14	2.07%	137,755	Hammersmith and Fulham	183.54	2.04%	135,951	-1,804
242.47	2.71%	180,407	Islington	248.12	2.76%	183,779	3,372
156.13	1.74%	116,168	Kensington and Chelsea	156.86	1.74%	116,189	22
326.03	3.64%	242,585	Lambeth	321.81	3.57%	238,367	-4,218
305.84	3.41%	227,561	Lewisham	305.31	3.39%	226,143	-1,419
318.83	3.56%	237,225	Southwark	320.02	3.55%	237,037	-188
324.75	3.62%	241,626	Tower Hamlets	331.97	3.69%	245,890	4,264
329.68	3.68%	245,296	Wandsworth	329.74	3.66%	244,235	-1,061
261.32	2.92%	194,432	Westminster	269.85	3.00%	199,877	5,444
3,299.00	36.81%	2,454,612		3,327.64	36.96%	2,464,789	10,176
Outer London							
212.91	2.38%	158,412	Barking and Dagenham	214.11	2.38%	158,589	177
395.87	4.42%	294,546	Barnet	399.01	4.43%	295,545	999
248.29	2.77%	184,738	Bexley	249.30	2.77%	184,658	-80
329.77	3.68%	245,366	Brent	327.75	3.64%	242,767	-2,599
332.34	3.71%	247,274	Bromley	332.75	3.70%	246,470	-804
386.71	4.32%	287,731	Croydon	388.56	4.32%	287,809	78
341.81	3.81%	254,320	Ealing	340.34	3.78%	252,091	-2,229
333.79	3.72%	248,359	Enfield	333.59	3.71%	247,088	-1,271
268.65	3.00%	199,886	Haringey	266.36	2.96%	197,291	-2,595
251.16	2.80%	186,875	Harrow	252.34	2.80%	186,907	32
259.55	2.90%	193,119	Havering	260.65	2.90%	193,064	-55
306.87	3.42%	228,326	Hillingdon	309.01	3.43%	228,887	561
271.52	3.03%	202,026	Hounslow	271.77	3.02%	201,298	-728
177.51	1.98%	132,074	Kingston upon Thames	179.14	1.99%	132,691	617
206.55	2.30%	153,682	Merton	206.45	2.29%	152,920	-762
353.13	3.94%	262,749	Newham	355.27	3.95%	263,146	397
305.22	3.41%	227,100	Redbridge	305.66	3.40%	226,401	-699
198.02	2.21%	147,336	Richmond upon Thames	198.14	2.20%	146,763	-572
206.35	2.30%	153,534	Sutton	207.71	2.31%	153,849	315
276.98	3.09%	206,089	Waltham Forest	276.94	3.08%	205,130	-959
5,662.99	63.19%	4,213,540		5,674.85	63.04%	4,203,363	-10,176
8,961.99	100.00%	6,668,152	Totals	9,002.49	100.00%	6,668,152	0

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Grants Committee

2022-2026 Pan-London Grants Programme – Recommendations for award of grant

Item 8

Report by Yolande Burgess **Job title** Strategy Director

Date 24 November 2021

Contact Officer Feria Henry/Joanne Watson

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Summary

At the July 2021 meeting, Grants Committee agreed that London Councils should publish its prospectus for a new 2022-2026 Grants Programme and put out a call for proposals for the following priorities:

- Priority 1 Combatting Homelessness
- Priority 2 Tackling Sexual and Domestic Violence

Following scoring, moderation, and discussion with Grants Executive members and other stakeholders, recommendations for award of grant are made to Grants Committee members.

Funding is recommended for the period 1 April 2022 to 31 March 2026. The total values of grant for recommended projects will be a maximum £21,100,000 over the lifetime of the grants (Priority 1 £9,800,000, Priority 2 £11,300,000), subject to pre-award negotiations, annual Leaders' Committee approval of the grants budget and partners fulfilment of terms of grant.

Recommendations

Grants Committee is asked to:

- agree recommendations for grant funding for Priority 1, Combatting Homelessness, and Priority 2, Tackling Domestic and Sexual Violence outlined in Table 1 (further details in Appendix 1)
- note applications that are not recommended for funding set out in Table 2 (further details in Appendix 2)
- note the right to reply submissions from seven applicants (for nine applications) that are not recommended for funding, and officer commentary, set out in Appendix 3.

2022-2026 Grants Programme - Recommendations for award of grant

1 Background

- 1.1 At the July 2021 meeting, Grants Committee agreed that London Councils should publish its prospectus for a new 2022-2026 Grants Programme and put out a call for proposals.
- 1.2 The [London Councils 2022-2026 Grants Programme prospectus](#), published on 19 July, called for project proposals to address two priorities, combatting homelessness, and tackling domestic and sexual abuse.
- 1.3 The total funding available through the prospectus for the life of the programme was £21,100,000; £9,800,000 for combatting homelessness and £11,300,000 for tackling domestic and sexual abuse. Funding was split across nine services areas:

1.3.1 **Priority 1 – Combatting homelessness**

- 1.1 Prevention and targeted intervention - £4million
- 1.2 Prevention and targeted intervention for rough sleepers - £1million
- 1.3 Prevention and targeted intervention for young people - £4million
- 1.4 Improving the response to homelessness in London (working with housing and homelessness organisations and professionals) - £800,000

1.3.2 **Priority 2 – Tackling domestic and sexual abuse**

- 2.1 Prevention (children and young people) - £1million
- 2.2 Specialist advice, counselling and support (for medium risk survivors (including post-IDVA/ISVA) and target groups not accessing general provision) - £7million
- 2.3 Helpline services (advice and support, access to refuge provision) - £1.2million
- 2.5 Improving the response to domestic and sexual abuse in London (working with domestic and sexual abuse organisations and professionals) - £800,000

2.6 Services for people affected by harmful practices - £1.3million

- 1.4 In March 2021, Grants Committee agreed to defer the call for proposals for refuge provision (service are 2.4) to 2022 and roll over the current grant (£840,000) for refuge services in the current programme to 2022-23, to give time to develop longer term arrangements with the boroughs and the GLA following the introduction of the Domestic Abuse Act.
- 1.5 In July 2021, Grants Committee agreed to an award of grant for the period 2022 to 2026 to the Women's Aid Federation for continuation of data services related to refuge domestic abuse services and refuge provision (£25,000 per year, £100,000 total).
- 1.6 The [prospectus and service specifications](#) are available on the London Councils website.
- 1.7 All applications needed to meet the principles for the 2022-2026 programme, which are, services:
 - 1.7.1 deliver effectively and can meet the outcomes specified by London Councils
 - 1.7.2 meet a need for services and support that complements borough and other local statutory and non-statutory services
 - 1.7.3 are more economical and efficiently delivered on a London wide basis (services cannot reasonably be delivered locally, at a borough or sub-regional level), or where mobility is key to delivery of a service to secure personal safety
 - 1.7.4 work with statutory and non-statutory partners and contribute to meeting the objectives of the Equality Act 2010.

2 Applications, scoring, moderation and programme panel

- 2.1 Thirty-three applications were received by the application deadline of 10 September, 12 noon. Applicants were subject to a series of eligibility requirements for the programme. One applicant failed the eligibility requirements.

- 2.2 Scoring was undertaken by twenty-seven people – 19 London Councils officers, four borough officers (Barnet, Ealing, Newham, Richmond and Wandsworth), two London Funders colleagues, one elected member (Bexley) and one Greater London Authority colleague.
- 2.3 Each application was independently scored by two assessors. Where assessors scores differed by 25 per cent or more, an additional independent assessment was undertaken (except for service area 2.3, where a single application was received). Scores were then moderated through a formula.
- 2.4 A programme panel, comprising the Grants Executive Committee met on 30 September and reviewed initial recommendations in the broadest context of the programme aims, ensuring that the projects considered for award of grant met the principles for pan-London grants (see paragraph 1.5), offered a cohesive programme within the available budget, could mutually add value, and enhance the services that Londoners and boroughs have available to them. The panel provided a steer to the grants team in respect of preliminary recommendations and next steps.
- 2.5 Moderated scores and a determination of ‘best fit’ for the programme, reflecting on the programme principles, criteria, and service specifications were considered in making recommendations for funding.
- 2.6 Further, the grant funding for this programme has a specific remit, some of which is defined in law (Section 48 of the Local Government Act 1985) and some of which is defined by London’s leaders (London Councils Leaders’ Committee and Grants Committee). The London Councils pan-London Grants Programme is a complex programme that places an emphasis on pan-London delivery. All boroughs contribute to the programme and have a reasonable expectation that as many of their residents as possible (with a relevant need) can benefit from it. These matters were considered when determining recommendations for the programme as a whole.

3 Information to applicants and right to reply

- 3.1 Applications that are recommended for funding are set out in Table 1 below (a summary of the applications is included in Appendix 1).

- 3.2 Due diligence checks were undertaken on applicants that are recommended for funding to ensure organisations are financially viable and have the capacity to deliver services (see the [Funding and Performance Management Framework](#), Appendix 1 for further details).
- 3.3 Applicants that are recommended for funding were advised that the final decision for award of grant rests with Grants Committee, and that dependent on available budgets and pre-award discussions, the award of grant may not be same as the amount of grant requested.
- 3.4 Applicants that are not recommend for funding are set out in Table 2 (further detail is at Appendix 2).
- 3.5 Applicants that are not recommend for funding were advised accordingly and were given the right to reply to the reasons given for not recommending applications for funding. Seven organisations (for eight applications) submitted a right to reply.
- 3.6 Right to reply submissions, along with officer commentary, are set out in Appendix 3. Grants Committee is asked to consider these submissions in making its decisions on recommendations for the grants programme.

Table 1: Applications recommended for funding

Service Area	Organisation	Percentage of total score (147)	Total requested grant	Maximum available grant
1.1	Shelter, The National Campaign for Homeless People Ltd	88%	£3,993,720	
1.1	St Mungo Community Housing Association	84%	£1,455,633	
1.2	St Mungo Community Housing Association	78%	£445,109	
1.3	New Horizon Youth Centre	92%	£3,999,795	
1.4	Homeless Link	63%	£767,910	
Priority 1: Combatting Homelessness			£10,662,167	£9,800,000
2.1	Against Violence and Abuse	86%	£998,375	
2.2	Galop	73%	£643,749	
2.2	Women and Girls Network	68%	£5,820,952	
2.2	SignHealth	58%	£1,171,769	
2.3	Refuge	77%	£1,200,000	
2.5	Women's Resource Centre	87%	£799,996	
2.6	Asian Women's Resource Centre	74%	£1,300,000	
Priority 2: Tackling Domestic and Sexual Violence			£11,934,841	£11,300,000

Table 2: Applications not recommended for funding

Service Area	Organisation	Percentage of total score (147)	Total requested grant
1.1	Release Legal Emergency and Drug Service	80%	£3,828,355
	Prisoners Abroad*	75%	£411,243
	Royal Association for Deaf People	64%	£241,534
	East European Resource Centre*	59%	£1,138,348
	Fat Macy's*	52%	£938,392
	Generate	0%	£288,303
1.2	Veterans Aid*	53%	£1,030,654
1.3	MyBnk	67%	£1,248,387
2.1	SignHealth*	76%	£915,504
	Tender Education and Arts*	68%	£999,882
	RISE Mutual CIC	51%	£999,794
	Volunteering Matters	37%	£969,092
2.2	East European Resource Centre*	57%	£1,285,814
	Manor Gardens Welfare Trust	56%	£722,702
	SurvivorsUK*	48%	£975,131
	The Survivors Trust	48%	£1,729,728
	The Mary Dolly Foundation	29%	£99,360
	Legal Advice Centre (University House)	22%	£962,185
2.5	SignHealth*	56%	£228,791
2.6	Kanlungan Filipino Consortium	37%	£320,351

*Submitted a right to reply - see Appendix 3

4 Next steps

- 4.1 Following decisions from Grants Committee, the grants team will work with those organisations that are to be awarded grant funding. Negotiations and checks will be undertaken during the pre-award period, including detailed scrutiny of budgets and profiles. In the unusual event that an applicant fails to satisfy pre-award checks, Grants Committee will be advised, and an alternative applicant may be recommended.
- 4.2 Applicants project budgets will be finalised and will not exceed the total budget agreed by Grants Committee (see paragraph 1.3).
- 4.3 On completion of pre-award negotiations, a funding agreement setting out the terms of grant will be issued. Funding will not be released until the grant agreement is signed. Projects will start delivery from 1 April 2022.

Table 3: Schedule

	Start	End
Award approval	24 November 2021 (Grants Committee)	
Award notification	25 November 2021	26 November 2021
Pre-agreement workshop	6 December 2021 (am and pm)	
Pre-agreement meetings	From 7 December 2021	
Pre-agreement actions	To be completed by end February 2022	
Funding agreements signed	On completion of pre-agreement actions	
Advance payments	On receipt of signed agreement	
Programme delivery commences	1 April 2022	

5 Recommendations

- 5.1 Grants Committee is asked to:
- 5.1.1 agree recommendations for grant funding for Priority 1, Combatting Homelessness, and Priority 2, Tackling Domestic and Sexual Violence outlined in Table 1 (further details in Appendix 1)
- 5.1.2 note applications that are not recommended for funding set out in Table 2 (further details in Appendix 2)

5.1.3 note the right to reply submissions from seven applicants (for nine applications) that are not recommended for funding, and officer commentary, set out in Appendix 3.

Financial Implications for London Councils

A decision on the annual funding for the programme will need to be agreed by Leaders' Committee.

Legal Implications for London Councils

London Councils manages the London Councils Grants Programme on behalf of all the boroughs and the City of London. The Programme makes grants to voluntary organisations to deliver improved outcomes for Londoners.

The Programme operates within a scheme made under Section 48 of the Local Government Act 1985. It is a collective scheme i.e. all the boroughs fund the Programme, through a levy contribution based on the boroughs proportion of the capital's population. Boroughs must exercise their functions in respect of the scheme 'with due regard to the needs of the whole of Greater London'.

Leaders' Committee determines the principles and priorities of the Programme and the overall budget of the Programme. The Grants Committee commissions services, makes awards of funding, manages projects' performance and may advise Leaders' Committee on the Programme.

The legal requirements of good decision-making by public authorities, in summary, require the following:

1. **Declaration of interests:** The principle being, a decision maker should not be a "judge in his own cause". Where a decision-maker has an interest in the subject of a decision he is making it is likely to preclude his participation in the decision where – the decision will affect a friend or relation, the decision-maker has a financial interest in its outcome, the decision-maker is a director of an organisation affected by the outcome of the decision, the decision-maker is a member of group campaigning for one outcome or another, the decision maker's spouse, civil partner or other close family member has an interest in the outcome. Although a close connection with the subject of the decision will automatically disqualify a person

from making a decision, declaration of a less direct interest before a decision is made may permit them to take part. In the latter circumstances the person concerned and any colleagues participating in the decision-making process must decide whether the connection would lead a fair-minded and informed observer to conclude that there was a real possibility that the decision-maker would be biased if they took part. London Councils has policies and procedures to assist in managing these matters, with Members being required to comply with their own authority's Code of Conduct.

2. **Following correct procedure:** A decision-maker will often be required to follow a set procedure for making its decisions, whether set out in statute or set by the decision-maker itself. Any such procedures are usually drafted with the purposes of both ensuring the decision-maker takes into account all relevant considerations as well as ensuring procedural fairness for those affected by the decision. In taking decisions which engage consideration of specific duties, such as the equalities duties, any process must ensure that those duties are also met. In your case, this will ensure that you turn your mind to, and can evidence that you have had due regard to the public sector equality duty in taking the decision. As you know this does not necessarily require a formal public consultation or EIA (but see below). Examples of prescribed procedures for decision-makers include express duties to: consult, give reasons for decisions, be informed of a right to appeal (if there is one), etc. NB: Whilst it is necessary for a public body making decisions to follow a set procedure that will not of itself render the procedure fair, and in certain circumstances it may also be appropriate/fair to depart from the published procedure.
3. **Consultation:** Public bodies are required by law to consult before making decisions, particularly in the context of making policies or issuing guidance. In some cases, there is an express duty to consult and a statutory process which must be followed. There is no express statutory requirement to consult under the Grants Scheme, although in having due regard to the needs of the whole of Greater London in making the scheme and exercising the relevant functions under section 48 of the Local Government Act 1985, and specifically in meeting the duty under subs 48(10) to keep the needs of the whole of Greater London under review, one must have regard to the general public law principles and requirements relating to

consultation. There is published government guidance (<https://www.gov.uk/government/publications/consultation-principles-guidance>) and London Councils should have regard to this guidance

In summary: a public authority has a wide discretion in choosing the options upon which to consult; consultation may be an iterative process; consultation must be lawful (and therefore fair), and such consultation must also be adequate; consultation should be proportionate to the potential impact of the proposal or decision being taken; it should be undertaken at a formative stage in developing the proposals; the timeframe for any consultation should be proportionate and realistic to allow stakeholders an adequate time to consider and respond; the information provided as part of the consultation should be useful and accessible, the objectives of the consultation clear, and the public authority must give sufficient reasons for any proposals being consulted upon to allow for intelligent consideration and response; those consulted should be aware of the criteria that will be applied by the public authority when considering proposals and which factors will be considered decisive or of substantial importance at the end of the process of consultation, such as in evaluating the consultation responses or in taking the decisions informed by the consultation; consultation need not be formal and in writing, and there are a number of ways of engaging with stakeholders which may be appropriate e.g. by email or web-based forums, public meetings, working groups, focus groups and surveys; etc.

If a public authority has promised it will engage in consultation before making a decision it would normally be unfair not to do so. Public bodies should be mindful of any public statements/guidance that may have issued promising consultation e.g. where decisions engage equalities issues. Past practice may imply a promise to consult again on the same type of decision - fairness generally requiring that the practice of consultation is continued. Even if there is no promise or past practice of consultation, the nature and impact of the decision may mean that fairness requires it.

Measures of the severity of a decision's impact include - the extent to which it unexpectedly alters the existing position or legitimate expectations of the affected individuals/groups; or the severity of consequences of the decision on the affected

individuals/groups; etc . The product of the consultation must be conscientiously taken into account in finalising proposals.

4. **Rational and evidence-based:** A public body must take rational decisions. An irrational or unreasonable decision is one that was not objectively rational and reasonably open to the decision-maker. Evidence-based decisions help to ensure that decisions are objectively reasonable.
5. **All relevant considerations:** A decision maker must ensure that it takes into account all relevant considerations in reaching a rational and evidence-based decision. The subject matter of the decision will inform what is relevant. EG: the proposal, response to consultation, guidance on parameters for decision, costs of decision, effects of the decision on others (including, for example, having due regard to the decision-makers' public sector equality duty), advice from officers, etc.
6. **Proper purpose:** A public body must act for a proper purpose and in taking their decisions decision-makers must apply their minds to the correct statutory objective. A public body must act in good faith.
7. **Proportionate:** Public decision-makers should act in a way that is proportionate. Proportionate decisions are also likely to be rational, evidence-based and reasonable.
8. **Properly reasoned:** Procedural requirements on public decision-makers require that reasons must be given for their decisions. Reasons do not need to be excessively detailed but do need to be adequate. Adequate decisions – deal with all the substantial points that have been raised; are sufficient for the parties to know whether the decision-maker has made an error of law; set out and explain key aspects of the decision-maker's reasoning in coming to its conclusion; include all aspects of reasoning that were material to the decision; but do not need to set out in detail all the evidence and arguments referred to by the decision-maker. The reasons for decisions should be recorded at the time the decisions are made.
9. With reference to the above, the standard grounds for judicial review are on the basis that a decision: was unlawful/ultra vires; was irrational; or was procedurally unfair - in that the decision-maker has not properly observed the relevant procedures (whether set by statute or by itself) e.g. it has failed to consult or give

reasons for its decision, or there has been a failure to observe the principles of natural justice in the decision-making process e.g. evidence of bias.

Further, a public authority should also be careful not to raise a further ground of challenge if, through their own conduct or statements, they have established a legitimate expectation as to how the public body will act. A legitimate expectation may arise exceptionally in three cases – where the decision-maker has made a clear and unambiguous representation that it will adopt a particular form of procedure above and beyond that which it would otherwise been required to adopt; where the claimant has an interest in some ultimate benefit that it hopes to attain or retain fairness may require the claimant to be given an opportunity to make representations; and where the decision-maker has a substantive right on which it was reasonable for the claimant to rely. Public bodies may change their policies or depart from them (and so not fetter their discretion), and so a legitimate expectation will only arise if departure from the existing policies was an abuse of power.

Equalities Implications for London Councils

In reaching decisions for the implementation of any future grants programme, the Committee is required to have due regard to its obligations under the Equalities Act 2010, particularly the Public Sector Equalities Duty.

London Councils' funded services provide support to people within all the protected characteristics (Equality Act 2010), and targets groups highlighted as particularly hard to reach or more affected by the issues being tackled. Funded organisations are also required to submit equalities monitoring data, which can be collated across the grants scheme to provide data on the take up of services and gaps in provision to be addressed. The grants team reviews this data annually.

Background Documents

Grants Committee, 13 November 2019, Item 9 - Grants Programme 2021-25

Grants Committee, 8 July 2020, Item 6 - A grants programme to support London's transition and recovery

Grants Committee (AGM), 11 November 2020, Item 13 - Extension to the current Grants Programme; Item 14 New grants programme 2022-2026: Planning and implementation

Grants Committee, 17 March 2021, Item 6, Grants Programme 2022-26: Planning and implementation

Grants Committee, 14 July 2021, Item 14, Grants Programme 2022-26: New programme prospectus

Organisation	Shelter, The National Campaign for Homeless People Ltd	Service Area	1.1
Lifetime Grant	£3,993,720	Partnership	Yes
Recommended			
<p>Shelter, 88 per cent - the application (a partnership proposal) focuses on preventing Londoners from becoming homeless, through early and targeted intervention, helping people to sustain suitable accommodation, whilst addressing underlying issues and barriers that put target groups at risk of homelessness. The application clearly sets out need and strategies for working with/supporting boroughs.</p> <p>Target groups: People with multiple and complex needs; people with mental health support needs and/or disabilities; LGBTQ+ people; people with no recourse to public funds (NRPF) and/or precarious or insecure immigration status; EEA migrants; people who are Black or Asian or from minority ethnic communities; people who are hidden from homelessness statistics.</p> <p>Partners: Praxis, Stonewall Housing, Thames Reach</p> <p>For follow up in pre-award: Addressing low take-up.</p>			
SUMMARY aim, activities, intended impact			
<p>Shelter will lead the specialist STAR (Supporting Tenancies, Accommodation and Resettlement) Partnership, working with Thames Reach, Stonewall Housing and Praxis. Our aim is to prevent Londoners from becoming homeless, through early and targeted intervention. We will help them find and sustain suitable accommodation, whilst addressing underlying issues and barriers that put target groups at risk of homelessness.</p> <p>We will work closely with London Councils and with all boroughs on our integrated approach to tackling homelessness. Through regular engagement with boroughs and local services, we will tailor our approach to local need, complementing rather than duplicating existing provision, and share our insight and knowledge.</p> <p>Through the STAR Partnership we will help 16,280 people over the project's life, delivering the following activities:</p> <ul style="list-style-type: none"> • Referral into the service through multiple points of access, enabling pan-London reach. • London-wide targeted engagement and promotion, which is relevant and accessible to priority groups in all 33 boroughs. • Support to directly access accommodation, including crisis accommodation, social housing and the private rented sector. • Intensive support, including skills training, money management and practical help to enable families and individuals to maintain tenancies. • Personal resilience and independence planning to secure a long-term, healthy and happy home. • Specialist provision for key target groups who face additional barriers to accessing housing, such as those with NRPF status, LGBTQ+ and minority ethnic communities. 			

Our intended impact is to:

1. Prevent homelessness; through immediate housing advice, support to access crisis accommodation, advice, advocacy and casework to prevent eviction.
2. Help people find the right accommodation for them; through accommodation searches, accessing funds and tenancy brokerage, advice and advocacy to resolve any issues with accommodation, and resettlement support.
3. Help people to maintain accommodation long-term; building financial resilience and providing advice and guidance to identify and resolve any issues arising in tenancy.
4. Address underlying issues that increase personal resilience and contribute to homelessness; through immigration advice and casework for people with NRPF, support to access the right local services to improve mental and physical health, and improve confidence and ability to self-help.

Each partner has been carefully selected to bring their own expertise:

Shelter provides specialist housing advice and casework both face-to-face through community outreach across London and remotely by telephone, and targeted resilience support for people who are facing additional barriers, e.g. mental health issues, disabilities.

Thames Reach offers personalised, intensive face-to-face support to help people find and sustain accommodation and develop the necessary skills to facilitate long-term independence, particularly those with high complex needs. Their women's lead worker can provide a gender-specific service to women who face multiple exclusions.

Stonewall Housing provides tailored, specialist housing advice and support for LGBTQ+ people overrepresented in homelessness statistics and experiencing significant discrimination.

Praxis provides specialist, accredited immigration advice and casework for people who have NRPF and/or insecure immigration status and are at risk of homelessness.

By sharing expertise and allowing for cross-referral within the partnership, we will ensure that Londoners receive the right support at the right time to address their housing issues and prevent homelessness.

Organisation	St Mungo Community Housing Association	Service Area	1.1
Lifetime Grant	£1,455,663	Partnership	No
Recommended			
<p>St Mungo's, 84 per cent - the application focuses on reducing the number of people returning to London from prison with nowhere to live, increasing access to sustainable accommodation and reducing failed tenancies. The application is clear about need and referral pathways.</p> <p>Target groups: People serving sentences of 1 year or less, licence recalls or those held on Remand within London estate Prisons, who are at risk of Homelessness and returning to London with a Local connection, and people on Probation in the London community who are homeless, including people with mental health support needs; people who are disabled or who have a learning disability; people with multiple/complex needs (including drug and alcohol dependency/recovery needs); people who are EEA migrants; people who are LGBTQ+; people who are Black or Asian; people from minority ethnic communities; people who are unemployed or who are on low incomes. The service will be offered to men and women aged 25+.</p> <p>For follow up in pre-award: Further detail on specialist services, addressing low take up and avoiding duplication.</p>			
SUMMARY aim, activities, intended impact			
<p>Project Aims: Prison leavers typically have very high support needs, putting them at risk of becoming trapped in a cycle of homelessness and re-offending. We will utilise our 52 years' experience in homelessness services to provide specialist, intensive support, rooted in St Mungo's' belief that everyone deserves a home and the opportunity to fulfil their hopes and ambitions.</p> <p>The core project aims are to:</p> <ol style="list-style-type: none"> 1) Reduce the number of people returning to London from prison with nowhere to live; 2) Increase access to sustainable accommodation and reduce failed tenancies; 3) Improve life skills and ability to maintain a tenancy, increasing likelihood of sustained outcomes. <p>Project Activities: HARP Connect will support prison leavers at all stages of their journey through the criminal justice system, in prison, day of release and in the community, providing expert housing advice and trauma informed targeted interventions to prevent homelessness. This will not be a standalone service, but benefits from the added value of St Mungo's specialist homelessness services and organisational expertise, increasing its potential for long-term impact.</p> <p>We will:</p> <ul style="list-style-type: none"> • Promote the service through existing relationships with prisons, probation teams, LA teams and voluntary sector organisations; 			

- Identify prison leavers aged 25+, who are serving short-term sentences (less than one year), on licence recalls or on remand, and who are at risk of homelessness;
- Undertake thorough housing/need and risk assessments and provide compressive action plans to address them;
- Provide interventions to save existing tenancies at risk;
- Support access to temporary and long-term accommodation, including viewings and applications;
- Meet SUs at the gate on day of release;
- Support with benefits, bills, furnishings and other essentials;
- Work with housing providers, LA's and private Landlords to provide ongoing tenancy support.
- Help SUs gain personal resilience through referrals to other appropriate community services and wider St Mungo's services (including our specialist mental health, drug and alcohol rehabilitation, financial advice, ETE through our Recovery College and Employment team).

The new HARP model will incorporate the following delivery innovations to add further value, and enhance outcomes for a newly identified and underserved cohort:

- Targeting prison leavers on license recalls or remand. We have identified that there is no current provision for these groups, despite their shared susceptibility to homelessness.
- Supported accommodation through Training Tenancies. St Mungo's will provide a minimum of 10 bed spaces (max. 20) offering six month tenancies where SUs receive one-to-one and group training for independent living skills (including budgeting; housing rights and responsibilities; managing relationships with landlords and housemates).
- Provision of service user move on Fund In order to enhance settled accommodation outcomes among an often financially disadvantaged target group, we will allocate £100-1000 for up to 70 service users per annum, to be used towards one-off essential accommodation expenses, including rental deposits.

Intended Project Impact: 5,140 people leaving prison and returning to London boroughs will have reduced risk of homelessness and re-offending.

Organisation	St Mungo Community Housing Association	Service Area	1.2
Lifetime Grant	£445,109	Partnership	No
Recommended			
<p>St Mungo's, 78 per cent - the application focuses on the needs of people who are sleeping rough, or at immediate risk of doing so, in London. The application provided a clear description of need and support.</p> <p>Target groups: People at high risk of rough sleeping or who are rough sleeping</p> <p>For follow up in pre-award: Further detail on attracting people to the service and improving referral pathways.</p>			
SUMMARY aim, activities, intended impact			
<p>Aim</p> <p>The StreetLink London Advice line is a telephone advice service for people who are sleeping rough, or at immediate risk of doing so, in London. The service aims to support people to resolve their homelessness rapidly through advice and advocacy work, and by connecting people with services that can help. This includes referring them into accommodation.</p> <p>Activities</p> <ul style="list-style-type: none"> • A phone helpline staffed by St Mungo's Assessment & Reconnection (A&R) Workers, who have access to CHAIN (Combined Homelessness and Information Network) and St Mungo's Opal case management system, to record all actions related to support of service users; • People sleeping rough, or at imminent risk of doing so, will call the national StreetLink service for support. They will be directed through to the StreetLink London Advice Line to access immediate support from St Mungo's A&R Workers; • A&R Workers will provide early intervention to help people exit the streets rapidly. They will: conduct thorough assessments of callers over the phone, checking their details against the CHAIN database to establish any existing or previous interactions with homelessness services. They will establish the caller's needs and eligibility for support, based on their location, local connections, and the most appropriate support option for their individual circumstance; • While on the line, A&R Workers will broker support from the relevant service or accommodation option, or provide advice, signposting and advocacy to enable the caller to resolve their own rough sleeping; • They will arrange transport to get the caller to the service if needed, or for street outreach to go to the caller, ensuring location is not a barrier to receiving immediate support; • This will result in people exiting the street rapidly. <p>Intended impact</p> <p>In line with the specification, the service will reduce rough sleeping by:</p>			

- providing advice to service users about routes out of rough sleeping
- providing housing options advice
- supporting reconnection with family and friends
- facilitating access to accommodation
- facilitating access to support services including mental and physical health, domestic and sexual abuse
- facilitating access to specialist advice around debt and finance (incl. benefits), legal and immigration issues

With funding from London Councils, we will appoint two additional A&R Workers to increase capacity in the team. Each A&R Worker will support 35 people per quarter, resulting in an additional 1,120 people support over the four year grant period, compared to what can be achieved with current team capacity.

Organisation	New Horizon Youth Centre	Service Area	1.3
Lifetime Grant	£3,999,795	Partnership	Yes
Recommended			
<p>New Horizon Youth Centre, 92 per cent - the application (a partnership application) focuses on young people more likely to face homelessness but less likely to find the help they need. The application clearly responded to the service criteria.</p> <p>Target groups: young people aged 18-24, who are or are at risk of experiencing homelessness, rough sleeping or housing precarity; young people for whom local authorities do not have a statutory duty or those who require supplementary services which are not cost-effective to commission or deliver at borough-level; young Londoners who are less likely to seek or receive local authority support, either because they do not know where to find it or because they struggle to navigate the systems, alongside those who need longer or different support than boroughs are able to offer them; young people from black and minoritised ethnic communities; young people identifying as LGBTQ+; young women; young people in or leaving prison or with experience of the criminal justice system; young people who are care experienced; young people with mental health difficulties and/or disabilities; young people who are neurodiverse; young people at risk of harm, including domestic violence, exploitation and modern slavery; young people with no recourse to public funds or unregulated immigration status.</p> <p>Partners: Albert Kennedy Trust, Depaul UK, Galop, Praxis, Shelter, Stonewall Housing</p> <p>For follow up in pre-award: Referral pathways, capturing and monitoring of data.</p>			
SUMMARY aim, activities, intended impact			
<p>The London Youth Gateway (LYG) is a partnership between Depaul, Shelter, Praxis, and the LGBTQ+ Jigsaw grouping of Stonewall Housing, Albert Kennedy Trust (AKT), Galop, led by New Horizon Youth Centre. In the last nine years it has successfully delivered holistic services, so that ten-thousands of young Londoners prevented or solved their homelessness. We have proven experience in supporting young people from inner and outer London boroughs, protected characteristic groups, and underserved communities.</p> <p>During the pandemic we adapted our services to lessen Covid's disproportionate immediate and long-term impacts on young people; learning we will use to support young Londoners facing homelessness in the recovery years.</p> <p>Project aims: The LYG project will target young people more likely to face homelessness but less likely to find the help they need, for whom boroughs do not have a main duty under the 2017 Homelessness Reduction Act and/or for whom it is not cost-effective to commission local services.</p> <p>We will offer a genuinely pan-London service, supporting 19,000+ young people via in-person and remote delivery. Brief interventions and long-term support will enable young people to achieve specified and bespoke outcomes, so that:</p> <ul style="list-style-type: none"> • 2,444 young people obtain crisis or intermediate short-term accommodation 			

- 1,764 access suitable, stable settled accommodation
- 12,920 improve knowledge to avoid homelessness and 1,608 sustain accommodation long-term
- 2,988 improve mental health and 960 report better physical health
- 1,804 improve life skills
- 1,536 are referred to employment support, and 848 to long-term training and education
- 2,604 improve their financial circumstances
- 2,848 are enabled to be safe

Project activities: Our central point of access sits at the heart of our delivery. Young people can self-refer via a free telephone line, online referral form or webchat and will be seamlessly linked to an LYG partner or external agency.

Via this central point of access, plus a specialist LGBTQ+ entry point and dedicated advice line, young people will get clear information and advice to prevent homelessness, navigate complex systems, and/or access mainstream services, enabling us to deliver crucial interventions at scale.

We will offer an integrated, youth-specific package to young people needing longer-term support to access or sustain accommodation, especially where boroughs do not have a statutory duty, including:

- Long-term housing advice/casework/advocacy
- Comprehensive mental health/life skills development/independent living/self-advocacy services
- Employability/ income maximisation/benefits support
- Immigration advice

We will combine our collective resources and expertise, work closely with boroughs, and draw on our expansive network and referral pathways with relevant borough, statutory and VCS services, alongside corporate partners, for project delivery and promotion.

Project impact: The LYG will impact directly and indirectly on young people, communities facing inequality, boroughs and wider stakeholders and:

- Improve young people's life chances as they achieve outcomes proven to reduce the risk of repeat homelessness
- Prevent and reduce homelessness in London
- Improve equity and inclusion
- Supplement borough capacity and resources at a time of increased demand
- Inform better youth homelessness prevention via project learning and promoting best practice
- Use learning to highlight persistent challenges and create systems change
- Work with boroughs and London Councils towards their policy objectives

Organisation	Homeless Link	Service Area	1.4
Lifetime Grant	£767,910	Partnership	Yes
Recommended			
<p>Homeless Link, 63 per cent - the application (a partnership proposal) focuses on improving outcomes for those at risk of or experiencing homelessness across London by raising homelessness knowledge and practice across London. The applicant clearly describes needs and services.</p> <p>Target groups: Local Authority homelessness services, voluntary sector, faith based, and community led homelessness organisations as well as statutory and VCS organisations working in related sectors, such as health and organisations working with other disadvantaged groups.</p> <p>Partners: Shelter</p> <p>For follow up in pre-award: Referral pathways, how the partnership will engage with harder to reach boroughs.</p>			
SUMMARY aim, activities, intended impact			
<p>Aim: To improve outcomes for those at risk of or experiencing homelessness across London. To date London PLUS has raised homelessness knowledge and practice across London through support, skills development, legal understanding of duties and rights, and effective methods of delivering this. Our new model represents a step-change, building on this established knowledge base, to deliver a more strategic service through evidence-based tailored learning pathways that embedded system change. Structured through a 3-tier model flowing from Pan-London (Tier 3) to Sub-Regional (Tier 2) to Targeted Borough Support (Tier 1), data and insight from each level will inform the next. This approach (diagram attached) will enable us to:</p> <ul style="list-style-type: none"> • Strengthen the sector through enhanced collaboration, particularly developing and facilitating improved two-way relationships between LAs and local VCSs and the recognition of the complementary role and value-add of front-line organisations in ending homelessness alongside public services • Bring related sectors (e.g. health, social care, housing) together to better understand, define and identify their role in preventing homelessness • Support providers and commissioners to be responsive to changing patterns of need, policy, legislation and equalities issues • Support providers to understand and recognize differing needs (age, gender, sexual orientation, ethnicity, culture) • Build capacity of providers to be more sustainable • Improve pathways between statutory and VCS • Improve sector staff wellbeing and resilience, to avoid burn-out and retain expertise in the sector <p>Activities will include:</p> <ul style="list-style-type: none"> • In-depth support to boroughs delivered through a consistent learning pathway model. This will including an initial systematic review and analysis of the LA and local VCS sector to identify current processes, practice, collaborations and gaps, 			

informing an evidence-based bespoke development plan of support and training for regional homelessness systems, drawing in sub-regional pathways and links as appropriate.

- Rapid review and assessment of organisations, to obtain baseline data on support needs, to guide programme and assess progress towards programme aims
- Linking boroughs with similar needs and challenges to facilitate shared learning, peer network development, peer support, and economies of scale
- Proactive programme promotion using Homeless Link and Shelter engagement with strategic pan-London forums to instil strategic recognition of PLUS
- providing specialist advice, support, training and information, at the pan-London, sub-regional and local level to meet the range of needs
- supporting and improving working relationships between the VCS, boroughs and landlords through targeted and tailored activities
- improving collaboration and communication between the homelessness, employment, domestic/sexual violence, substance use, and health sectors through relationship brokerage, bespoke support and peer networks
- Provision of policy, law and research information
- Responsive special initiatives responding changing needs over the duration of the grant
- Targeted wellbeing and resilience support through collaboration events and bespoke training.

Impact:

- Higher quality, more responsive and effective service delivery
- More effective cross sector/priority collaboration to deliver more effective services
- Improved and focused response to prevention
- Better evidence of successful creative interventions responsive to specific London context
- Uplifted support delivering in boroughs with more pressured services

Organisation	AVA (Against Violence and Abuse)	Service Area	2.1
Lifetime Grant	£998,375	Partnership	Yes
Recommended			
<p>AVA (Against Violence an Abuse), 86 per cent - the application (a partnership proposal) focuses on preventing violence against women and girls against/amongst children and young people by rolling a Whole School approach across London. The application is clear about need and how all boroughs can access services.</p> <p>Target groups: Children and young people; professionals working with children and young people.</p> <p>Partners: FORWARD, IKWRO, IMECE, LAWRS, Jewish Women's Aid, Women and Girls Network</p> <p>For follow up in pre-award: Further detail on prioritising target groups and how the partnership will work with boroughs to address gaps.</p>			
SUMMARY aim, activities, intended impact			
<p>The 'Healthy London, Healthy Relationships' (HLHR) project is part of the London VAWG Consortium 's strategy to tackle and prevent VAWG across London. This project aims to prevent VAWG against/amongst Children and Young People (CYP) by rolling out AVA's Whole School approach across London. As culture change is at the heart of successful prevention work, we aim to empower both professionals and young people to develop sustainable organisational structures and cultures that embed the importance of healthy relationships and tackle attitudes and beliefs that cause VAWG. This can only be done through a system wide, multi-agency approach that focuses on safeguarding, capacity building and learning. Our framework:</p> <ul style="list-style-type: none"> • Learning to understand VAWG and build respectful relationships, • Safeguarding to support people that experience forms of VAWG, • Participating to actively prevent VAWG, • Campaigning to take action to stop VAWG, • Localising to work in relevant expert partnerships, • Institutionalising to embed a comprehensive prevention programme. <p>This project will consist of a hybrid online/face-to-face offer focused on a holistic, whole schools' approach, aims to allow flexibility in delivery to increase its potential reach (and allow scalability) and focus the intensive, bespoke support to children and areas with the most need. Included are materials and tools allowing for its use in non-school settings such as community and faith groups. This will involve a scalable, tiered model of four key activities:</p> <ol style="list-style-type: none"> 1 Development and maintenance of accessible London specific HLHR Hub based on existing "Ask AVA" resource <ul style="list-style-type: none"> • Comprehensive prevention toolkit including age-appropriate for school settings (5-18) • Co-produced resources and tools with experts by experience • Lesson plans, activities for a comprehensive RSE (in-line with Gov guidelines) 			

- Localised referral pathways, signposting for support for children who disclose.
- 2 Training and learning for schools/youth organisations including interactive training, specialised e-learning, networking/troubleshooting (through chat function)
 - 3 Bespoke support for schools which will be assigned through a triaged system according to need based on the key priorities and vulnerabilities. Applications will be allocated to partner organisations based on specialism, capacity and community connections.
 - 4 Outreach work for all the above including whole school approach Champion to promote the work through borough pathways and networks; and foster new partnerships such as with the National Education Union, other trade unions, wider community leaders.

Our intended impact is that CYP have the skills, knowledge and resources to create healthy relationships, therefore reducing the prevalence of VAWG across London. These activities foster culture changes within schools (and other youth settings) and enable professionals to improve their safeguarding responses and capacity to tackle VAWG in a trauma informed way at the earliest opportunity to minimise harm to CYP.

Our model embraces the benefits of digital solutions to increase our impact and reach; enabling us to adapt both resources, tools and training quickly to reflect new/emerging issues and needs. It embeds a strengths-based solution within schools; enabling us to effectively and efficiently monitor our activities and impact. This will not only increase our impact by refining and adapting our work throughout the project, but also increase digital confidence and safety amongst beneficiaries and partners.

Organisation	Galop	Service Area	2.2
Lifetime Grant	£643,749	Partnership	Yes
Recommended			
<p>Galop, 73 per cent - the application (a partnership proposal) focuses on increasing the safety of LGBT+ survivors throughout London and reduce the incidents of domestic abuse by providing holistic, specialist 'by and for' domestic abuse advocacy, advice and support service to LGBT+ survivors, adding value to existing domestic abuse provision. The application clearly describes need and sets out a strong case that addressing these needs will ensure more LGBTQ+ victims of domestic abuse access support.</p> <p>Target groups: LGBT+ victims/survivors of domestic abuse including both intimate partner and family-based violence and abuse.</p> <p>Partners: London Friend, Stonewall Housing</p> <p>For follow up in pre-award: Further detail on specialist services, monitoring and reviewing service take-up.</p>			
SUMMARY aim, activities, intended impact			
<p>The aim of the London LGBT+ Domestic Abuse Partnership (DAP) is to increase the safety of LGBT+ survivors throughout London and reduce the incidents of domestic abuse by providing holistic, specialist 'by and for' domestic abuse advocacy, advice and support service to LGBT+ survivors, adding value to existing domestic abuse provision.</p> <p>The DAP will provide early intervention support, providing specialist support when and where survivors need it. This will be done by providing a range of services, so that LGBT+ survivors are able to access the service that is right for them. The DAP project will support over 1200 victims/survivors throughout the life of the project through the following specialist 'by and for' support:</p> <p>Helpline (Galop): Providing email, phone and live chat support to all LGBT+ survivors of domestic, giving information and support 5 days a week, including sign-posting to ongoing specialist services. The DAP Project will contribute to the overall national helpline service, supporting 480 survivors in London.</p> <p>Advocacy (Galop): A needs-led, trauma-informed support to LGBT+ survivors, ensuring LGBT+ people have equal access to both specialist support and statutory services. The DVA advocate will support 320 people, providing advocacy and support, including risk assessment, safety planning, support to access the criminal/civil justice systems and other specialist/local support services. The service will ensure that victims at high risk are referred and represented at borough MARACs. The advocate will also support LGBT+ survivors with multiple needs to access appropriate borough services such as mental ill-health, homelessness, unstable immigration status and substance mis-use. Support will be provided face-to-face, online, by text and phone to meet the needs of the individual survivor.</p> <p>Housing advice and advocacy (Stonewall Housing): providing housing advice and advocacy to 240 LGBT+ victims/survivors. This advocacy support will provide</p>			

responsive and needs-led advocacy and advice to those fleeing domestic abuse to access alternative, safer accommodation, including access to temporary accommodation or new tenancies. Support will be provided face-to-face, online, by text and phone to meet the needs of the individual survivor.

Counselling (London Friend): 120 survivors will receive specialist, needs-led therapeutic support from this paid, specialist counselling team. Each survivor will get 12 sessions of specialist one to one support either face-to-face or online to meet their needs, focussed on supporting their mental well-being and self-esteem. Additional support will also be available to 56 'harder to engage' survivors with substance misuse issues.

Awareness raising (Galop): The Partnership will deliver 12 multi-agency awareness raising sessions per year to multi-agency staff at borough level with the aim of increasing understanding of LGBT+ people's experiences of domestic abuse and the work of the partnership.

This holistic, multiagency, London-wide support will ensure that survivors get support that understands and meets their needs, ensuring survivors are more able to make the choices that are right for them. Survivors will be more able to move forward, free from violence to independent lives, with the ultimate impact being reduced risk violence and abuse within the LGBT+ community in London.

Organisation	Women and Girls Network	Service Area	2.2
Lifetime Grant	£5,820,951.95	Partnership	Yes
Recommended			
<p>Women and Girls Network, 68 per cent - the application (a partnership proposal) focuses on providing pan-London wrap-around support services that meet the needs of medium risk and repeat survivors of sexual and domestic abuse, including people moving out of local IDVA/SVA support, through individually tailored advice, support and therapeutic services to enable women to cope, recover and move to independence. The application describes need and services clearly.</p> <p>Target groups: Self identifying women and young women and girls 14+</p> <p>Partners: Ashiana Network, Asian Women's Resource Centre, Chinese Information and Advice Centre, EACH, IKWRO, IMECE, Jewish Women's Aid, Kurdish and Middle Eastern Women's Organisation, LAWRS, Nia, Rape and Sexual Abuse Support Centre, Rights of Women, Solace Women's Aid, Southall Black Sisters, Women's Trust</p> <p>For follow up in pre-award: How the partnership will address low take up and how it will adapt services.</p>			
SUMMARY aim, activities, intended impact			
<p>The Ascent Advice and Counselling project is a partnership which brings together 16 specialist VAWG organizations (please see delivery plan for partners).</p> <p>Aim: Our aim is to provide pan-London wrap-around support services that meet the needs of medium risk and repeat survivors of sexual and domestic abuse (SDV), including people moving out of local IDVA/SVA support, through individually tailored advice, support and therapeutic services to enable women to cope, recover and move to independence.</p> <p>Activities</p> <ul style="list-style-type: none"> • At the heart of our pan-London partnership project will be 2 holistic advice hubs offering emotional support/information/advice & guidance/legal support / risk assessments/safety planning/referrals and pathways to ongoing support services. • These will be surrounded by the spokes of specialist services to compliment the hubs. These include targeted services for, Black and Minoritised (B&M) women/those with NRPF/young women and girls/sexually exploited women). • A specialist focus on providing housing support/access to safe accommodation. • 1:1 BACP accredited counselling delivered within each borough and in over 20 languages delivered through B&M led by and for organisations. • Survivor group work to promote recovery and increase understanding of abuse. • Training and awareness raising to up skill professionals and staff sharing best practice to improve access and delivery to services. <p>Intended Impact: Ultimately, our intended impact is to reduce the impact and prevalence of VAWG and see women and girls live life free from further harm. We will deliver a range of outcomes including increased safety, access to safe housing, legal support, reduced risk, improved mental health and wellbeing, increased</p>			

confidence/self-esteem and increased knowledge for service providers around DV/SV.

Survivors

Survivors can make safer choices:

- Improved safety and/or sense of safety
- Improved awareness and understanding of domestic abuse and sexual violence
- Improved health and wellbeing (mental and emotional)

Survivors can rebuild their lives and move to independence

- Improved self-esteem and confidence
- Improved economic wellbeing and financial independence
- Improved access to support services
- Improved statutory and justice system response and survivor outcomes
- Improved access to specialist, culturally appropriate, support services
- Improved access to other relevant services (e.g health, housing, debt management and legal services)
- Improved survivor awareness and understanding of their rights

Public sector

- Harmful practices are prevented or reduced
- Improved VAWG knowledge across sectors and services, enabling more effective and appropriate support
- Streamlined support services, avoiding duplication
- Reduction of people at risk of homelessness, including street homelessness
- Reduction in health care costs
- Supporting service user agency, knowledge and skill building will enable survivors to move towards independence, thus reducing ongoing statutory service pressures
- For every £1 invested, we expect a £6 social return on investment

Society

- DV/SV is prevented or reduced
- Improved domestic abuse and sexual violence awareness and understanding
- Improved reporting to the police
- A strong, connected specialist VAWG sector providing a gateway to specialist community-based services, including services 'by and for' B&M women.
- Equalities
- Improved awareness of and access to tailored support for victims and survivors with protected characteristics
- Improved survivor awareness and understanding of their rights

Organisation	SignHealth	Service Area	2.2
Lifetime Grant	£1,171,769	Partnership	No
Recommended			
<p>SignHealth, 58 per cent - the application focuses on specialist services, available to borough officers and IDVAs, and outreach support for Deaf people. The application clearly defines need and sets out expertise to meet those needs.</p> <p>Target groups: Deaf British Sign Language users (adults and their families).</p> <p>For follow up in pre-award: Further detail on specific support and activities, and local presence.</p>			
SUMMARY aim, activities, intended impact			
<p>SignHealth run the UK's first and only specialist service for Deaf victims of domestic abuse and their families. Our team of qualified Independent Domestic Violence Advisors (IDVAs) are Deaf using British Sign Language (BSL) and other international sign languages to support clients. Experts by experience, our team communicate directly with clients, quickly establishing trust and rapport. This model is significantly safer and more cost-effective than using BSL-English interpreters and is crucial for providing the right support for Deaf survivors.</p> <p>We won't exclude non-BSL users. We will assess whether our service is suited to meet their needs or if we signpost to another service that can be supported by us.</p> <p>Aim:</p> <p>We strive to educate, empower, encourage and protect Deaf people from all forms of domestic abuse using their preferred language, BSL.</p> <p>Activities:</p> <ul style="list-style-type: none"> • Preventative education: Our Community Engagement Officer will work with the Deaf community to raise awareness about unhealthy relationships, different types of abuse, consent and to empower Deaf people with tools to keep themselves safe. • Supporting independence: Deaf IDVAs will support Deaf adults and their families to lead a life free from violence by minimising risk, ensuring safety, and developing skills for independence. This will reduce the likelihood of clients returning to abusive relationships or resuming old behaviours. • Accessible resources in BSL: video resources in BSL give Deaf people fair access to the same vital information as their hearing peers. Watch videos here: https://signhealth.org.uk/video-category/domestic-abuse/ • Training for mainstream/hearing providers: Deaf people have a right to accessible domestic abuse support which meets linguistic and cultural needs. To improve access to mainstream services, we will provide training and resources. <p>Partnership working:</p> <p>We work in collaboration with a range of mainstream providers, including Women's Aid and Refuge who signpost Deaf service users to us. We also train the police and</p>			

other external agencies in Deaf Awareness to improve Deaf people's access to public services.

This project will deliver:

- Specialist Deaf referrals for all London Borough Officers and IDVAs
- 1:1 IDVA and outreach support for Deaf people delivered remotely over online video platforms.
- In-person advocacy where necessary (supporting clients to navigate the family courts, criminal justice, and welfare systems).
- Referrals to SignHealth's BSL IAPT therapy for anxiety, depression and/or trauma.
- Survivors' Workshops and facilitation of Deaf-led support groups
- Deaf Awareness training and support for London Borough Officers, mainstream domestic abuse providers and public agencies.

Intended impact for clients:

- Reduced levels of repeat victimisation of sexual and domestic abuse
- Improved health and wellbeing
- Increased safety and independence
- Access to support which meets linguistic and cultural needs for those with intersecting marginalised identities (Deaf, LGBTQIA+, BAME)
- Increased access to and support to 'wrap around services'.

Intended impact for professionals:

- London Borough Officers and IDVAs have a high-quality referral route for Deaf people.
- Multi-agency providers have a better understanding of how to meet access needs
- Other London providers of services aimed at Deaf people have a better understanding of Deaf Domestic Abuse and how to provide the support needed.

Organisation	Refuge	Service Area	2.3
Lifetime Grant	£1,200,000	Partnership	Yes
Recommended			
<p>Refuge, 77 per cent - the application (a partnership application) focuses on support and advice for anyone in London subjected to domestic or sexual violence, including referrals to emergency safe accommodation. The application provided a clear description of need and services.</p> <p>Target groups: Women and girls subjected to domestic and sexual violence, current or historic; men subjected to domestic violence, current or historic; third parties (including friends, family, and professionals) concerned about someone subjected to domestic and/or sexual violence.</p> <p>Partners: Rape and Sexual Abuse Support Centre, Respect, Women and Girls Network</p> <p>For follow up in pre-award: Further detail on building relationships with boroughs where partners do not have existing relationships with communities, data sharing with Women's Aid Federation.</p>			
SUMMARY aim, activities, intended impact			
<p>Aim</p> <ul style="list-style-type: none"> • 24/7 access to confidential, non-judgmental support and advice for anyone in London subjected to domestic or sexual violence, current or historic, including referrals to emergency safe accommodation and support for friends, family and professionals. • Strategic VAWG insight for London, sharing data across programmes to identify emerging needs and particular 'pain points' for survivors, assisting London Boroughs in planning future services. <p>Activities:</p> <ul style="list-style-type: none"> • Free, 24-hour confidential support for women experiencing domestic abuse; free, confidential support for any woman or girl (13+) experiencing sexual abuse; free, confidential support for men experiencing domestic abuse. This includes emotional support, risk assessment, safety planning, referrals and information on rights and options, including legal rights, housing rights, child contact rights and pathways into other services. • Dedicated refuge referrals line run by Refuge as part of pan-London Domestic Abuse Helpline, with enhanced support for women facing particular barriers to accessing refuge, providing critical insight to London Boroughs. • Support via digital channels, including online Live Chat, email support and web content – informed by partner expertise around the ways in which perpetrators track victims' activity online and misuse technology to abuse. 			

- Accessible pathways to Helpline support, including British Sign Language interpretation; Language Line interpreters; Helpline Advisers and volunteers who speak multiple languages; and translated web content.
- Awareness-raising across the capital, including an online offer for local authorities and targeted communications where the partnership sees little engagement from residents in a particular borough.
- Capacity-building across the partnership, including mutual training sessions and regular meetings to share best practice, as well as smooth referral pathways between partner Helplines.
- Data collection and dissemination: to inform planning of VAWG services in London and identify needs and barriers facing survivors.

Intended impact:

- Prevent future violence, through risk assessment, safety planning and safeguarding, and through empowering survivors to recognise abuse and understand the risks posed by perpetrators – unpicking control, breaking down isolation, building trust in services and opening up pathways to further support.
- Reduce harms caused by domestic and sexual abuse – and often compounded by interactions with statutory services – by ensuring survivors feel believed, understood and respected.
- Enable increased ‘space for action’, by empowering survivors with information on their rights and options, demystifying complex statutory systems, and dispelling myths perpetuated by perpetrators and wider society.
- A supported pathway into safe accommodation services, providing potentially life-saving support at the point at which women are most at risk from homicide.
- Reduce pressure on public services, by providing expert support that leaves callers with a plan for their next steps, safety plans and coping strategies, rather than simply signposting to other services, some of which may be inappropriate.
- Contribute to public understanding of domestic and sexual abuse, both through mass awareness-raising and one-to-one interventions that support callers to understand the power dynamics and root causes of VAWG.
- A strong, connected specialist VAWG sector providing a gateway to specialist community-based services, including services ‘by and for’ global majority women.
- Social value via a pool of highly-trained, passionate volunteers, many of whom go on to work in London VAWG sector.

Organisation	Women's Resource Centre	Service Area	2.5
Lifetime Grant	£799,996	Partnership	Yes
Recommended			
<p>Women's Resource Centre, 87 per cent - the application (a partnership application) focuses on increasing access to support and help for people affected by domestic and sexual abuse by improving the services delivered by frontline domestic and sexual abuse organisations and professionals in London. The application is clear on how it will reach out through multiple methods.</p> <p>Target groups: London organisations working with those affected by sexual and domestic violence, including both voluntary and community organisations and local authorities and statutory organisations.</p> <p>Partners: AVA (Against Violence and Abuse), Imkaan, Respect, Rights of Women, Women and Girls Network</p> <p>For follow up in pre-award: Further detail on processes and procedures for referrals.</p>			
SUMMARY aim, activities, intended impact			
<p>The Ascent Support Services to Organisations (SSO) project is a partnership consisting of six organisations: Women's Resource Centre (WRC), Rights of Women (ROW), Against Violence and Abuse (AVA), Imkaan, Respect and Women and Girls Network (WGN). The project sits under the London VAWG Consortium (LVAWGC) as one of six strands of Ascent:</p> <ol style="list-style-type: none"> 1. Advice and Counselling 2. Prevention 3. Ending Harmful Practices 4. Sexual and Domestic Violence Helpline 5. Specialist Refuge 6. Support Services to Organisations <p>Aim</p> <p>The Ascent SSO project will increase access to support and help for people affected by domestic and sexual abuse (D&SA), by improving the services delivered by frontline D&SA organisations and professionals in London.</p> <p>Activities</p> <p>The aim will be achieved by the annual provision of the following activities (see delivery plan for detailed list):</p> <ul style="list-style-type: none"> 5 x Sustainability Training 16 x Expert Led Training 12 x Accredited Training 5 x Bespoke Training 9 x Specialist Briefing Sessions 2 x Special Events 3 x Webinars 			

- 9 x One to One Support Sessions
- 12 x Fact Sheets
- 5 x Best practice briefings
- 4 x E-newsletter
- 1 x Knowledge Hub
- 1 x Needs Analysis
- 1 x Equality Impact Assessments Support
- 2 x Case Studies

These activities will provide best practice guidance and advice and inform and educate on a variety of topics, including: policy and legislation, immigration, violence against women and girls (VAWG), organisational development, funding and fundraising, perpetrator work, trauma-informed work, and evidencing and demonstrating impact.

Impact

Ascent SSO will: improve the quality and expertise of frontline services; increase the cross-sector awareness of services available and cross-sector collaborations; increase the resilience and sustainability of frontline voluntary sector organisations, increase the wellbeing of staff of frontline organisations, and increase awareness and knowledge about intersectionality and the diverse needs of service users. This will contribute to our overall aim to ensure that people affected by D&SA can access the help they need.

The Ascent project is uniquely impactful due to the expertise of the partners involved and the LVAWGC. This places our finger on the pulse of the needs of the wider VAWG sector to ensure that our services address and meet these needs, ultimately supporting the needs of their service users.

The long-term impact of the programme has been emphasised and demonstrated in each of the annual needs assessments. For example, the 2017/2018 needs assessment made clear that discontinuation of the Ascent SSO would be detrimental for S&DA organisations in London. Respondents noted there is no comparable alternative to these services and the expertise and specialism of the strand partners were hugely appreciated. They also noted that the project allowed for connections and bonds to be built with local authorities (2018: 27), which speaks to the long-term effect of the programme:

“There were a lot of people who worked for Local Authorities too, which was great because it enabled me to speak to them and build that bridge, and later on visit them and see what that particular Local Authority’s housing response looks like around domestic abuse.”

Organisation	Asian Women's Resource Centre	Service Area	2.6
Lifetime Grant	£1,300,000	Partnership	Yes
Recommended			
<p>Asian Women's Resource Centre, 74 per cent - the application (a partnership application) focuses on improving service provision for those affected by sexual and domestic abuse, specifically harmful practices in London, through the provision of high-quality front-line services and support to voluntary and statutory organisations. The application clearly describes needs, links with borough services and the expertise required to deliver specialist services.</p> <p>Target groups: Black, Minoritised, Ethnic (BME) women and girls between 16-65 years old affected by Female Genital Mutilation, Forced Marriages, "Honour" Based Violence, Faith based Abuse, and some of the lesser-known harmful practices such as acid attacks, menstrual huts, "corrective" rape, dowry and caste abuse within the Violence Against Women & Girls agenda.</p> <p>Partners: Al-Aman (division of Richmond Fellowship), Ashiana Network, FORWARD, IKWRO, IMECE, LAWRS, Southall Black Sisters, Women and Girls Network</p> <p>For follow up in pre-award: Further detail on project and partnership management.</p>			
SUMMARY aim, activities, intended impact			
<p>The project aims to improve service provision for those affected by sexual and domestic abuse, specifically, Female Genital Mutilation, "so called" honour based abuse, forced marriage and other harmful practices, in London through the provision of high quality front-line services as well as support services to voluntary and statutory organizations.</p> <p>The EHPP will provide specialist services including the provision of support to survivors, as well as raising awareness to increase early identification of those at risk and improve institutional responses.</p> <p>The partnership will provide intense support to 498 women and girls from BME communities across London affected by Female Genital Mutilation (FGM), 'Honour' Based Violence (HBV), Forced Marriages (FM), Faith Based Abuse, and some of the lesser known harmful practices such as acid attacks, menstrual huts, "corrective" rape, dowry and caste abuse within the wider spectrum of Violence Against Women & Girls agenda. Activities will include: 1) 1:1 advice and information on rights and entitlements: 2) casework and advocacy support which will include accompanying women to report crimes of violence to the police and housing departments, as well as accompanying women to court and advocating their needs to social services 3) therapeutic support groups and a counselling provision to 50 women 4) raising awareness of the impact of HBV, FM and FGM within communities and other voluntary and statutory agencies (not only BME communities) through delivering workshops, training and presentations and 5) specific work with young women on FGM through the delivery of workshops to support peer mentoring and youth advocacy.</p>			

The project will improve safety and reduce risks for BME women experiencing harmful practices. It will also present them with options so that they can make informed choices about their prospects, putting them in a stronger position physically, mentally and emotionally.

The intended impact of the combined activities they participate in, will help them achieve greater social and economic independence, enabling them to integrate into and contribute towards their local communities and wider society. The positive impact will, therefore, be felt much more widely in the longer term.

The organisations involved have the expertise, knowledge, skills and experience to provide an excellent service, combined with the infrastructure required to ensure that the project delivery is integrated and seamless.

The collaborative and partner-led approach of this project will be cost effective for the public, voluntary and business sectors, impacting especially positively on statutory services, including health and education. This approach will also ensure that women have easier access whenever and wherever they need it.

One of the key aims of the partnership is to raise awareness of harmful practices and its associated issues. We will work closely with professionals so that they have a better understanding of how to support women in the future.

The partnership will aim for continuous improvement in all aspects of its work and use creative and innovative ways within its resources to meet the needs of women experiencing harmful practices to ensure the best service possible across London.

Organisation	Eastern European Resource Centre	Service Area	1.1
Lifetime Grant	£1,138,348	Partnership	No
Not Recommended			
<p>East European Resource Centre, 59 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - how the project would build relationships with new boroughs, or review and undertake remedial work for low uptake - how the project will determine whether the project is a duplication of existing services - referral pathways or how the project can be accessed across London - how outcomes and changes achieved are analysed or understood. 			
SUMMARY aim, activities, intended impact			
<p>Eastern European Housing Hub is a project that delivers a pan-London delivery of information, advice and casework for disadvantaged Eastern Europeans, both protected by Withdrawal Agreement or not protected, and arrivals after 01/01/2021 and focusing on prevention and intervention to prevent rough sleeping: information, advice and practical assistance in housing, welfare, immigration and income maximisation through rightful social transfers or work.</p> <p>The aim of the project is to improve tenancy maintenance, support move on to secure housing, and preventing rogue landlord practices by discouraging case-by-case informal and unregulated letting, often in inhabitable conditions and exploitatively priced to prey on vulnerable migrants.</p> <p>The intended overall impact of the project is to support disadvantaged, impoverished and vulnerable Eastern Europeans to secure sustainable and safe housing solution before single and families households end on the streets thus reducing cost for councils resulting from providing homelessness duties.</p> <p>Secondary intended impact is to enhance integration of Eastern Europeans with the mainstream London society by improving their understanding of rights, enabling independent decent living standards, and enhancing sense of belonging and civic responsibility for own neighbourhoods where all Londoners are treated as equal members of the community. It further leads to crime reduction (including ASB and hate incidents) and improves neighbourly cooperation.</p> <p>Project will be delivered as a mix of office-based and satellite surgery advice/casework provision, out-of-office outreach to the most isolated and marginalised communities, and digital awareness raising (through the mix of online live events, self-help materials and social media communicators.)</p> <p>Planned activities are:</p> <ul style="list-style-type: none"> • Outreach activities (target for 4 years – 12,400 users + 100,000 media coverage): <ul style="list-style-type: none"> ○ Digital outreach: live Facebook/Zoom events, YouTube videos, other digital events – target: 8,000 engagement 			

- Physical outreach: outreach workshops across various social outlets catering to Eastern Europeans (churches, Saturday schools, day centres, etc.) – target: 400
- Information provision: written guidance, factsheets and articles in the community press – target: 4,000 engagement
- Promotional activity: targeted promo in the community press and social media (printed, digital, radios) – target: 100,000 coverage
- Information, advice and assistance (target for 4 years – 3,200 users):
 - Housing Helpline: available 3 days a week in Polish, Romanian and other Eastern European languages (interpretation): information and advice on tenant rights and responsibilities and accessing PRS housing, welfare/housing applications eligibility, housing assistance eligibility, accessing the digital immigration status for welfare and housing purposes – target: 2,400
 - Face to face advice, casework and practical assistance in the EERC offices in West (Hammersmith) and East (Barking & Dagenham): available 5 days a week in Polish, Romanian and other Eastern European languages: tenant rights and responsibilities, accessing PRS housing, welfare/housing/immigration applications and appeals, debt arrears, housing assistance applications, accessing the digital immigration status for welfare, housing and job seeking purposes – target: 600
 - Outreach delivery: delivery of advice and assistance to vulnerable users who are in care of other charities, local authorities, health settings – target: 200

Organisation	Fat Macy's	Service Area	1.1
Lifetime Grant	£938,392	Partnership	Yes
Not Recommended			
<p>Fat Macy's, 52 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - contacts across London to ensure pan London delivery - how the project will be adapted to manage an increased number of participants from a larger number of boroughs - the outcomes included in the specification - the financial requirements of the application – the application did not include a completed Full-Cost-Recovery Budget Template. 			
SUMMARY aim, activities, intended impact			
<p>We exist to end the cycle of homelessness by enabling our trainees to move from hostels to private rented accommodation, through two bespoke programmes. We are a restaurant and catering social enterprise that uses food to provide vital work experience, employability skills, and access to grant funding while challenging the stigma around homelessness.</p> <p>Successfully obtaining this cornerstone grant will allow us to expand our team, and thus increase our impact. We will use this grant to hire an Outreach & Partnerships Lead who will work on sustaining our current referral system, while working to create new referral pathways. We estimate that successfully obtaining this grant will allow us to reach 50% more trainees a year.</p> <p>Trainees who successfully complete their trials are then invited onto the Milestone Programme, a 200-hour work experience programme that encompasses work in our restaurants or at catered events, alongside tailored one-to-one support. Our support curriculum focuses on career development, housing and well-being. Trainees work directly with a Progression and Engagement Officer who supports them through the programme.</p> <p>Trainees can apply for Milestone Grants at every 50-hour mark. These small grants can be used for anything that will help them into stable employment, such as ID, or for goods for their new home. At the end of the 200 hours, they are entitled to apply for a housing deposit grant which is paid directly to a landlord in the private rented sector.</p> <p>We have successfully crowdfunded to open a new site in Shoreditch that will also act as the base for our Training Academies. We host a Training Academy every month, with around ten attendees per Academy. Over the course of four years, we expect to have between 400 and 480 Training Academy attendees. We have found that approximately 33% of Training Academy participants join the Milestone Programme. Therefore we intend to have around 130 people join the Milestone Programme over the course of the four years. We estimate that over the course of four years, 100 people will be able to access a Housing Deposit Grant.</p> <p>Fat Macy's operates a combined set of qualitative and quantitative impact reporting measurement procedures. Our quantitative impact addresses total numbers of</p>			

participants who obtain Level 2 Hygiene Certificates, or Housing Deposit Grants, who attend our Cooking Sessions, Training Academies and join the Milestone Programme. Our qualitative impact addresses our trainees' progression through the programme using an internal impact measurement toolkit that we have developed. We aim to deliver over 4000 hours of tailored 1:1 support and successfully help 100 people make the journey from hostel to home within four years.

Organisation	Generate	Service Area	1.1
Lifetime Grant	£288,303	Partnership	Yes
Not Recommended			
<p>Generate, 0 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - the service requirements: the application describes a research project - the outcomes included in the specification 			
SUMMARY aim, activities, intended impact			
<p>FPLD has undertaken a scoping paper on domestic abuse and coercive control (report available for inspection – please ask if you wish to see this) that highlighted the following points:</p> <ul style="list-style-type: none"> • Significant gap in research and acknowledgement of domestic abuse and coercive control in relation to people with learning disabilities. • A Public Health England report in 2015 highlighted that, regarding domestic abuse and coercive control, the support needs of people with learning disabilities often go unidentified, or people are simply signposted to safeguarding as opposed to domestic abuse services. • This lack of acknowledgement and inappropriate action may in part be due to a lack of exploration and understanding regarding the experiences of domestic abuse and coercive control of people with learning disabilities. • Each year in the UK alone nearly 2 million people experience some form of domestic abuse, of which 1.3 million are female. This is around 1 in 30 people. <p>People with a disability aged 16-74 have an 8% increased likelihood to have experienced domestic abuse in the last year than those without. (SafeLives report in 2017).</p> <p>According to the SafeLives report, people with learning disabilities are also affected by other risk factors such as a lack of understanding of what domestic abuse and coercive control are, poor commissioning, social stereotyping of victims of domestic abuse and services being inaccessible.</p> <p>Women and girls are disproportionately affected by crimes of domestic violence and abuse. Disabled women experience more repeated physical abuse, severe abuse, sexual abuse, coercive control, injuries and fear of their partner than men and non-disabled women. This discrimination is present for women with learning disabilities (Cohen et al, 2006). Unison in 2018 found that women with learning disabilities may find it difficult to articulate their experiences, may experience societal biases and often are not believed when they attempt to voice their difficulties.</p> <p>ONS reported in 2019 that 97% of defendants prosecuted for coercive and controlling behaviour in the year ending 2018 were male.</p> <p>Whilst tackling abuse in residential care received increased publicity following Winterbourne View in 2011, the abuse people with learning disabilities face within intimate relationships remains neglected.</p> <p>An attitude survey of police, health and social care managers, psychologists and community learning disability teams across England, Wales and Scotland by</p>			

McCarthy et al. (2016) revealed that less than half of police officers felt women with learning disabilities were more at risk of domestic abuse. The majority of health and social care staff (78%) felt people with learning disabilities were at higher risk. Police are often the first point of contact yet appear unaware of the vulnerabilities of this group of people.

Due to the lack of data for people with learning disabilities we undertook a targeted survey with 8 local services in the south-east. Half stated that they were aware that their service supporting people with learning disabilities who had experienced domestic violence. The other half suggested that the issue was not relevant to their organisation. One respondent stated they had come across individuals they expected to be experiencing (*word count exceeded*).

Organisation	Prisoners Abroad	Service Area	1.1
Lifetime Grant	£411,243	Partnership	No
Not Recommended			
<p>Prisoners Abroad, 75 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - how all boroughs can access the service - improving access to the service in the event of low take-up/unmet need - referral pathways and adapting services to improve outcomes at a local level - the outcomes included in the specification. 			
SUMMARY aim, activities, intended impact			
<p>Prisoners Abroad is a human rights and welfare charity providing humanitarian aid, advice and emotional support to people affected by overseas imprisonment. We assist British citizens during their incarceration, when they return to the UK and need access to resettlement services, and we also support their family and friends throughout the trauma.</p> <p>Project Aim – 85 British former overseas prisoners p/a access services to prevent homelessness, prevent destitution, maintain suitable accommodation and gain greater personal resilience.</p> <p>To achieve this, we will offer comprehensive support with resettlement via our Resettlement Service. Activities include:</p> <ul style="list-style-type: none"> • providing emergency accommodation and subsistence grants to prevent street homelessness on arrival. • providing support to navigate the welfare benefits system, understand their rights and entitlements and access them • providing access to health services and specialist services e.g. mental health, drug rehabilitation • providing intensive 1:1 support to access suitable move-on accommodation, support on maintaining a tenancy and understand the UK housing market • providing access to peer support to tackle isolation and loneliness • ensuring that beneficiaries are empowered to access services independently and consider their training and employment prospects and long-term future. <p>Intended Impact – Beneficiaries build a new independent life in the UK, can maintain stable long-term accommodation, and live a life free of crime.</p>			

Organisation	Release (Legal and Emergency Drugs Services)	Service Area	1.1
Lifetime Grant	£3,828,355	Partnership	No
Not Recommended			
<p>Release (Legal and Emergency Drug Service), 80 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - how working in new boroughs will be tackled, how the project will work with boroughs directly and how all boroughs can access the referral pathways it describes - how the project will review services where uptake is low - the referral pathways in place with other organisations (as set out in the prospectus, there was no cross referencing of answers) - achievement of outcomes at borough level. 			
SUMMARY aim, activities, intended impact			
<p>Aims</p> <p>Release’s community legal welfare outreach service aims to improve the lives of those who have multiple complex needs, and who are some of the most marginalised in our communities – namely, people who are drug/ alcohol dependent, and those at risk of dependency, including people who are street homeless and sex workers - through the provision of high quality legal advice and assistance. The people we work with, and for, are often perceived as “hard to reach” but our experience is that by delivering services in spaces/ organisations they already access, by making sure we go to where they are, we can really address their legal problems. The service recognises that dependency is both exacerbated and caused by inequality and deprivation, and working across all London boroughs our legal advisers would address the social welfare issues of these populations.</p> <p>Activities</p> <p>We would establish legal projects in all 32 boroughs, and the City of London, in partnership with drug and alcohol services, homeless centres, and sex work projects. In the majority of boroughs projects would operate weekly (24 boroughs) but due to lower demand/need fortnightly services would be delivered in the remaining boroughs. A Release legal adviser would see up to six clients per week at each host project providing advice, assistance, and where necessary representation, on homelessness and housing matters, welfare benefits, and debt issues. The type of work we undertake includes:</p> <ul style="list-style-type: none"> - support for rough sleepers to access emergency housing, and continued support to secure sustainable accommodation; - reducing risk of eviction by addressing the underlying reason for the risk; - advice and casework on housing options and securing sustainable tenancies; - advice and casework on disrepair; - assisting clients to extinguish debts or set up debt repayment plans etc., 			

- challenging refusal to provide welfare benefits, including representation at social security tribunals.

Referral systems would be set up for immigration matters, currently we refer to Joint Council for Welfare of Immigrants, or Thames Reach for EU Settlement. We will also work towards developing this service in-house in recognition of growing demand on OISC qualified advisers across London.

The service would support 13,440 people across the capital over the four years of the project, and would ensure that the rights of these vulnerable groups are realised.

Intended Impact

The accessible nature of the project, by locating it in a service that supports the client's wider health and social needs, increases engagement and retention in these services, thereby ensuring a holistic approach is taken in the delivery of the project. The impact of the legal service, combined with the support of the host service, can have a profound impact on our client group, which is an important motivation for workers to refer into the community legal welfare service. An evaluation carried out by one of the host treatment centres, who interviewed 34 of their clients who accessed our service, found that 50% reported an improvement in their psychological well-being, 64% reported an improvement in quality of life, 7% reported an improvement in paid work.

Organisation	Royal Association for Deaf People	Service Area	1.1
Lifetime Grant	£241,534	Partnership	No
Not Recommended			
<p>Royal Association of the Deaf, 64 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - how it will reach out to all boroughs in a specific way - working with individual boroughs to establish needs - how it will review service uptake where take-up is low - tracking outcomes at a borough level. 			
SUMMARY aim, activities, intended impact			
<p>Aim</p> <p>Deaf people experience significant barriers as user of British Sign Language, their first language. Their experience is often that services are cannot provide information or support in BSL, and further to this, they do not understand the unique needs of deaf people. This can be especially damaging in the context of being at risk of homelessness, a situation which requires liaison with a number of agencies and access to detailed technical information. Too often deaf people do not have the option to manage their situation independently because services are not accessible to them, or understand their needs.</p> <p>Activities</p> <p>For the first time, we would be able to provide a dedicated homelessness prevention service for deaf people, delivered in British Sign Language. As with our other Information, Advice and Guidance services, this specialist service would collate all current information and make it accessible in a deaf person's first language. This would be achieved by the Case Worker working alongside the individual to navigate the information most pertinent to their situation. Documents could be translated in real-time, and the input of statutory agencies would be achieved with real-time interpreting; all ensuring that the individual is in control, has choice but supported at every step of the way.</p> <p>An ongoing caseload of deaf people, each with unique circumstances would move through their immediate concerns or issues, and systematically resolve them with the input of statutory service where necessary. Our whole-person approach means that we would also achieve secondary outcomes associated with their wider daily life, such as employment, mental health, or access to health services.</p> <p>Workshops will take a proactive approach to preventing homelessness. Will use a rights-based approach, including landlords' responsibilities, benefits (housing benefit, council tax) as well as addressing some of the underlying causes of homelessness such as domestic abuse, controlling behaviour.</p> <p>Even deaf people who can access the internet experience barriers to getting the specific information they need in a language they can understand, BSL. By creating a BSL information bank on relevant topics and FAQs, we support them to</p>			

understand their rights and options, maintain their tenancies and avoid crisis situations.

To support referrals and facilitate improved joint working with statutory agencies and within the third sector, we will undertake a targeted engagement plan with deaf awareness raising and collaboration sessions.

We already seek to support deaf people with homelessness and related issues (utilising the support others can currently provide), and have a good understanding of the individual outcomes they could achieve. Considering the impact of a new dedicated service more widely, we would evidence a caseload which evolves, whereby individuals seek our input sooner, meaning their circumstances are less at crisis, and more towards a point where they are at increasing risk of homelessness. This would be achieved by increased awareness within the deaf community, and more effective referrals into a specialist service, achieved by close collaboration with the third sector, statutory services, as well as Housing Associations.

Organisation	Veterans Aid	Service Area	1.2
Lifetime Grant	£1,030,654	Partnership	No
Not Recommended			
<p>Veterans Aid, 53 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - how the project will develop and maintain relationships in local authorities where the project does not yet work - the systems in place for referrals - how delivery options will vary and be accessible across London - systems in place to capture information at borough level - the outcomes included in the specification. 			
SUMMARY aim, activities, intended impact			
<p>Veterans Aid's aim is to provide immediate, practical support to all ex- Servicemen and women who have served in HM Armed Forces who are homeless, facing homelessness or in crisis.</p> <p>All the charity's activities revolve around helping veterans in crisis. It deals with all the factors that contribute to crisis - significantly those leading to homelessness. VA's activities are diverse. The endgame is always to enable sustainable, independent living.</p> <p>Homelessness Prevention is VA's main aim. VA provides emergency accommodation to avoid clients spending a first night out. Clients who require emergency accommodation are usually booked into B&Bs to avoid sleeping on the streets until their situation is assessed and a plan of action formulated. The most serious cases are frequently accommodated at the charity's own residence, New Belvedere House. In cases where there are families involved VA can pay for a house deposit and first month rent, providing that the individual can keep up with the costs without overstressing themselves.</p> <p>Homeless Support: VA provides support to homeless veterans. If clothes are required, new ones are provided (never second hand - VA considers the practice of choosing and wearing new clothes an important element in restoring self-respect), as is food (or food vouchers) and accommodation, while individual action plans are developed. After accommodation is sorted depending on their needs, either to New Belvedere House for bespoke support and accommodation, or to other appropriate facilities, help is provided to deal with complex and underlying issues (e.g.: chronic unemployment, addiction etc). All clients who need it receive help learning new skills, accessing education and training and ultimately securing their desired employment.</p> <p>The average stay at NBH is nine months during which time problems are addressed holistically. Residents only leave when they are considered ready and empowered with the necessary skills and experiences to sustain independent living. Over the next four years, VA intends providing 70,000 nights of accommodation.</p>			

Education and Training: VA will ensure that all clients have the opportunity to undertake appropriate courses and gain qualifications that will help them to gain and sustain financial independence.

Mental Health and Substance Misuse: VA treats these two issues together because during the 90 years in working with veterans in crisis, the cases when these were not linked were very rare. VA employs a Substance Misuse professional who accompanies clients to appointments, works with them in their own homes or at New Belvedere House where we provide accommodation for 60 vulnerable veterans and helps them to understand and manage their treatment plans in collaboration with the agencies to whom they have been referred. After detox and rehabilitation treatment, recovering veterans are assisted with their housing needs and advised on maintaining tenancies, developing budgeting skills. If necessary, further gambling and debt counselling is arranged. The main aim is to reduce the harm caused to clients by alcohol/drug misuse and to minimise the risk of relapse. Over the next four years, VA intends putting 200 clients through detox/rehab.

Organisation	MyBnk	Service Area	1.3
Lifetime Grant	£1,248,387	Partnership	No
Not Recommended			
<p>MyBnk, 67 per cent - The application does not sufficiently address:</p> <ul style="list-style-type: none"> - engagement with boroughs and assessment of service uptake - how the project will meet the specific needs of each borough and how it will adapt the offering - processes/procedures in place on referral, tracking and follow-up - the outcomes included in the specification. 			
SUMMARY aim, activities, intended impact			
<p>Overview – Building on the proven model of The Money House (TMH) in London, the Pan-London Money House Expansion project will see us expanding our award-winning programme to reach young people in need across all London boroughs. Aimed at preventing youth homelessness, TMH programme takes participants through engaging activities covering practical financial and digital skills to pay rent, bills and living costs whilst making informed decisions about their futures.</p> <p>Delivered in-person through our existing Money House sites in Newham, Greenwich, Westminster and Haringey and online through our Virtual Money House programme, young people attend a course (of up to 5 days) in a real or simulated flat, replicating somewhere they may live when they move into independence.</p> <p>The Money House in London already has the support of key partners J.P.Morgan, Berkeley Homes and Pimco and your support will allow us to enhance the project further. Funding from London Councils will allow us to offer the programme to all London boroughs. Through the provision of new trainers who will deliver and offer the virtual adaptation of TMH programme to local authorities and youth organisations across all boroughs, we will aim to reach 1260 young people in need with the full course of up to 5 days. There will be a reduced programme, of 1 day in length, for accessibility and inclusion reasons (see section 1.6 for full detail). Therefore, in total, we anticipate reaching 1680 young people across all 32 London boroughs and the City.</p> <p>Aim – The ultimate aim of this project is to reduce the incidence of homelessness amongst young people in London. Through improved financial capability and independent living skills, TMH is proven to reduce rent arrears and debt. Findings from independent evaluators ERS found that following The Money House programme, participants are three times less likely to have unsustainable arrears and we saw a 64% drop in evictions for those ‘at-risk’ of losing their home. By providing young people with key financial skills, we can prevent debt, poverty and homelessness.</p> <p>Activities – The programme is primarily aimed at young people leaving local authority care and who, by definition, do not have a family network to fall back on. The second group targeted are those most in need who cannot afford to make financial mistakes. For example, those that are unemployed, have been newly granted asylum, are single parents or other groups in economic stress. Young</p>			

people will be taken through a range of interactive and engaging activities which introduce them to money management and the realities of independent living in a way that they understand.

Intended Impact – Specifically, the project aims to:

- Prevent homelessness and poverty
- Develop independent living skills
- Develop financial resilience & knowledge

Together, MyBnk and London Councils will not only reduce homelessness of young people within the capital but provide tangible impact of social change as a result of your investment and most importantly give young people the skills to thrive through good financial decision making.

Organisation	RISE Mutual CIC	Service Area	2.1
Lifetime Grant	£999,794	Partnership	Yes
Not Recommended			
<p>RISE Mutual CIC, 51 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - the needs the project intends to address and how the project intends to address the needs through the activities and interventions - how the project will work with and engage boroughs that it does not currently work with - how the project will work with boroughs to identify specific needs or services - mechanism for referrals - capturing and monitoring outcomes at a borough level. 			
SUMMARY aim, activities, intended impact			
<p>Aim</p> <p>To prevent domestic violence and sexual abuse (DVSA) through educating and supporting school communities. Specifically aiming to:</p> <ul style="list-style-type: none"> • Help children recognise healthy relationships • Support those who disclose • Help professionals understand DVSA risk factors • Improve professionals' confidence to safely address issues <p>Activities</p> <p>RISE Mutual CIC (RISE) will partner with DVIP, a division of Richmond Fellowship (RF), delivering the programme to school's pan-London. Both organisations have an extensive track record working with families impacted by DA in London. Boroughs will be split equally, based on existing borough relationships. However, the same co-designed service will be delivered, ensuring consistent provision pan-London.</p> <p>Boroughs will identify secondary schools for delivery. This could include maintained or free schools, alternative schools' providers, or pupil referral units. We will work with children age 11-16. The following activities will be provided:</p> <ul style="list-style-type: none"> • Children's workshops <p>We will co-design culturally specific workshops for girls and boys, tackling unhealthy beliefs and misogynistic attitudes. We will explore how culture impacts beliefs and behaviours and what a healthy relationship looks like. These workshops (designed to be 3 hours in length) can run as an extended assembly or over class periods.</p> <ul style="list-style-type: none"> • Resource materials <p>We will provide a dedicated online portal for students and professionals, including videos, leaflets with processes for suspected abuse and links to support, including local services and national support helplines, for young people (YP) disclosing. During year one we will develop an app with Northgate Public Services, which will give access to further resources for YP.</p> <ul style="list-style-type: none"> • Access to support 			

Where a YP discloses, support will be provided by the integrated support service (ISS), including a confidential helpline, 1:1 phone or zoom sessions or signposting to local resources.

- Supporting the school community

We will provide training (online or in person) to school professionals on risk factors relating to DVSA. Each school will be provided up to 4 hours of ongoing support following the workshop and training, to help embed sustainable change in identifying, challenging attitudes, and improving responses to tackling DVSA, including improving relevant policies & procedures. A School's Healthy Relationships Manifesto template will support the school to develop it further according to their needs and culture, incorporating voices of young people. The manifesto will detail the reforms needed to the school environment to raise awareness, promote healthy relationships and prevent abuse.

We will provide information leaflets and an interactive Q&A session for parents, extending learning to the whole school community.

Intended Impact

We aim to prevent DVSA and reduce violence against girls in London by ensuring the whole school is equipped with the knowledge to promote healthy attitudes, promoting a culture based on equal and healthy relationships.

- YP have the knowledge and skills to effectively identify and safely challenge attitudes of violence within a safe environment and make healthy relationship choices in their own lives.
- Improved disclosing of abuse. Victims know where to get support
- Professionals have improved knowledge and skills in identifying and addressing issues.
- Knowledge is embedded into safeguarding policies and procedures within the school, facilitating whole systems change.

Organisation	SignHealth	Service Area	2.1
Lifetime Grant	£915,504	Partnership	No
Not Recommended			
<p>SignHealth, 76 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - how the service needs of local authorities will be reviewed and how services will be delivered in/for each borough - how service uptake will be reviewed and how remedial work will be undertaken for low uptake - how outcomes will be measured at a borough level and how information gained through the evaluations systems will be used to adapt services to improve outcomes at local borough level. 			
SUMMARY aim, activities, intended impact			
<p>Aim: We strive to educate, empower, encourage and protect Deaf young people from all forms of domestic abuse using their preferred language, BSL. The overarching aim of our workshops is for participants to understand their identity, rights and bodies, and know how to report abuse if they need to.</p> <p>Activities: The role of a Young Persons' Violence Advisor (YPVA) is to deliver preventative education workshops to Deaf children and young people. These will be available for children in Year 5 through to college, and Deaf youth clubs.</p> <p>Topics are delivered in an age-appropriate way to equip participants with knowledge about keeping safe. The content of each session will be adapted to meet the needs of attendees.</p> <p>Primary School:</p> <ul style="list-style-type: none"> • Friendships: what friendship means. • Secrets: the difference between good and bad secrets, and how to identify them via role play, games and interactive activities. • Online Safety: utilising NSPCC resources we explore how a friend's intention may not be in their best interest and may lead to pressure to do inappropriate things. • PANTS: using NSPCC resources we explain each part of the acronym to reinforce body autonomy. <p>Secondary school and beyond:</p> <ul style="list-style-type: none"> • Healthy Relationships: what constitutes a healthy or unhealthy relationship. There will be group discussions, group work and videos to support learning. • Sexting: we explain what 'Sexting' is, the law and the risks associated with it like how a person's picture can be shared without consent online. We have translated existing ChildLine material into BSL. • Consent: we cover all aspects of consent including the legal age of consent to have sexual intercourse, what is rape, sexual harassment, sexual abuse (including 'revenge porn' from year 9 onwards) • Domestic abuse: introduces the concept of domestic abuse and how it can be identified. We go through each type of abuse (physical, emotional, verbal, 			

financial, sexual and economic) and explain using examples supported by group discussions.

- Forced vs. Arranged marriage: using the concept of 'consent' we will explain the difference.
- Female Genital Mutilation (FGM): what it is.
- Cyber bullying: we explore what cyber bullying is and discuss the impact of social media.
- Online Safety: we explore the internet and the pros and cons of using it. Provide awareness of the dangers of the internet and strangers. We also branch into topics such as grooming.

As a result, participants will know:

- how to stay safe online
- what is and is not ok regarding other people touching their body
- the law around sexting and how to report it
- how to identify all forms of domestic abuse
- understand consent
- healthy/unhealthy relationships
- FGM
- the difference between forced and arranged marriage

Due to workshops being accessible and delivered in their native language, participants will understand how to stay safe and be respectful of others.

We also propose to pilot a project developing RSE (Relationship and Sex Education) resources designed for schools to use with Deaf young pupils. Currently no such resource exists.

Organisation	Tender Education & Arts	Service Area	2.1
Lifetime Grant	£999,882	Partnership	No
Not Recommended			
<p>Tender Education and Arts, 68 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - how it will review service uptake and carry out remedial action where service take up is low - processes and procedures for referrals - how it will work with organisations the project does not currently work with - how borough-based outcomes will be measured and tracked. - how the activities relate to the outcomes. 			
SUMMARY aim, activities, intended impact			
<p>Aim: To engage C&YP and the adults who care for them in a holistic approach towards preventing domestic and sexual abuse. C&YP will learn broader skills for making positive choices.</p> <p>Activities: Our programme reaches each borough of London. We combine workshops and peer-education; adult training; a new range of e-learning programmes and Community Conversation Events to engage local stakeholders.</p> <p>Over the course of the 4-year programme, each borough would receive:</p> <p>One RE:SET project.. Schools receive access to an innovative online resource hub containing e-learning, resources, workshop tools and a plan for creating violence prevention initiatives across the whole school. Each school has a Tender Mentor that works with them to adapt policies and procedures, deliver prevention programmes and engage young people in youth leadership opportunities as ambassadors of abuse prevention. RE:SET is the culmination of a three year independently evaluated pilot to identify key building blocks necessary to create genuine and lasting whole school change and engagement with gender equality and prevention of DVSA.</p> <p>Healthy relationships projects in six secondary schools. In each, 30 young will undertake a healthy relationship programme. They will reach a further 120 peers through their own devised workshops, presentations and exhibitions. An e-learning teacher training reaches 50 teachers</p> <p>Healthy relationship projects in two primary schools. 25 children will partake in our intensive DV prevention education programme. They learn skills in peer leadership and devise a performance, exhibition or presentation reaching 50 peers. 20 teachers attend e-learning.</p> <p>Two programmes of specialist provision for vulnerable groups. This will use a trauma-informed approach to support at risk young people to build resilience and self-esteem giving space to build confidence and test their own strategies for navigating relationships.</p>			

Two training programmes exploring domestic abuse and its impact on C&YP. This course is for teachers, social workers, borough officers, carers, police and others. We will reach 22 adults per training session.

One “Community Conversation” event for 20 members of the community including parents, carers, local services, teachers and other professionals working with children and families. These are spaces where learning from the programme with young people can be shared and enhanced. Our experience has shown that schools often only engage with a limited number of local organisations and so highlighting and connecting them to expert local services will enhance the support network available for C&YP.

Intended Impact: Young people gain skills and confidence to identify, avoid or escape from abuse. We work with the whole community to create continuous, consistent and holistic approaches. Our interactive, drama-based approach is a crucial element as it enables participants to ‘rehearse for change’. Our youth leadership approach acknowledges that young people are the first responders when friends are at risk.

Following our projects, 93% of young people understand it’s never okay to be violent, 99% can name at least one early warning sign of abuse. Our organisation’s full focus is on projects that work with young people to prevent domestic and sexual abuse meaning that this programme would be our priority.

Organisation	Volunteering Matters	Service Area	2.1
Lifetime Grant	£969,092	Partnership	No
Not Recommended			
<p>Volunteering Matters, 37 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - how people will access the project and how underserved groups will be attracted - how it will introduce services to all boroughs - managing low service uptake - the requirements of the service specification - the outcomes included in the specification. 			
SUMMARY aim, activities, intended impact			
<p>Through our delivery of the project we will engage those young people that often achieve the poorest outcomes, who are the both the most vulnerable but who also have the greatest strengths.</p> <p>Using our trauma informed approaches and underpinned by the six #Iwill principles of youth social action, we will unlock those strengths and develop their skills & resilience in relation to the risk of domestic & sexual abuse. This programme is built upon a fluid, youth led format of 2 -8 sessions in which groups of young people are engaged through group sessions in a range of community based sites & online.</p> <p>Participants develop a personalised approach to address the issues they've prioritised in relation to domestic & sexual abuse, supported by a team of project staff & peer champions.</p> <p>The aim of the project is to provide an effective, proportionate &, tangible & sustainable, preventative intervention that reduces the negative impact or likelihood that a child or young person becomes a perpetrator or victim of domestic or sexual abuse. The project will also provide a space for participants who have lived experience of domestic & sexual abuse to explore this in a safe, person centred, strengths based context either in the first or third person.</p> <p>The project addresses need through the following format:</p> <p>Introduction / induction sessions</p> <p>Stage 1: Personal - We start by supporting young people to build a positive relationship with themselves – improving their self-esteem and self-awareness. Helping young people to be happier and more confident today.</p> <p>Stage 2: Interpersonal - We equip young people with the skills to empathise and communicate well with those around them - to feel confident in how they interact, and to build positive relationships with friends and family. This in-turn supports their ability to utilise, share & sustain preventative coping mechanisms.</p> <p>Stage 3: Advocacy - We encourage and enable young people to help those around them to build and maintain positive relationships with each other that supports preventative mechanisms.</p> <p>Stage 4: Community - Young people develop a sense of agency in relation to preventing / managing the risk around domestic & sexual abuse & can identify how to use community assets to grow their resilience & awareness.</p>			

An additional mid-term aim is to offer children & young people what may be their first experience of peer support & to use lived experience to take up peer champion opportunities & share positive impact.

Our long-term ambition is for the impact of this project to be a place which begins the reduction of harm, risk, near misses for our participants, suffering the negative consequences associated with domestic & sexual abuse. This effective prevention also reduces reliance on crisis / reactive services by boosting autonomy & resilience & empowering participants to lead happy, safe, healthy lives.

Organisation	Eastern European Resource Centre	Service Area	2.2
Lifetime Grant	£1,285,814	Partnership	No
Not Recommended			
<p>East European Resource Centre, 57 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - how the service will grow, what additional work will be done, and which needs will be addressed - systems for how referrals are made and how relationships are built for effective referrals - how the organisation will reach out or introduce services to boroughs, maintain communications or review service uptake and address low uptake at borough level - how information will be used to adapt services locally to improve outcomes. 			
SUMMARY aim, activities, intended impact			
<ul style="list-style-type: none"> • Domestic abuse is reduced in Eastern European communities – by increasing community awareness thus reducing tolerance of abuse and increasing access to services. • Eastern European women exit abusive relationships safely – by accessing independent advocacy and specialist advice services. • Eastern European women rebuild their lives and move to independence in a safe and sustainable way – with support from holistic independent advocacy, specialist advice and casework. • Eastern European women recover from their abuse – with access to counselling and support groups and living a stable, independent life. <p>Activities</p> <ul style="list-style-type: none"> • Outreach, promotions, and referral – In person and online community outreach through workshops, drop-ins, community groups, and flyers. Promotion campaigns through community media including radio and newspapers. • Independent Advocacy – specialist support and casework to engage with police, navigate services, safety planning, and meet urgent needs. • Family Law Advice – covering custody, divorce, injunctions, access to legal aid etc. • Specialist Advice and Representation – covering immigration, benefits, housing, and access to healthcare in EERC with supported referral for debt and employment advice. • Counselling – specialist counselling from EERC’s pool of accredited and independently clinically-supervised counsellors. 			

- Support and development groups – regular peer support groups for building up confidence and reduce isolation and educational groups facilitated by professionals.
- Survivor forums – Quarterly forums for survivors to feed in and develop our services and the conversation around domestic abuse.
- Stakeholder forums – annual forums for professionals to discuss and develop strategy to better support Eastern European victims.
- Coaching for long term independence – covering employability, accessing private suitable accommodation and general life skills.

All activities will be delivered by Romanian and Polish speaking staff with aid of professional interpreters for other Eastern European languages.

Impacts

For survivors of domestic abuse, it will

- Enable safe exit from abusive relationships
- Enable long term independence and fulfilment
- Enable social and economic integration in the long term
- Reduce risks of recurring incidents and re-victimisation
- Enable and empower access to justice
- Develop more resilience and mental wellbeing in the long term
- Amplify voices in local communities and services

For local communities, it will

- Improve awareness and response to domestic abuse
- Reduce tolerance of abuse

For local London services, it will

- Improve the multi-agency response to this emerging client group (Eastern Europeans) including better alignment of local victim support offer, tailored to this group's cultural and linguistic needs.
- Enable efficient and effective work

For EERC, it will

- Realise the investment in the project and training of key staff including retaining four experienced employees and employing and training two more.
- Support the long term development of the project
- Improve our services by active engagement with survivors and clients

Organisation	Legal Advice Centre (University House)	Service Area	2.2
Lifetime Grant	£962,185	Partnership	Yes
Not Recommended			
<p>Legal Advice Centre (University House), 22 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - borough contacts and how the service will work with London's boroughs to complement and not duplicate services - how the project will work with local services to provide holistic support - referral pathways for all boroughs - the outcomes included in the specification. 			
SUMMARY aim, activities, intended impact			
<p>As we enter the second year of this unprecedented pandemic, we at University House have been grappling with some of the systems that underpin the inequalities that are an everyday reality for communities in the east of London. While systems change has been in University House's DNA from the beginning—the past year of the COVID-19 pandemic has accelerated and deepened this shift for us as an organisation – and for what we think is possible at this moment in time.</p> <p>During the first lockdown, we sought to address systems change in our own sector. A big issue for the advice sector is a lack of second-tier support, and an inability to access specialist legal support and casework services. That is why in a matter of a few months, we rapidly developed our Advice POrtal. The POrtal provides access and ownership to community advice workers from sister organisations, who are able to directly book specialist legal support from us via direct access to the electronic diaries of our lawyers. This is a radical model which aims to define a new model of advice and advocacy provision. We went “live” with our POrtal in June 2020. The POrtal was initially funded to operate in the three boroughs of East London and received emergency funding from tnl community fund.</p> <p>The POrtal is proving to be a success and at the heart of its success is the removal of barriers that enable motivated actors to effect change within our sector.</p> <p>Our proposal is to make our POrtal accessible to all Londoners and make it available across London so that Londoners can obtain free specialist legal advice on non-molestation orders and DV related Section 8 child custody arrangements.</p> <p>At the moment, the POrtal is principally aimed at supporting generalist advice and support workers to undertake specialist legal casework. Users must register to access the portal. Under our proposal, we will do away with the registration process, and instead make the POrtal directly available to all members of the public in all London's boroughs. It will also be promoted to frontline health services, schools and educational institutions, children centres, other statutory and community based localised services across all London boroughs.</p> <p>The POrtal is linked to our webcam platform and, in part, includes an electronic booking system. Advice slots are made available each week. Members of the public</p>			

and community advice workers can book an appointment to seek support from us to progress a case themselves, or they can make a referral by appointment for us to directly take on the matter.

This is a partnership application with account3. Acc3 has a long history of supporting women who are vulnerable and experiencing domestic abuse. Acc3's role will be to provide complementary support, counselling and development programmes.

Organisation	Manor Garden Welfare Trust	Service Area	2.2
Lifetime Grant	£722,702	Partnership	No
Not Recommended			
<p>Manor Gardens Welfare Trust, 56 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - how the organisation will reach out to boroughs it has not worked with before and will work with all boroughs across London - how all boroughs will be able to access the pathways to get support for residents - how it will review service uptake and how it will carry out action if service uptake is low - the outcomes included in the specification. 			
SUMMARY aim, activities, intended impact			
<p>Our aims:</p> <p>We will provide specialist therapeutic support and advocacy to women and girls who have survived FGM and other sexual violence such as breast ironing. We will train a pool of specialist counsellors across London and work with local organisations to deliver the holistic support that women survivors of FGM need to improve their wellbeing.</p> <p>Our activities:</p> <p>Many women who have undergone FGM or other harmful practice are unaware of the long-term impact this is having on their physical health and emotional resilience. We will deliver information sessions in each borough for people from communities known to practice FGM and other harmful practices. The ‘psychoeducation sessions’ have been proven to offer a safe space to raise awareness of FGM, and introduce the concept of support and therapy. The sessions also provide information on practical health concerns and raise the subject of the emotional and psychological effects of this trauma and how it can affect daily lives.</p> <p>At these sessions our specialist counsellors offer women a one-to-one assessment to see if they would like to join a therapeutic group, a core component of our Dahlia Project, either online or face-to-face. We have been delivering these groups in North London for many years and have evidenced the considerable benefits women survivors of FGM derive from sharing their stories with other women in a safe space, being listened to and understood, often for the first time. Groups run for 12 weeks, with eight women facilitated by a specialist therapist. Following this, peer-support groups are formed and offer ongoing empowerment and support.</p> <p>There are very few specialist FGM counsellors/therapists across the UK. We will train professionals using our published Female Genital Trauma: Guidelines for Working Therapeutically with Survivors of Female Genital Mutilation Coho, Sepúlveda, Hussein and Laffy (2019). These guidelines provide a blueprint for counsellors to follow and will enable us to develop the workforce and capacity to provide therapeutic groups for women from every London borough by the beginning of the third year of the project.</p>			

Alongside the psychoeducation sessions we will bring together community advocates to set up workshops across London to raise awareness of FGM, the law, and to dispel myths and preconceptions.

Outcomes

- 12 psychoeducation groups per year
- 6 Dahlia therapeutic groups online per
- 6 Dahlia therapeutic groups face to face per year
- 6 online workshops for therapists per year
- All women in the project additionally supported with holistic advocacy and signposting
- Regular community outreach campaigns and partnership work in every London Borough, to raise awareness, reduce stigma, identify survivors in need of further support, and reduce prevalence of practice

Our Impact

- 96 women per year easily able to access rolling group therapy sessions
- Communities in every London borough reached by outreach awareness campaigns
- More communities committed to ending FGM
- 60 specialist therapists trained per year, accessible across London
- Women able to access empowerment and peer support groups to continue their wellbeing journey

Organisation	SurvivorsUK	Service Area	2.2
Lifetime Grant	£975,131	Partnership	No
Not Recommended			
SurvivorsUK, 48 per cent - the application does not sufficiently address: <ul style="list-style-type: none"> - borough connections and how it will ensure services cover all London boroughs - how the project would deal with addressing the needs of those already on the waiting list, while also supporting increased numbers on the project - referral pathways or reviewing service uptake - borough level tracking - the related activities to achieve the outcomes. 			
SUMMARY aim, activities, intended impact			
<p>SurvivorsUK is the only organisation in London offering 1:1 counselling, therapeutic groupwork, and advice, signposting, and service liaison to – regardless of their sexuality – male & non-binary survivors of sexual violence.</p> <p>And the critical, immediate demand for our work is more than we can meet.</p> <p>Across the sector, we are seeing many services in the terrible position of having to shut waiting lists when demand gets to a certain threshold so they can concentrate resources on other aspects of their work.</p> <p>SurvivorsUK has 256 clients on its waiting list across London, waiting for 15-16 months on average to receive the crucial support they need from us. And this time between disclosing their experiences and waiting for counselling to begin can be traumatic and isolating. There is a risk that lengthy delays can see survivors withdraw from the healing process, and left in an incredibly exposed and vulnerable position.</p> <p>Our Swift Response Project will ensure timely, critical, and tailored support to all clients on our waiting list.</p> <p>First, every survivor contacting SurvivorsUK will benefit from an initial referral with a Client Services Officer to determine the extent and severity of their needs. This will enable us to allocate them to our waiting list (and thence eligibility to our Swift Response Counsellors and Caseworkers) or signpost and guide them to other external services if those would be more appropriate.</p> <p>Following on from this, all waiting list survivors will receive 12 trauma-focused, short-term therapy sessions, including stabilisation techniques, risk and symptom management, and psychoeducation. This dedicated, expert support will be delivered by a team of one Senior Swift Response Counsellor and two Swift Response Counsellors.</p> <p>Building on the initial referral and underpinning the counselling work, clients will receive help and advice from the project's two Caseworkers on a number of wraparound issues we see affecting those who have experienced the trauma of sexual violence. These issues include unstable housing, unemployment, debt, sexual health, benefit claims, and some criminal-proceedings work. Moreover, this aspect of the project will increase capacity in the Swift Response Counsellors by</p>			

allowing them to focus on their areas of expertise and refer clients' additional complex practical support needs to the Caseworkers.

In addition to the roles above, funding will be allocated to sustain the work of our Outreach & Engagement Lead in training and upskilling sector professionals. This element of the project will improve the baseline network of support for survivors across London by enabling other services and organisations to assist those waiting for help. These activities will also grow the referral networks and pathways to our services as we build new partnerships.

The Senior Swift Response Counsellor, the two Swift Response Counsellors, and one of the Caseworkers will be new roles for SurvivorsUK. This represents a significant expansion in and commitment to our mission to ensure all male & non-binary survivors of sexual violence can access and receive the support they need to begin to make their journey towards recovery.

Organisation	The Mary Dolly Foundation	Service Area	2.2
Lifetime Grant	£99,360	Partnership	No
Not Recommended			
<p>The Mary Dolly Foundation, 29 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - the needs the project aims to address. - the geographical scope to provide services to all parts of London - how the service will work with all boroughs to identify specific service needs or deliver services in every borough - the outcomes included in the specification. 			
SUMMARY aim, activities, intended impact			
<p>The aim of this project is to prevent negative behaviours from becoming pathological, and to create a safer future for children, young people and adults across London.</p> <p>We will provide one to one counselling provision to children, young people and adults across the London boroughs of Greenwich, Lambeth, Bexley, Erith, Bromley and Lewisham. Fully qualified and experienced therapeutic practitioners will be delivering the sessions. Each individual will be provided with up to 12 sessions each, with each session lasting up to 50 minutes to 1 hour.</p> <p>Those who utilise the project will have authentic opportunities to explore their feelings around how they have been treated and in so doing will have a sound chance of recovering from the destructive behaviour they have experienced and begin to live fulfilling lives once more. This will be achieved by the professionals with whom they work being able to build open trusting relationships with them in a safe, supported environment, but within firm boundaries set appropriately, and to evidence the value of mutual respect and personal self-regard.</p> <p>Children, young people and adults will be able to avoid their distress becoming pathologised and they will have the best chance of avoiding the abusive behaviour that they have experienced being repeated. People affected by abuse can be seen quickly by professionals who will offer them a safe environment in which they can share collaborative actions and seek ways to empathise with others. Since participants will be offered a course of between 6 and 12 weekly sessions, different therapeutic techniques and materials will be introduced as and when appropriate. This ensure that every individual is treated as an individual and is able to make progress at their own pace.</p> <p>Participants will be assisted to understand their own relevant role in interactions and offered the chance to examine the roles required in those interactions. Participants will be assisted in how to choose the most appropriate roles to take and so will be able to see that they are not responsible for the destructive actions directed towards them by others. They will therefore be able to rebuild their own sense of self-worth and mature into competent adults.</p>			

We will be collaborating with The Her Centre, Athena refuge and other victim support organisations. This will not be a partnership, but simply a collaboration. The Foundation will deliver this project solely on our own, and we have the management and structure to be able to deliver an easily accessible service to all service users.

Organisation	The Survivors Trust	Service Area	2.2
Lifetime Grant	£1,729,728	Partnership	Yes
Not Recommended			
<p>The Survivors Trust, 48 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - London-specific needs – national data is referred to - links with boroughs, how the services would cover all boroughs in London, and how delivery partners would reach out and establish a stronger footprint in the boroughs they do not currently work with - how service uptake will be reviewed, and remedial action taken - the outcomes included in the specification - the rationale for the low number of outcomes compared to the numbers accessing activities. 			
SUMMARY aim, activities, intended impact			
<p>Reaching London’s Most Excluded Survivors is a pan-London project that will focus on providing specialist advice, counselling and support to those who find it most difficult to access sexual abuse services.</p> <p>The Survivors Trust (TST) will act as lead partner, and is a national UK umbrella organisation for approximately 120 specialist rape and sexual abuse services.</p> <p>Our consortium consists of 5 specialist TST member organisations who have wide experience and a long track record of designing and delivering high-impact services for vulnerable and marginalised victims.</p> <p>Delivery partners:</p> <p>Respond- provides therapy and support to people with learning disabilities and/or autism who have experienced abuse, violence or trauma.</p> <p>Mosac- exists to support sexually abused children and their non-abusing families to heal and move forward together.</p> <p>Into the Light- provides counselling, advice and support to those who have been sexually abused and those who support them.</p> <p>Haven- is a survivor-led organisation that offers counselling and support for victims, survivors and those affected by sexual abuse or domestic violence.</p> <p>Aurora- is a Specialist Therapy Centre and therapeutic community that provides counselling/psychotherapy and bodywork therapies alongside support specifically for adult men and women survivors of childhood trauma and abuse.</p> <p>Our project will provide specialist support through a variety of services across London, which will be offered through a hybrid model of face-to-face and online service delivery to ensure maximum accessibility and wide geographical reach.</p> <p>Specific activities include:</p> <p>Employ a Project Co-ordinator to:</p>			

1. Promote, co-ordinate, share learning, provide operational support to London members and monitor the work of the project
2. Engage with MOPAC, VAWG Co-ordinators employed by each of the London Boroughs and NHS England London related health organisations working in London, aiming to promote and raise awareness of the range of counselling and support services provided by members of the Survivors Trust in London, and the help and support needed by survivors of sexual violence or sexual abuse and their family members or carers.
3. Engage with ISVAs/IDVAs in London to facilitate access to specialist support
4. Respond to strategies and consultations with a London focus
5. Awareness raising, and networking with local authorities for referral pathways

Provide the following services for target groups:

- Helpline Support
- Counselling
- Physco-educational Training and peer- support groups
- Advocacy Support
- Play Therapy

Monitoring and Evaluation

The Governance board will provide assurance and monitor project activities/ outcomes against project aims throughout the life of the project and will be independently evaluated annually.

Intended Impact

- 2485 victims/survivors will access specialist services and report that they feel less isolated, can make safer choices, and feel safer
- 1194 survivors have made significant progress on their recovery journey and report an improvement in their mental health and wellbeing
- 200 local authority professionals will have raised awareness on the needs of marginalised survivors, pathways to referral, and specialist support services in London
- 2 ISVAs will have improved referral opportunities for children and young people (including those with disabilities), parents/ carers
- 272 survivors can rebuild their lives and move to independence

Organisation	SignHealth	Service Area	2.5
Lifetime Grant	£228,791	Partnership	Yes
Not Recommended			
<p>SignHealth, 56 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - the specific needs in London - the services that will be provided, how they will be delivered and referral pathways - building and maintaining relationships with boroughs and organisations across London - local organisations (other than domestic abuse organisations) it will look to work with to create a multi-agency approach - measuring outcomes at a borough level. 			
SUMMARY aim, activities, intended impact			
<p>Aim: we strive to educate, empower, and protect Deaf people from all forms of domestic abuse and advocate for the human rights of the Deaf community in the policy arena.</p> <p>Activities: SignHealth is the only ‘by and for’ service for the Deaf sign language community in the UK. We have a wealth of knowledge and experience that we draw from to ensure that the Deaf community’s needs are not an afterthought.</p> <p>Our policy and advocacy work ensures that Deaf people’s needs are ingrained in new policy provisions and are met at the point of access. As a proudly Deaf-led organisation, SignHealth are best placed to represent the needs of Deaf people, be that with policy makers, other voluntary organisations or service providers.</p> <p>When SignHealth has a seat at the table, Deaf people will have a dedicated voice in the Domestic Abuse policy arena, ensuring that the needs of the Deaf community are understood. An understanding of Deaf BSL users specific linguistic and cultural needs will be incorporated into Violence Against Women and Girls (VAWG) and Domestic Abuse policy making and practice, benefitting the Deaf BSL community across London.</p> <p>Deaf BSL users, who are experiencing or at risk of domestic abuse will have improved access to information, advice and resources in their preferred language – BSL. Information that is accessible and widely available will ensure they are able to access information discreetly, thus becoming informed enough to mitigate the risks of leaving an unsafe situation. This will break down a huge barrier currently facing the Deaf community.</p> <p>Our Policy and Public Affairs Manager will lead on policy and influence work and will liaise with policy leads and commissioners to shape local strategy development across Greater London. The Community Engagement officer will deliver and lead on the training and information sharing, networking, and building partnerships with support from our Service Coordinator.</p> <p>As a result of us sharing learning and best practice, mainstream domestic abuse organisations and individual practitioners will have an improved understanding of</p>			

how to meet Deaf people's needs, book interpreters and signpost clients to accessible services. Working alongside mainstream services means that access for Deaf people is no longer limited to specialist Deaf organisations and this becomes embedded in their provisions and processes, creating the norm for organisations to be accessible for Deaf domestic abuse survivors across Greater London

Intended impact:

Deaf people will have a dedicated voice in the Domestic Abuse policy arena and organisations and individuals will understand the needs of the Deaf sign language community.

Deaf people who use sign language to communicate who are experiencing or are at risk of domestic abuse will have improved access to information, advice, and resources in their own language – BSL.

Our Domestic Abuse Team will be able to build relationships with external stakeholders and enable more informed decision making that will shape and improve the service.

Organisation	Kanlungan Filipino Consortium	Service Area	2.6
Lifetime Grant	£320,351	Partnership	Yes
Not Recommended			
<p>Kanlungan Filipino Consortium, 36 per cent - the application does not sufficiently address:</p> <ul style="list-style-type: none"> - how the project will address the needs that have been identified - how the project will attract people from all London boroughs - referral pathways, and systems, processes, and procedures for referrals - capturing, tracking, and measuring outcomes at borough level. 			
SUMMARY aim, activities, intended impact			
<p>The overall intended impact of this project is for Southeast Asian (SEA) migrant women, in particular Filipino, Vietnamese, Indonesian, and other East and Southeast Asian migrant women who are at risk or have experienced gender-based violence in the home and/or the workplace, to be empowered to prevent harmful practices against them and their dependents. Our project will enable them to lead positive change within their homes, communities, and British society. SEA migrant women who are at risk of or have experienced violence will be provided a safe place to live with a community-based voluntary hosting system and a support system to help them regain control of their lives through individual and group counselling with BACP registered professionals. They will also be given the means to co-learn skills, engage in economic/social activities, and to understand the policies relating to migrants' and women's rights in the UK.</p> <p>SEA migrant women who experience intimate partner violence, violence from family members and friends, and/or abuse in the workplace in the form of human trafficking or modern-day slavery have been silenced for too long. Even when these issues are addressed, they are often spoken about by "subject-matter experts", external to and sometimes stigmatising of the communities affected. Voices of women with lived experiences are pushed to the margins and ignored.</p> <p>Our aims are:</p> <ol style="list-style-type: none"> 1. Increased access to wraparound case support services, legal advice, and safe reporting of violence or harmful practices to relevant organisations 2. Improved access to safe housing for SEA migrant women who have experienced violence 3. Increased awareness amongst SEA migrant women of what constitutes gender-based violence and understanding of relevant policies and services 4. Improved confidence amongst SEA migrant women to articulate their needs and experiences, access services independently, and share their stories 5. Improved knowledge of issues specific to SEA migrant women amongst local authorities, statutory agencies, health service providers, and migrants' rights and domestic abuse support charities and services <p>Activities to achieve aims:</p>			

- Casework support to individuals and referrals to relevant agencies, legal representation, and vetted/trained emergency community-hosted housing provision and other housing associations
- Community outreach and promotion of culturally appropriate services provided to women to prevent or address harmful practices
- Co-learning workshops led by policy experts and community activists with lived experience on gender-based violence, human trafficking, and labour exploitation (exact topics will be determined in collaboration with cohort of women)
- Workshop series on reporting procedure for violence experienced by participants with: (1) emotional preparation for reporting violence with agencies; (2) individual support for evidencing and step-by-step reporting procedure
- Community-language befriending and peer-to-peer support groups
- One-to-one counselling for survivors of domestic abuse, gender-based violence, labour exploitation, and trafficking
- Training on digital skills, literacy, and safe social media use to increase digital literacy, enable participation in online activities, and improve internet safety
- Learning sharing sessions with councils, IDVA, the MPS, London NHS trusts, and women's rights, migrants' rights, and BAME charities to improve knowledge in the sector of the specific needs of SEA migrant women

Right to reply process

Applicants were given 10 working days to submit a reply in respect of the recommendation made by London Councils for the 2022-2026 Pan London Grants Programme.

Applicants were advised:

- that London Councils would only accept one reply from applicant organisations.
- that they had the right to reply against the recommendation if they considered that assessors had:
 - misinterpreted information submitted in your application
 - given incorrect weight (either too much or too little) to information submitted in your application
 - not considered information submitted in your application
- that they must focus on at least one of these three reasons in their right to reply
- new information that was not included in the original application will not be considered under this process
- a reply because an organisation has been successful in the past will not be considered
- that if applicants wished to exercise their right to reply, they should submit a letter no longer than two sides of A4, that focuses on the reasons they have for submitting a right to reply in relation to the feedback they received
- that London Councils officers will consider replies and will present this information to the London Councils Grants Committee, alongside recommendations, on 24 November 2021
- **that the decision of the Grants Committee is final.**

OFFICER COMMENTS ON RIGHT TO REPLY**Organisation**

East European Resource Centre

Service Area

1.1

KEY POINTS IN RIGHT TO REPLY:

The applicant stated they consider that assessors did not consider information submitted in the application for four key points:

- how the project would build relationships with new boroughs, or review and undertake remedial work for low uptake
- how the project will determine whether the project is a duplication of existing services
- referral pathways or how the project can be accessed across London
- how outcomes and changes achieved are analysed or understood.

RESPONSE TO KEY POINTS:

The application:

- notes working with a limited number of boroughs, does not describe how it would build relationships with new boroughs, or review and undertake remedial work
- states experience of avoiding duplication but does not describe how it will determine whether the project is duplicating of existing services.
- does not describe referral pathways
- lacks detail in how outcomes and changes achieved are analysed or understood.

SUMMARY COMMENT:

Officers do not propose a change to the recommendation, the assessment of the key issues was made within the guidelines for the assessment process, including consideration of all aspects of the application The right to reply does not alter the assessment of the application or the recommendation for service area 1.1.

RIGHT TO REPLY SUBMISSION

East European Resource Centre would like to submit a reply in regards to our application for the London Councils 2022 – 2026 Pan London Grants Programme – priority 1.1 Homelessness – Prevention and Targeted Intervention.

Regarding the points received in our feedback, we believe that information provided by us in the application form and the risk register addresses the feedback points as those points have been addressed in the forms but have not been considered. To recap information provided:

- how the project would build relationships with new boroughs, or review and undertake remedial work for low uptake

In the answer to Q1.2 we described institutional outreach. Our description includes information about existing links with the boroughs but also practical methods of raising awareness and building relationships with referral partners, among the local authorities. These practical methods include providing short targeted workshops and/or presentations to teams we intend to work with.

In the same answer we provide comprehensive description of outreach to target users, which addresses the point of plans for remedial work for uptake. Our outreach as described includes outreach to new users via social outlets as well as broad digital outreach. In the same point we describe why digital outreach has become crucial (due to changing user behaviours) while in our needs statement in Q1.1 we stated why direct outreach is fundamental in this work, namely due to data from CHAIN showing consistent and significant over-representation of target user group

among rough sleepers which we believe is due to borough services' failing to reach and/or effectively support Eastern European Londoners at risk.

Additionally, in submitted Risk Register 'project risks' section we describe outreach activities to be delivered should there be low take-up of services. In that section we also describe the delineated role of the Programme Manager in charge of this work whose role explicitly is to meet outputs agreed for delivery.

- how the project will determine whether the project is a duplication of existing services

In the answer to Q1.3 we highlighted there is very little risk of duplication of existing services as the project has been designed to complement the support provided by boroughs by addressing additional and community-specific needs of people at risk from Eastern European migrant populations in London. Those additional advice needs include immigration regularisation, NRPF, privately rented sector tenants' requirements regarding regularising tenancies, raising awareness of existing borough services and overcoming barriers in accessing those services (due to linguistic and cultural barriers but also low trust to authorities linked to immigration controls), and providing specialist services that are prerequisite to access borough support, such as DV and modern slavery advocacy, telephone isolation support, and peer support groups – all of which EERC provides to users with multiple needs. We also mentioned our six-quarterly experiences of cooperating with boroughs which provides historic baseline for the need of complementing services, which therefore aren't seen as being duplicated.

Additionally, it's worth pointing out that in our needs statement in Q1.1 we highlight reasons why we believe there is lower than expected take-up of borough services relating to prevention and relief of homelessness, and we quoted data from CHAIN to emphasise that significant and consistent over-representation of Eastern Europeans among rough sleepers in London signified that our target community is currently under-served therefore there is no risk of duplication.

- referral pathways or how the project can be accessed across London

In the answer to Q1.2 we explained in detail what is our approach to outreach in order to enable users as well as statutory and civil society partners to access the service. The approach described includes outreach methods via social outlets (churches, Saturday schools, 'deli' shops and cafes/restaurants for and by target communities, and use of community communicators, i.e. individuals cultivated and supported to act as signposts for members of community. The approach also includes excessive digital outreach that aims to raise awareness of the project activities as well as raise community awareness of borough services in order to build bridges to services for under-served communities, i.e. target cohort for this project. In this point we also mentioned how we intend to build new referral pathways with boroughs and other stakeholders with concern over homelessness prevention and intervention.

In the answer to Q1.4 we also elaborated on cooperation with statutory, consular and civil society partners to secure the best outcomes for users.

- how outcomes and changes achieved are analysed or understood.

In answer to Q1.5, we explained our monitoring system that includes a range of information, data and intelligence gathering methods. These methods include advanced customised Client Management System that captures user profile, user journey based on initial assessments and support plans, and hard outcome recording; digital outreach analytics; and physical outreach questionnaires. We stated in this answer that changes/outcomes and outputs would be used to inform gaps in the provision to correct and improve delivery (whether user target, targeted user characteristics and geographic assumptions are met or partially met), and that digital analytics indicating changing user behaviour would allow us to rapidly identify emerging needs and feed to work development. We also stated that Programme Manager, Project Coordinator and the Senior Management Team would regularly review monitoring information and data to take remedial decision in terms of delivery and identify areas of emerging needs that need to be addressed to meet user outcomes.

In summary, we believe that our application responds to feedback received and we trust that we are an excellent partner for boroughs in preventing homelessness among the target community.

We are happy to answer any further questions that may arise from this response at any point convenient for the Grants Committee and colleagues managing this funding process.

OFFICER COMMENTS ON RIGHT TO REPLY

Organisation	Fat Macy's	Service Area	1.1
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KEY POINTS IN RIGHT TO REPLY:

The applicant stated they consider that assessors gave incorrect/too little weight and/or did not consider information submitted in the application for four key points:

- contacts across London to ensure Pan-London delivery
- how the project will be adapted to manage an increased number of participants from a larger number of boroughs
- outcomes
- budget.

RESPONSE TO KEY POINTS:

The application:

- refers to partners and contacts in those areas in which the organisation is currently operating but does not provide details of a network of contacts elsewhere in London that it can call on to ensure pan London delivery
- provided evidence of its current operations but is not clear how these will be adapted to manage an increased number of participants from a larger number of boroughs.
- did not sufficiently address the outcomes in the specification.

Applicants that were not recommended for funding were informed that new information that was not included in the original application would not be considered under the right to reply process. The applicant introduced new information (completed budget template) in their right to reply, which was not considered.

SUMMARY COMMENT:

Officers do not propose a change to the recommendation, the assessment of the key issues was made within the guidelines for the assessment process, including weighting. The right to reply does not alter the assessment of the application or the recommendation for service area 1.1.

RIGHT TO REPLY SUBMISSION

Our right to reply based on incorrect (too little) weight being put on certain points, as well as information not being considered (budget which has been linked at the bottom of this letter).

Contacts across London to ensure Pan-London delivery

Our primary referral partner is the YMCA City and North group, (who are in Hackney and Haringey). From this partnership, we have begun running Outreach Sessions at YMCA Landaid House in Shoreditch. Our current partnership with the YMCA group gives us access to a network of hostels across London, and that if we are successful with this grant, we will be able to scale our team and increase our teams capacity to develop this partnership even further.

We have referral partnerships with Focused Living (Enfield), Single Homelessness Project (Westminster) and Westminster and Southwark Councils. We will continue to seek out

referral partnerships from temporary accommodation providers across London. Furthermore, we are developing corporate partnerships with Nando's and Barworks Ltd. which will allow our beneficiaries to complete the programme with our corporate partners. In doing so, we are seeking to create a streamlined pipeline to employment for our beneficiaries.

We have also been in contact with the South London and Maudsley Trust NHS Foundation Trust, a mental health service who work across Southwark, Lambeth, Lewisham and Croydon. We have begun conversations with this organisation in a bid to expand our outreach to these boroughs. Again, successfully obtaining this grant will allow us to hire a Partnerships and Outreach Lead who will be able to focus on this full time.

How the project will be adapted to manage an increased number of participants from a larger number of boroughs

Our project will adapt to manage the increased number of participants by growing our Progression & Engagement Team to ensure we can offer tailored 1:1 support. We are upscaling a proven team and workforce model with a strong culture, so fitting within our existing framework and culture to ensure that we are able to grow smoothly. We have a proven model that we have previously scaled up using smaller grants. If we are successful in obtaining this funding, we will be able to continue to grow as we have done previously - but this time in a more sustainable and long-term plan. We have recently signed the lease for a new office building in Shoreditch, that will host our second restaurant on the ground floor, as well as our head office on the top floor. The floor below the office is going to be turned into our Training Academy (due to successfully obtaining another capital grant and crowdfunding £50,000). We are confident our model and track record can be scaled up, this is however dependent on us being able to grow our team and capacity.

Simultaneously, we are currently developing corporate partnerships with Nando's and Barworks (pub company operating in East London). We will continue to develop and seek out corporate partnerships that will allow our beneficiaries to complete the programme with these partners. In doing so, we also envisage those who complete the programme with our partners will face fewer barriers to employment and facilitate our ability to meet our specified outcome of financial resilience through accessing employment.

Outcomes

The outcomes and activities table figures were done based on our experience of having around 75% of participants successfully achieving the specified outcomes of our activities. These figures were done to be realistic and as accurate as possible. Our management approach is one that is tailored to each individual trainee to ensure that we can keep the success rate as high as possible. Our key performance indicators are initially Training Academy attendees and those who successfully obtain their Level 2 Food Hygiene Certificate. Once beneficiaries have joined the programme, our KPIs are centered around our internal impact measurement tool that we call the Pot of Potential. This tool allows us to measure how our support work has affected beneficiaries across our three categories of support, well-being, career development and readiness for independent living. Our beneficiaries are all given the contact details of their support workers line manager to ensure that issues of performance can be escalated from beneficiary to the Progression and Engagement Lead. Beneficiaries also have the contact details of our Managing Director of the charity arm, and the Culinary Director for the business arm. I have also attached our Quarter 1 2021 Impact Report for your reference.

Finally, perhaps due to technical difficulties, it seems our budget was not considered with our application. Please find a link to our completed budget attached to this email.

OFFICER COMMENTS ON RIGHT TO REPLY**Organisation**

Prisoners Abroad

Service Area

1.1

KEY POINTS IN RIGHT TO REPLY:

The applicant stated they consider that assessors did not consider information submitted in the application for four key points:

- how all boroughs access the service
- improving access to the service in the event of low take up/ unmet need
- referral pathways and adapting services to improve outcomes at a local level
- the outcomes/indicators included in the specification.

RESPONSE TO KEY POINTS:

The application:

- does not describe how boroughs can access service
- does not describe improving access to the service in the event of low take-up/unmet need
- describes referral pathways in limited detail
- does not sufficiently address the outcomes within the specification

SUMMARY COMMENT:

Officers do not propose a change to the recommendation, the assessment of the key issues was made within the guidelines for the assessment process, including consideration of all aspects of the application. The right to reply does not alter the assessment of the application or the recommendation for service area 1.1.

RIGHT TO REPLY Submission**Not considered information submitted in the application****How all boroughs can access the service**

As we support a specific beneficiary group (British ex-overseas prisoners) who access our service on arrival, we work with all boroughs proactively, contacting the relevant borough for the following reasons (taken from Question 1.2):

- If an individual has very acute needs on arrival, we will contact the London Borough of Hillingdon if the person would not be able to negotiate central London alone, i.e. if they are a wheelchair user.
- Where appropriate, we refer clients to a London borough for assessment under priority need legislation. We work to provide the borough with all necessary information to decide on and understand the needs of an individual.
- Those who come under MAPPAs arrangements will have been presented to a borough for assessment by police (via a well-established rota). We are included in this referral and follow up with a supporting letter with additional information on the beneficiary. (Question 1.3) We have regular meetings with the London MAPPAs executive who communicates details of our service in relation to high-risk offenders to other relevant services when appropriate. We also attend MAPPAs meetings regarding individuals in different boroughs.

Improving access to the service in the event of low take up/unmet need

(Question 1.6) The Resettlement Service is accessible to all British citizens returning from serving a prison sentence overseas, regardless of offence and the country they are held in or any other characteristic. The identification of eligible service users takes place prior to release. (From Question 1.2) Everyone who is eligible to access the service will be contacted by the Foreign, Commonwealth and Development Office (FCDO) who will pass on information about

our service and how to register as soon as they are notified that a British national is in prison overseas. All who register with us prior to release are eligible for our services regardless of where in London they might be initially based. No other organisation is supporting this group. (Question 1.1) Statutory provision through the probation service is only available for people released from UK prisons. Historical data shows consistent demand, we help approximately 200 former overseas prisoners aged over 25 with resettlement support in London p/a.

(Question 1.1) We provide flexible support to meet the bespoke needs of each beneficiary, e.g. (Question 1.6) We conduct pre-release needs assessments to ensure that we are aware of and can support any special requirements. When the beneficiary is in the UK, we ensure accessibility in the following ways (Qu 1.2 and 1.6):

- providing smart phones to all new arrivals to ensure that they can access our service.
- providing travel grants to ensure beneficiaries can access appointments
- providing remote support to those who are unable to travel to our offices to attend appointments
- arranging and paying for taxis for beneficiaries who are unable to travel on public transport
- providing additional appointments to those who require extra support
- delivering three types of peer support groups to enable all beneficiaries to access support from their peers
- supporting service users with a low literacy level and/or who are digitally excluded
- coordinating a multi-agency response when necessary for those with complex needs

We continuously ensure that our service meets needs in the following ways: (questions 1.6/1.8)

- The steering groups and focus groups we run with service users guide our service development by making recommendations and identifying specific groups that we could provide a more tailored approach to.
- We collect feedback from returnees who finish using our service. This feedback informs short-term decision-making at service level and longer-term organisational strategy.
- Resettlement Officers gather informal feedback while supporting service users and through this highlight where we need to expand or grow our support. These concerns are then documented and discussed at team meetings, after which changes can be incorporated into our pathways and future projects.
- Weekly team meetings ensure that the team can discuss specific cases, including clients who have complex needs to ensure that we are delivering services to a high standard and being responsive to the needs of all beneficiaries
- We gather information to monitor the characteristics of our beneficiaries. This ensures we can monitor whether our service is responsive to beneficiaries with specific needs/characteristics and adapt the service accordingly.

These following examples highlight how we have adapted the service to meet needs. Qualitative evidence collected suggested that women are at particular risk in prison of being subjected to violence. We recognised the need for a woman only support group to use as a safe space and integrated this provision into the service. We have also adapted the service provided to older service users (65+) to include a multi-agency approach. Older beneficiaries often present with complex physical health needs that require input from a range of services.

Referral pathways and adapting services to improve outcomes at a local level

(Question 1.3, 1.4) We are in regular contact and have established partnerships/referral pathways (or alternative) in place with the following statutory and local service providers:

- Heathrow and Gatwick Travel Care receive referrals from FCDO and we liaise with them directly. From the moment service users arrive, Travel Care assist them to visit our office/supplied Arrival Packs while office is closed.
- MAPPA - we are included in the initial police referrals to boroughs for assessment. We work to ensure that boroughs have all the relevant information to make an informed decision on suitable housing.
- Camden Health Improvement Practice (CHIP) – we have a service level agreement to refer clients who need to access health services on arrival.
- Housing providers based in London such as the Forward Trust (referral form used) Midos (referral via e-mail) and other lettings agents. Our links with these organisations mean we

can be alerted to available housing for our service users. We have a service level agreement with the Forward Trust.

- London Borough Homelessness Units – we provide all necessary supporting information for those considered in priority need for housing. We have met with housing officers from the Unit to explain our client's needs.
- Men's Shed, a charity to which we refer returnees so men can connect with each other and combat loneliness.
- Crisis and The House of St Barnabas, where we refer returnees for employment support via their referral form. We have a service level agreement with House of St Barnabas that ensures space for a certain number of our beneficiaries on their programmes.

Question 1.2 Examples of adapting services to improve outcomes at a local level:

- Emergency accommodation is sourced depending on availability and cost and as far as possible on the needs and risks presented by the service user. This is usually in cheaper hotels or hostels and most often within central London Boroughs which also provides for easy access to our office, transport and other services.
- Engaging the London Borough of Hillingdon if needs are very acute and a new arrival would not be able to negotiate central London alone, i.e. if they are a wheelchair user.
- The location and type of permanent accommodation is dependent on cost and availability, so the service user will have limited choice and it could be in any London location. In FY 2020 we housed beneficiaries in 29 Boroughs.
- Encouraging independence by providing information on other support and services in the London Borough they are staying in. This will mean identifying local libraries, sports centres as well as other helpful agencies such as the CAB.

The outcomes/indicators included in the specification (Bold). Project Indicators (non-bold) from Qu.1.5.

Homelessness is prevented:

- **No. of people assisted to obtain crisis accommodation.** 75 accessed emergency accommodation on arrival, 85 accessed subsistence grants on arrival, 85 assisted in accessing benefits, 70% felt better informed about their rights and entitlements to welfare support
- **No. of people assisted to prevent eviction.** Addressed below (70% who encountered tenancy issues successfully resolved them independently).

People maintain suitable accommodation:

- **No. of people assisted to obtain stable accommodation.** 80 secured move-on accommodation.
- **No. of people assisted to sustain tenancies for 6-months.** 76 sustain accommodation for 6-months
- **No. of people assisted to sustain tenancies for 12-months.** 72 sustain accommodation for 12-months
- **No. of people with landlord property issues resolved.** 70% better informed about the UK housing market, 70% better informed about how to obtain and maintain tenancies, 70% more confident and better informed about how to resolve tenancy issues, 70% who encountered tenancy issues successfully resolved them independently

People gain greater personal resilience:

- **No. of people with improved mental/physical health.** 70% felt less isolated., 70% less anxious, 70% felt more confident, 70% more positive about the future, 60 beneficiaries can access health services
- **No. of people with improved life skills.** 70% able to get support and advice from others, 70% gained the skills to live independently

OFFICER COMMENTS ON RIGHT TO REPLY**Organisation**

Veterans Aid

Service Area

1.2

KEY POINTS IN RIGHT TO REPLY:

The applicant did not specify whether they considered that assessors had misinterpreted, given incorrect weight, or not considered information submitted in the application. The applicant noted five key points:

- how the project will develop and maintain relationships in local authorities where the project does not yet work
- the systems in place for referrals
- how delivery options will vary and be accessible across London
- systems in place to capture information at borough level
- the outcomes included in the specification.

RESPONSE TO KEY POINTS:

Applicants that were not recommended for funding were informed that new information that was not included in the original application would not be considered under the right to reply process. The applicant introduced new information in their right to reply, which was not considered.

SUMMARY COMMENT:

Officers do not propose a change to the recommendation, the assessment of the key issues was made within the guidelines for the assessment process. The right to reply does not alter the assessment of the application or the recommendation for service area 1.2.

RIGHT TO REPLY SUBMISSION

I am writing in response to your letter of 7th October (Ref 2022-2026GP- 1.2Veterans) in which you advised me that Veterans Aid's application for an award from the London Councils 2022-2026 Pan London Grants programme had been unsuccessful. While I accept that another application may have been assessed as a better fit against the service requirements, I would like to address the application feedback points that were identified and put them into what I believe is important context when considering homelessness and targeted intervention for rough sleepers.

I accept that applicants were requested not to introduce new information but, in the circumstances, I feel it appropriate to do so because grasp of how the status quo is misunderstood can - and does - result in veterans not receiving the service they should be entitled to, in a timely manner.

For clarity I will address points that were "not sufficiently addressed" sequentially:

1. How the project will develop and maintain relationships in local authorities where the project does not yet work: As a London-centric charity VA presently interacts with all London Boroughs - formally, informally and on a regular basis. An internal re-organisation to identify dedicated, proactive Borough Liaison Offices is underway. This move to maintain and develop what is already a long-standing and highly effective relationship with councils throughout the capital would have benefited greatly from grant funding to facilitate travel, additional resources (e.g. recruitment of new staff member) and training. However, while this wasn't mentioned specifically in the application there was significant reference to the homeless prevention related activities that VA supports, monitors and funds - throughout London - as a result of often daily interaction with its

various local authorities. Over time this has revealed a frustrating lack of cohesion and standardisation within the system. Typically a VA Operations Worker has to negotiate several layers of bureaucracy to reach the right person within the various local authorities. 'Targeted intervention', as the label implies, often involves much more than provision of instant/crisis accommodation – something local authorities are often unable to offer, leaving VA to source/provide and fund. In 2019 VA worked with the GLA to try and address this by establishing a London-wide, fast track single point of contact for homeless, or imminently homeless, ex-servicemen and women that would lead those in adversity directly to its door. This is still an aspiration and VA stands ready to take it forward so that each borough can get veterans rapid and practical support. The current system is not fit for purpose – indeed its complexity results in delay in delivering critical help. It is this type of obfuscation that led the Government to create the Armed Forces Covenant. Veterans need much better services.

2. The systems in place for referrals: This assumes a degree of standardisation and accessibility within London local authorities which, in our experience, does not exist. (See above) Internally (i.e. within VA) referral protocols are clear and simple. Following immediate verification of veteran status - something only this charity undertakes - a triage 'needs assessment' is conducted and, where homelessness/imminent homelessness is a factor, dedicated staff reach out to the various boroughs and their component services – initially by phone, followed by email, a visit (when/where necessary) and follow-up correspondence. Frontline staff are highly trained, interoperable and empowered to act with a high degree of speed and autonomy. I can't over-emphasise the importance of veteran status verification. Inability to do this means that, for two reasons, huge amounts of money are wasted; some is spent on plausible individuals who, knowing how much money is ring-fenced for ex-service personnel, falsely claim to have served; some is spent on genuine veterans who could have received speedy, comprehensive support through dedicated resources. It should also be noted that many of the larger, 'household name' homeless organisations that claim to support veterans often do no more than refer them to VA. The lengthy, costly delivery of professional support services over a period of time is provided (and funded) by this charity.

Costs vary but VA regularly spends considerable sums on single individuals whose route to achieving sustainable independent living required years of detox/rehab, counselling, training and education. My final word on referral systems relates to speed. The various forms of adversity that lead to homelessness unfold incrementally. I don't believe that any other London homelessness charity can demonstrate the sustained commitment to immediate intervention that is routinely undertaken by VA. We have invested heavily in prevention and even have a dedicated Operations Room. Moreover, we have our own high-quality, veteran dedicated £8.5m residence, funded partly by GLA to the tune of £1.6m. The current seemingly ad hoc arrangements are ponderous and out-of-date. By dealing with veterans in this manner we assert that this is contrary to the spirit/duty of Clause 8 (b) of the Armed Forces Bill 2021 which states the "principle that it is desirable to remove disadvantages arising for service personnel from membership, or former membership, of the armed forces". It is our intention, regardless of outcome, to ensure that the London veteran population get the service it deserves and needs. This will be no mean feat as some Boroughs we call seem to have no interest in talking about rough sleeping veterans/homeless veterans/preventing this. Indeed, we have even had the phone put down on us. We intend to highlight this fact but at the same time will continue to build our own dedicated "Borough Liaison service" to rectify the current delivery shortcomings. This should be funded by you.

3. How delivery options will vary and be accessible across London: Prevention of homelessness and targeted intervention to end rough sleeping among ex-servicemen and women is 's VA's raison d'être. Its services are client-led and tailored to meet

individual need – wherever they are in London. I believe that the response to 1.2 regarding access and delivery options was comprehensive and illustrated the charity's diverse range of above and below the line (largely free or low cost) 'advertising' channels. Its Approach, Engage, Advise partnership with TFL, for example, was crafted so that staff at all London Tube stations could be alerted to the need to ask rough sleepers if they were ex-service and, where appropriate, link them up with VA. Initiatives like this not only cover the footprint of the London Underground, they harness free resources and allow money to be spent on those in dire need, rather than on advertising or process. Examples of the vast network of agencies and communication force multipliers with whom VA works are cited at 1.2 and I would urge you to revisit them with fresh eyes.

4. Systems in place to capture information at borough level: VA utilises a bespoke and highly flexible database that can be interrogated to yield information about innumerable actions, interactions, outputs and expenditure. Ample evidence of external validation of this facility was offered in the initial application. (See Wider Promotional Activity – Pro Bono Economics). Not only does this external validation mirror VA's own claim to an approximate 90% success rate in transforming lives, it demonstrates the soundness of its methodology. It is difficult to see how a better information capture system could be illustrated. Despite our long engagement with the GLA no one has ever asked us to capture data for London Boroughs. My worry now is that if clients the boroughs are working with are unverified they cannot demonstrate, with any accuracy, that they are dealing with UK Armed Forces veterans. The Chain is such an example.
5. The outcomes included in the specification. Regarding perceived paucity of information about outcomes, I would welcome further clarification about how this might have been better presented as provision of verified numbers has been an acceptable illustration to other grant providers. I accept that there are organisations who deal with greater numbers of homeless/imminently homeless individuals than VA, but this application relates to a discrete group (i.e. veterans of HM Armed Forces). I would also like to revisit my point at Para 2 above regarding methodology. Just as a swift referral to another agency is often counted as an 'intervention', provision of accommodation is frequently seen as an 'outcome'. Sadly we at VA have ample evidence that putting a rough sleeper into accommodation that s/he is unable to sustain is a retrograde step. No client's situation is counted as a 'successful outcome' until s/he has been provided with the tools to work, earn, thrive/survive in a stable and sustainable manner.

OFFICER COMMENTS ON RIGHT TO REPLY**Organisation**

SignHealth

Service Area

2.1

KEY POINTS IN RIGHT TO REPLY:

The applicant stated they consider that assessors misinterpreted and/or gave incorrect weight to information submitted in the application for four key points:

- how the service needs of local authorities will be reviewed and how services will be delivered in/for each borough
- how service uptake will be reviewed and how remedial work will be undertaken for low uptake
- how outcomes will be measured at a borough level and how information gained through the evaluation systems will be used to adapt services to improve outcomes at local borough level.

RESPONSE TO KEY POINTS:

The application

- does not describe identifying specific needs in each borough and how to ensure that the appropriate services are delivered in/for each borough
- does not make sufficient reference to reviewing service uptake and taking action to address low uptake
- lacks detail on how information gained through evaluations systems will be used to adapt services to improve outcomes at local borough level.

SUMMARY COMMENT:

Officers do not propose a change to the recommendation, the assessment of the key issues was made within the guidelines for the assessment process, including interpretation and weighting. The right to reply does not alter the assessment of the application or the recommendation for service area 1.2.

RIGHT TO REPLY SUBMISSION

Thank you for your letter dated 7 October 2022 informing us that our application for our project "Preventative education workshops for Deaf children and young people" is not recommended for funding. I am writing to exercise our right to reply according to the process outlined in Annex 2 as we believe you may have misinterpreted information submitted in our application and given incorrect weighting to our application as a result. You stated that the application does not sufficiently address some criteria. Please see our response as follows:

- **How the service needs of local authorities will be reviewed and how services will be delivered in/for each borough**

The application form asked us to evidence differing needs across London considering specific equalities characteristics. The needs of Deaf Children and Young People (Deaf CYP) are consistent across London and the UK, and we evidenced that we understand this and how we know in the start of our answer to 1.1.

We also explained in our application that the spread of Deaf CYP across London varies which has an impact on the level of work within each borough. School allocation of Deaf CYP does not follow standard procedure as seen with hearing children, which means many Deaf CYP attend a school in a different borough to where they live that may better meet their needs. Families may also move to be nearer schools and youth settings that can

accommodate their child, or to be closer to peers within the deaf community. This results in higher levels of Deaf CYP in some borough than others. We stated that for boroughs where there are no Deaf schools or units – we work with them differently as needed – by engaging sensory units and child services. We always reflect on and review our approaches, working with professionals within boroughs as required – we adopt our approach learning from years of working effectively.

We have successfully delivered Deaf CYP workshops in London boroughs for ten years and have a good working relationship with many boroughs already such as Wandsworth, Camden and Brent. We evidenced this with the feedback from students. We continuously review needs within boroughs as part of these ongoing relationships. We will expand our work to other boroughs working with them and the professionals within, as we do with existing established relationships to address their needs.

- **How service uptake will be reviewed and how remedial work will be undertaken for low uptake**

The application form does not specifically request for us to state how remedial work will be undertaken for low uptake however we do talk in depth about how we promote and market our service having an outreach strategy in place which has consistently been successful. We have not previously had issues with low uptake hence why this was not a focus in our application. We did state how we would continue to scope out new schools and organisations to build on our existing partnership work which is reactive to reviews into levels of uptake and enquiries. We remind you that Deaf youth groups, afterschool clubs and schools with Deaf children will not be present in every borough which can contribute to low enquiries for workshops in those areas. As stated in our application, we will use our new partnership with the National Deaf Children's Society to support us to reach 70 schools across London where it has been identified that Deaf CYP attend. We also demonstrated that we are building new relationships in new boroughs: Eastbury Comprehensive (Barking), Roding (Redbridge) and Hendon School (Barnet) – and this will continue.

- **How outcomes will be measured at a borough level and how information gained through the evaluation systems will be used to adapt services to improve outcomes at local borough level.**

The application form did not ask us how we would measure our outcomes at borough level. It is important to note that our service is unique in that it is directed at a marginalised group of people who require a targeted and accessible approach. Therefore, we measure our outcomes on a London wide level however, we work with boroughs when required such as if there are Deaf CYP who have disclosed abuse or have been referred to us for individual support.

We consider it paramount that the workshops and design of our service is user-led, and we said in our application that we capture student's feedback as part of our evaluation processes to support the design of our programme. We also have a teacher's evaluation sheet enabling us to review engagement. We take evaluation seriously and explained that we have a comprehensive BSL video version of our survey to enable a meaningful and fully accessible evaluation system.

You also indicated that **“another application was assessed as a better fit against the service requirements”**.

We are the only “by and for” organisation that delivers preventative education workshops for Deaf children and young people directly in BSL, covering all London boroughs. All our Young People Violence Advisors are Deaf acting as vital role models. They are fully qualified and able to directly support the Deaf CYP they work with.

If SignHealth does not receive funding to continue this crucial work, more than 6000 Deaf children and young people in London will be at high risk of not understanding information that is crucial to their safety, being presented to them by alternative services who do not

have the experience of delivering to this audience and who do not understand the impact of deafness, systematic oppression and audism, plus deaf culture on Deaf children and young people.

We ask that you reconsider our application, to enable us to continue this vital work and support Deaf children and young people with our accessible workshops and one to one support.

OFFICER COMMENTS ON RIGHT TO REPLY**Organisation**

Tender Education and Arts

Service Area

2.1

KEY POINTS IN RIGHT TO REPLY:

The applicant stated they consider that assessors gave incorrect/too little weight to information submitted in the application for three key points:

- method, impact and outcomes
- gendered approach
- relationships with boroughs and schools

RESPONSE TO KEY POINTS:

The application:

- includes information about method, impact and outcome, gendered approach, relationships with boroughs and schools across a number of questions; these matters were appropriately considered by assessors through the assessment process.

SUMMARY COMMENT:

Officers do not propose a change to the recommendation, the assessment of the key issues was made within the guidelines for the assessment process, including weighting. The right to reply does not alter the assessment of the application or the recommendation for service area 2.1.

Right to Reply**London Councils 2022-2026 Pan London Grants Programme: Right to Reply**

Thank you for reviewing Tender's application to the above programme, and for advising of your recommendations to the London Councils Grants Committee. As outlined in the guidance, we are submitting our right to reply within the following suggested frameworks: belief of incorrect (too little) weight given to information submitted in our application, and information not being considered.

For ease of reading, we have addressed this information in separate paragraphs below:

Method, Impact and Outcomes:

Tender has been a specialist in the sensitive and nuanced area of domestic abuse prevention education for almost 20 years. We identified early that young people's engagement with short-term, "one-off" messaging sessions produced low impact, and that our high-intensity programmes which comprise multiple components facilitate sustained abuse-prevention, including awareness raising, attitude change, behaviour change and building broader protective factors, such as Whole School Approaches, to embed meaningful change. While these approaches may not elicit high beneficiary numbers as other shorter-term or technology-based interventions, they produce stronger and more sustainable outcomes, and therefore ensure a higher return on social investment. Taken together, the planned activities in our proposal would promote positive changes in attitudes, behaviours, and knowledge at the individual and community level, by upskilling not just young people but the whole team around the child.

As outlined in our application, this includes vital, foundational work in primary schools. Tender, with support from FORWARD, delivered the first FGM prevention workshops in London primary schools and, as a solo organization, we have a strong, multi-year track

record in creating innovative, impactful VAWG-prevention work for young children that primary school leaders and classroom teachers find safe, age appropriate and effective. We are unique in our ability to deliver in equal measure to primary and secondary school-aged children. The younger age group is critical to include in conversations around prevention and must be managed with experience and care, which Tender's methodology supports. The RE:SET programme outlined in our application provides for particular focus on the transitional period between primary and secondary schools, a period in which many young people are most vulnerable to peer-on-peer abuse due to shifting social groups and norms and a move to more independence from family/carers.

Tender's approach includes our employment of drama and the arts as a tool for social change to engage children and young people in complex, sensitive issues. These methods are evidenced to engage young people and provide safe environments in which to grow, to rehearse and test the skills required to build healthy, equal relationships: including empathy, respect, and communication more actively. Our team are trained and highly skilled in delivering this work creatively with children and using the experiential nature of drama to elicit true understanding.

This method also allows for greater adaptability of content to meet borough-specific needs and target outcomes. By meeting young people face-to-face in their settings, whether primary, secondary, SEND or Pupil Referral Unit, we can gauge how to respond to particular themes or experiences, whether that is the risk of FGM, sexual exploitation, gang involvement or living within a vulnerable family. Time in this space won't compromise those who may lack access to technology and reduces the risk of disadvantaged young people being excluded from key prevention messages due to a lack of access to apps or devices: a challenge many schools experienced first-hand as they attempted online teaching during the height of the pandemic. We know that schools across London provided a significant minority of children both laptops and broadband dongles during 2020, but that those have now been returned as schools have re-opened.

Gendered approach:

Tender weave an intersectional and gender-based approach into all our violence prevention programmes with young people. We do so with understanding, compassion, and respect for how dialogue regarding gendered violence may be received by young people of all genders, and to explore the nuance of how this issue impacts non-binary young people and women and girls who identify as LGBTQ+. But we ensure the gendered nature of VAWG is not diluted which taking a gender-neutral approach would risk happening. Without such an approach, systemic inequalities and their relationship to abuse cannot be tackled in ways which meet the diverse needs of individuals and lead to long-lasting change.

Relationships with boroughs and schools:

Our almost 20-year pan-London presence has enabled us to develop meaningful and long-term relationships with local schools, authorities, organizations, and safeguarding teams, and to understand the time, staffing and skills required to build and nurture new relationships, in order to meet programme targets. Our experience in working collaboratively with a range of local partners ensures that we can tailor how we work with the right organizations in the right settings to make the best use of our collective strengths. The strength of our relationships with schools and ability to connect with both statutory and non-statutory support services mean we are able to ensure referrals are made quickly, through schools' safeguarding teams, for young people to get the support they need. We know using the schools' safeguarding protocols is the most effective way to log, monitor and safeguard children. We often play the role of a bridge between a school and its local agencies that it may not have considered accessing support from or even be aware existed.

Engaging with multiple schools take time, skill, and persistence even when offering a free of charge programme. This includes the clear assigning of targets to specific staff roles, a

diverse range of tried-and-tested promotional activities and consistent review of targets and outcomes through our databases, monitoring forms and consultations with facilitators and participating settings. Where service uptake has been low, we have consistently drawn on our contacts in each borough to identify new routes and relationships, as well as to support participating settings with safeguarding referrals. Despite the challenges posed to many – including Tender – in delivering at typical capacity during the pandemic, we have worked hard to sustain and grow our borough networks and are delighted to see the fruits of these efforts surface as we return to usual service provision. Throughout the pandemic we have delivered training to professionals with a safeguarding responsibility across multiple boroughs through our online platforms and measured the gap in knowledge and understanding of many professionals of the impact on children of domestic abuse as victims, not witnesses.

OFFICER COMMENTS ON RIGHT TO REPLY**Organisation**

East European Resource Centre

Service Area

2.2

KEY POINTS IN RIGHT TO REPLY:

The applicant did not specify whether they considered that assessors had misinterpreted, given incorrect weight, or not considered information submitted in the application. The applicant noted four key points for consideration:

- how the service will grow, what additional work will be done, and which needs will be addressed
- systems for how referrals are made and how relationships are built for effective referrals
- how the organisation will reach out or introduce services to boroughs, maintain communications or review service uptake and address low uptake at borough level
- how information will be used to adapt services locally to improve outcomes.

RESPONSE TO KEY POINTS:

The application:

- lacks detail on how it will grow services, what additional work will be done, and which needs it will meet (states an intention to expand to two more outreach centres into boroughs but does not provide details on how it will achieve this)
- states that referral pathways are in place, but does not describe the processes for referrals and how boroughs can access the pathways
- notes reaching out to boroughs but lacks detail on how the project will reach out or introduce services, maintain communication, or review service uptake
- states information will be used to embed improvements to services but does not explain how or reference making change at local level.

SUMMARY COMMENT:

Officers do not propose a change to the recommendation, the assessment of the key issues was made within the guidelines for the assessment process. The right to reply does not alter the assessment of the application or the recommendation for service area 1.2.

RIGHT TO REPLY SUBMISSION

East European Resource Centre would like to submit a reply in respect of London Councils recommendation in regards to our application for the London Councils 2022 – 2026 Pan London Grants Programme – priority Domestic and Sexual Abuse.

We strongly believe that EERC brings a comprehensive Domestic Abuse Service which would be complementary to the statutory services from Local Councils.

Regarding the points received in our feedback, we would like to address them as follows:

- how the service will grow, what additional work will be done, and which needs will be addressed

We explain in project summary how our service will be impacted by the funding – we will retain four experienced staff and employ and train three more, thus enabling our service to expand capacity. In point 1.7 we discuss the exact staffing structure and note that the new staff to be recruited will be a Junior IDVA, Coach, and Delivery Coordinator. The first two of these roles are crucial to expanding the capacity and type of service to offer more survivors the long-term support and coaching they need to recover, which is not available in mainstream DV services. The Delivery Coordinator will support the smooth running of the

project – including reporting, outreach, advertising services and developing and retaining referral networks with Local Councils – ensuring the growth in capacity and content is achievable and supported.

In the question about target groups we identify the following target groups for the work:

Eastern European women experiencing domestic abuse (both from an intimate partner or family member) in Greater London including:

- Older women
- Roma women
- High risk victims who cannot access mainstream or statutory services
- Women who are at 'medium risk'
- Women with long term illness and disabilities
- Women with uncertain or irregular immigration status
- Women with no recourse to public funds
- Women experiencing exploitation in a domestic setting

In point 1.1 of the application, we explain how these groups have been identified and that EERC will seek to address the needs of some of the most marginalised Eastern European victims of domestic abuse, who encounter specific barriers when accessing services, need more hands on, long term support, that is culturally specific and tailored for their needs. We explain that for multiple reasons these needs are not met by mainstream services. These include social isolation, poor English skills, insecure immigration status, as well as culturally inappropriate or prejudicial treatment.

- systems for how referrals are made and how relationships are built for effective referrals

As explained throughout the application, EERC has already established referral relationships with local authorities and we routinely receive referrals from social services, DV services, housing departments and so on. Moreover, in point 1.3, we explain that over 65% of our current referrals come from local authorities services in London and we often provide second tier advice to local authorities regarding EU citizens rights and eligibility. As mentioned above and in point 1.7 of the application, the Delivery Coordinator would be in charge of developing and maintaining referral systems.

- how the organisation will reach out or introduce services to boroughs, maintain communications or review service uptake and address low uptake at borough level

As explained above and in point 1.7, the Delivery Coordinator would reach out to our well-established connections in boroughs, and build up new ones. In point 1.4 we explain that EERC already has strong working relationships with a variety of borough services and that we take part in a range of local forums. In point 1.5 and 1.8 we discuss monitoring and improvement. In particular, in 1.5 we note that we capture client location as well as inbound and outbound referrals made through our casework management software. As we discuss in this point – we draw on this monitoring to inform our own practice and work with local authorities and other stakeholders to continuously improve the reach and efficacy of the project.

- how information will be used to adapt services locally to improve outcomes.

In point 1.5 of the application, we explain that we will monitor work, impact and outcomes through our case management system. On top on this, we will conduct client questionnaires and groups and have regular monitoring meetings to reflect on the information and improve the work we do in every borough. We explain that we capture client location and referrals information which supports us to use this information and feedback to develop and improve our services locally.

In 1.4 – we explain that we are embedded in a network of local services and that these strong working relationships, forums, and referral routes also support the mutual development of support at a local level.

OFFICER COMMENTS ON RIGHT TO REPLY**Organisation**

SurvivorsUK

Service Area

2.2

KEY POINTS IN RIGHT TO REPLY:

The applicant did not specify whether they considered that assessors had misinterpreted, given incorrect weight, or not considered information submitted in the application. The applicant noted five key points:

- borough connections and how it will ensure services cover all London boroughs
- how the project would deal with addressing the needs of those already on the waiting list, while also supporting increased numbers on the project
- referral pathways or reviewing service uptake
- borough level tracking
- the related activities to achieve the outcomes.

RESPONSE TO KEY POINTS:

The application:

- has not detailed borough connections to meet the pan-London requirement (some named partners are set out, but many are more generalised and not borough specific)
- limited detail on how the project would work with those already on the waiting list, while also supporting increased numbers on the project
- has limited detail on referral pathways and reviewing service uptake
- did not include information on borough level tracking
- did not include related activities against outcomes (the outcomes table was not fully completed)

SUMMARY COMMENT:

Officers do not propose a change to the recommendation, the assessment of the key issues was made within the guidelines for the assessment process. The right to reply does not alter the assessment of the application or the recommendation for service area 2.2.

Right to Reply

Borough connections and how it will ensure services cover all London boroughs

Answer 1.1 – see ‘Waiting list needs’

The project beneficiaries on our waiting list are in every borough in London (barring the City of London at the time a report was run to support the application, but which will form part of the project’s geographic remit). Every beneficiary on our waiting list will receive support from this project. Beneficiaries from all boroughs can and do self-refer to our waiting list.

1.2 – ‘Access avenues’

Includes named examples of the organisations across the London Boroughs that we are connected with and will work with during this project. In addition, we are currently connected with housing associations, job centres, and mental health services throughout the London Boroughs. We also outline specific partners to be added during this project.

1.3 – ‘Partnerships with London Boroughs’

Our caseworker (the continuation of which post would be funded by this project) is currently supporting clients in 23 of London’s 32 boroughs, liaising with – for example – the various local health services and housing associations. A second caseworker would allow us to replicate this reach across the nine other boroughs as we divide the capital into two regional

hubs. This project will have representation on the Rape Reference Group, which brings together organisations, services, and police from boroughs across London. Two specific examples of how we work with individual Boroughs provide an indication of how this project will work across all London Boroughs.

Please see below our reply to Referral pathways or reviewing service uptake for further examples of connections we currently have and will build across all boroughs in London through this project, particularly the information included in 1.4 – ‘Building partnerships and referral pathways’ and ‘Building on our track record’.

How the project would deal with addressing the needs of those already on the waiting list, while also supporting increased numbers on the project

Brief summary of project; Answer 1.1 – see ‘Waiting list needs’; 1.2 – ‘Access avenues’; 1.4 – ‘Building partnerships and referral pathways’ paras. 3-6; and 1.5 – ‘Project outcomes’

The project will provide various types of specialist support and advice to beneficiaries on the waiting list: initial assessment, referral, and internal/external signposting; trauma-informed counselling sessions; and wraparound advice and support with non-therapeutic issues (e.g., housing, unemployment, debt, sexual health, benefit claims, and some criminal-proceedings work).

The Counselling roles in this project are entirely new and will be entirely dedicated to addressing the therapeutic needs of survivors on the waiting list. The Caseworkers will sustain and increase our existing ability to provide triaged support to those on the waiting list, reducing the numbers requiring therapeutic support from us. The Client Liaison Officer will assess and triage new clients before they join the waitlist to identify those in need of specialist counselling and those who can be safely referred to external services.

The Outreach & Engagement Lead will train organisations and professionals across the London boroughs. This will enable these agencies to provide targeted support to men and non-binary survivors at first point of contact, thus decreasing the numbers needing to join our waiting list. The early intervention activities of this role will help to reduce the numbers of people experiencing sexual violence as they are supported to recognise the signs and dangers.

Referral pathways or reviewing service uptake

Answer 1.4 – see ‘Building partnerships and referral pathways’

The activities of the Outreach & Engagement Lead will build partnerships and referral pathways, including named examples of referral pathways this role has built and will maintain in this work. The training provided by this role to professionals and organisations in boroughs across London will not only improve these entities’ abilities to recognise and refer men and non-binary survivors to us, but also improve their own abilities to provide direct support to this cohort.

1.4 – ‘Building on our track record’

This project will use the named referral pathways we currently have in place, as well as services that we will build referral pathways with (and connect service users to): GP/health, housing, employment, and benefits. A list of named referral partners will add to our existing roster, including area-specific Age UK groups, other Borough hubs (such as Connect Lambeth), the Citizens’ Advice Bureau, the NCDV, Revenge Porn Helpline, Mankind, Safeline, and local social prescribing schemes and link workers.

Please see above our reply to Borough connections and how it will ensure services cover all London boroughs for further examples of referral pathways and connections we currently have and will build across all boroughs in London through this project. Please see Borough level tracking below for reviewing service uptake.

Borough level tracking

The project work outlined in our borough connections and referral pathways activities (see above), and in the outcomes (see below) will allow us to track the reach and impact our services are having in individual boroughs across London.

Answer 1.1 – see ‘Waiting list needs’; 1.6 – ‘Demographics’; and 1.8 – ‘Data collection and monitoring’.

We currently record and track how many clients per borough are on our waitlist. This will allow us to monitor if any boroughs need additional outreach work. This data collection would continue as part of the project.

1.5 – ‘Impact-measurement tools’ and ‘Project outcomes’

These are the indices of impact we will track and measure for individual service users and the project’s overall cohort in separate boroughs and across the project’s entirety.

The related activities to achieve the outcomes

Outcome 1

The project activities to deliver this outcome and the associated outputs are the direct work of the three counsellors and two caseworkers described throughout the application. They are specifically covered in Answer 1.5 – see ‘Project outcomes’ and ‘Outcome 1’. Activities related to this outcome are further outlined in Brief summary of your project – paras. 7 & 8; and 1.1 – ‘Waiting list needs’ para. 7. More activities are outlined in rows 2 & 3 of the Summary timeline in the Delivery plan document.

Outcome 2

The project activities to deliver this outcome and the associated outputs are the direct work of the three counsellors and two caseworkers described throughout the application. The project activities to deliver this outcome and the associated outputs are specifically covered in 1.5 – ‘Project outcomes’ and ‘Outcome 2’. Activities related to this outcome are further outlined in Brief summary of your project – para. 8; 1.1 – ‘Waiting list needs’ para. 7; 1.3 – ‘Partnerships with London Boroughs; and 1.4 – ‘Building on our track record’. More activities are outlined in rows 7 & 8 of the Milestones table and row 1 of the Summary timeline in the Delivery plan document.

Outcome 3

The project activities to deliver this outcome and the associated outputs are the direct work of the Outreach & Engagement Lead described throughout the application. The project activities to deliver this outcome and the associated outputs are specifically covered in 1.5 – ‘Outcome 3’. Activities related to this outcome are further outlined in Brief summary of your project – para. 9; 1.1 – ‘Waiting list needs’ para. 7; 1.2 – ‘Access avenues’ paras. 5-9; and 1.4 – ‘Building partnerships and referral pathways’. More activities are outlined in rows 3 & 4 of the Summary timeline in the Delivery plan document.

As set out in the prospectus, recommendations for the overall programme are considered by a programme panel that looks at the wider programme needs for London; other applications were assessed as a better fit against the service requirements.

Answer 1.3 – see ‘Unique service provision’; 1.2 – first paragraph; and 1.1 – ‘Waiting list needs’

In response to the prospectus’ desire to see support for ‘target groups not accessing general provision’, we outline how we are the only organisation in London providing support to this cohort of beneficiaries and that our wider work is contracted MOPAC’s Violence Against Women and Girls strategy because of this uniqueness. We quantify the existing need of sexual violence survivors needing ‘Specialist advice, counselling and support’, and outline the issues facing those on our waiting list.

Financial information – ‘Value for money’

We are in a unique position to deliver expert support and counselling for marginalised survivors of sexual violence, and demonstrate a value for money that we feel is compelling given the per-user cost/quality and quantity of support provision ratio. The project has flexibility, with ability to scale down the costs in conjunction with the other competing applications while still delivering an expert-driven and London-wide provision of 'specialist advice, counselling and support (for medium risk survivors (including post-IDVA/ISVA) and target groups not accessing general provision)'.

The application as a whole aims to demonstrate that we are the only organisation in London – in the context of men and non-binary survivors – that can provide 'Specialist advice, counselling and support (for medium risk survivors (including post-IDVA/ISVA) and target groups not accessing general provision)'. The wide range of demographics (1.6 – 'Demographics'), the extensive client feedback and service-user involvement (1.6 – 'Client experience and feedback', and 1.8 – 'Client input and respect'), delivery against MOPAC's VAWG initiative (1.3 – 'Unique service provision), and robust project structure and management (1.7 – 'Project structure' and 'Project staff supervision and training' and 1.8 – 'Project management' and 'Data collection and monitoring') demonstrate a framework that can deliver an overall project strongly hitting the key drivers of the London Councils' programme and service requirements for this funding cycle.

OFFICER COMMENTS ON RIGHT TO REPLY**Organisation**

SignHealth

Service Area

2.5

KEY POINTS IN RIGHT TO REPLY:

The applicant stated they consider that assessors misinterpreted and/or gave incorrect weight to information submitted in the application for five key points:

- the specific needs in London
- the services that will be provided, how they will be delivered and referral pathways
- building and maintaining relationships with boroughs and organisations across London
- local organisations (other than domestic abuse organisations) it will look to work with to create a multi-agency approach
- measuring outcomes at borough level.

RESPONSE TO KEY POINTS:

The application:

- provided limited detail on research carried out on the need in London
- had insufficient detail on the services that will be provided and how they will be delivered
- includes general statements on stakeholder engagement, without detail of a track record in building and maintaining relationships with the boroughs and organisations across London
- does not mention other non-domestic abuse local organisations it will look to work with to create a multi- agency approach
- has not described tracking and monitoring outcomes at borough level.

SUMMARY COMMENT:

Officers do not propose a change to the recommendation, the assessment of the key issues was made within the guidelines for the assessment process. The right to reply does not alter the assessment of the application or the recommendation for service area 2.5.

Right to Reply

Thank you for your letter dated 7 October 2022 informing us that our application for our project "Advocating for the Deaf BSL community in the domestic abuse policy arena" is not recommended for funding. I am writing to exercise our right to reply according to the process outlined in Annex 2 as we believe you may have misinterpreted information submitted in our application and given incorrect weighting to our application as a result. You stated that the application does not sufficiently address some criteria. Please see our response as follows:

- **The specific needs in London**

SignHealth is able to evidence a long standing history of working in partnership with London boroughs as explained in our application. Our experience is that mainstream organisations are insufficiently prepared to meet the Deaf community's linguistic or cultural needs, with many failing to meet their Public Sector Equality Duties. Due to the increased demand on our domestic abuse service, we appointed a Policy and Public Affairs Manager earlier this year to build upon this groundwork and experience, and to prioritise the need to highlight our service so Deaf people can access vital support. We stated in our application that we form the bridge between the Deaf community and the domestic abuse policy area by having the cultural and linguistic competency awareness that the mainstream sector lacks, while also understanding the systematic oppression seen by the Deaf community and resulting

barriers to mainstream services. We are steadily building our profile by working directly with commissioners and other organisations to champion and highlight the needs of Deaf domestic abuse survivors. This work must continue, and we outline the evidence emphasising this in our answer to 1.1.

- **The services that will be provided, how they will be delivered and referral pathways**

We disagree that we have not addressed the services that will be provided. This application form relates to specifications linked to “Improving the response to domestic and sexual abuse in London (working with domestic and sexual abuse organisations and professionals)” and we believe we have responded accordingly. We outlined the meetings we will attend including using our influence at the All Party Parliamentary Groups and the Government’s mapping projects, the forums we are a member of and the talks and training we will deliver to equip all of the London boroughs to identify Deaf women who need our support. Whereas we accept we did not outline specifically what our referral pathways look like, we believe we responded in line with the application ask which is that we will work with local organisations in all London boroughs to inform them of our referral processes, and to support them to ensure their pathways are accessible to Deaf survivors.

- **Building and maintaining relationships with boroughs and organisations across London**

- **Local organisations (other than domestic abuse organisations) it will look to work with to create a multi-agency approach**

We also disagree that we have not addressed that we will build and maintain relationships with boroughs from across London given that we listed a variety of organisations in 1.2 that cover all London boroughs. We explained in our application that we will work with local organisations including Deaf organisations and a range of professionals that have access to Deaf survivors or who are decision makers within policy that have impact on Deaf survivors – thus, a multi-agency approach. We responded to the specification to improve the response to domestic and sexual abuse in London for Deaf survivors specifically – a community that is representative of London as a whole in an already culturally diverse city where difficulties accessing services are compounded for Deaf and Disabled people. We therefore believe we have addressed the ask here given we have demonstrated we understand what support organisations need to do this and that we are the only organisation that can deliver. We also demonstrate in detail how we will promote our services; all such methods benefit London as a whole.

- **Measuring outcomes at borough level**

We have stated clearly how we will measure outcomes and how we will know if we are seeing success. We accept that we did not explain how we would measure outcomes at borough level however we would argue that as already explained, the approach to supporting the Deaf community is representative of London as a whole. SignHealth epitomises pan-London working; we engage with all boroughs and the extent of this work is led by the needs of the Deaf community. The nature of our work lends itself to strong partnership working as evidenced in our application and outcomes can be measured via clear KPIs - but the measuring of granular detail specific to each borough is harder to document. We ask that the London Councils consider the difference that could be made to London services if such capacity was available to London as a whole.

You also indicated that “**another application was assessed as a better fit against the service requirements**”.

We remind you that we are the only “by and for” organisation able to fully advocate for the Deaf community, Deaf-led and able to provide support to Deaf sign language users in their own language. Our Policy and Public Affairs Manager, is a member of the Deaf community themselves, can offer their insight and engagement with community networks in a way that

no other professional peer can do. Their prior experience of working within the domestic abuse sector also offers a unique opportunity to form robust foundations for this project, underpinned by funding from the London Councils.

If SignHealth does not receive funding to continue this crucial work to implement and systematically implement sustainable impact within the Domestic Abuse policy arena, then the safety of Deaf survivors of Domestic Abuse will remain at high risk. We ask that you reconsider our application so all the London boroughs and associated organisations can meet their statutory duty, to save costs and most importantly, lives of members of the Deaf community in the longer term.

London Councils Grants Scheme (LCGS) Budget 2022 - 2026 Equality Analysis

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).

2. Proposed change

Directorate	Assistant Chief Executive Directorate
Title of proposed change	London Councils Grants Scheme (LCGS) Budget 2022-2026
Name of Officer carrying out Equality Analysis	Shujah Iqbal

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.

2021/22 is the final year of the current 2017/22 pan-London grants programme, and this is now being followed by a new programme for 2022-26 which will commence from April 2022.

A paper (on 7th February 2022) will seek Cabinet approval to approve 2022/23 budget for the new grants programme for 2022-26, and Croydon Council's contribution to the Scheme. This is a mandatory requirement for all 33 London Councils whose residents all benefits from the provisions.

Cabinet is recommended to agree the recommendation of the London Councils Leaders Committee to:

- a. Approve the London Councils Grants Scheme budget for 2022/2023 of £6.668m.
- b. Agree Croydon Council's 2022/23 contribution to the London Councils Grants Scheme budget amounting to £287,809. This amounts to an increase of £78 compared with the Council's net contribution to the Scheme in 2021/22.

Under Section 48(3) of the Local Government Act 1985 and Regulation 6(8) of the Levying Bodies (General) Regulations 1992, member authorities are required to contribute financially to the LCGS in proportion to their respective populations. Each member authority is required to consider a budget proposed by the Leaders Committee of London Councils annually for the forthcoming year. A $\frac{2}{3}$ majority of the member councils are required to approve the budget by 1 February each year.

The delivery of the new grants programme retains the principles underpinning the current programme and focus the available resources on residents with the highest needs.

In December 2021, the [London Councils Grants Committee](#) made a series of new grant awards which will commence as of April 2022. This was the culmination of extensive consultations over 2020 and 2021, on what the new scheme priorities should be.

In response, a strong mandate was received from both councils and local voluntary and community sector service providers in continued support of the existing programme and priorities:

- Combatting homelessness
- Tackling sexual and domestic violence

These align with the following Croydon Council priorities for 2021/24:

- We will focus on tackling ingrained inequality and poverty in the borough.

(N.B. Due to Brexit, a former pan-London grants programme priority on 'Tackling Poverty through Employment', was closed in 2020, as this had been European Social Fund match-funded.)

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
ALL	<p>In reaching decisions for the implementation of any future grants programme, the London Council's Borough Grants Committee was required to have due regard to its obligations under the Equalities Act 2010, particularly the Public Sector Equalities Duty.</p> <p>London Councils' funded services provide support to people within all the protected characteristics (Equality Act 2010), and targets groups highlighted as particularly hard to reach or more affected by the issues being tackled. Funded organisations are also required to submit equalities monitoring data, which can be collated across the grants scheme to provide data on the take up of services and gaps in provision to be addressed. The grants team reviews this data annually.</p> <p>In July 2020, Grants Committee agreed that the 2017-2021 Grants Programme would be extended to March 2022, to allow time to develop a new prospectus that reflects a London recovering from the consequences of Covid-19 and lockdown. To develop the new programme (starting April 2022), an extensive consultation had been undertaken in Spring 2020 with all 32 London boroughs (who in turn consulted with</p>		<p>London Council's Borough Grants Committee briefing papers</p> <p>&</p> <p>Croydon Observatory</p>

	<p>relevant Voluntary & Community sector organisations around local needs and the take up of these services locally).</p> <p>The findings from the consultation demonstrated strong support to continue the current programme's services and existing two priorities into the new 2022 to 2026 programme which will continue to benefit Croydon residents in need:</p> <p><u>Priority 1 - Combatting Homelessness</u></p> <ul style="list-style-type: none"> • In 2019/2020, Croydon had 1,657 net additional dwellings. This is a 42% reduction on the 2016/2017 figure. • Social housing in Croydon is mainly concentrated in the northern parts and the eastern edge of the borough. <p><u>Priority 2 - Tackling Sexual and Domestic Violence</u></p> <ul style="list-style-type: none"> • The vast majority of residents who suffer from Domestic Violence are female. <p>The consultation highlighted increased multiple, complex needs that required longer-term support, and the requirement for specialist and culturally sensitive support.</p>		
Age	<p><u>Priority 1 - Combatting Homelessness.</u></p> <ul style="list-style-type: none"> • Homelessness in Croydon has increased significantly and affects people of all ages. Latest figures for 2019/2020 show that more than half (56%) of homeless people in Croydon are in the 25-44 years age band • By far the highest proportion of accepted homeless households in Croydon have been made up of lone parents with dependent children. • Two thirds of those accepted as homeless in Croydon are families with children and the consequences of becoming homeless include potentially serious impacts on a child's education, including on attainment and behaviour, as well as on mental and physical wellbeing. The scars this leaves last into adulthood. 	None	As above
Disability	Residents will be able to access services funded under the two priorities	None	As above
Gender	<p><u>Priority 2 - Tackling Sexual and Domestic Violence.</u></p> <p>The vast majority of people who suffer from Sexual and Domestic Violence are female and these services are well used in Croydon.</p> <p>The Croydon population gender split is Female: 51.4% & Male: 48.6% (Source: ONS, Mid-Year Estimates 2019, released June 2020).</p>	None	As above
Gender Reassignment	Residents will be able to access services funded under the two priorities	None	As above

Marriage or Civil Partnership	Residents will be able to access services funded under the two priorities	None	As above
Religion or belief	Residents will be able to access services funded under the two priorities	None	As above
Race	Residents will be able to access services funded under the two priorities. In Croydon, there has been a disproportionately high percentage of homeless people from the Black community, both currently and historically. For 2019/2020, 7 in 10 homeless households in Croydon were made up of residents from the non-White communities.	None	As above
Sexual Orientation	Residents will be able to access services funded under the two priorities	None	As above
Pregnancy or Maternity	Residents will be able to access services funded under the two priorities	None	As above

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
N/A		

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

Equality Analysis

Table 3 – Impact scores

Column 1 PROTECTED GROUP	Column 2 LIKELIHOOD OF IMPACT SCORE 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. 1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact	Column 3 SEVERITY OF IMPACT SCORE 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. 1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact	Column 4 EQUALITY IMPACT SCORE 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. Equality impact score = likelihood of impact score x severity of impact score.
Age	1	1	1
Disability	1	1	1
Gender	1	1	1
Gender reassignment	1	1	1
Marriage / Civil Partnership	1	1	1
Race	1	1	1
Religion or belief	1	1	1
Sexual Orientation	1	1	1
Pregnancy or Maternity	1	1	1

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 No adverse impact
- Eliminating unlawful discrimination, harassment and victimisation No adverse impact
- Fostering good relations between people who belong to protected characteristic groups No adverse impact

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	N/A			
Race	N/A			
Sex (gender)	N/A			
Gender reassignment	N/A			
Sexual orientation	N/A			
Age	N/A			
Religion or belief	N/A			
Pregnancy or maternity	N/A			
Marriage/civil partnership	N/A			

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
No major change	<p>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.</p> <p>London Councils is proposing a grants scheme budget, which requires a negligible increase in contribution by LBC over 2022-2026</p> <p>The delivery of the new grants programme continues to retain the principles underpinning the current programme and focuses the available resources on residents with the highest needs.</p> <p>The pan London grants scheme priorities align with this Croydon Council priority for 2021/24:</p> <ul style="list-style-type: none"> We will focus on tackling ingrained inequality and poverty in the borough. <p>The LCGS will continue to prioritise combatting sexual and domestic violence, poverty and homelessness. However, it will no longer support worklessness capacity building.</p> <p>The grants programme is focussed on the needs of both inner and outer London, which is critical given that as the second most populous borough, Croydon is the second highest contributor to the LCGS. The approach enables boroughs to tackle high priority need where this may be more effective at a pan-London level.</p> <p>Equality analysis has been completed by the London Councils who are the body who control this grant scheme. The equality analysis for individual services funded by the LCGS is the responsibility of that body.</p>	X
Adjust the proposed change	<p>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</p>	

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Equality Analysis

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? Cabinet	Meeting title: Full Cabinet Date: 7 th February 2022	

7. Sign-Off

Officers that must approve this decision		
Equalities Lead	Name: <i>Denise McCausland</i> Position: Equality Programme Manager	Date: 30 November 2021
Director	Name: <i>Gavin Handford</i> Position: Director of Policy, Programmes & Performance	Date:

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Agenda Item 10

REPORT TO:	CABINET 7 FEBRUARY 2022
SUBJECT:	STAGE 1: RECOMMENDATIONS ARISING FROM SCRUTINY
LEAD OFFICERS:	RICHARD ENNIS, INTERIM EXECUTIVE DIRECTOR - RESOURCES STEPHEN ROWAN – HEAD OF DEMOCRATIC SERVICES & SCRUTINY
LEAD MEMBER:	COUNCILLOR SEAN FITZSIMONS CHAIR, SCRUTINY AND OVERVIEW COMMITTEE
CABINET MEMBER:	ALL
WARDS:	ALL
CORPORATE PRIORITY/POLICY CONTEXT: The constitutional requirement that cabinet receives recommendations from scrutiny committees and to respond to the recommendations within two months of the receipt of the recommendations	
FINANCIAL IMPACT The recommendations in the appendix to this report may have a financial implication and as each recommendation is developed the financial implication will be explored and approved.	
FORWARD PLAN KEY DECISION REFERENCE NO: not a key decision	

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations contained within this report:

1. **RECOMMENDATIONS**

Cabinet is asked to:

Receive the recommendations arising from the meetings of the Children & Young People Sub-Committee held on 18 January 2022 and the meetings of the Scrutiny & Overview Committee held on 19 January and 20 January 2022 and to provide a

substantive response within two months (i.e. at the next available Cabinet meeting on 21 March 2022).

2. STAGE 1: RECOMMENDATIONS ARISING FROM SCRUTINY

- 2.1 Recommendations that have been received from the Scrutiny and Overview Committee and its Sub-Committees since the last Cabinet meeting are provided in Appendix A. The constitution requires that an interim or full response is provided within 2 months of this Cabinet meeting.
- 2.2 To provide additional context for the Cabinet, the conclusions reached by the Committee and its Sub-Committees are also included for information in Appendix A. **(note: for the informal Cabinet meeting the recommendations from 19 & 20 January Scrutiny & Overview Committee meetings were not available in time for agenda publication).**
- 2.3 The recommendation from the Children & Young People Sub-Committee meeting on 18 January 2022 is asking the Cabinet's endorsement of a report prepared by a Task and Finish Group of the Sub-Committee who have conducted a review on Removal from Roll and Off-Rolling of Pupils in Croydon's Schools. A copy of the Task and Finish Group report is attached at Appendix B.

3. CONSULTATION

- 3.1 The recommendations were developed from the deliberations of either the Scrutiny & Overview Committee or one of its Sub-Committees.

4. PRE-DECISION SCRUTINY

- 4.1 The recommendations set out in the appendix to this report directly arise from Scrutiny.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 There are no financial implications arising directly from the content of this report.

6. LEGAL CONSIDERATIONS

- 6.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance that the recommendations are presented to Cabinet in accordance with the Constitution.

- 6.2 This requires that the Scrutiny report is received and registered at this Cabinet Meeting and that a substantive response is provided within 2 months (i.e. **Cabinet – 21 March 2022** is the next available meeting).

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

7. EQUALITIES IMPACT

- 7.1 There are no equalities implications arising directly from the content of this report

8. HUMAN RESOURCES IMPACT

- 8.1 There are no human resource implications arising directly from the contents of this report

9. ENVIRONMENTAL IMPACT

- 9.1 There are no environmental implications arising directly from the contents of this report

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 There are no crime and disorder implications arising directly from the contents of this report

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 There is a statutory requirement for Cabinet to receive the recommendations made by Scrutiny.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 None

13. DATA PROTECTION IMPLICATIONS

- 13.1 **WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

There are no Data Protection implications at this stage, but that the situation will be reviewed again at Stage 2 when Cabinet provide their response to the proposed recommendations.

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

No.

CONTACT OFFICER:

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& Governance Officer – Scrutiny
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Email: simon.trevaskis@croydon.gov.uk

APPENDICES:

Appendix A – Recommendations from Scrutiny

Appendix B – Report from the Task and Finish Group (TFG) of the Scrutiny Children and Young People Sub-Committee on Removal from Roll and Off Rolling of Pupils in Croydon Schools

BACKGROUND DOCUMENTS:

Meeting of the Children & Young People Sub-Committee held on 18 January 2022

<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=167&MId=2570&Ver=4>

Meeting of the Scrutiny & Overview Committee held on 19 January 2022

<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=166&MId=2900&Ver=4>

Meeting of the Scrutiny & Overview Committee held on 20 January 2022

<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=166&MId=2638&Ver=4>

Scrutiny Recommendations: Stage 1

Committee	Meeting Date	Agenda Item	Conclusion	Recommendation	Cabinet Lead	Officer Lead
Children & Young People Sub-Committee	18 January 2022	Task and Finish Group (TFG) of the Scrutiny Children and Young People Sub-Committee on Removal from Roll and Off Rolling of Pupils in Croydon Schools	The Sub-Committee agreed to sign-off the final version of its Task and Finish Group report .	The Cabinet is asked to endorse the findings of the Task and Finish Group (TFG) of the Scrutiny Children and Young People Sub-Committee on Removal from Roll and Off Rolling of Pupils in Croydon Schools	Alisa Flemming	Debbie Jones
Scrutiny & Overview Committee	19 January 2022	Call-In: Key Decisions relating to the Introduction of Croydon Health Neighbourhood Schemes	As it was recognised that the Healthy Neighbourhood scheme may have an impact on a wide range of health outcomes, it was agreed that potential benefits needed to be communicated to the public.	It was recommendd that there should be ongoing communication to promote to the public the potential benefits of Healthy Neighbourhood schemes.	Muhammad Ali	Sarah Hayward
Scrutiny & Overview Committee	19 January 2022	Call-In: Key Decisions relating to the Introduction of Croydon	The call-in request indicated that there was mistrust of the monitoring that would take place as part of the scheme.	1. That data gathered during the experiments should be made publically accessible on the Council's website.	Muhammad Ali	Sarah Hayward

Committee	Meeting Date	Agenda Item	Conclusion	Recommendation	Cabinet Lead	Officer Lead
		Health Neighbourhood Schemes	Options such as making the data publically accessible online and inviting residents to participate in reviewing the outcomes, should be explored.	2. Consideration should be given to inviting residents to participate in reviewing the outcomes from the experiment.		
Scrutiny & Overview Committee	20 January 2022	Community Fund - Community Infrastructure Levy Local Meaningful Proportion Assignment 2022/23	The commitment to promoting the availability of the Community Fund to local community groups was welcomed and it was requested that all Members be kept informed when the next round of commissioning was launched.	The Scrutiny & Overview Committee recommends that the Cabinet Member for Communities, Safety & Business Recovery ensures the dissemination of information about the Community Fund is circulated to all Members.	Manju Shahul-Hameed	Simon Bashford

REPORT TO:	Scrutiny Children and Young People Sub-Committee 18 January 2022
SUBJECT:	PART ONE OF FINAL REPORT – MANAGED MOVES IN THE LONDON BOROUGH OF CROYDON Task and Finish Group (TFG) of the Scrutiny Children and Young People Sub-Committee on Removal from Roll and Off Rolling of Pupils in Croydon Schools
LEAD AUTHOR:	Councillor Jerry Fitzpatrick
CABINET MEMBER:	Councillor Alisa Flemming, Cabinet Member for Children
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Councillor Jerry Fitzpatrick- Chair of the Task and Finish Group
PUBLIC/EXEMPT:	Yes

COUNCIL PRIORITIES 2020-2024

- *We will live within our means, balance the books and provide value for money for our residents.*
- *We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.*
- *We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy. And to keep our streets clean and safe. To ensure we get full benefit from every pound we spend, other services in these areas will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.*

[Council's priorities](#)

ORIGIN OF ITEM:	This was included in the Sub-Committee's work programme following the recommendation made at the meeting of 27 November 2018.
BRIEF FOR THE COMMITTEE:	To receive Part 1 of the final report- Managed Moves in the London Borough of Croydon. To consider the recommendations as directed by the report.

Managed Moves in the London Borough of Croydon – Part One of Final Report of the Task and Finish Group

Executive Summary

Background

1. On 27 November 2018, the Scrutiny and Overview Children and Young People Sub Committee of Croydon Council set up a Task and Finish Group (TFG) to investigate and collate data on children coming off the school roll and the mechanisms involved, with a view to reporting back at the Sub Committee meeting on 19 March 2019.
2. The main focus of the Part One of the TFG's work has been managed moves, and particularly managed moves from secondary schools brokered by the Council's Fair Access Panel (FAP).
3. The main sources of our evidence were as follows:
 - Data provided by the local authority
 - Interviews with stakeholders
4. We also considered data presented by the Educational Policy Institute in their report of October 2019 referred to at 8.7 of the report. Managed moves had been the subject of significant focus of the EPI report. The EPI researchers looked at permanent exclusions and managed moves together under the heading of "Unexplained Exits from Schools".
5. We had 43 interviews with stakeholders. 12 of those meetings were with Council officers, and some officers attended one or more of those meetings. 31 meetings were with other stakeholders, each of whom had a connection with Croydon. Some of those 31 meetings were attended by more than one person. In all, we spoke to a total of 50 people at these 43 meetings. Six of those to whom we spoke are or had been senior managers in Croydon secondary schools, and four are or had been senior managers in Croydon primary schools. We had eight meetings with parents and one with a young person who had recently finished his tertiary education. We had meetings with counsellors, therapists, mentors, advocates for trauma-informed schooling, alternative providers, the Chief Executive of the CVA, a retired advisory teacher, a current classroom teacher, and professionals who provided in-school support. The oral evidence was asked for on the basis that the giver could provide it confidentially. Rough contemporaneous notes of the evidence were taken and kept by the Chair.

Key Findings

6. Managed moves and permanent exclusions have in common that they involve a change of school placement which has not been initiated by parent or child.
7. In 2018-19, the last full school year uninterrupted by Covid-19 issues, 171 school-initiated managed moves were taken to FAP. It is not in dispute that other managed moves were brokered on a headteacher to headteacher basis, but such managed moves are not formally reported and therefore cannot be catalogued.
8. Of the 171 children presented by schools to FAP in 2018-19, 125 (73%) were boys and 46 (27%) were girls. Of the 43 who underwent placement in AP, 28 (65%) were boys and 15 (35%) were girls.
9. In 2018-19, 43 secondary school pupils underwent placement in Alternative Provision (AP) via FAP, and 42 were permanently excluded.
10. Six of the ten scheduled FAP meetings of 2019-20 took place before school lockdown in late March 2020. In those six meetings, 149 school-initiated managed moves were taken to FAP, as opposed to 76 taken in the first six meetings of 2018-19, constituting an annual increase of 96%.
11. In the six FAP meetings of 2019-20, 42 secondary school pupils underwent placement in Alternative Provision via FAP, of whom seven were in dual AP/mainstream placements. In the first six meetings of 2018-19, 20 pupils had undergone placement in AP, so year on year there was a 110% increase in children placed in AP, or a 75% increase if the children in dual placements are disregarded. If this is a trend, it is a concerning one.
12. Of the 149 children presented to FAP after six of the ten scheduled meetings in 2019-20, 82 (55%) were boys and 67 (45%) girls. Of these 149 children, 95 (64%) had special needs support.
13. Of the 42 who underwent placement in AP after six of the ten scheduled meetings in 2019-20, 25 (60%) were boys and 17 (40%) girls. Of these 42 children, 38 (90%) had special needs support.
14. The number of children (42, or 35 in dual provision is excluded) placed in AP in the first two-thirds of the 2019-20 school year, which we believe may be higher than the number of permanent exclusions in the same period; however, we have not yet seen the latter number published.
15. It is difficult to interpret ethnic data, but in both 2018-19 and 2019-20, there was a greater presence in the managed moves statistics of children of black Caribbean ethnicity and dual heritage white/black Caribbean ethnicity than in the Croydon school population as a whole.

16. It is a fact not in dispute that many of the children who enter alternative provision never return to mainstream education. For these children, a managed move is little different in effect from a permanent exclusion.
17. The sheer number of managed moves and the uncertainty of a good outcome necessitate that they require close public oversight. Managed moves receive too little attention. The shortfall in oversight needs to be rectified.

Recommendations

18. Recommendation One (to the Director of Education)

That the Scrutiny and Overview Children and Young People Sub-Committee seek from the Director of Education an annual report on Managed Moves (to be provided at an autumn meeting) covering the following areas:

- the number of managed moves agreed by the Fair Access Panel in the preceding academic year, including the provision of data as to the following characteristics of the children concerned: age, gender, free school meal eligibility, national curriculum year, SEND provision, ethnic group and level of deprivation - these are the characteristics which must be reported in respect of permanent exclusion
- the number of managed moves from a mainstream school to a PRU or other alternative provision
- the number of managed moves from a mainstream school to another mainstream school
- the number of managed moves which broke down during the 12 weeks probationary period
- an analysis of the reasons for the breakdown during the probationary period and information about the subsequent pathways of the children concerned
- the number of children reintegrated from alternative provision into mainstream, broken down into the number reintegrated who immediately prior to admission to AP had undergone permanent exclusion and the number reintegrated who immediately prior to admission to AP had undergone a managed move
- in respect of managed moves to mainstream schools the number from each presenting school, and the number to each receiving school
- such information as the local authority may possess about the number of managed moves not passing through the FAP process, including the characteristics set out in the first bullet point above

- the chart of givers and takers (that is, for each school, the number of children each school successfully presents to FAP, and the number each school accepts)

19. **Recommendation Two (to the Director of Education)**

The Director prepares a paper on managed moves for the consideration of key stakeholders in FAP which sets out factors perceived to conduce to both good and bad outcomes, and including some objective case studies.

20. **Recommendation Three (to the Director of Education)**

The Director instigates an independent evaluation of how participants perceive the collegiality of the managed moves process, and what might be done to enhance it.

21. **Recommendation Four (to the Director of Education)**

The Director requests headteachers who are invited to the FAP to include information about the number of managed moves to and from their school in their termly report to their governing body, such data to include all managed moves whether brokered through the FAP or in some other way

22. **Recommendation Five (to the Director of Education)**

The Governor Support Team briefs secondary school governors on managed moves and provides guidance as to how they might scrutinise the issue.

23. **Recommendation Six (to the Secretary of State for Education)**

- There should be statutory or at least non-statutory guidance to school admissions authorities on the subject of managed moves
- There should be consideration of whether paragraph 3.16 of the statutory guidance for school admission authorities should be extended to refer to managed moves so that (the suggested inserted words are highlighted) the relevant part reads as follows: “no school should be asked to take a disproportionate number of children who have been permanently excluded from other schools, who display challenging behaviour, who are placed via the Protocol, **or who have been admitted as the result of a managed move**”

24. **Recommendation Seven (to Her Majesty's Chief Inspector of Schools)**

- The secondary school inspection framework should encompass managed moves
- Consideration should be given in the HMCI's Annual Report to the provision of an overview of how schools are using managed moves.

THE FULL REPORT

1. MANAGED MOVES IN THE LONDON BOROUGH OF CROYDON

- 1.1. On 27 November 2018, the Scrutiny Children and Young People Sub Committee of Croydon Council set up a Task Group to investigate and collate data on children coming off the school roll and the mechanisms involved, with a view of reporting back at the Sub Committee meeting on 19 March 2019. At its first meeting, the Task Group redesignated itself as a Task and Finish Group (“TFG”).
- 1.2. We presented an interim report to the Sub Committee on 19 March 2019. We highlighted six themes upon which we might focus. This report recommended to the committee that the TFG should seek the views – both verbal and in writing – of stakeholders in the borough education system. The committee accepted this recommendation.
- 1.3. The Sub Committee has encouraged us to focus in depth on a few specific themes. As our work evolved, we pared down the focus of our work to issues within the broad framework of our remit where we believed that we could best shed light, having regard to the evidence we have read and received.
- 1.4. The work of the TFG became, unfortunately, very protracted. The instigation of the process of consultation of stakeholders was delayed for reasons beyond our control, and apparently arose because of uncertainty whether the Council communications team served members’ scrutiny as well as executive function. This was not resolved until December 2019. The TFG was still having meetings with stakeholders at the start of the first Covid lockdown in March 2020. We then needed to suspend our work for seven months. Our work recommenced in October 2020, and continued through the early months of 2021. By that stage, the country was in second lockdown. This did not seem the most opportune period during which to seek to present our final report. Hence, we took the decision to present the report in the Autumn term of the 2021-22 academic year.
- 1.5. As members of a Scrutiny Committee, we have sought to be as non-partisan as possible in our values. We respect the right and responsibility of schools to use exclusions, managed moves and other lawful disciplinary sanctions that they deem necessary, taking into account the needs of individual pupils and the school community as a whole. We believe that the promotion of inclusion is important. Coming off the roll of their preferred school is likely to create instability for the child, and stability is generally what a child needs. Where an involuntary change of school occurs it needs to be justified by reference to the need to protect the safety of the child affected and/or the wider school community or specific people in it.
- 1.6. We have held in mind the following principles:

- Disciplinary sanctions should not be used in a potentially discriminatory way
 - Information about the application of significant disciplinary sanctions should be publicly available
 - The development of ways of working which may reduce the use of exclusions and managed moves without jeopardising the school community as a whole is in the public interest
- 1.7. Our conclusions and recommendations are mainly directed to the local authority. In making recommendations, we take into account that schools enjoy a great amount of autonomy. There are many aspects of school life which local authorities can at best influence, but certainly not direct or control. This is particularly true of academies, free schools and - albeit to a lesser extent - voluntary aided schools. It is all the more important in such a fragmented system that the Local Authority should continue to work on the basis that the sharing of values can be positive, and be prepared to persuade school leaders of the desirability of those values.
- 1.8. We are very clear that our officers conscientiously seek to improve practices and to prioritise the safety of pupils. There are occasional issues of bad practice, however, which we believe should be brought to the attention of the Scrutiny and Overview Children and Young People Sub Committee in the annual Standards report. We shall identify such issues within the body of our reports.

2. THE MAIN THEMES OF OUR WORK

- 2.1. Our choice of themes was led by the nature and extent of the evidence we received. These were our main themes:
- Managed Moves, and in particular managed moves from mainstream secondary school to alternative provision
 - Systems and structures which need to be in place to maximise inclusion and minimise exclusion, such as good primary-secondary transition, and the implementation of effective methods of teaching and learning which enhance emotional wellbeing
 - The use of internal exclusion
 - The growing number of children in elective home education
 - The challenge of providing appropriate support for autistic children in mainstream schools

Of these five themes, we received the most evidence about the first two listed above.

- 2.2. Some explanation is required about areas upon which we have not placed a major focus. We do not minimise the importance of these areas; however, we were tasked to address a small number of issues in reasonable

depth. We have left alone issues which we could at best have covered only in a relatively superficial way.

- 2.3. We had originally hoped to set out some findings about offrolling in Croydon schools. In November 2018, offrolling was a subject of national concern, and was highlighted as such by Her Majesty's Chief Inspector of Schools in her 2017-18 annual report dated 4 December 2018. Offrolling is, essentially, the unlawful removal of children from a school's roll. Of particular concern was that children were being offrolled in Years 10 and 11 in order that a school could show better results in public examinations.
- 2.4. Given that offrolling is not a lawful manner of removing a child from a school roll, it is not openly evidenced. We were made aware that the Council officers knew of some instances of offrolling, and had taken what they considered appropriate action. The number of instances of offrolling of which officers were aware was very low. Given the very great difficulty of marshalling evidence about offrolling, it was not a theme that we felt that we could usefully pursue.
- 2.5. We do feel justified in making the observation that given the high likelihood that there is more offrolling below the radar than that of which the Local Authority is aware, consideration should be given to putting a stronger spotlight on its occurrences when they are uncovered than currently happens. It is unlawful. Naming and shaming will have a deterrent effect.
- 2.6. On the evidence which we received, we felt that there was not a great deal we could add to the store of public knowledge about permanent exclusion. It is already well-known through the Director of Education's annual reports to the Council that Croydon schools permanently exclude a slightly lower percentage of pupils than comparable authorities. The low number of permanent exclusions needs to be set against the higher number of managed moves, and we considered that it would be more fruitful to focus on the less well-documented area of managed moves. The statistics for both permanent exclusions and managed moves show that pupils in the various categories of black ethnicity and mixed ethnicity (particularly mixed white and black Caribbean) feature disproportionately. There is also some evidence which suggests that children of white working-class background feature disproportionately.
- 2.7. In the evidence which we received, we did pick up a feeling on the part of some headteachers that there were cases which went to a managed move where a permanent exclusion would have been a more honest and appropriate response. This is not a matter on which we were able to form a judgement.
- 2.8. The use of fixed term exclusion is also an important area which we did not explore in detail. The numbers involved are very high. A detailed consideration of how fixed term exclusions are used probably deserves the attention of the Sub Committee, perhaps starting with a report from officers which provides some analysis about the ways the sanction is used, the

relative effectiveness and appropriateness of the way it is used in Croydon schools, and containing consideration of whether or not it might be useful to provide specific guidance.

2.9. The main sources of our evidence were as follows:

- Data provided by the local authority
- Interviews with stakeholders

2.10. In addition, we read or at least made ourselves aware of several major reports published about school exclusion in between 2017 and 2019:

- “They never give up on you” - report from the Office of the Children’s Commissioner (Maggie Atkinson) - 27 July 2017
- “Forgotten Children: alternative provision and the scandal of ever-increasing exclusions” - report of the House of Commons Education Committee (Chair, Robert Halfon M.P.) - 25 July 2018
- “Investigative research into alternative provision” - IFF Research Ltd, authors Professor Morton Mills (University College London) and Professor Patricia Thomson (University of Nottingham) - October 2018
- “Vulnerable Adolescents Thematic Review” – Croydon Safeguarding Children Board, authors Charlie Spencer, Bridget Griffin & Maureen Floyd – February 2019
- “Safeguarding Children and Young People in education from knife crime” - OFSTED report - March 2019
- “Unexplained pupil absences from school: a growing problem?” - report of the Education Policy Institute (Jo Hutchinson and Whitney Crenna-Jennings) - April 2019
- “Review of School Exclusions Policy” - a report commissioned by the government and led by Edward Timpson C.B.E., and presented to Parliament by the Secretary of State for Education – May 2019
- “Unexplained pupil exits from schools: further analysis and data by multi-academy trust and local authority - Education Policy Institute (Jo Hutchinson and Whitney Crenna-Jennings) - October 2019

3. Important sources of data

3.1. We received a significant amount of data from the Council about the areas which we were exploring. The data which we received on managed moves provided greater detail than anything previously presented to non-executive councillors.

3.2. We also considered data presented by the Educational Policy Institute in their report of October 2019 referred to at paragraph 18 above. Managed moves had been the subject of significant focus in their report. The EPI researchers looked at permanent exclusions and managed moves together under the heading of “Unexplained Exits from Schools”.

- 3.3. We also found useful the data presented in the Vulnerable Adolescents Thematic Review (see paragraph 2.10 above), and particularly the correlation which the study identified between school exclusion (among several other factors) and a general negative life trajectory for the young people concerned.

4. Stakeholder Interviews

- 4.1. We had 43 interviews with stakeholders. 12 of those meetings were with Council officers, and some officers attended one or more of those meetings. 31 meetings were with other stakeholders, each of whom had a connection with Croydon. Some of those 31 meetings were attended by more than one person. In all, we spoke to a total of 50 people at these 43 meetings.
- 4.2. Six of those to whom we spoke are or had been senior managers in Croydon secondary schools, and four are or had been senior managers in Croydon primary schools. We had eight meetings with parents and one with a young person who had recently finished his tertiary education. We had meetings with counsellors, therapists, mentors, advocates for trauma-informed schooling, alternative providers, the Chief Executive of the CVA, a retired advisory teacher, a current classroom teacher, and professionals who provided in-school support.
- 4.3. The oral evidence was asked for on the basis that the giver could provide it confidentially. Rough contemporaneous notes of the evidence were taken and kept by the Chair.
- 4.4. Our evidence base inevitably has its limitations and we are aware of our own limitations. That said, we are an experienced and knowledgeable group of individuals and we received a significant amount of evidence, including considerable and wide-ranging professional evidence.
- 4.5. We have done our best to present evidence-based conclusions and recommendations. We have given weight to evidence which we considered particularly cogent.
- 4.6. Most of our focus has been on the secondary phase of education, and the transition into this phase. Few children in the primary phase of education come off school roll for a reason other than a change of address. A significant majority of children who come off school roll in the secondary phase of education do so as part of a managed move.

5. SECONDARY SCHOOL MANAGED MOVES

- 5.1. Background Information – Managed Moves and Permanent Exclusions
- 5.2. A managed move is described on the website of the Child Law advice website as “a voluntary agreement between schools, parents/carers and a pupil, for that pupil to change school or educational programme under controlled circumstances”.

- 5.3. A managed move can only come about with parental consent. A headteacher is not required to report managed moves to the governing body and the local authority. A local authority is not required to publish the number of managed moves or to provide data to government.
- 5.4. Local government and central government alike have not established public processes for the oversight of managed moves. Ofsted does not yet refer to managed moves in its school inspection reports. Successive Chief Inspectors have not referred to managed moves in their annual reports to government. It follows from the absence of a formal reporting process that there can be no reliable local authority benchmarking data on managed moves.
- 5.5. A permanent exclusion is a decision made by the school. There is an appeals process which has two layers. The headteacher must report the decision to the governing body and to the local authority. The local authority publishes the number of permanent exclusions in Council reports and has to provide a return of data to the government. The following characteristics are recorded: age, gender, free school meal eligibility, national curriculum year, SEND, ethnic group and level of deprivation. Ofsted will consider such data when undertaking school visits and inspections.
- 5.6. Many children who are permanently excluded have characteristics which correlate with the likelihood of adverse outcomes in life. The same is true of many children who undergo managed moves. The pathway for a permanently excluded child is often to alternative provision and a managed move can take a child on the same path.
- 5.7. It is probable that permanent exclusion carries a greater stigma and feels more punitive than a managed move. Hence, if a parent fears that their child may be close to permanent exclusion, they may welcome an alternative which carries less stigma.
- 5.8. The number of permanent exclusions made within a local authority area, and indeed the number made by individual schools may be a matter of sharp and sometimes critical focus. There is not the same focus on managed moves. We note that one of categories of case going to FAP is “Alternative to Permanent Exclusion”. For child, parent, school and local authority, the managed move has a clear advantage over a permanent exclusion.

6. Background Information – Fair Access Panels and Fair Access Protocols

- 6.1. The Council’s Fair Access Panel (FAP) is the mechanism through which most secondary phase managed moves are brokered. Since 2013, its main purpose has been to support secondary schools to prevent the need for permanent exclusion. Before a case can come before FAP, the child’s parent must provide consent, and the child’s headteacher must declare in writing that they would otherwise permanently exclude the child.

- 6.2. The FAP currently categorises the cases before it under the following headings:
- Children who are hard to place within the terms of the Fair Access Protocol (please see paragraph 6.7 below)
 - alternative to exclusion
 - prevention
 - placement breakdown (category introduced in 2017)
- 6.3. In Croydon, the large majority of managed moves are engineered under the auspices of the Fair Access Panel. However, headteachers are also able to broker managed moves on a headteacher to headteacher basis. There is no obligation to report such managed moves to the local authority. The local authority is aware that such managed moves occur, but do not know the number.
- 6.4. Most secondary schools are represented at the FAP, either by the headteacher or another member of a school's senior management team. Professionals from a wide range of other teams also generally attend, for example the police, the Youth Offending Service, Children's Social Care and the virtual school. The objective is to provide a holistic consideration of a child's needs.
- 6.5. Pupils who are referred to the FAP are generally offered a place at either a mainstream secondary school or alternative provision, which includes the Pupil Referral Unit. The FAP is effectively the gate keeper to the secondary phase PRU, which is run by Saffron Valley Collegiate.
- 6.6. In September 2018, the Council published "Guidance on the use of the Secondary Fair Access Panel" ("the 2018 Guidance"). In the fourth paragraph, the following reference is made to managed moves: "Croydon's secondary Fair Access Panel (FAP) has been used for several years as a mechanism through which schools, with parental consent, can broker managed moves to other mainstream schools or access alternative provision without the need to permanently exclude a child.

"Managed moves cannot be made once the permanent exclusion process has been triggered.

"The Fair Access Panel will not consider exclusion cases for the following:

- Pupils with an Educational Health and Care Plan
- Pupils in the Autumn and Spring Term of Year 7 (except one off serious cases)
- Pupils after Christmas in Year 11

"It is expected that schools should follow the SEND review process for pupils with an EHCP who are at risk of permanent exclusion."

- 6.7. Every local authority which is a schools admission authority has to have a Fair Access Protocol. This is also abbreviated to FAP, but to avoid confusion, not in this report. Croydon's most recent Fair Access Protocol has been in place since

September 2021. The main objective of Fair Access Protocols is to ensure that school admissions authorities allocate a school place as quickly as possible to “unplaced and vulnerable children, and those who are having difficulty in securing a school place in-year”.

- 6.8. Young people who are the subject of managed moves do not fall into the above category as they do have a school.
- 6.9. The Croydon FAP oversees the placement of these unplaced and vulnerable children as well as overseeing managed moves brokered within the FAP framework. It also oversees reintegration of children from alternative provision to mainstream.
- 6.10. We think it relevant to point out that paragraph 3.16 of the statutory guidance for school admission authorities (School Admissions Code – September 2021) states:

“No school – including those with places available – should be asked to take a disproportionate number of children who have been permanently excluded from other schools, who display challenging behaviour, or who are placed via the Protocol. Fair Access Protocols must also set out how the needs of children who have been permanently excluded, and children for whom mainstream evidence is not yet possible, will be met.”

The above paragraph applies to unplaced and vulnerable children going through FAP, but not to children undergoing a managed move. We think consideration should be given to enlarging its application to encompass managed moves.

7. The Croydon FAP

- 7.1. The Croydon FAP enjoys a high level of regard both inside and outside the borough. Val Burrell-Walker M.B.E. has managed the FAP even before its inception in its current form in 2013, and is highly-respected both for her efficiency and for her keen attention to the needs of the young people who are going through FAP. She and her colleagues have often been invited to share good practice with other local authorities who are keen to introduce FAPs or improve their FAPs. Croydon’s use of the FAP to make and oversee arrangements for managed moves has been pioneering. Other local authorities have drawn on Croydon’s work in this area, and used the Croydon model for their own managed moves process.
- 7.2. Croydon officers seek to ensure the FAP provides “scrutiny, transparency and accountability”, attributes which are not characteristics of managed moves brokered on a more personal basis between headteachers. Officers are continually seeking to improve the managed move process. The pre-FAP process has become more rigorous since 2018. This process seeks to ensure that the factors which have led to a child being referred for a managed move meet an appropriate threshold before a managed move can be taken forward.

Children undergoing a managed move to a mainstream school are now registered at both the presenting and the receiving school for the duration of their probationary period.

- 7.3. We note as an aside that the process for primary school children is very different. Very few children undergo a managed move or permanent exclusion. The process has been remodelled in the last two to three years. We have heard only positive accounts about it.
- 7.4. The Task and Finish Group met on several occasions with officers engaged in the managed moves process. We express respectful credit to Val Burrell-Walker and all in her small but remarkable team (including the senior line managers) for their skilful professional management of that process and for their obvious care for the young people and the families of the young people who are at the heart of their work.

8. Preliminary Discussion

- 8.1. When the Scrutiny and Overview (Children and Young People Sub-Committee) set up the TFG on 27 November 2018, it was on the basis that managed moves was one of the areas about which it would like to receive further and more detailed information. While permanent exclusions and offrolling were foci of public concern, managed moves were scarcely on the public radar.
- 8.2. Yet there are many more managed moves than there are permanent exclusions. In 2018-19, there were 42 secondary permanent exclusions and 171 managed moves. In the 25 weeks of the 2019-20 school year that were available before lockdown, there were 149 managed moves. We have not seen the final published figures for permanent exclusions, but understand the number to be in the region of 15.
- 8.3. A significant proportion of children who leave their school on a managed move immediately enter a Pupil Referral Unit or other alternative provision. Others are embarking on a pathway which may quickly lead to their leaving mainstream school provision and entering a Pupil Referral Unit or other form of alternative provision.
- 8.4. Many of the children who enter alternative provision never return to mainstream education. For these children, a managed move is little different in effect from a permanent exclusion.
- 8.5. The sheer number of managed moves and the uncertainty of a good outcome necessitate that they require close public oversight. Managed moves receive too little attention. The shortfall in oversight needs to be rectified.
- 8.6. During the currency of the TFG's life, the issue of secondary school managed moves has been one which has acquired increasing national significance. In April 2019 The Education Policy Institute ("EPI") published two detailed reports in 2019. The first – published in April 2019 – was "Unexplained pupil exits from schools: A growing problem?" The second report - "Unexplained exits from

schools: Further analysis and data by multi-academy trust and local authority” was published in October 2019.

- 8.7. It was this second report which categorised managed moves as unexplained pupil exits. The following is extracted from page 18 of the report:

Many children move schools or enter alternative provision without having been officially excluded, via a process which varies locally, but is known generically as ‘managed moves.’ These are defined as ‘voluntary agreements between schools, parents/carers and a pupil, for that pupil to change school or educational programme under controlled circumstances.’ These are less transparent than official exclusions as they are only recorded locally and are unlikely to face any effective challenge from parents because they purport to take place with their consent.

The line between a managed move by parental consent and an illegal exclusion by coercion is difficult to distinguish due to a paucity of case law. Partial data systems and incomplete regulation mean that complete information on this cannot be extracted from administrative data.

Taking into account feedback received during the consultation, we are firmly of the view that managed moves should not be exempted from the unexplained exits count, even if we were able to identify them perfectly in the data.

This view was reinforced by feedback received from parents who said they were coerced with the threat of permanent exclusion if they did not sign a managed move agreement. This is not to assume that all managed moves are bad – which would be no more realistic than assuming they are all in the best interests of the child concerned.

Nevertheless we believe it is most appropriate to continue to treat identifiable managed moves as ‘unexplained’ due to the weakness of the relevant regulation and the lack of any genuinely independent and compulsory review of decisions taken by local fair access panels. These panels are typically made up of local headteachers and LA officials - professionals who (through no fault of their own) face conflicts of interest created by school accountability and funding policies.

- 8.8. The main characteristics which a managed move and a permanent exclusion have in common are:

- each is initiated by the school rather than the parent or child
- both varieties of exit can take the child immediately or subsequently into alternative provision

- 8.9. We think it is realistic to take into account that many parents will feel under significant pressure (which may have accumulated over a considerable period) to agree to a managed move, and that the offer is one which is difficult to refuse, especially if the parent perceives the alternative to be permanent

exclusion. We note that that in some instances the managed move will be from a school which was the parent's first preference to a school which the parent may hold in lower esteem.

- 8.10. Public interest in managed moves was augmented in January 2020 when the "Evening Standard" ran a series of articles over several days about school exclusion. The following extracts set out some points from an article which was published on 7 January 2020:

The number of children banished from mainstream schools to pupil referral units for bad behaviour could be more than twice the official permanent exclusion figure.

In contrast to the Department for Education's figure of 7,900 permanent exclusions, our investigation reveals that about 16,000 children were sent to PRUs or alternative provision (AP) in England in 2017-18.

This figure is supported as a "best estimate" by the Centre for Social Justice, which analysed the data and found that the official number understates the true position.

The Standard first observed a discrepancy between the official record and reality when we visited several PRUs and APs in London and found that in some cases just 10 per cent of students on the roll of PRUs had been permanently excluded, with 90 per cent sent there on a "managed move".

Cath Murray, AP lead at the Centre for Social Justice, said: "Managed moves to AP are basically permanent exclusions by another name. This is why the CSJ is calling on the Government to change how it publishes exclusions data. In addition to a permanent exclusion rate, it should publish a combined rate that includes all moves into AP."

- 8.11. We have no difficulty in seeing the advantage to a young person of having the opportunity of making a fresh start in a new school or in alternative provision. We therefore agree that managed moves are a valuable tool. They may be essential for safeguarding reasons. They may be desirable for other pressing reasons. Some are certainly successful. Even when a managed move has not had a good outcome, it may still have been worth trying.
- 8.12. However, evidence is not available in Croydon (and probably elsewhere) of the kind which would enable effective evaluation of the success of the managed moves process. Given that far more young people experience managed moves than get permanently excluded, and that a managed move is a potentially destabilising life event for a young person, evidence is much needed.
- 8.13. Generally – this is not a specifically Croydon issue - the managed moves process is too far below the radar of elected representatives in local government, central government and indeed of Ofsted. Without in any way wanting to detract from the positives of the Croydon FAP, which are immensely to the credit of the officers involved, we have come to the clear view that the

managed moves process should receive more regular and close attention than has happened in the eight years that the current process has been in operation.

9. Discussion of conversations with stakeholders on Managed Moves

- 9.1. We interviewed five senior managers of secondary schools who frequently attended the Croydon FAP, and one retired senior manager who had had experience of FAPs in other boroughs, and we also interviewed professionals who had obtained knowledge of the FAP through work with young people inside and outside the classroom, or through work with parents.
- 9.2. Two of us attended a meeting of the FAP in June 2019.
- 9.3. We have also received data relating to the FAP. Please see Section 10 below.
- 9.4. It was absolutely clear from the evidence we received that senior school managers regard a managed move as at least an important and possibly a momentous life event for a child.
- 9.5. The focus of most interviews quickly turned to things which caused the interviewee concern. It is important to state, therefore, that almost every interviewee had some or many positive things to say about the FAP and the good outcomes for individual pupils.
- 9.6. We identified some recurring themes, and we set out below points which we heard about those themes which we perceived to be particularly weighty. The first theme is that of the strengths of the FAP:
 - The key strength of the process is “partners round the table”.
 - The practice of gaming the system had ceased as a result of effective challenge at the FAP. [“Gaming the system” generally connotes the practice of seeking to shed pupils who are likely to perform badly in public examinations.]
 - Schools are increasingly holding each other to account
- 9.7. We heard persuasive evidence about factors which conduced to the success or failure of managed moves (our second theme), the ones being mentioned on several occasions being the following:
- 9.8. There is a need to establish the root cause or causes of a child’s difficulties before the child is presented at FAP. Then the focus can be on provision of appropriate support.
- 9.9. It is the job of the presenting school to set out the child’s needs at FAP, and these should be minuted clearly.
- 9.10. The attitude of a school which is receiving a child on a managed move is important. Pupils are likely to come with an expectation of failure. A child who

perceives a negative expectation on the part of the receiving school is unlikely to respond positively. Managed moves work best if staff are open-minded.

- 9.11. The process of starting a managed move should require a meeting between the presenting and the receiving schools attended by relevant senior staff members and others. A lengthy and detailed conversation is needed between the person who knows the child best (at the presenting school) and key staff at the receiving school. The receiving school and the giving school need to work closely in order to make transition successful.
- 9.12. It assists if the presenting school has a good relationship with the parents, as positive involvement of parents is a significant factor in the success of a managed move.
- 9.13. It is helpful for the Headteacher of the presenting school to visit the receiving school with the family. It is a sign that the presenting school has not given up on the child. An absence of active involvement on the part of the presenting school reinforces the damage to the child: they perceive that the presenting school not only does not want them but does not even care enough about them to take them to the new school. If children come to the receiving school without sufficient scaffolding and support, there is a negative effect on their self-esteem and sense of wellbeing.
- 9.14. Success for managed moves depends on the sharing of honest information: this is our third theme, and one which inter-relates with the second theme set out above.
- 9.15. One senior manager stated that their school does not rely on the information they are given. They do their own assessments. The manager stated that there needs to be an improvement in the quality of the paperwork which is provided when a child is presented at a FAP. Sometimes the relevant information is not there. The receiving school needs to be informed if a child has a social worker and of relevant family issues. They need to know if a child has been a child missing in education or has arrived from outside the jurisdiction. There needs to be a more effective assessment process of children who have been out of education. In one instance, the receiving school complained, and were told them they had received everything which the Council had. The manager doubted whether the Council had asked the necessary questions on this occasion.
- 9.16. One headteacher told us of a managed move where the receiving school had been told there were no issues. However, there had been!
- 9.17. Another headteacher told us of a receiving school which had needed to end a managed move after four days because of insufficient information from the presenting school. Managed moves rely for success on mutual openness and honesty. The child's case had to be re-tabled – they could not return to the presenting school. Re-tabling is undesirable, unless there is a need for specialist provision. Re-tabling creates more instability.

- 9.18. Collegiality is diminished when receiving schools cannot rely on the sufficiency or accuracy of information from presenting schools.
- 9.19. Our fourth theme is that of the collegiality of the FAP, as to which there was scope for improvement.
- 9.20. We were told that fewer schools were participating in the FAP (but still – immediately before the lockdown of March 2020 - 15 out of 20), and that some senior managers sometimes were not showing sufficient pastoral care in the period of preparation for the move and during the twelve weeks probationary period of the managed move.
- 9.21. One headteacher referred to a need for those participating in the FAP to have shared values, willingness to take on board good practice, to be even-handed and open in providing information. (The TFG take the view that it is inevitable that school leaders will have different values, and indeed it is not necessarily undesirable that values differ. However, the establishment of greater commonality of values between the participants would increase the collegiality and effectiveness of the FAP process.)
- 9.22. There are some schools which seem to give rather more than they take. Probably, those which are full are less willing to accept pupils coming through FAP.
- 9.23. Vulnerable pupils move on to a small group of schools; some schools have a disproportionate number of “highly vulnerable pupils”.
- 9.24. Individual children need to be reintegrated on a fair basis. There are concerns about schools which are disproportionately suffering and schools becoming the dumping ground. Heads need shared views and trust. Place planning should be more equitable. All schools including those with full rolls should take their fair share of pupils at FAP. Some schools already have more than their fair share of pupils with higher needs.
- 9.25. Doing our best to summarise the factors which conduce to maximise the success of a managed move, we identify them as follows:
- The presenting school acts in a caring and quasi-parental way
 - The presenting school is completely honest: the root issues which have led to the breakdown of the placement are identified to the receiving school or alternative provider
 - There are meetings to set up the move which involve senior members of staff on both sides, the family and the child
 - The receiving school or alternative provider takes the child with positive expectations
 - The receiving school or alternative provider has in place a comprehensive support plan

10. Some analysis of data received on Managed Moves

- 10.1. We were provided with anonymised spreadsheets for managed moves for 2018-19, 2019-20 and 2020-21. The spreadsheets set out a great deal of information, including granular information which identifies potential vulnerabilities of the child, such as gang involvement. We were not provided with any breakdown or analysis of the data, so we have made the best of it as we could. The spreadsheet we received for 2018-19 had the granular information removed. We did receive the granular information on the spreadsheets for 2019-20 and 2020-21. We did not use the 2020-21 spreadsheet, as schooling had been so disrupted by Covid-related lockdowns that it could not be considered as in any way a representative school year.
- 10.2. What was most notable about the spreadsheet for 2019-20 was the large proportion of children undergoing managed moves who receive special needs support. (None has an EHCP, as FAP does not consider cases where a child has an EHCP.) 95 (65%) of the 149 children presented by schools were in receipt of special needs support. 38 (90%) of the 42 children who were placed in Alternative Provision were in receipt of special needs support. In the time we had available to consider the data, we were able to consider the following aspects:
- Ethnicity
 - Gender
 - Special Needs Support
 - The number of managed moves from a mainstream school to alternative provision
- 10.3. We have focused on 2018-19 and 2019-20. At least in 2019-20, there were almost 25 school weeks prior to lockdown (the Spring Term slightly truncated), and so it can be viewed as representative.
- 10.4. Not all children before the FAP are presented by schools. Some children without a school are hard to place, and these children are covered by the provision of the Fair Access Protocol (see paragraph 45 above), and come before FAP for consideration. Some of these children will have recently moved to Croydon, or have been receiving elective home education and possibly seeking to return to mainstream. Some children move from one provider of alternative provision to another, or from alternative provision back to mainstream. The focus of the TFG has been on the 171 children presented by Croydon schools in 2018-19 and the 149 children presented by Croydon schools in 2019-20
- 10.5. Comparative Data FAP 2018/19 and 2019/20

	2018/19	2019/20
FAP meetings held	10	6 (pre lockdown)
Children presented in total	278	194
Boys presented	200	100

Girls presented	78	94
Categories of Presentation		
Case/Out of school/Unclear	107	45
Prevention	81	68
Alternative to Permanent Exclusion	73	57
Breakdown	17	24
Placement Outcomes		
Mainstream school	173	70
Return to original school	20	4
Alternative Provision (AP)	66	51
Other	18	69
Presented by mainstream schools	171	149
Boys presented	124 (73%)	82 (55%)
Girls presented	47 (27%)	67 (45%)
Managed Moves (MM) from Mainstream to AP	43 (25%)	42* (28%)
Boys to AP via MM	28 (65%)	25 (60%)
Girls to AP via MM	15 (35%)	17 (40%)
Ethnic Data available in total	164	139
Black Caribbean	40 (24%)	38 (27%)
White British	39 (24%)	35 (25%)
Black African	27 (16%)	19 (13%)
White & Black Caribbean	14 (9%)	13 (9%)

Any Other Mixed Background	14 (9%)	11 (8%)
Any Other Ethnic Group	8 (5%)	4 (3%)
White & Black African	6 (4%)	4 (3%)
Any Other Black Ethnic Group	4 (2%)	7 (5%)
Any Other White Ethnic Group	4 (2%)	2 (1%)
Any Other Asian Background	3 (2%)	0
Asian Pakistani	3 (2%)	1 (1%)
White and Asian	2 (1%)	2 (1%)
Asian Indian	0	1 (1%)
Asian Other	0	1 (1%)
White Roma	0	1 (1%)
Ethnic Data available - Boys	118	75
Black Caribbean	31 (26%)	22 (29%)
White British	23 (19%)	20 (27%)
Black African	19 (16%)	11 (15%)
White & Black Caribbean	12 (10%)	7 (9%)
Any Other Mixed Background	9 (8%)	3 (4%)
Any Other Ethnic Group	7 (6%)	2 (3%)
White & Black African	4 (3%)	1 (1%)
Any Other Black Ethnic Group	3 (3%)	4 (5%)
Any Other White Ethnic Group	3 (3%)	0
Any Other Asian Background	3 (3%)	1 (1%)
Asian Pakistani	2 (2%)	0
White and Asian	2 (2%)	2 (3%)
Asia Indian	0	1 (1%)

White Roma	0	1 (1%)
Ethnic Data available - Girls	46	64
Black Caribbean	9 (20%)	16 (25%)
White British	16 (35%)	15 (23%)
Black African	8 (17%)	8 (13%)
White & Black Caribbean	2 (4%)	6 (9%)
Any Other Mixed Background	5 (11%)	8 (13%)
Any Other Ethnic Group	1 (2%)	2 (3%)
White & Black African	2 (4%)	3 (4%)
Any Other Black Ethnic Group	1 (2%)	3 (4%)
Any Other White Ethnic Group	1 (2%)	2 (3%)
Any Other Asian Background	0	0
Asian Pakistani	1 (2%)	1 (2%)
White and Asian	0	0

* 7 of the 42 children placed by FAP in 2019-20 received a dual placement of AP and mainstream school

10.6. The final FAP before the 2020 lockdown was held on 28 February 2020. By the end of that meeting, 194 children had gone through the six meetings which had taken place. The four remaining scheduled sessions did not take place. It is worth noting that in the first six sessions of 2018-19 127 children were presented by mainstream schools (147 in 2019-20), of whom 20 went to alternative provision (36 in 2019-20).

10.7 In the final four meetings of FAP in 2018-2019, we note that 95 children were presented by mainstream schools. So, by working on the basis of analogy between 2019-20 and the preceding year, had the academic year 2019-20 proceeded to a normal conclusion, one would reasonably anticipate that about 240 children would have been presented by mainstream schools (171 in 2018-19), and about 60 children might have been expected to undergo a managed move from a mainstream placement to alternative provision, a 43% increase from 2018-19 when 42 children made the corresponding journey.

10.8 Set out below is the information from the Croydon school census (“School pupils by gender and ethnicity”) undertaken in the Spring Term of 2021:

Ethnicity Group	F	M	Grand Total
Any Other Asian Background	1350	1568	2918
Any Other Black Background	870	916	1786
Any Other Ethnic Group	715	716	1431
Any Other Mixed Background	1708	1773	3481
Any Other White Background	2596	2715	5311
Bangladeshi	323	296	619
Black - African	4331	4381	8712
Black Caribbean	2707	2753	5460
Chinese	139	149	288
Gypsy / Roma	50	46	96
Indian	1478	1549	3027
Information Not Yet Obtained	301	266	567
Pakistani	1323	1369	2692
Refused	376	439	815
Traveller of Irish Heritage	14	15	29
White - British	6807	7191	13998
White - Irish	87	72	159
White and Asian	621	609	1230
White and Black African	610	575	1185
White and Black Caribbean	1454	1397	2851
Grand Total	27860	28795	56655

10.9 The number of those who provided the ethnic information requested was 55,273. The percentage breakdown is as follows:

Any Other Asian Background	5.3
Any Other Black Background	3.2
Any Other Ethnic Background	2.6
Any Other Mixed Background	6.3
Any Other White Background	9.6
Bangladeshi	1.1
Black – African	15.8

Black Caribbean	9.9
Chinese	0.5
Gypsy/Roma	0.2
Indian	5.5
Pakistani	4.9
Traveller of Irish Heritage	0.05
White British	25.3
White Irish	0.3
White and Asian	2.2
White and Black African	2.1
White and Black Caribbean	5.2

10.10 What stands out from the statistics is the highly disproportionate representation of children the ethnic identity of whom is Black Caribbean or dual heritage White and Black Caribbean. The school census of 2021 shows that 10% of children in Croydon schools are identified as of Black Caribbean ethnicity. In 2018-19, 24% of children subject to managed moves were of this ethnicity, rising to 27% in 2019-20. Broken down by gender, the disproportion for boys was even greater than for girls in each year. The census shows that 5% of children in Croydon schools are identified as of White and Black Caribbean ethnicity. In both 2018-19 and 2019-20, 9% of children subject to managed moves were of this ethnicity.

10.11 It is notable that in 2018-19 there was a much higher proportion of boys than girls subject to managed moves, but the gap narrowed significantly in 2019-20.

10.12 Statistics of any kind need to be interpreted with care, and subject to statistical health warnings. But they do need to be interpreted. That task is outside the scope of the TFG.

11. RECOMMENDATIONS

11.1 Recommendations One to Six (to the Director of Education)

Recommendation One

That the Scrutiny and Overview Children and Young People Sub Committee seek from the Director of Education an annual report on Exclusions and Managed Moves, such report to be presented at an Autumn meeting and separate from the Standards report, the report to include the following areas at least in relation to managed moves:

The number of managed moves agreed by the Fair Access Panel in the preceding academic year, including the provision of data as to the following characteristics of the children concerned: age, gender, free school meal eligibility, national curriculum year, SEND provision, ethnic group and level of deprivation - these are the characteristics which must be reported in respect of permanent exclusion

- the number of managed moves from a mainstream school to a PRU or other alternative provision
- the number of managed moves from a mainstream school to another mainstream school
- the number of managed moves which broke down during the 12 weeks probationary period
- an analysis of the reasons for the breakdown during the probationary period and information about the subsequent pathways of the children concerned
- the number of children reintegrated from alternative provision into mainstream, broken down into the number reintegrated who immediately prior to admission to AP had undergone permanent exclusion and the number reintegrated who immediately prior to admission to AP had undergone a managed move
- in respect of managed moves to mainstream schools the number from each presenting school, and the number to each receiving school
- such information as the local authority may possess about the number of managed moves not passing through the FAP process, including the characteristics set out in the first bullet point above
- the chart of givers and takers (that is, for each school, the number of children each school successfully presents to FAP, and the number each school accepts)
- the destinations of children who have been permanently excluded

Recommendation Two

The Director prepares a paper on managed moves for the consideration of key stakeholders in FAP which sets out factors perceived to conduce to both good and bad outcomes, and including some objective case studies

Recommendation Three

- The Director instigates an independent evaluation of how participants perceive the collegiality of the managed moves process, and what might be done to enhance it.

Recommendation Four

- The Director requests headteachers who are invited to the FAP to include information about the number of managed moves to and from their school in their termly report to their governing body, such as data to include all managed moves whether brokered through the FAP or in some other way.

Recommendation Five

- The Governor Supports Team briefs secondary school governors on managed moves and provides guidance as to how they might scrutinise the issue.

Recommendation Six

- The Director requests that the headteachers notify the Local Authority of a managed move they have arranged other than through FAP, such notification to be provided by the headteacher of the presenting school immediately after a starting date for the move has been agreed by all relevant parties.

11.2 Recommendations Seven and Eight (to the Secretary of State for Education)

Recommendation Seven

- There should be statutory or at least non-statutory guidance to school admissions authorities on the subject of managed moves.

Recommendation Eight

- There should be consideration of whether paragraph 3.16 of the statutory guidance for school admission authorities should be extended to refer to managed moves so that (the suggested inserted words are highlighted) the relevant part reads as follows:” no school should be asked to take a disproportionate number of children who have been permanently excluded from other schools, who display challenging behaviour, who are placed via the Protocol, **or who have been admitted as the result of a managed move**”

11.3 Recommendations Nine and Ten (to Her Majesty’s Chief Inspector of Schools)

Recommendation Nine

- The secondary school inspection framework should encompass managed moves

Recommendation 10

- Consideration should be given in the HMCI's Annual Report to the provision of an overview of how schools are using managed moves

CONTACT AUTHORS: Councillor Jerry Fitzpatrick, Chair of TFG
Elaine Jones, Archdiocese of Southwark Education
Commission
Leo Morrell, Southwark C of E Diocesan Board of
Education
Councillor Ian Parker

APPENDICES TO THIS REPORT: Appendix 1, The Members of the TFG

BACKGROUND DOCUMENTS: None

Appendix One

THE MEMBERS OF THE TFG

Current members of the TFG

Jerry Fitzpatrick is Chair of the TFG. He was born and brought up in Croydon. He qualified as a teacher in 1976 and spent 17 years teaching in London comprehensive schools, leading English and Drama departments in his last two, and then 3 years in part-time educational consultancy. From 1996-2016 he was a barrister with a specialism in family law. First elected in 1986, he has served five terms on Croydon Council, during which period he spent 7 years as opposition spokesperson on Education, and two years as the Council's Deputy Leader. He has served on governing bodies of four Croydon schools, including 16 years as Chair of the former Oval Primary School.

Elaine Jones has served on the Scrutiny and Overview Children and Young People Sub Committee for around 9 years. She is the representative for the Archdiocese of Southwark, having lived in Croydon all her life as well as being a governor at two Croydon schools for more than 15 years up to 2015. She was also asked by Croydon to sit on an Interim Executive Board of a Croydon School and currently works in governance at two schools in Croydon. During her time on the Sub Committee she has also taken part in one other TFG related to academy conversions.

Leo Morrell represents the Southwark Diocesan Board of Education on the Scrutiny and Overview Children and Young People Sub Committee

Ian Parker is a Coulsdon Town councillor and has lived and worked in the Coulsdon/Purley area for over 30 years. He is married with two children both educated at local state schools. He was Chair of Governors at Woodcote High School and was previously a Coulsdon West councillor (2010-2014) and Deputy Cabinet Member for Economic Development and Regeneration. As a parent and a governor he has experience of education in the state comprehensive, state selective and independent sectors. Having himself attended a comprehensive school in Bradford, he is particularly proud of what his children have achieved with his daughter qualifying as an ACA at the age of 23 and his son achieving a First at Cambridge.

Former members

Maggie Mansell

Maggie Mansell served on the TFG for a brief period from its inception until her death on 5 January 2019. She served on Croydon Council from 1986-1990 and 1994-

2019, and held senior political posts in the areas of Health and Adult Social Services. She had a strong interest in mental health, and was particularly concerned about the increasing evidence of poor mental and emotional health experienced by children.

Callton Young

Councillor Callton Young O.B.E. replaced Cllr Mansell on the TFG in March 2019. A retired civil servant, he is councillor for Thornton Heath and Chair of the Croydon African Caribbean Family Organisation. Councillor Young played a full role in the work of the TFG until September 2021, when he was appointed to Croydon Cabinet, and became ineligible to serve on a scrutiny committee.

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REPORT TO:	CABINET 7 February 2021
SUBJECT:	Stage 2: Response to Recommendations Arising From: Scrutiny & Overview Committee on 17 August 2021, Scrutiny Streets, Environment & Homes Sub-Committee on 16 March 2021 And Scrutiny Streets, Environment & Homes Sub-Committee on 13 July 2021
LEAD OFFICER:	John Jones - Interim Monitoring Officer Stephen Rowan - Head of Democratic Services and Scrutiny
CABINET MEMBER:	All
WARDS:	All
COUNCIL PRIORITIES 2020-2024	
The constitutional requirement that Cabinet receives recommendations from scrutiny committees and to respond to the recommendations within two months of the receipt of the recommendations.	
FINANCIAL IMPACT	
The recommendations in the appendix to this report may have a financial implication and as each recommendation is developed the financial implication will be explored and approved.	
FORWARD PLAN KEY DECISION REFERENCE NO.: not a key decision	

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

1. RECOMMENDATIONS

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

2. EXECUTIVE SUMMARY

2.1 This report asks the Cabinet to approve the full response reports arising from the Stage 1 reports presented to the Cabinet meeting held on 6 December including:

- Action plans for the implementation of agreed recommendations, or
- Reasons for rejecting the recommendations

and that these be reported to the Scrutiny and Overview Committee or relevant Sub-Committees.

- 2.2 The Constitution requires that in accepting a recommendation, with or without amendment, from a Scrutiny and Overview Committee or Sub-Committee, the Cabinet shall agree an action plan for the implementation of the agreed recommendations and shall delegate responsibility to an identified officer to report back to the Scrutiny and Overview Committee or Sub-Committee, within a specified period, on progress in implementing the action plan.

3. SCRUTINY RECOMMENDATIONS

- 3.1 The Scrutiny recommendations are contained in the schedule in the appendix to this report.
- 3.2 The detailed responses including reasons for rejected recommendations and action plans for the implementation of agreed recommendations are contained in the appendices.

4. CONSULTATION

- 4.1 The recommendations were developed from the deliberations of either the Scrutiny & Overview Committee or one of its Sub-Committees.
- 4.2 The recommendations in the appendix to this report may involve further consultation and as each recommendation is developed these implications will be explored and approved.

5 PRE-DECISION SCRUTINY

- 5.1 The recommendations in the appendix to this report are the result of Pre-Decision Scrutiny.

6. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 6.1 The recommendations in this report may have a financial implication and as each recommendation is developed the financial implication will be explored and approved.

Approved by: XXXXX.

7. LEGAL CONSIDERATIONS

- 7.1 The Constitution requires that Cabinet both receives recommendations from Scrutiny Committees and responds to the recommendations within two months of their receipt.

Approved by: XXXXX.

8. HUMAN RESOURCES IMPACT

- 8.1 The recommendations in the appendix to this report may have a Human Resources impact and as each recommendation is developed these implications will be explored and approved.

9. EQUALITIES IMPACT

- 9.1 The recommendations in the appendix to this report may have an Equalities impact and as each recommendation is developed these implications will be explored and approved.

10. ENVIRONMENTAL IMPACT

- 10.1 The recommendations in the appendix to this report may have an Environmental impact and as each recommendation is developed these implications will be explored and approved.

11. CRIME AND DISORDER REDUCTION IMPACT

- 11.1 The recommendations in the appendix to this report may have a Crime and Disorder reduction impact and as each recommendation is developed these implications will be explored and approved.

12. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 12.1 These are contained in the appendix to this report.

13. OPTIONS CONSIDERED AND REJECTED

- 13.1 These are contained in the appendix to this report.

14. DATA PROTECTION IMPLICATIONS

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

The recommendations in the appendix to this report may involve the processing of 'personal data' and as each recommendation is developed these implications will be explored and approved.

14.2 HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN

COMPLETED?

NO

The recommendations in the appendix to this report may require a DPIA and as each recommendation is developed these implications will be explored and a DPIA carried out where necessary.

CONTACT OFFICER:

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APPENDICES:

Appendix A: Scrutiny Stage 2 Responses

BACKGROUND DOCUMENTS:

Background Document 1:

Report to Scrutiny & Overview Committee on 17 August 2021.

<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=166&MId=2788&Ver=4>

Background Document 2:

Report to Scrutiny Streets, Environment & Homes Sub-Committee on 16 March 2021.

<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=170&MId=2143&Ver=4>

Background Document 3:

Report to Scrutiny Streets, Environment & Homes Sub-Committee on 13th July.

<https://democracy.croydon.gov.uk/ieListDocuments.aspx?CId=170&MId=2573&Ver=4>

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
Report: Call-In: Novation of building works and professional services contracts from BBB for Fairfield Halls (Considered by Scrutiny & Overview Committee on 17 August 2021)							
1. The Committee would like reassurance that there is sufficient officer capacity and an appropriate document management system in place to ensure that any documents received as a result of the novation are properly catalogued and filed for future reference.	Given the aforementioned concerns about the provision of information to Scrutiny, the Committee agreed that every effort needed to be taken to correctly catalogue and file any documents handed over to the Council as part of the novation	Oliver Lewis	Accept	Richard Ennis	In current budgets and proposed budget to go before next full council	LBoC has taken steps to retrieve full documentation and packages of information from BBB, their advisors and historic records and now holds what has been provided on Sharepoint.	8 February 2021
2. It is recommended that the political lead from the Cabinet for the completion of the Fairfield Halls refurbishment project is confirmed as a priority, to ensure there is the proper level of accountability.	As responsibility for Brick by Brick fell within the portfolio of the Leader of the Council and the lead for the Cabinet report for the contract novation was the Cabinet Member for Culture and Regeneration, there was concern that this may lead to confusion and given the importance of Fairfield Halls it was agreed there needed to be clear political accountability.	Hamida Ali Leader of Council	Accept	Richard Ennis	Ongoing due to commercial fluctuations and risk of property development enterprise	1/4ly updates to Cabinet initiated in Autumn 2021, with new Advisory Group (member led and senior officer supported) with recent enhancement of NED representation. Senior Officer oversight and review of BBB management now on a monthly basis from Sept 2021.	8 February 2021

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
<p>3. A) It is recommended that an ongoing programme of maintenance for Fairfield Halls is completed as soon as possible.</p> <p>B) It is recommended that the programme of maintenance is scheduled for regular scrutiny to provide Public reassurance the venue is being maintained to an appropriate standard.</p>	<p>Although it was accepted that the Vinci contract needed to be closed before an ongoing programme of maintenance could be prepared for Fairfield Halls, it was agreed that this needed to be in place as soon as possible to safeguard the venue for the longer term.</p>	<p>Oliver Lewis</p>	<p>Accept</p>	<p>Richard Ennis</p>	<p>Ongoing - MTFS</p>	<p>The contract close out, novation and gureantees packages remain in train and agreement of various contratural obligations are being resolved, over layed to this has been a five year works programme to end of 24/25 for cyclical maintanace and repairs with an additional review ongoing of any enhancements/works that were not covered as part of the main refurbishment contract that were eliminated on cost control, of may become due in a programmed maintainace schedule as is usual with building of this type, age and structure</p>	<p>8 February 2021</p>
<p>4. It is recommended that work to improve the quality of committees reports, both in terms of training for report authors and ensuring report formats meet best practice standards, is included as part of the ongoing governance improvement work of the Council.</p>	<p>There was a concern that the Cabinet report did not clearly state the case for proceeding with the novation of the Fairfield Halls refurbishment contract and had this been the case it may have prevented the need for a call-in. The Committee felt that this was reflective of a wider issue with quality of committee reports and given they helped to</p>	<p>Hamida Ali Leader of Council</p>	<p>Accept</p>	<p>Monitoring Officer</p>	<p>TBC (in respect of traing for officers)</p>	<p>More formalized and rigid reports clearance process. This will be actioned by the monitoring officer. Identifying any particular training requirements of key report writing officers. Respondig to the</p>	<p>31 March 2021</p>

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
	inform the public perception of the Council, it was agreed that this should be addressed as part of the governance improvement work.					findings with any relevant training.	
<p>5. The Committee would like to request that the Access to Information Protocol is completed as soon as possible and any consultation on the document should include the Scrutiny Chairs.</p>	<p>There was further concern voiced about the provision of information to Scrutiny in a timely manner, which was especially disappointing considering the issue had been raised a number of times before. It was agreed the Vice-Chair of the Committee would meet with the Interim Monitoring Officer to discuss the issue. It was also agreed that the Access to Information Protocol was needed as soon as possible to provide a clear framework for the provision of information.</p>	<p>Hamida Ali Leader of Council</p>	<p>Accept</p>	<p>Executive Director of Resources</p>		<p>Adoption into the Constitution is not an executive decision.</p> <p>Revised draft Access to Information Protocol, informed by comments to Scrutiny Chairs, reviewed by Scrutiny Chairs September 2021</p> <p>Ethics Committee reviewed revised draft Protocol and made further comments September 2021</p> <p>A revised version will be brought to Ethics Committee in November 2021.</p>	<p>8 February 2021</p>
<p>Report: Housing Improvement – Emerging Plan and Board (Considered by Streets Environment & Homes Committee on 13 July 2021)</p>							
<p>1. It is recommended that a plan for the strategy development in Workstream 1, including indicative timescales, be developed and shared</p>	<p>The Sub-Committee concluded that the 10 work streams were well defined and appropriate to drive improvement</p>	<p>Patricia Hay-Justice</p>	<p>Accept</p>	<p>David Padfield</p>		<p>All recommended actions are underway as part of the Housing Improvement Plan; the updated Housing Improvement Plan to be adopted by Cabinet in March 2022</p>	<p>1 February 2021</p>

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
<p>with the Sub-Committee once available.</p> <ol style="list-style-type: none"> 1. Workstream 7 should be expanded to include in its scope the issue of buildings nearing the end of their life, with further consideration given to how these options are to assessed including in relation to the future of some Brick by Brick sites in the vicinity of some of these buildings 2. Workstream 8 needs to address the issue of resourcing / workload allocation & management within the service. Staff can be given the right skills and cultural/behaviour training but if their workloads are still unmanageable as highlighted in the Ark report, they will be set-up to fail. This workstream should also include within its scope long-term workforce planning and apprenticeships. 							
<ol style="list-style-type: none"> 2. <ol style="list-style-type: none"> 1. A communications and engagement plan was 	<p>One of the main areas of concern identified by the Sub-Committee was around communication and engagement. Although initiatives had started to be</p>	<p>Patricia Hay-Justice</p>	<p>Accept</p>	<p>David Padfield</p>		<p>All recommended actions are underway as part of the Housing Improvement Plan and associated communications planning and activities; the updated</p>	<p>1 February 2021</p>

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
<p>needed to map out all the one-off engagement exercises as well as new communication practices to be embedded in new improved ways of working. That plan should be informed by involving the Tenants and Leaseholder panel, incl. in the development of the new Tenant Handbook.</p> <p>2. Further consultation with residents was needed during roadshow exercises, engagement with Residents Associations and Tenants forums as well as through the Tenants and Leaseholder panel to identify what they would like to see be made publicly available to further enhance transparency on the progress of the delivery of the housing improvement plan</p> <p>3. Work was needed to improve communication with tenants on planned works / planned surveys. Should work be delayed or the original stated deadline missed (often due to reasons beyond officers' control), tenants should be kept informed, so they do not feel that it is a case of just nothing happening.</p> <p>4. There needed to be better communication of the responsive repairs contract's social value, including apprenticeships</p>	<p>developed and implemented, it was felt that more work was need to ensure both residents and their elected representatives were suitable notice of any events.</p>					<p>Housing Improvement Plan to be adopted by Cabinet in March 2022</p>	

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
<p>(opportunities and about the types of roles they can lead to)</p> <p>5. There needed to be better corporate definition of complaint and improving understanding of it and streamlining the complaints process and promoting it amongst council tenants and leaseholders</p> <p>6. It was recommended that support be given to the initiative of the Tenants and Leaseholders Panel in the development of a Tenants Charter</p> <p>It was recommended that a diagram is produced to map out the communication routes of case work / enquiry / complaints /escalation process to clarify to councillors and MPs ways of escalating urgent housing casework as current guidance provides a 10 day turnaround which was not adequate for urgent housing case work.</p> <p>8. Further consideration was needed on the recommendation in Government's Housing White Paper on the use of technology and how it could be incorporated into one of the workstreams of the housing improvement plan. This should include:-</p>							

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
<ul style="list-style-type: none"> o The exploration of best practice and existing software packages on tenancy management, repairs and other housing issues and any that are used for general housing communications. o Consultation with the Tenants and Leaseholder Panel meeting on use of technology to inform this work. 							
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 345</p> <p>Further work should be undertaken to consider best practice on the set up of such Housing Improvement Board, particularly regarding membership and review/consider the following before finalising the ToR, including:</p> <ul style="list-style-type: none"> - Number of tenant representatives - Ensure that tenant representatives are not only from formal Residents Associations and Tenants Forums as many areas where the council has housing stock where there is no RA (no RA criteria necessary?) - Backbencher representation and/or 	<p>The Sub-Committee felt that the Terms of Reference (ToR) for the Housing Improvement Board lacked important details and welcomed confirmation that the ToR would no longer be approved at Cabinet, allowing additional time for these to be refined (see recommendations on this topic below).</p>	<p>Patricia Hay-Justice</p>	<p>Partially Accept</p> <p>1. Terms of Reference will be ratified at March Cabinet and will incorporate the remit, membership and focus of the Board as reviewed at the inaugural meeting of the Board (7th December).</p> <ul style="list-style-type: none"> • No. of tenant representatives – aiming to increase to four tenants. • Diversity of tenant representatives - existing tenant representatives were interviewed and are active in the involvement structures which will allow us access to the wider tenant community. • Backbenchers - no Council Members will be members of the Housing Improvement Board. The Chair has reached out to all Councillors and one work-stream will be to review the Member/Officer governance. 	<p>David Padfield</p>		<p>Independent Housing Improvement Board now established, first meeting held 7th December 2021.</p>	<p>1 February 2021</p>

SCRUTINY RECOMMENDATION	CONCLUSIONS	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPT/ REJECT RECOMMENDATIONS (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (ie Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
<p>mechanism for backbenchers' input</p> <ul style="list-style-type: none"> - Meeting observers - Webcasting of meetings - Holding meetings in a hybrid manner to enhance inclusivity so that people with disabilities and / or caring responsibilities can put themselves forward as board member/observer - Term of the chair (elected/number of mandates/criteria/skills, experience and behaviours required) <p>2. It is requested that the revised Terms of Reference are circulated to the Sub-Committee before approval and ensure ToR included as appendix marked as draft in the cabinet report.</p> <p>3. The Housing Improvement Board once set up should be given a role to inform the budget setting process (MTSF as well as HRA) and the upcoming HRA review (if timings of review allow).</p>			<ul style="list-style-type: none"> • Meeting observers - inaugural meeting was livestreamed and was open to the public to attend in person. The meetings will be held remotely in future, and will continue to be livestreamed. • Term of the chair - job description for Chair has been shared with Cllr Ben-Hassel. <p>2. The ToR can be shared with the Sub-Committee ahead of their inclusion in the March Cabinet report.</p> <p>3. The Chair does not see the Board having a direct role in budget-setting, as this would be for Members (advised by officers). However, the Board will be keeping an eye on resource issues when reviewing the Council's improvement plans.</p>				