

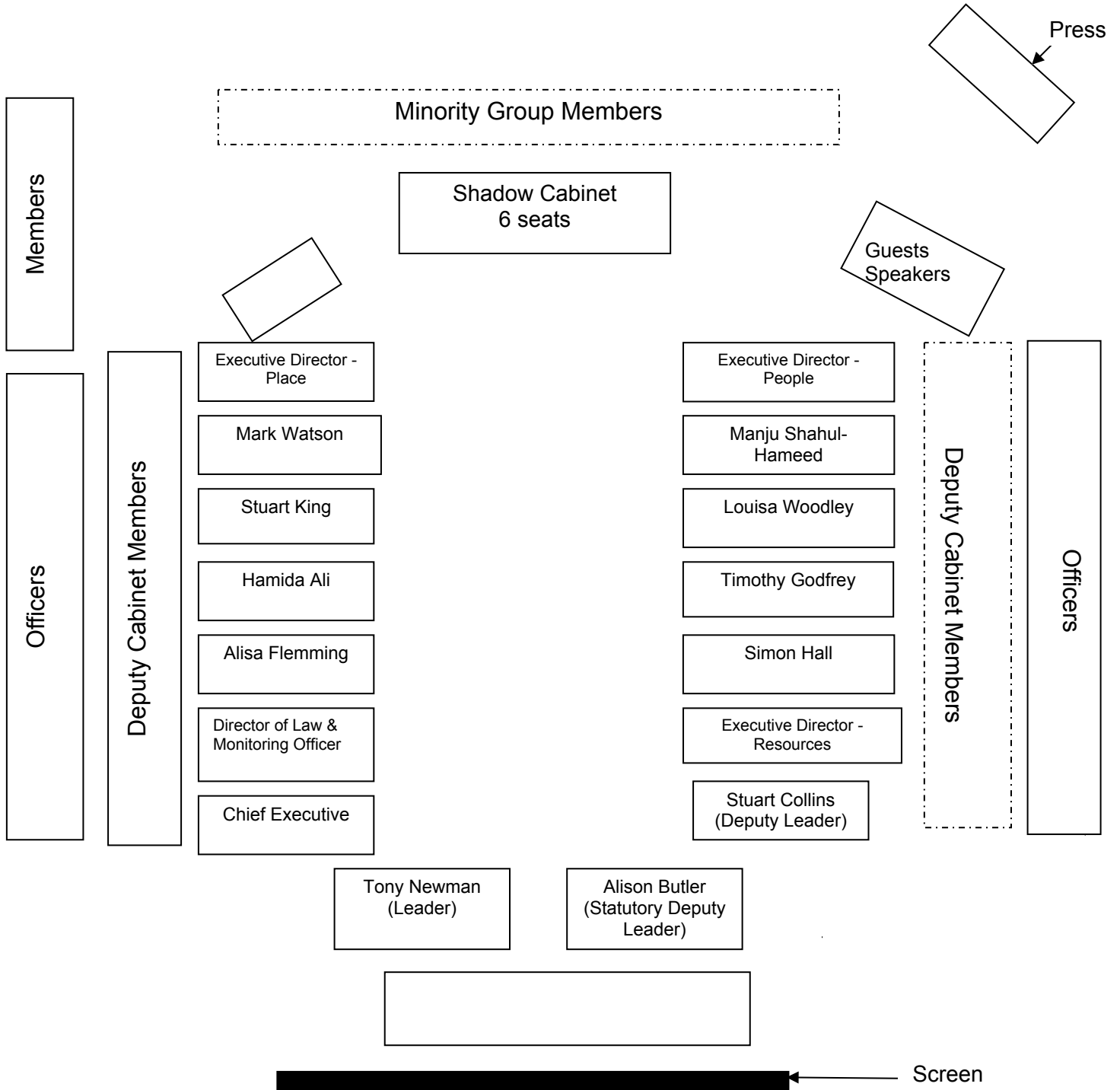


**CABINET  
AGENDA**  
for the meeting  
on  
18 October 2017 at  
6.30 pm

# CABINET SEATING PLAN – 2017

PUBLIC SEATING – PUBLIC GALLERY (70 max)

MEMBERS SEATING – UNDER THE PUBLIC GALLERY (20 MAX)



**To: Croydon Cabinet Members:**

Councillor Tony Newman, Leader of the Council  
Councillor Alison Butler, Deputy Leader (Statutory) and Cabinet Member for Homes, Regeneration and Planning  
Councillor Stuart Collins, Deputy Leader and Cabinet Member for Clean Green Croydon  
Councillor Alisa Flemming, Cabinet Member for Children, Young People & Learning  
Councillor Hamida Ali, Cabinet Member for Communities, Safety & Justice  
Councillor Timothy Godfrey, Cabinet Member for Culture, Leisure & Sport  
Councillor Simon Hall, Cabinet Member for Finance & Treasury  
Councillor Stuart King, Cabinet Member for Transport & Environment  
Councillor Mark Watson, Cabinet Member for Economy & Jobs  
Councillor Louisa Woodley, Cabinet Member for Families, Health & Social Care

Invited participants: All other Members of the Council

A meeting of the **CABINET** which you are hereby summoned to attend, will be held on **Wednesday, 18 October 2017 at 6.30 pm** in **Council Chamber, Town Hall, Katherine Street, Croydon CR0 1NX**

JACQUELINE HARRIS-BAKER  
Director of Law and Monitoring Officer  
London Borough of Croydon  
Bernard Weatherill House  
8 Mint Walk, Croydon CR0 1EA

Jim Simpson  
020 8726 6000  
jim.simpson@croydon.gov.uk  
www.croydon.gov.uk/meetings  
6 October 2017

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

The meeting webcast can be viewed here: <http://www.croydon.public-i.tv/core/portal/home>

The agenda papers are available on the Council website  
[www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)

## **AGENDA – PART A**

**1. Apologies for Absence**

**2. Minutes of the previous meeting (Pages 7 - 12)**

To approve the minutes of the meeting held on 18 September 2017 as an accurate record.

**3. Disclosure of Interests**

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

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

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

**5. Youth Engagement Strategy and Championing Children in Croydon (Pages 13 - 34)**

Cabinet Member: Cllr Alisa Flemming  
Officers: Barbara Peacock, David Butler  
Key Decision: no

**6. Annual Report of the Director of Public Health 2017 (Pages 35 - 80)**

Cabinet Member: Cllr Louisa Woodley  
Officer: Rachel Flowers  
Key Decision: no

**7. Delivering New School Places (Pages 81 - 114)**

Cabinet Member: Cllr Alisa Flemming  
Officer: Barbara Peacock, David Butler

Key Decision: yes

**8. New Addington Business Improvement District (BID) Renewal**  
(Pages 115 - 140)

Cabinet Member: Cllr Mark Watson  
Officer: Shifa Mustafa, Stephen Tate  
Key decision: no

**9. Investing in our Borough (standing item)**

a) **Investing in our Borough** (Pages 141 - 146)

Cabinet Member: Cllr Simon Hall  
Officers: Sarah Ireland, Rakhee Dave-Shah  
Key Decision: no

b) **Provision of Legal Services - Appointment of Preferred Bidder**  
(Pages 147 - 160)

Cabinet Member: Cllr Simon Hall  
Officer: Richard Simpson, Jacqueline Harris-Baker  
Key decision: yes

**10. 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**

**11. Provision of Legal Services - Appointment of Preferred Bidder (exempt under paragraph 3)** (Pages 161 - 166)

Cabinet Member: Cllr Simon Hall  
Officer: Richard Simpson, Jacqueline Harris-Baker  
Key decision: yes

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## CABINET

Meeting held on Monday 18 September 2017 at 6:30pm in The Council Chamber, The Town Hall, Katharine Street, Croydon CR0 1NX

### DRAFT MINUTES - PART A

Present: Councillor Tony Newman, Leader of the Council;  
Councillor Alison Butler, Deputy Leader (Statutory);  
Councillor Stuart Collins, Deputy Leader;  
Councillors Hamida Ali, Alisa Flemming, Timothy Godfrey,  
Simon Hall, Stuart King, Mark Watson and Louisa Woodley.  
Also attending in a non-voting capacity - Councillor Manju Shahul-Hameed.

Other Majority Group Members in attendance:  
Councillors Audsley, Canning, Chowdhury, Cummings, Fitzsimons,  
Hay-Justice, Henson, Jewitt, Kabir, B Khan, S. Khan, Lewis, Mann,  
Mansell, Pelling, Scott, Trakas-Lawlor, Wentworth, Wood and  
Young.

Shadow Cabinet Members in attendance: Councillors Cummings,  
Gatland, Hale, Hopley, O'Connell, Perry, H. Pollard, T. Pollard and  
Thomas.

Other Minority Group Member in attendance: Bains, Bennett, Bird,  
Brew, Buttinger, Chatterjee, Clancy, Creatura, Neal, Quadir and  
Stranack.

Absent: Cabinet: none

Apologies: None.

### MINUTES - PART A

#### **A59/17 Part A Minutes of the Cabinet meeting held on 17 July 2017**

The Part A minutes of the Cabinet meeting held on 17 July 2017 were received. The Leader of the Council signed the minutes as a correct record.

#### **A60/17 Disclosure of Interest**

The following disclosures of personal interest were made in relation to agenda item 7, Providing accessible financial services; "Croydon Plus" local Credit Union Update:

Councillor Hamida Ali - member of the Croydon Plus Credit Union

Councillor Tony Newman - member of the Croydon Plus Credit Union

Councillor Manju Shahul-Hameed - member of the Croydon Plus Credit Union

Councillor Mark Watson - member of the Croydon Plus Credit Union

**A61/17 Urgent Business (if any)**

There were no items of urgent business.

**A62/17 Quarter 1 Financial Performance 2017-18**

A presentation was made by Councillor Simon Hall, Cabinet Member for Finance & Treasury, which can be viewed on the meeting webcast.

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

RESOLVED to

- i) Note the current revenue outturn forecast at the end of the first quarter of 2017/18 of £1.049m over budget, and the actions put in place to reduce the overspend;
- ii) Note the position on the exceptional items of £2.7m and work to secure additional funding from Government for these costs.
- iii) Endorse the proposed campaign for getting fair funding for Croydon residents
- iv) Note the HRA position of a £0.619m forecast underspend against budget;
- v) Note the capital outturn projection of £17.268m forecast under spend against budget.
- vi) Approve the virement detailed in Section 5 of the report.

**A63/17 Ofsted Inspection of Children's Services**

A presentation was given jointly by Jo Negrini, Chief Executive and Barbara Peacock, Executive Director People. This can be viewed on the meeting webcast.

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



RESOLVED to

1.1 Note the findings of the Ofsted Single Inspection Framework carried out between 20 June and 13 July 2017 as set out in Appendix 1 of the report.

1.2 Note the actions taken following the inspection.

1.3 Note the guidance from Ofsted in relation to local authorities that have received an overall judgement of inadequate as set out in Appendix 2 of the report.

1.4 Note the guidance from the Department for Education in relation to local authorities which have received an overall judgement of inadequate as set out in Appendix 3 of the report.

1.5 Note that a commissioner for Children's Services has been appointed by the DfE for an initial three-month period, and will report to the DfE on the progress on the improvement journey and the councils capacity and capability to take this work forward.

1.6 Delegate to the Executive Director of People in consultation with the Chief Executive and Lead Member for Children, Young People and Learning authorisation to develop and submit the improvement plan within the 70 day requirement for Ofsted.

1.7 Receive further reports on the council's response to the findings of the inspection and the action being taken to improve Children's Services in Croydon.

1.8 Note that the Scrutiny and Overview Committee, at its meeting on 5 September 2017, agreed to lead on scrutinising the progress of the overarching improvement plan and that each Children and Young People's Scrutiny Meeting will have a standing item to focus on a key theme in the Improvement Plan.

**A64/17**

**Providing accessible financial services; "Croydon Plus" local Credit Union Update**

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

RESOLVED to note progress in supporting the local Credit Union, the range and level of support it is now providing and future plans.

(Note: disclosures of interest were made in relation to this item as detailed in Minute A60/17 above)

**A65/17**

**Local Implementation Funding (LIP) Funding 2018/19**

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

RESOLVED to agree the Croydon Annual Spending Submission to TfL to release 2018/19 Local Implementation Plan (LIP) funding covering:

- 1.1 'Corridors, Neighbourhoods and Supporting Measures' funding proposals in Appendix A of the report:
- 1.1.1 20 MPH limits and areas (£100,000)
  - 1.1.2 Further road safety initiatives (£640,000)
  - 1.1.3 Physical measures to enhance cycling (£700,000)
  - 1.1.4 Physical measures to enhance walking (£322,000)
  - 1.1.5 Public rights of way improvements to aid walking and cycling (£50,000)
  - 1.1.6 Planning, training and promotional measures to assist walking and cycling (£475,000)
  - 1.1.7 Personalised travel planning pilot (£50,000)
  - 1.1.8 Liveable Neighbourhoods (£200,000)
  - 1.1.9 Accessibility improvements (£50,000)
  - 1.1.10 Parking schemes (£70,000)
  - 1.1.11 Air Quality Management programme (£90,000)
  - 1.1.12 Electric vehicle charging schemes and car clubs (£20,000)
- 1.2 Submitting bids to TfL for:
- 1.2.1 'Principal Road Renewal' funding totalling £1.074m;
  - 1.2.2 'Bridge Assessment and Strengthening' funding proposals totalling £6.878m in Appendix B of the report.

2. That the Executive Director – Place be delegated authority to make any further amendments to the Annual Spending Submission and decide upon and submit a bid for Liveable Neighbourhoods funding in consultation with the Cabinet Member for Transport and Environment.

**A66/17                    Stage 1: Recommendations arising from Scrutiny**

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

RESOLVED to receive the recommendations arising from the meetings of the Health and Social Care Scrutiny Sub-Committee (18 July 2017), the Children and Young People Scrutiny Sub-Committee (20 June 2017) and the Streets, Environment and Homes Scrutiny Sub-Committee (13 June 2017) and to provide a substantive response within two months (ie. at the next available Cabinet meeting on 20 November 2017)

**A67/17                    Scrutiny Stage 2 - Response to Recommendations arising from Scrutiny and Overview Committee 24 May 2017**

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

RESOLVED to approve the response reports and action plans attached to the report (at Appendix A) of the report and that these be reported to the Scrutiny and Overview Committee or relevant Sub-Committees.

**A68/17      Investing in our Borough**

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

RESOLVED to note:

1.1.1 the list of decisions taken since the last meeting of Cabinet by the nominated Cabinet member in consultation with the Cabinet Member of Finance and Treasury and either the Leader or the Deputy Leader (statutory) under the Leaders delegated authority reference 18.17.LR.

1.1.2 the contracts over £500,000 in value anticipated to be awarded by the nominated Cabinet Member, in consultation with the Cabinet Member for Finance and Treasury or, where the nominated Cabinet Member is the Cabinet Member for Finance and Treasury, in consultation with the Leader.

1.1.3 the list of delegated award decisions made by the Director of Commissioning and Improvement, between 15/06/2017 – 16/08/2017.

**MINUTES - PART B**

None

The meeting was adjourned at 7.50pm, reconvened at 8.48pm and ended at 10.15pm

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# Agenda Item 5

For General Release

<b>REPORT TO:</b>	<b>CABINET 18 October 2017</b>
<b>SUBJECT:</b>	<b>Youth Engagement Strategy and Championing Children in Croydon</b>
<b>LEAD OFFICER:</b>	<b>Barbara Peacock, Executive Director People David Butler, Director of Education and Youth Engagement</b>
<b>CABINET MEMBER:</b>	<b>Cllr Alisa Flemming</b>
<b>WARDS:</b>	<b>All</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</b> <b>Ambition Priority 3: Liveability</b> <b>Develop strong thriving communities by working with our residents and partners</b> This strategy outlines how the Council intends to strengthen our engagement with children and young people, and our partners who support them, in order to make Croydon a place that is child-friendly and meets the needs of all children and young people, including the most vulnerable.	
<b>FINANCIAL IMPACT</b> The cost of implementing the youth mayor proposals detailed in this report is approximately £20k in the first year. Given that this is a mid year proposal there is no specific budget within the People Department for this and for the first year the cost will be funded from the Community Priority fund. Future years costs need to be funded from the People department revenue budget.	
<b>KEY DECISION REFERENCE NO.: N/A</b>	

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 Agree to the proposals set out in this paper
- 1.2 Note that there are additional financial resources required in order to fully implement the recommendations made

## **2. EXECUTIVE SUMMARY**

- 2.1 This report outlines the proposed approach to ensuring children and young people in Croydon are championed through a youth engagement strategy, ensuring they have a genuine voice that is heard and shapes what we do.

## **3. YOUTH ENGAGEMENT STRATEGY AND CHAMPIONING CHILDREN IN CROYDON**

- 3.1 In a recent interview on BBC1 the editor in chief of a local publication said “as long as people can only vote from the age of 18 young people’s voices will not be heard.” One of our aims of the Youth Engagement Strategy is to place Croydon on the map and at the forefront of leading a different engagement with young people.
- 3.2 Croydon has the largest child population in London at just over 93000 aged 0-18, 57500 of whom are of statutory school age (5-16), the proportion of children compared to the rest of the population is growing, and the 0-18 population is projected to continue to grow. Our children come from diverse backgrounds: approximately 57% of children in Croydon are from an ethnic minority (Census 2011), we have the largest Looked After Children population in London, and one of the highest number of Unaccompanied Asylum Seeking Children populations in the country. Our children also come from a wide range of socio-economic backgrounds, with a high percentage living in wards with high levels of deprivation. At the same time we are also a Borough with many opportunities ahead due to the regeneration of the town, and the resulting growth in employment, training and apprenticeship opportunities. Through this strategy we would seek to ensure that all children and young people, from whatever background or situation, are represented and engaged and that the delivery and commissioning of services reflects the diverse needs and circumstances of all children and young people in the Borough.

- 3.3 We know that our children and young people have talent, huge potential and enthusiasm. However, the “image” of children and young people in Croydon is sometimes negatively viewed by the wider public. We will seek to alter this perception. Croydon Council’s strategic intent is for children and young people to achieve better outcomes and has already put in place initiatives such as “Best Start”. However, having the voice of children and young people (the process of engagement) is central to defining and achieving these outcomes.
- 3.4 Our aspiration, through our strategy for Youth Engagement, is to ensure our children and young people feel part of the Borough, know they have a say in its future, are engaged with democracy and are given opportunities, both universal and targeted, in order to meet the aspirations and overcome barriers they may face. We aim to ensure that the talents and potential of our children and young people are recognised and that they are recognised by the wider public for the positive contribution they can make. Building on the work already being undertaken by the Council and its partners through a wide range of activities and programmes we will aim to ensure Croydon’s children and young people are prepared to be engaged and responsible citizens of the future who are able to share in all the opportunities regeneration will bring.
- 3.5 There is already much positive work being done with our children and young people, both through our Youth Engagement Team, through partners from the voluntary sector, through schools and through our three locality teams based in the north, south and east locality areas. Details of this work can be seen in Appendices 1, 2 and 3. It is important to note that the majority of this work is funded through short term monies and not from the core base budgets.
- 3.6 In addition, we have the exciting prospect of the OnSide Youth Zone opening in late 2018 which will bring additional resource and valuable opportunities to children and young people in the Borough. Our strategy will help to focus and target our work effectively, maximising the impact all partners can have in order to ensure the best outcomes.
- 3.7 There are many challenges facing children and young people today and we would like to work with them to identify those challenges, co-design solutions and work together to deliver and evaluate the impact of what we do.
- 3.8 We want children and young people to be proud of their Borough and for the Borough to be proud of our children and young people.
- 3.9 We wish to ensure, through this strategy, Croydon is a child-friendly Borough: a safe place to live, a place where their voices are heard and influence decisions being made affect them, and have access to services and activities that meet their needs and aspirations. Our vision is that “children and young people in Croydon will be safe, healthy, happy and will aspire to be the best they can be. The future is theirs.” We need to recognise children as partners and as individual human beings, rights-holders and equal, active citizens.

3.10 Our ideas are founded on the principles of the UNICEF Rights of the Child Charter and the UNICEF “Child Friendly City” initiative. This approach has been adopted successfully in other areas of the UK, for example Leeds, Newcastle, Glasgow and Tower Hamlets.

#### **4 A Child-Friendly Borough**

4.1 We strongly believe that everyone in Croydon has a part to play, which is why the aspiration to become a child friendly Borough is at the heart of our Plan. If we all do what we can to ensure our children and young people are heard, involved and respected at home, at school, in their communities – wherever they are in Croydon, whatever their background or circumstances, and whenever decisions affect them – it sends the right message about how important their welfare is to us and how important they are to our future.

4.2 The voices and views of children and young people are at the heart of making Croydon a child friendly Borough. In order to begin our engagement with our children and young people we are establishing a Youth Congress, designed and planned by and for young people, in order to establish their priorities: what matters to them. We are also re-launching the Children in Care Council so that the voices of our Looked After Children are informing the work of the Corporate Parenting Panel, the professionals who work directly with them and the Borough’s strategy and planning for all of our children in care. Both of these are outlined in greater detail later in this paper.

4.3 Putting children’s views and interests at the heart of planning and service delivery means that children will have ownership and hopefully recognise how their contributions have helped. A child rights-based approach provides a set of values and principles which supports reflective practice, enabling adults to actively listen and make sense of situations through the eyes of a child. A culture of listening to and considering children’s views can reinforce relationships, reduce inequalities and ensure continuous quality improvement. Taking into account the views of childhood from a child’s perspective can be innovative and inspirational.

4.4 In a time of austerity, services must be targeted and delivered appropriately. A child rights-based approach enables people who use services, including children and young people, to tell providers what they need to help them to reach their potential as well as being able to influence solutions to difficult decisions about what matters to them.

4.5 Often, when we are faced with making challenging decisions about service delivery, we base our choices on an adult’s view of the world. Everyone has a say about childhood, as it is a time we have all lived through and therefore have an opinion. Understanding childhood through a child rights-based approach opens up new possibilities. Children’s rights are the same for all children, regardless of their circumstances – for example a child living in a children’s home has the same rights as a child living with their family. So equality is fundamental to a child rights-based approach.

4.6 A Child Friendly City is committed to the fullest implementation of the Convention on the Rights of the Child.



So a Child Friendly City guarantees the right of every young citizen to:

- Influence decisions about their city
- Express their opinion on the city they want
- Participate in family, community and social life
- Receive basic services such as health care, education and shelter
- Drink safe water and have access to proper sanitation
- Be protected from exploitation, violence and abuse
- Walk safely in the streets on their own
- Meet friends and play
- Have green spaces for plants and animals
- Live in an unpolluted environment
- Participate in cultural and social events
- Be an equal citizen of their city with access to every service, regardless of ethnic origin, religion, income, gender or disability.

We propose to work with UNICEF UK to realise our ambition.

## **5. Youth Congress**

5.1 The voices and views of children and young people are fundamental to making Croydon a child-friendly Borough and is a legal obligation under article 12 of the UN Convention on the Rights of the Child. It is therefore essential that we take time to find out what they think: what would make Croydon a better place for them to live, learn, play and work, what their priorities are for improvement, what concerns them and what they are proud about. We therefore held our first Youth Congress in July 2017 to start the process of gathering these views which will be used to co-design a plan for the future. This event was designed by and for young people and was be the start of the “conversation”. All Croydon secondary schools and special schools with secondary aged children were represented at the event and there were also representatives from targeted groups including, but not exclusive to, Looked After Children, Care Leavers, young carers, young people who are electively home educated, LGBTQ, Croydon Youth Arts Collective, uniformed organisations, faith groups and young people with SEND. The outcomes from this event will help us to identify the most important “wishes” our children and young people would like to see fulfilled and will help us to prioritise our work together. We will focus particularly on the top three priorities identified, but will also be mindful of all the feedback received. Working with young people, schools, colleges, statutory partners and third sector voluntary organisations we will aim to address the issues raised. The top ten priorities identified by those who attended on the day were:

1. Jobs, how to be successful and financially secure
2. Crime and Safety
3. Mental Health issues and support
4. All forms of discrimination
5. More youth activities
6. More life skills support
7. Child abuse, including domestic abuse and trafficking
8. Better relationship with the police
9. Sex and relationship support

## 10. Social media issues

5.2 However, participation and engagement is a process, not a one-off activity. It is therefore proposed to make Youth Congress an annual event and to hold smaller consultation events with young people in localities around the Borough in the coming year. We believe this is important as without good engagement participation will falter. Similarly, it will be important to engage with children and young people to understand the outcomes they would like to see and to co-design the solutions. In order to achieve this it will be necessary for all central Council and commissioned services to have processes in place to ensure children and young people are having their say about the services offered.

## 6. Children and Young People's Charter

6.1 As a result of the Youth Congress we propose to continue to engage with young people to agree a Children and Young People's Charter for the Borough, outlining their agreed "wishes", priorities and an agreed strategy for engagement and co-working.

## 7. Youth Council, Cabinet and Mayor

7.1 We have existing local and Borough-wide engagement with young people. However, there is much scope to strengthen the work of these groups with elected members, ensuring the views of young people are routinely taken in to consideration in debate and decision making. In addition, there is the opportunity now to expand this through the annual election of a Youth Mayor – a "First Citizen" for the children and young people in Croydon, raising their profile and being a positive, high-profile "standard bearer" for those whom they represent.

### 7.2 Locality Youth Forums

We currently run three Locality Youth Forums in the north (based in South Norwood), East (based in New Addington) and South (based in Purley). These are run in conjunction with external voluntary sector partners, including, for example, the Palace for Life Foundation, who bring much additional resource and expertise to our work. It is proposed to continue to run these forums, seeking additional membership from engagement events to be held in the Borough over the coming year, from whom representatives will be voted, as now, to serve on the Youth Cabinet. In this way young people will be able to have local representation at the same time as the structures mirroring those of the adult Council structures and enabling direct links with elected members and officers at all levels.

### 7.3 Youth Cabinet

Each Youth Forum will elect, as now, representatives to the Youth Cabinet. In addition, we propose to ensure representation at Cabinet from groups such as the Children in Care Council so that all children and young people are represented at this level. It is proposed that each Youth Cabinet member "shadows" an elected member, both representing a portfolio and learning more about the work of the elected member. Each Youth Cabinet member will be responsible for representing the views of Youth Cabinet to their elected

member, keeping the young people's agenda at centre stage. Youth Cabinet members will also be able to work alongside senior officers, informing and scrutinising policy as it affects young people. We would proposed that in future relevant Full Council Cabinet Reports should indicate how the views of young people have been taken in to account.

#### 7.4 **Youth Mayor**

There are more than 20 Young Mayors in the UK (e.g. Bristol. Leeds, Liverpool), and the first scheme was started in Middlesbrough in 2002. Our proposal is to trial this idea in Croydon, with the first Youth Mayor to be in post from March 2018.

Typically a Young Mayor is a secondary school or college age pupil who lives in the borough. They will have written a manifesto and will have run an election campaign with the support of their friends and volunteers. They will be elected by their peers in a borough wide election. Typically they will have a one year term of office and in that year they will have a small fund to carry out their election manifesto promises. They will be supported by a small number of council officers.

We proposed that on voting day, each class of pupils in every school and college in the borough votes over several hours. The school and the council will provide volunteers to help pupils vote and to take responsibility for the ballot box. As with all other elections, we propose that the Chief Executive acts as the Returning Officer.

We hope that the benefits of having a Youth Mayor will include:

- Increased political engagement among young people.
- Increased awareness and involvement in public service and the role of public services.
- Young people as positive role models among their peers and in the Croydon community.
- Raised visibility of issues affecting young people.
- Young people are influencers on local and national issues.
- Personal development benefits for those young people involved in the scheme. (Campaigning, public speaking, handling a budget etc.).
- Can support local councils to be better connected to young residents and can provide positive challenge to modernise and think differently.
- Politicians benefit from the views and profile of the Young Mayor.

As a new scheme we would propose:

- To roll out a scheme open to all 16-18 year olds (post GCSE) who live in Croydon to stand for election and open to all young people aged 11+ to vote for a candidate.
- To roll out a limited pilot, rather than a full scheme, to test the water and gain experience.
- To agree to review the pilot and if proving successful consider extending the age range and reach of the scheme.
- Consider voting under an Electoral College system (to be agreed and defined by Electoral Services and lead politicians) to allow the whole borough to have a fair method of electing a Young Mayor. The alternative option is to have a popular vote or a school-by-school vote.

- To elect a Young Mayor with a one year term of office. To provide her or him with a fund to carry out their manifesto (suggest £25k).
- To elect a Deputy Young Mayor with a one year term of office (who achieved the second highest election result).
- In addition to achieving their manifesto, to give the Young Mayor a genuine voice, influence and visibility
- To use regular comms and social media for messaging and visibility.

## **8. Cultural Context**

- 8.1 We recognise that different methods are sometimes needed for different people and particular groups. We will target where necessary: given the diversity of the population, promoting participation sometimes requires targeted campaigns designed to encourage involvement. Participation work should always try to promote inter-cultural learning. A method that works well with one group might just as well create a new challenge to another. Opportunities for individuals to contribute are important too; some people want to express their views in private. Individual-oriented methodologies might be essential in accessing these perspectives: we will seek to develop our digital presence in order to ensure engagement with young people is as accessible as possible.

## **9. Children in Care Council (Strengthening Corporate Parenting)**

- 9.1 We recognise that the Children in Care Council needs to be strengthened so that it better reflects the views and aspirations of children for whom we are the corporate parent, and in order that the Corporate Parenting Panel is better able to carry out its important work. We therefore plan to reorganise and strengthen the Children in Care Council over the course of the next year.

What are we trying to achieve?

- Re-invigorate the Children in Care Council for children (8-13) and young people (14-21) who are looked after by Croydon Council
- Give children and young people a chance to have a say about the things that really matter in their lives
- Give children and young people the chance to shape and influence the corporate parenting that they receive
- Help to shape the strategies for looked after children and young people in Croydon

Who do we need to work with?

- Social Care – management and teams
- Corporate Parenting Panel
- Virtual Schools team
- Independent Visitors team
- Croydon Safeguarding Children Board
- Other youth voice and young people's participation groups
- Lead Member for Children's Services

What will we do?

- Run two CiCC's for children and young people monthly starting in the autumn of 2017
- Co-design the monthly sessions and annual planning with children and young people
- "Play in a Week" for CiCC during summer holidays, July 2017

What does success look like?

- Children and young people feel connected to decisions that are made about their care
- Children and young people are able to communicate their involvement in co-production of services in the borough
- Children and young people being able to communicate with managers, SLT and Corporate Parenting Panel in a supported, planned and knowledgeable way

Milestone(s)

- Recruitment of children and young people for the two CiCC groups during April – Sep annually
- Review The Pledge for looked after children (in Autumn 2017)
- Update Corporate Parenting Panel on changes and developments (Nov 2017)
- Launch new CiCC during October half term 2017
- Establish regular meetings with good attendance (by December 2017)
- Co-design plan with children and young people for CiCC long term (by December 2017)
- Six month review after start of re-invigorated CiCC
- Managers and SLT are invited to communicate regularly with CiCC, as requested by children and young people (starting October 2017)

Monitoring

- CiCC will work in partnership with the Corporate Parenting Panel quarterly/bi-annually; with members of the panel attending the CiCC or through interactive reports and communications
- Annual reviews by children and young people, Executive Director of People (DCS), Corporate Parenting Panel, Director of Education and Youth Engagement and Director of Early Help and Children's Social Care, relevant Heads of Service and delivery staff
- Sessional recordings updated by delivery staff on Upshot system and impact reports completed termly

## **10. OnSide Youth Zone**

- 10.1 There will be many opportunities to engage with children and young people through the OnSide Youth Zone initiative. Young people are already engaged successfully with this project through the OnSide Young People's Group, who have chosen the name for the centre (Legacy) and who are working with both the project leads from OnSide and elected members.

## **11. UNICEF Rights Respecting Schools Award**

- 11.1 Supporting the wider ambitions of the Borough, schools will be invited to become “Rights Respecting Schools”. We already have several schools in the Borough who have been recognised in this way, but we would like all of our schools to consider the standards exemplified in this award. The Unicef UK Rights Respecting Schools Award supports schools across the UK to embed children’s human rights in their ethos and culture.

The Award recognises achievement in putting the UN Convention on the Right of the Child (UNCRC) at the heart of a school’s practice to improve well-being and help all children and young people realise their potential.

The award is based on principles of equality, dignity, respect, non-discrimination and participation. The initiative started in 2006 and schools involved in the Award have reported a positive impact on relationships and well-being, leading to better learning and behaviour, improved academic standards and less bullying.

Details of this Award, and the criteria that need to be met in order to achieve it, will be disseminated to all schools in the Autumn Term 2017.

## **12. Investors in Pupils Award**

- 12.1 We will work with our schools to encourage them to engage in the Investors in Pupils Award. This programme provides a unique pupil participation framework for all schools and education settings nationally. Investors in Pupils is a simple concept that builds on the principles of Investors in People, to empower all pupils, increase motivation and contribute to raising achievement across the Key Stages. The programme offers schools a framework for involving pupils in decision making, and developing responsibility and leadership in relation to their learning, behaviour, attendance, classroom management and induction. It aims to develop a positive ethos where pupils learn about how the school is run, and, in turn, understand how they themselves can contribute to the running of the school. Pupils commit to common goals and teamwork – together with each other and with staff. Schools that achieve the Investors in Pupils award demonstrate a commitment to all members of its learning community, they are committed to listening to, involving and actively engaging pupils in their learning and wider school community.

Schools will be encouraged to register for this award in time for the beginning of the Autumn Term 2017.

### **13. Young People's Takeover Challenge**

- 13.1 Each year in November the Children's Commissioner invites us to the challenge of allowing young people to take over for the day. She describes it as "a fun, hugely successful and exciting engagement project which sees organisations across England opening their doors to children and young people to take over adult roles. It puts children and young people in decision-making positions and encourages organisations and businesses to hear their views. Children gain an insight into the adult world and organisations benefit from a fresh perspective about their work." We propose that, as a Council, we will join in with this annual challenge, and that we will encourage our partners and businesses to do the same. Commitment to join us in this challenge has already been given by the Metropolitan Police Commissioner and Borough Commander.

### **14. Engagement with Partners**

- 14.1 We are fortunate to benefit from good engagement with voluntary sector partners: they support locality meetings, run regular participation sessions and are keen to do more. The chairs for our locality providers networks come from partners who already make a strong contribution: Palace for Life Foundation, CDI (Croydon Drop In), Methodist Churches of Croydon, Reaching Higher and PlayPlace Innov8 CiC. We need to ensure we give feedback in a systematic and organised way. We also need to celebrate the contribution made by our partners: such celebration will motivate them to contribute more when they can and will help them understand where their contribution can have the most benefit, based on the identified and stated needs of young people.

However, there is more scope to be considered in this area. In a Borough growing rapidly and with record levels of inward investment and business interest we need to consider ways to engage the business community: this will be an essential component of realising the ambition of becoming a child-friendly Borough.

### **15. Branding**

- 15.1 We propose to create a strong brand that will cover the direct delivery of services, the strength of partnerships that exist with the CVFYS and the engagement of children and young people through youth voice and community commitment.

There has been a lack of corporate advertising and promotion for youth engagement in recent years and the move to create a Directorate of Education and Youth Engagement seems the right time to improve this.

We are currently reviewing our engagement of children, young people, parents and carers through social media and the website, this is the right time to combine the branding and public face for this work.

For many years there has been a strong community, voluntary and faith youth sector in Croydon, and we believe the work of the Youth Locality Networks should be recognised as a part of the delivery and partnerships that are crucial to youth engagement in the borough.

A strong umbrella brand for youth engagement in the borough will: highlight good work, reinforce positive messages, show the ambition for children and young people and be an access point for information sharing.

Come in line with similar London boroughs and organisations who have strong branding, advertising and communication (Young Lambeth, Young Greenwich, Young Barnet, Young Barbican, Partnership for Young Londoners).

We propose to consult on the branding options with young people.

## **16. Mentoring**

- 16.1 We know that mentoring can play a significant part in supporting young people to achieve their ambitions. We therefore propose to explore avenues to engage mentors both for children and young people who need additional help, support and guidance, and those who would benefit from the support of a mentor from a particular business sector or industry focus. In addition, we will seek to draw on the best practice that already exists within many of our schools to expand the mentoring offer within education settings. In order to achieve our ambitions in this area we will build links with voluntary sector organisations, business, government departments and specialist groups to ensure as many of our children and young people receive the right support at the right time as possible.

## **17. CONSULTATION**

- 17.1 This report was the subject of pre-Cabinet scrutiny at the Children and Young People Scrutiny Sub-Committee meeting on 20 June. At this meeting the following recommendations were made:

The Sub-Committee supports the council's ambition to base its youth engagement strategy on the principles of the UNICEF Rights of the Child Charter and the UNICEF "Child Friendly City" initiative, which has been adopted successfully in other areas of the UK.

The Sub-Committee concurs that the effectiveness of the Children in Care Council needs to be strengthened and that its membership needs to reflect the diverse Looked After Children population in the borough, and look forward to receiving reports from the Corporate Parenting Panel regarding progress in this regard

The Sub-Committee supports the proposal to allocate a budget to young people's engagement, including the work of the future young mayor

The Sub-Committee recommends that the Council should develop effective communication methods for encouraging all children and young people in the



borough to engage, using current popular social media such as Twitter, Facebook, etc. , and that officers should report back to the sub-committee within a year on methods used and their effectiveness in engaging all young communities in the borough

The Sub-Committee recommends that Cabinet reports relating to children and young people e.g. school estates, housing, etc., should include a paragraph setting out officers’ considerations on impacts on this age group and indicates how they have been consulted and their views.

**18 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

18.1

**1 Revenue consequences of report recommendations**

The cost of implementing the youth mayor proposals detailed in this report is approximately £20k in the first year. Given that this is a mid year proposal there is no specific budget within the People Department for this and for the first year the cost will be funded from the Community Priority fund. Future years costs need to be funded from the People department revenue budget.

The table below identifies the areas of support required for the implementation of a youth mayor and the proposed funding sources. The scheme will be run as a pilot for the first year, cost and outputs will be evaluated before proceeding.

<u>Estimated costs</u>	<u>Annual cost (£)</u>
<p><b>Costs of staff to support the scheme.</b> Additional capacity within the Youth Engagement Team for Youth Voice to support the Young Mayor throughout the year, supporting the Youth Cabinet and overseeing all projects on which the Young Mayor leads</p>	£10K
<p><b>Cost of Young Mayor’s fund</b> This fund enables the Young Mayor to fund and support activities for young people across the borough</p>	£10K + possible additional funding from sponsorship (after the pilot)

**2 The effect of the decision**

The decision to accept the Young Mayor proposal set out in this report would incur costs of £20k in the first year. These costs will be funded by the Community Priority fund in the first year and work needs to be undertaken to identify funding in future years from the People Department budgets.

Alongside the costs detailed above there are a number of other areas of support that will be provided from within existing Council services, including Electoral services support for the ballot process.

Work will also be undertaken, after the pilot, to secure sponsorship which may lead to a reduction in the need for Council funding.

### **3 Risks**

If additional financial resources cannot be found to fund this aspect of the strategy then it will not be possible to implement beyond the pilot.

### **4 Options**

Explore opportunities for sponsorship to support this proposal.

### **5 Future savings/efficiencies**

Not applicable

### **6 (Approved by: Lisa Taylor, Director of Finance, Investment and Risk**

## **19. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER**

19.1 The Solicitor to the Council comments that there are no legal implications arising from this report.

Approved by: Jacqueline Harris-Baker, Director of Law and Monitoring Officer

## **20. HUMAN RESOURCES IMPACT**

20.1 There are no staffing impacts arising from this report. However there will be opportunities to highlight apprenticeships and career pathways for younger people through strengthening youth engagement.

(Approved by: Sue Moorman, Director of Human Resources)

## **21. EQUALITIES IMPACT**

21.1 The measures outlined in this report seek to ensure all children and young people, regardless of background, ethnicity, religion, gender, disability or where they live in the Borough are treated as equal citizens.

## **22. ENVIRONMENTAL IMPACT**

22.1 Not applicable

## **23. CRIME AND DISORDER REDUCTION IMPACT**

23.1 Improved engagement with and provision for children and young people in the Borough, alongside listening to, and acting upon, the needs of our youth population could result in a positive impact on anti-social behaviour and youth violence.

## **24. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

24.1 It is a key priority for the Council and the Local Strategic Partnership to ensure children and young people are at the centre of decision making, determining priorities and providing services. This strategy seeks to demonstrate how this could be achieved.

## **25. OPTIONS CONSIDERED AND REJECTED**

25.1 Not applicable

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**CONTACT OFFICER:** David Butler, Director of Education and Youth Engagement

## **APPENDICES TO THIS REPORT**

**Appendix 1: Existing Youth Engagement Programmes from External Partners**

**Appendix 2: Overview of engagement activities (existing and proposed)**

**Appendix 3: Current targeted community engagement**

## Appendix 1: Existing Youth Engagement Programmes from External Partners

We have a strong and diverse voluntary, community and faith youth sector in Croydon. This has developed over the last few years and the Council is a committed member of this network. This is a transformational partnership and we propose to continue working hard to develop this further.

Examples of existing youth engagement programmes from external partners:

	<b>Organisation</b>	<b>Name</b>	<b>Delivery (location)</b>
1	Shpresa	Aiming Higher – helping young Albanians reach their potential	Borough wide
2	Palace for Life Foundation	Develop through Sport Community Programme (DTSC Programme)	Borough wide
3	Monk's Hill youth club, St Francis Church	Youth Action for Monk's Hill	Monk's Hill estate only, partnership working in east area
4	The Rape & Sexual Abuse Support Centre	Provision of an independent domestic/sexual violence advocate in the Family Justice Centre	Borough wide, based at Family Justice Centre (FJC)
5	CDI (Croydon Drop In)	Talkbus Outreach health and information service	Borough wide
6	Sir Phillip Game Youth Centre	SPG wellbeing youth and community – meeting fitness, health and vocational aspirations	Addiscombe area only
7	Play Place Innov8 CiC	The Family Community Fun Programme	Borough wide
8	Play Place Innov8 CiC	Our Space	Borough wide
9	Reaching Higher	Summer Blitz	South Norwood area only, partnership working in north area
10	Reaching Higher	Full Circle Life Skills Programme	Borough wide

11	Oasis Community Hub	Developing Friends of Oasis Groups	Addiscombe area only, partnership working borough wide
12	Metro Centre	Metro Bridge: a holistic service for LGBTQ young people	Borough wide, based in north area

**Appendix 2:  
Overview of engagement activities (existing and proposed):**

Name	Details/Scope	Connections/Links	Location	Time of year /Frequency
<b>Annual recruitment</b> (to all youth participation and youth voice opportunities)	See annual calendar wheel April new projects are full September new work projects start Celebrations January-March			
<b>Youth Councils</b> (locality based - north, south, east)	Participatory opportunities for young people in geographical localities of the borough to have their voices heard and develop themed projects	Other council departments (as and when) Community and voluntary sector groups and organisations	South Norwood New Addington Purley	Monthly Events throughout the year
<b>Youth Cabinet</b>	Young people from each council/forum and other participatory groups who represent the wider and larger community and borough	Other council departments (as and when) Senior managers/directors Community and voluntary sector groups and organisations	BWH	Monthly cabinet meetings Events throughout the year Twice per year with Chief Exec/SLT
<b>CYAC</b> (Croydon Youth Arts Collective)	Youth people's group driving exploration and provision of youth arts in the borough	LSEP Croydon Music and Arts Voluntary sector arts groups and organisations	BWH	Fortnightly One annual event
<b>Young Residents Forum</b>	Parallel group to the All Ages Residents Panel (HRS) supported by the Sustainable Communities team	Sustainable Communities team Influencing HRA funding/decision making	Rotating around the borough on housing estates and	Monthly Events throughout the year

			relevant locations	
<b>CiCC (Children in Care Council)</b>	Forums for young people who are looked after by the local authority For 8-13 yrs. old and 14-21 yrs. old Opportunity for children and young people to influence their corporate parents and shape services they use	Social care Corporate Parenting Panel SLT/Cllrs Virtual school team Independent Visitors service Croydon Safeguarding Children Board	BWH	Monthly (possibly increase to fortnightly)
<b>Good Citizenship Award</b>	Recognition for young people who have done something positive in their community to be celebrated by the council and Mayor/Cllrs/SLT	Primary schools, young people in yr. 6	Across the borough	January to May working with schools Event in June
<b>Onside young people's group</b>	Development group for the new building and services that will be part of Croydon Onside Youth Zone (Legacy)	Onside Youth Zones	BWH and in the community for events	Fortnightly As and when for community events
<b>One off consultation events (social care, sexual exploitation, CAMHS, safeguarding etc.)</b>	Opportunities for young people to be consulted on and influence service delivery and issue based work	Social Care and Early Intervention/Help Croydon CCG Health partners Community and voluntary sector partners	BWH Youth hubs Community venues	As and when
<b>Youth Congress</b>	Takeover of the council Congress model for young people, themed ideas taken and developed over the following year Survey and consultation opportunity for annual planning	Council departments (Communities Strategy Intelligence) Schools Community and voluntary sector partners Cllrs/SLT Croydon Police	As identified	Annual (July)
<b>Youth Oscars</b>	Annual celebration event for young people aged 11-18, young people nominated by council staff, Cllrs, vol' sector org's (possibly mirrors staff awards)	Schools Community and voluntary sector partners Council partners Business sponsors	As identified	

**Appendix 3:  
Current targeted community engagement:**

Name	Details/Scope	Connections/Links	Location	Time of year /Frequency
<b>Weekly direct delivery sessions</b>	Engaging with children and young people on/at estates, open spaces, (shop) parades, MUGA's and anywhere else groups may gather	Sustainable Communities team ASB team JAG Police Local residents	Across the borough (currently 12 locations)	6 weekly reconnaissance sessions and then decision making about continuation
<b>Temporary/ Emergency Accommodation work</b>	Engaging with children and young people living with their families in the temporary/emergency accommodation in the north of the borough	Sustainable Communities team Tenancy and Neighbourhood Services team JAG Local residents Community and voluntary sector partners	North of the borough (mainly around London Road)	Weekly
<b>Hotspot/ responsive sessions</b>	Short term responses to identified tensions which involve young people (ASB, serious youth violence, community disturbance)	Police JAG Sustainable Communities team Community Safety team Local residents Community and voluntary sector partners	Across the borough	6 weekly reconnaissance and then move on to newly identified location
<b>Young Residents Forum</b>	Parallel group to the All Ages Residents Panel (HRS) supported by the Sustainable Communities team	Sustainable Communities team Influencing HRA funding/decision making	Rotating around the borough on housing estates and relevant locations	Monthly Events throughout the year
<b>Community events (estate and school/college based)</b>	Opportunities for young people to be considered and engaged in community events in the areas they live	Sustainable Communities team Tenancy and Neighbourhood Services team JAG Local residents Community and voluntary sector partners Community Safety team	Across the borough	As and when (approx. 12 per year, mainly summer season)

<b>Holiday provision</b> (on estates, in parks and open spaces)	Additional school holiday based extended universal sessions for children and young people on estates, in parks and open spaces across the borough Frequently with community, voluntary and faith youth sector partner organisations	Sustainable Communities team Tenancy and Neighbourhood Services team JAG Local residents Community and voluntary sector partners Community Safety team	Across the borough but focusing on areas with high levels of council resident tenants and leaseholders	
<b>Good Citizenship Award</b>	Recognition for young people who have done something positive in their community to be celebrated by the council and Mayor/Cllrs/SLT	Primary schools, young people in yr. 6	Across the borough	January to May working with schools Event in June
<b>Short term issue based work</b> (with targeted groups of young people met through community engagement)	Interventions in various settings in response to identified community issues (identity, social media, ASB)	Unaccompanied minors and refugees Local residents Community and voluntary sector partners Relevant professional networks Police	Across the borough	As and when but approx. two to five per term
<b>Onside young people's group</b>	Development group for the new building and services that will be part of Croydon Onside Youth Zone (Legacy)	Onside Youth Zones	BWH and in the community for events	Fortnightly As and when for community events
<b>One off consultation events</b> (police, social care, sexual exploitation, CAMHS, safeguarding etc.)	Opportunities for young people to be consulted on and influence service delivery and issue based work	Borough and Pan-London Police Social Care and Early Intervention/Help Croydon CCG Health partners Community and voluntary sector partners	BWH Youth hubs Community venues	As and when
<b>Youth Congress</b>	Takeover of the council Congress model for young people, themed ideas taken and developed over the following year Survey and consultation opportunity for annual planning	Council departments (Communities Strategy Intelligence) Schools Community and voluntary sector partners	As identified	Annual (July)



		Cllrs/SLT Croydon Police		
<b>Youth Oscars</b>	Annual celebration event for young people aged 11-18, young people nominated by council staff, Cllrs, vol' sector org's (possibly mirrors staff awards)	Schools Community and voluntary sector partners Council partners Business sponsors	As identified	Annual (February)

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## For General Release

<b>REPORT TO:</b>	<b>CABINET, 18 October 2017</b>
<b>SUBJECT:</b>	<b>Annual Report of the Director of Public Health 2017</b>
<b>LEAD OFFICER:</b>	<b>Rachel Flowers, Director of Public Health Barbara Peacock, Executive Director of People</b>
<b>CABINET MEMBER:</b>	<b>Cllr Louisa Woodley, Cabinet Member for Families, Health and Social Care</b>
<b>WARDS:</b>	<b>ALL</b>
<b>POLICY CONTEXT</b>	
<p>It is a statutory requirement for the Director of Public Health to produce an Annual Report and for the Council to publish this (section 73B(5) of the National Health Service Act 2006). This year's report focuses on Demographic Change and Challenges in Croydon.</p> <p>The issues highlighted in this report will underpin the successful deliver of all objectives of both Croydon's Community Strategy as well as Croydon's Corporate Plan.</p>	
<b>FINANCIAL IMPACT</b>	
There are no direct financial implications of this report	
<b>FORWARD PLAN KEY DECISION REFERENCE NO:</b>	
This is not a key executive decision	

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

### **RECOMMENDATIONS**

The Cabinet is asked to note the information and recommendations outlined in the draft of the Annual Director of Public Health Report due to be published by December 2017 (Appendix 1) and arrange for publication thereof under the provisions of the National Health Service Act 2006, as amended.

## **2. EXECUTIVE SUMMARY**

- 2.1 The report presents population changes and challenges in Croydon over the next 10-15 year period. It also attempts to illustrate the conundrum of differences in the various population data sources and stresses the importance of understanding these differences particularly in choosing appropriately for service planning and resource allocation. It highlights the importance of

selecting the most appropriate indicators, for needs based resources allocation formulae without which there is little scope to eliminate often avoidable health and socio-economic inequalities.

- 2.2 The report also recognises and discusses that certain individuals and groups are more vulnerable than others and are therefore likely to be particularly at risk. It highlights for three age ranges along the life course; key issues and population changes that require particular attention in order to achieve fairness in outcomes. It is presents this information in the context of population change for the respective age groups.
- 2.3 Therefore in summary, the 2017 Director of Public Health Report focuses on Demographic changes and challenges and is presented in 3 sections;
  - A. Changes in Croydon overall
  - B. Changes in key geographical localities of Croydon and
  - C. Changes in key population sub-groups across the life course
- 2.4 The information presented in this report is intended to bring about discussions regarding the way resources are allocated, local services are planned and commissioned taking local populations (current and future) into account.
- 2.5 The 2017 Director of Public Health Report is an appendix to this report.

### **3. DETAIL**

#### **3.1 Background**

Public Health is the art and science of preventing disease, prolonging life and promoting health through the organized efforts of society. It includes working to reduce inequalities in society.

Fundamental to both is the knowledge and understanding of populations. The intelligence generated is critical to how services are planned and resources are allocated, whether they are health care services, local authority services including social care, children's services, street cleansing, housing services welfare services, public safety, regeneration or other statutory services that contribute to the health and wellbeing to the people Croydon for example, the Police, Fire and Rescue.

#### **3.2 Report Focus**

- 3.1 Overall, in 2016 there were 382,3000 people in Croydon, the second largest population in London. By 2031, there will be 434,448 people in Croydon, an increase of 12% in the next 15 years.
- 3.2 Absolute increase alone however, would not tell us how the local population is changing. Creating population profiles for specific age bands, community groups or small geographies helps to inform the targeting of services to specific characteristics of local communities.
  - 3.2.1 Age: Geographically in Croydon, we appear to have a population age gradient across the borough from north to south. Croydon currently has

the largest younger ages population, 3<sup>rd</sup> largest working age population and 3<sup>rd</sup> largest older ages population in London.

3.2.2 Ethnicity: Currently, Croydon has 50.7% Black, Asian and Minority Ethnic (BAME) population. By 2025 this is predicted to be 55.6%. Younger ages are more diverse.

3.2.3 Population Mobility: Croydon's net migration figures are in the 100s. However population turnover per year reaches figures over 20,000. One third of all London's unaccompanied asylum seeking children (UASC) are in Croydon, making us the borough with highest numbers of UASC.

3.2.4 Deprivation: Overall, Croydon has become more deprived. 10,261 people in Croydon live in areas considered to be within the 10% most deprived in the whole country. Two small areas (Lower super output areas) have become significantly more deprived since 2010. These areas are within the wards of West Thornton and Fieldway.

3.2.5 Key Geographical Localities: If we expect, most planned developments in the Growth Zone to be completed by 2031, around the same time, population in the Fairfield ward would have increased by 71.6% its current size, the 12th highest ward population increase across all of London's wards

3.2.6 Stages across the life course:

a) Younger Ages: highest number of 0-17 year olds in London. Ages 10-14 and 15-19 are showing the largest increases (2016-25).

Events during pregnancy and early childhood lay the foundations for our physical, emotional and socio-economical resilience in adulthood and later years. It is a crucial time for services to engage parents and young children. National social return on investment studies showed returns of between £1.37 and £9.20 for every £1 invested

For some children however, life is more complex and inequalities can begin at a very early stage, holding back development and access to opportunities. In the worst cases, health outcomes are amongst the worst in the 'developed countries'.

b) Working Ages: 3<sup>rd</sup> highest number of 18-64 year olds in London. Ages 55-59 and 60-64 are showing the greatest increases (2016-25).

The health and wellbeing of our working age population often has impacts far beyond the individuals themselves. Families, children, workplaces, business and communities are all impacted.

Plans for a flourishing working age population cannot look in isolation at the population 'in work and well', and must include support for those with health or social problems to stay in work as well as supporting those who have not yet found work or become workless to return to work

- c) Older Ages: 3<sup>rd</sup> highest number of people 65 year and over in London. Ages 75-79 and 85+ are showing the greatest increases (2016-2025)  
Older adults and carers of older adults are not just consumers of health and social care services but also important contributors to society and local communities and have a wealth of experience to offer.

It is important that we facilitate this section of Croydon's population to continue to make a contribution to their own health and wellbeing, to society and to live lives to their full potential

#### **4. CONSULTATION**

- 4.2 Feedback will be requested from readers of the 2017 Director of Public Health report.

#### **5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

- 5.1 There are no direct financial implications arising from this report.

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

#### **6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER**

- 6.1 There are no additional legal considerations arising directly as a result of recommendations in this report.

Approved for and on behalf of Jacqueline Harris-Baker, Director of Law and Monitoring Officer

#### **7. HUMAN RESOURCES IMPACT**

- 7.1 There are no direct Human Resources implications arising from this report. However, the content of this report are likely to have an impact on the future development of Council services, which may have HR implications. Where that is the case, the Council's existing policies and procedures must be observed and HR advice sought at an early stage.

Approved by: Debbie Calliste, Head of HR (People Department), on behalf of the Director of Human Resources

#### **8. EQUALITIES IMPACT**

- 8.1 An equalities impact assessment was not conducted due to the nature of the report.

#### **9. ENVIRONMENTAL IMPACT**

9.1 Not applicable

**10. CRIME AND DISORDER REDUCTION IMPACT**

10.1 None

**11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

11.1 To enable communication of the 2017 Annual Director of Public Health Report.

**12. OPTIONS CONSIDERED AND REJECTED**

12.1 Not applicable

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**CONTACT OFFICER:** Rachel Flowers, Director of Public Health, Extn: 65596

**BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972:** none

Appendix 1: Draft Annual Director of Public Health Report 2017

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We are Croydon:

A changing population

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**Just  
BE**  
CROYDON



Annual  
report of the  
director of  
public health  
2017



Delivering for Croydon

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I'm pleased to be introducing the 2017 Annual Public Health Report. This is the second report from Rachel Flowers, our Director for Public Health. This report tells us about the health and wellbeing of Croydon residents. It's about real people, real lives and real issues that as a community we need to understand and improve.

We are delivering major positive change for Croydon – new homes, new jobs and new opportunities. Health is an important part of realising these opportunities.

Croydon residents make Croydon the exciting, young and ever-changing borough it is today. We are one of the biggest boroughs in London by population and have growing and welcoming communities. And with over 100 languages spoken, Croydon's diversity is something we celebrate.

The more we understand about the health of our borough, the more we can help bring about positive and sustainable change. It's challenging that Croydon, like many parts of London, has some stark health inequalities. You can see male life expectancy decrease by 10 years between the areas of Selsdon and Ballards to Selhurst – communities just a 30 minute bus journey apart. It's clear we need to take action.

I hope this report provides an opportunity for us to think, challenge and improve health outcomes in Croydon now and into the future.




I've been working in Croydon since February 2016 and what's clear is that most people outside the borough just don't understand it.

Did you know that if Croydon were a city it would be the 8th largest in the UK, ahead of Wakefield and Coventry? We are, in all but name, a City on the edge of a Global City, with a large and growing population of increasingly complex needs.

So my second Director of Public Health report will be setting out the Demographic Changes and Challenges for Croydon.

In particular, this report will highlight the high level population changes and challenges in:

1. Croydon overall
2. key geographical localities of Croydon, and
3. key sub-groups

Public Health is the art and science of preventing disease, prolonging life, and promoting health through the organized efforts of society. An essential part for me is that, it includes working to reduce inequalities in health and society as a whole.

Fundamental to achieving this is the knowledge and understanding of populations. Demographics is the study of populations and involves, collecting data on population characteristics such as age, sex, ethnicity, income, employment, state of health etc.

The intelligence that is generated is critical to how services are planned and resources are allocated. These may be health care or local authority services, street cleaning, housing, or welfare services, public safety, regeneration, or services of other agencies including the Police, Fire and Rescue.

Whilst understanding changes and future challenges is essential to good planning, sometimes events take place that cannot be predicted and where we need to respond rapidly and compassionately.

On 9th November 2016, a tram incident happened in Sandilands which killed many, injured many more and impacted on the local community, all of Croydon and beyond. We are still feeling the impact. My thoughts are with those families who lost loved ones, and the many who were injured, physically or emotionally. I just want to acknowledge the work and dedication of every person involved in any part of this tragedy. Thank you.



This report presents the population changes and challenges in Croydon over the next 10-15 year period.

It highlights changes to the population in:

1. Croydon overall
2. key geographical localities of Croydon, and
3. key population sub-groups

The report raises the issue of differences in the various population data sources and stresses the importance of understanding these differences, particularly in choosing appropriately for service planning and resource allocation. It also highlights the issue of needs based formulae to conduct such planning and the inherent dependence on selecting the most appropriate need indicators, without which there is little scope to eliminate often avoidable health and socio-economic inequalities.

It also recognises and discusses that certain individuals and groups are more vulnerable than others and are therefore likely to be particularly at risk. It highlights for three age ranges along the life course, key issues that require particular attention in order to achieve fairness in outcomes.

Overall, in 2016 there were 382,3000 people in Croydon, the second largest population in London. By 2031, there will be 434,448 people in Croydon, an increase of 12% in the next 15 years.

Absolute increase alone however, would not tell us how the local population is changing. Creating population profiles for specific age bands, community groups or small geographies helps to inform the targeting of services to specific characteristics of local communities.

**Age:** Geographically in Croydon, we appear to have a population age gradient across the borough from north to south. Croydon currently has the largest younger ages population (0-17), 2nd largest working age population (18-64) and 3rd largest older ages population (65 and over) in London.

**Ethnicity:** Currently, 50.7% of Croydon's population (all ages) are Black, Asian and Minority Ethnic (BAME) groups. By 2025 this is predicted to be 55.6%. Younger age groups are more diverse.

**Population Mobility:** Croydon's net migration figures are in the low hundreds. However, population turnover per year reaches figures over 20,000. One third of all London's unaccompanied asylum seeking children (UASC) are in Croydon, making us the borough with highest numbers of UASC.

**Deprivation:** Overall, Croydon has become more deprived. 10,261 people in Croydon live in areas considered to be within the 10% most deprived in the whole country. Two small areas (Lower super output areas) have become significantly more deprived since 2010. These areas are within the wards of West Thornton and Fieldway.

**Key Geographical Localities:** If we expect, most planned developments in the Town Centre to be completed by 2031, around the same time, population in the Fairfield ward would have increased by 71.6% its current size, the 12th highest ward population increase across all of London's wards.

**Stages across the life course:**

**A. Younger Ages:** highest number of 0-17 year olds in London. Ages 10-14 and 15-19 are showing the largest increases (2016 to 2025).

Events during pregnancy and early childhood lay the foundations for our physical, emotional and socio-economical resilience in adulthood and later years. It is a crucial time for services to engage parents and young children. National social return on investment studies showed returns of between £1.37 and £9.20 for every £1 invested.

For some children however, life is more complex and inequalities can begin at a very early stage, holding back development and access to opportunities. In the worst cases, health outcomes are amongst the worst in the 'developed countries'.

**B. Working Ages:** We have the 2nd highest number of 18-64 year olds in London. Ages 55-59 and 60-64 are showing the greatest increases (2016 to 2025).

The health and wellbeing of our working age population often has impacts far beyond the individuals themselves. Families, children, workplaces, business and communities are all impacted.

Plans for a flourishing working age population cannot look in isolation at the population 'in work and well', and must include support for those with health or social problems to stay in work as well as supporting those who have not yet found work or become workless to return to work.

**C. Older Ages:** We have the 3rd highest number of people aged 65 and over in London. Ages 75-79 and 85+ are showing the greatest increases (2016 to 2025).

Older adults and carers of older adults are not just consumers of health and social care services but also important contributors to society and local communities and have a wealth of experience to offer.

It is important that we facilitate this section of Croydon's population to continue to make a contribution to their own health and wellbeing, to society and to live lives to their full potential.

**Concluding remarks:**

The information presented in this report is intended to bring about discussions regarding the way local services are planned and commissioned taking local populations (current and future) into account. It is a tool we hope will find use amongst policy makers, services, and residents alike.

The three main sources of population data in the UK are:



**GREATERLONDONAUTHORITY**  
(GLA) for London boroughs only

**General Practice Patient Registers**



show people who are 'registered' with a GP in an area (the registered population)

**Whilst there is no set recommendation about which source of data is preferred, it is important to understand the differences** between the datasets produced by these sources and the factors behind such differences. Some of these can be very large.

These differences are **important when choosing appropriate data for service planning and resource allocation.**

A general challenge with any dataset is its timely availability; how up-to-date the data are and how quickly it can become out-dated. A second challenge is selecting datasets which provide the most appropriate data for your project, service or analysis.

For example;

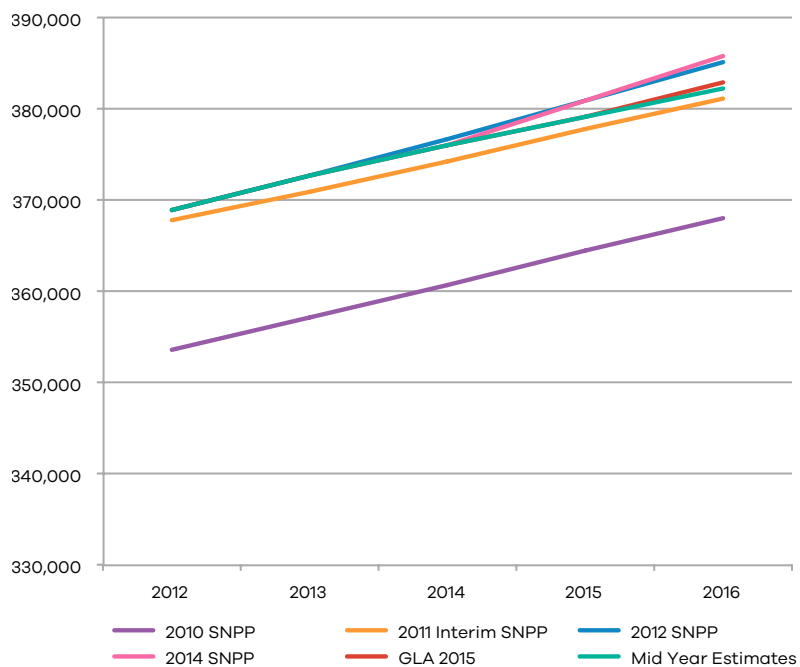
**CURRENT CROYDON POPULATION ESTIMATES. THESE ARE ALL PUBLISHED STATISTICS ORDERED BY SIZE, BUT WHICH WOULD YOU USE?**

<b>382,304</b>	2016 Mid year estimates, ONS
<b>383,488</b>	2015 Round SHLAA based projections, GLA
<b>383,378</b>	2011 Census, ONS
<b>386,670</b>	2014 Sub national population projections, ONS
<b>401,627</b>	2016 GP Population Register, GLA

Not only does this apply to current service planning, it also holds significance when planning for the future.

For example, the chart below shows various sources of population data and demonstrates how according to each the population is estimated to grow. Note that the ONS Sub-National Population Projections (SNPP) data released in 2010 under-represents the population as estimated by the other datasets. It is possible therefore, that services planned based on the 2010 SNPP estimates may have under-estimated size and/or need.

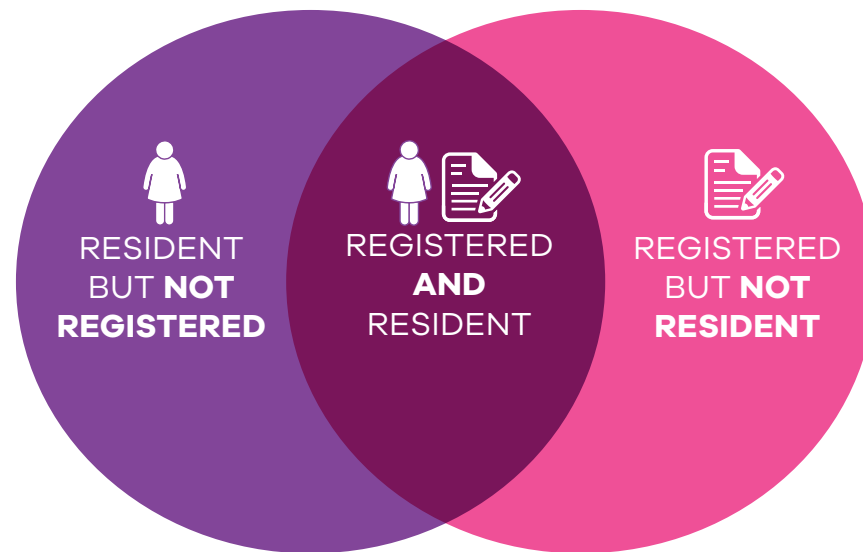
### CROYDON POPULATION PROJECTION/ESTIMATE COMPARISON



Source: 2016 Mid year estimates, ONS. 2014 Sub national population projections, ONS. 2015 Round SHLAA based projections, GLA

In the case of population size taken from GP patient registers for an area, often these are overestimates of the population in that area. This is because they,

- don't include those who are not registered with a local GP (the unregistered population), even if they are resident in that area.
- can however, include individuals who may have moved out of the area, but were not removed from the patient list.



The size of the shapes do not represent proportions or size of population in each category.

Despite variations and differences, each data source has its significance and provides valuable insight for resource planning and allocation.



In **2016** there were



**382,300** people in Croydon

This is the 2nd highest in London

Source: 2016, Mid Year Population Estimates, ONS

By **2031** there will be



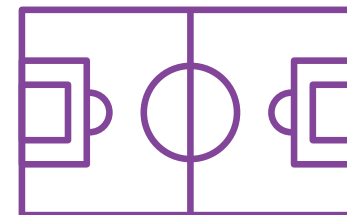
**434,448** people in Croydon

a 12% increase in the next 15 years

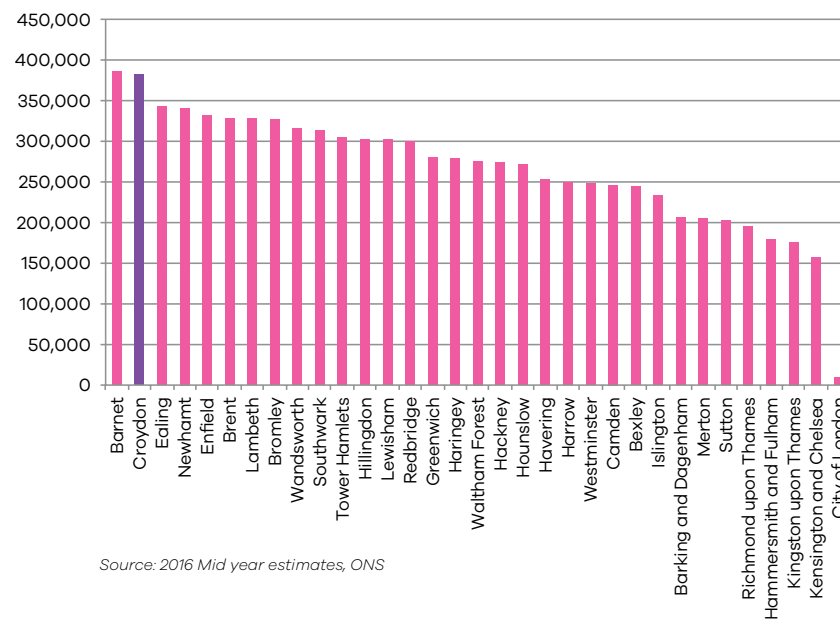
Source: 2015 Round SHLAA based projections, GLA

This is an increase of roughly twice the capacity of Crystal Palace football stadium. And yes, our population is slightly smaller than that of Barnet in this year's report. In another year, it might be larger than Brent's population.

**2x**  
the size of  
Crystal Palace  
football stadium



TOTAL POPULATION FOR LONDON BOROUGHES, 2016



Source: 2016 Mid year estimates, ONS

Changes in population size are subject to a number of influences over time. Some take a few years, some take decades.

**FACTORS AFFECTING  
POPULATION CHANGE:**

SOME OF THESE GLOBAL INFLUENCING FACTORS ARE PRESENTED BELOW WITH EXAMPLES OF THE SITUATION IN CROYDON

**NATURAL FERTILITY AND BIRTH RATES<sup>1</sup>**



In **2016**  
there were **5,884**  
live births in Croydon

**General Fertility Rate (GFR)**

**73.7** live births  
per **1,000** women  
aged 15-44



**4th highest GFR**  
in London and has increased from  
**71.0 in 2011**

**SOCIAL ATTITUDES TO FERTILITY  
AND REPRODUCTION<sup>2</sup>**

In **2015**  
**58.1% of births**  
in Croydon were  
to mothers who are  
**over 30**



**7th lowest rate**  
in London. This has  
increased from just  
**50.6% in 2009**

**AND MANY OTHERS LIKE**

**SUSTAINABILITY IN  
TERMS OF FOOD  
AND NUTRITION,**



**WAR**



**PUBLIC HYGIENE  
AND SANITATION**



**ECONOMIC  
POLICY**



**OUTBREAKS OF DISEASE<sup>3</sup>**

Between **2013 and 2015**

**113 deaths** from infectious diseases  
**13.6 per 100,000** people  
**10th highest rate** in London

This has increased from a rate of 10.2 in 2009-11

**R.I.P.**

**HEALTHCARE AVAILABILITY AND  
DEVELOPMENTS LIKE VACCINATIONS<sup>4</sup>**

In **2015/16**

**75.3%** of eligible children received  
**two doses of MMR vaccine**

on or after their 1st birthday and  
at any time up to their 5th birthday



**5th lowest rate in London**

This is similar to the 75.1% rate in 2010/11

**RATES OF MIGRATION<sup>5</sup>**



Net migration (people  
entering and leaving) for  
Croydon in the last few years  
was in the low hundreds



## Age:

Looking only at the absolute increase in population size, would not tell us the patterns of change locally. For this we create 'Population Profiles'. These may describe changes by age groups, community groups or geographically and can help services to be targeted to the specific characteristics of local population groups.

Let's look first at the **age** profile for Croydon

CROYDON POPULATION PYRAMID



This population pyramid shows the percentage of Croydon's population in each 5-year age group. The line on the chart represents London's population.

For example;

8% of Croydon's males are aged under 4 years. This is 7% for Croydon's females aged under 4 years.

The middle of the pyramid represents the working age population. A notable difference is the gap between Croydon and London in the 25-44 age group. This shows Croydon has a smaller percentage of its population that is of working age when compared to London overall.



The age structure of the population as shown in the population pyramid above has an overwhelming influence on health and social care service needs. Some resource allocation calculations therefore account for this using a technique called 'age-weighting'.

The ages which entail the highest level of health and social care involvement are:

NEONATAL AND INFANCY

where advances in **hygiene and immunisation**

have greatly reduced deaths in children



FERTILE YEARS FOR WOMEN, INCLUDING PREGNANCY<sup>6</sup>

Croydon's fertility rate is **4th highest in London** has increased by **3.8%**

between 2011 and 2015



In **2016** Croydon had the **highest number of 0-17 year olds in London**

and is projected to remain the highest when projected to the year 2025.

OLD AGE

when multiple pathologies are common and the likelihood of an **additional illness or condition arising**

increases with age and healing tends to be slower,



As of 2015/16

**4,277 clients aged 65 and over**

received long-term support in Croydon



Similarly, comparing absolute numbers across London, **Croydon has the 3rd highest number of people aged 65 and over**

and this is expected to remain 3rd highest when projected to 2025



Compared to London, a greater proportion of our population is aged 65 and over<sup>7</sup>. But compared to England this is smaller.

Locally, demand for maternity, including ante-natal, neo-natal and children's services, as well as health and social care, nursing and residential services for older adults will be influenced by population need and numbers in these broad life stages.

Geographically in Croydon, we appear to have a population age gradient across the borough from north to south. Therefore in addition to size of services, location is also important and affects our ability to deliver services in a targeted and timely manner.

0-17 YEARS OLD

**2016: 94,434 (24.7%)**

Highest number in London

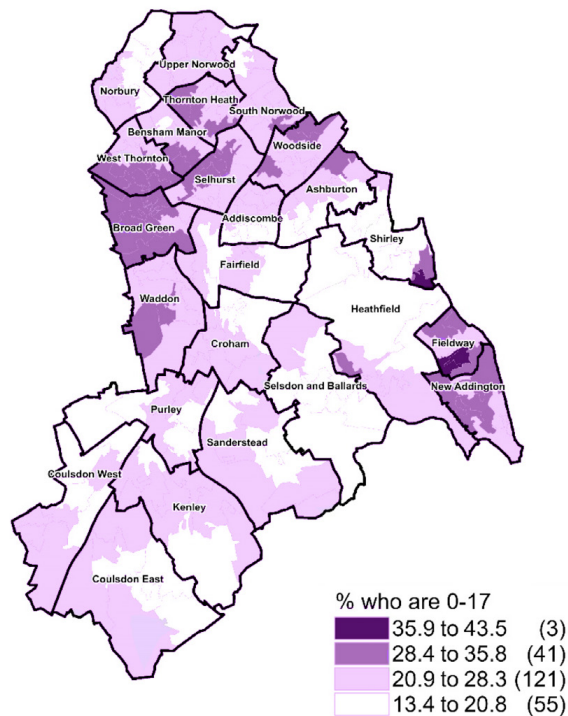
Source: 2016 Mid year estimates, ONS

**2025: 102,074 (24.5%)**

Highest number in London

Source: 2015 Round SHLAA based projections, GLA

% OF POPULATION WHO ARE 0-17, CROYDON 2015



18-64 YEARS OLD

**2016: 237,663 (62.2%)**

3rd highest number in London

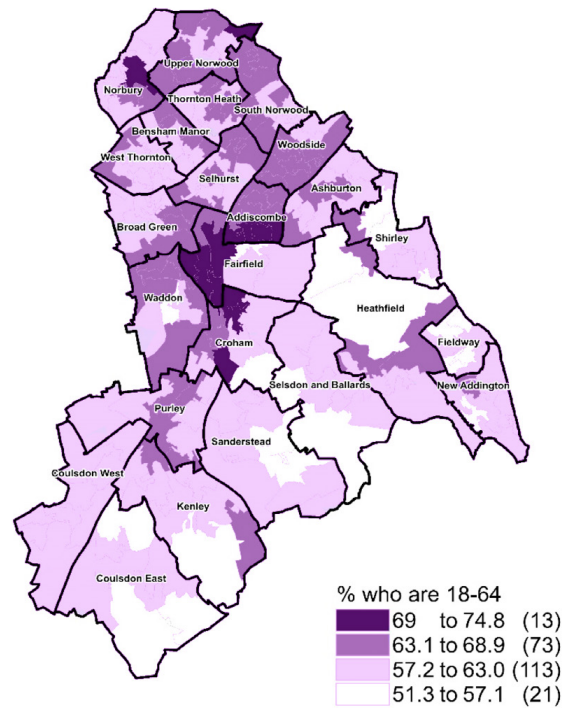
Source: 2016 Mid year estimates, ONS

**2025: 252,046 (60.6%)**

4th highest number in London

Source: 2015 Round SHLAA based projections, GLA

% OF POPULATION WHO ARE 18-64, CROYDON 2015



AGED 65+

**2016: 50,206 (13.1%)**

3rd highest number in London

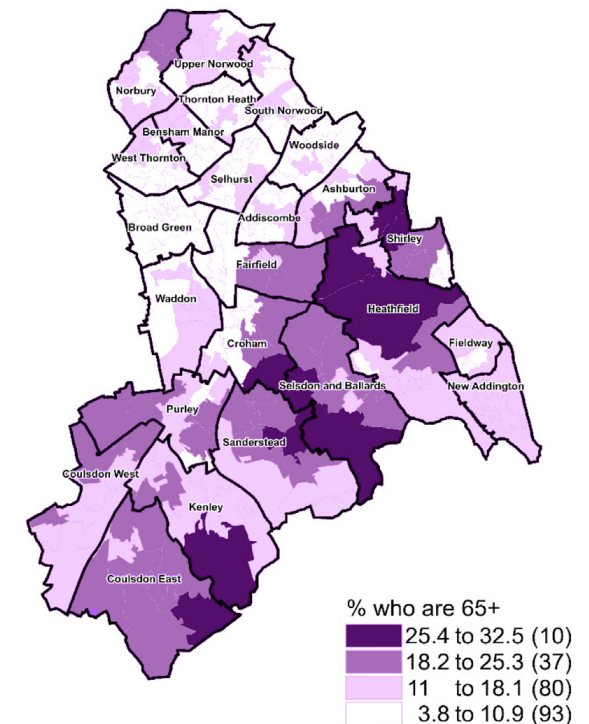
Source: 2016 Mid year estimates, ONS

**2025: 61,859 (14.9%)**

3rd highest number in London

Source: 2015 Round SHLAA based projections, GLA

% OF POPULATION WHO ARE 65+, CROYDON 2015



All maps source: 2016 Mid year estimates, ONS

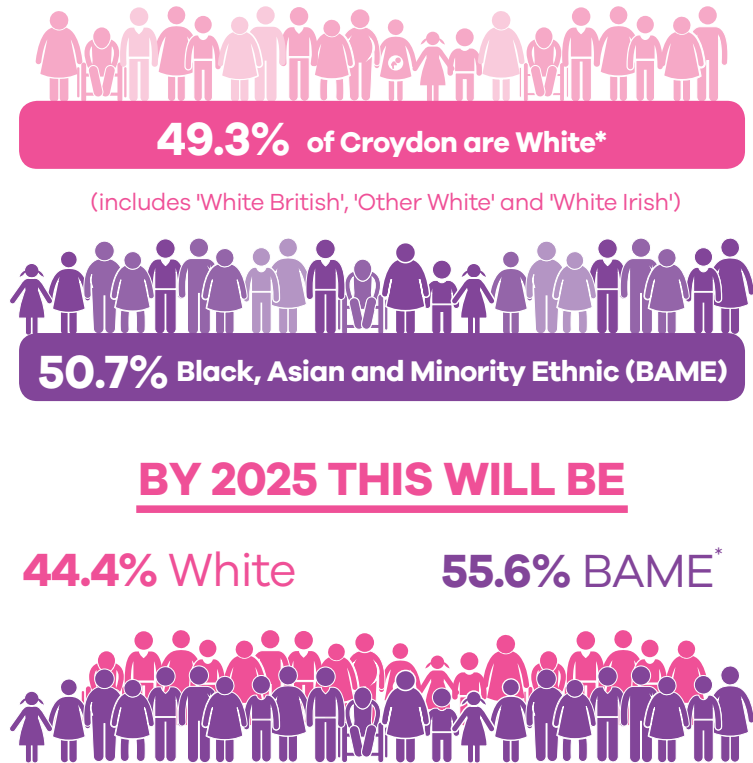
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## Ethnicity:

A further aspect of population structure and change is **ethnicity**.

### CROYDON HAS A DIVERSE POPULATION

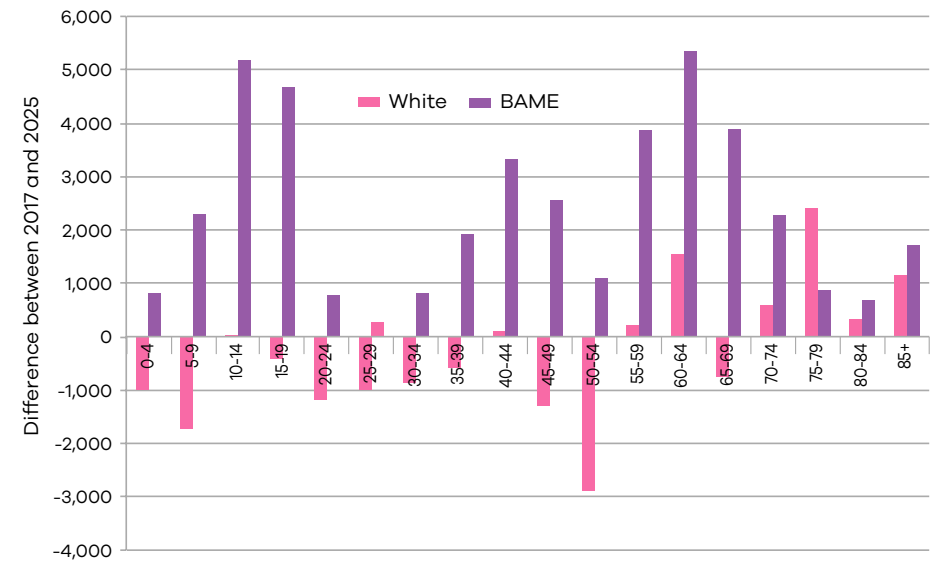
In 2017



Source: 2015 Round SHLAA based projections, GLA

**The younger population is more diverse than the older population in Croydon.** The figure below demonstrates how the ethnic profile for Croydon will change over the next 10 years across all age groups.

#### PROJECTED CHANGE IN ETHNICITY BY AGE IN CROYDON, 2017-2025



Source: O15 Round Ethnic Group short term projections, GLA

\*For a break down of ethnic groups included within BAME please see page xx

**Croydon's communities speak more than 100 different languages, other than English,** and this does not include sign languages! As with other London boroughs, Croydon has a higher proportion of residents from black and minority ethnic backgrounds than the national average.

Often, language barriers get in the way of residents accessing the most appropriate services at the right time. This can result in patients not attending their appointments, residents not responding to notifications or letters, or having to make multiple attempts before arriving at the right service.

Information needs to be made available in formats accessible to the full spectrum of Croydon's population, including very importantly, Braille and British Sign Language.

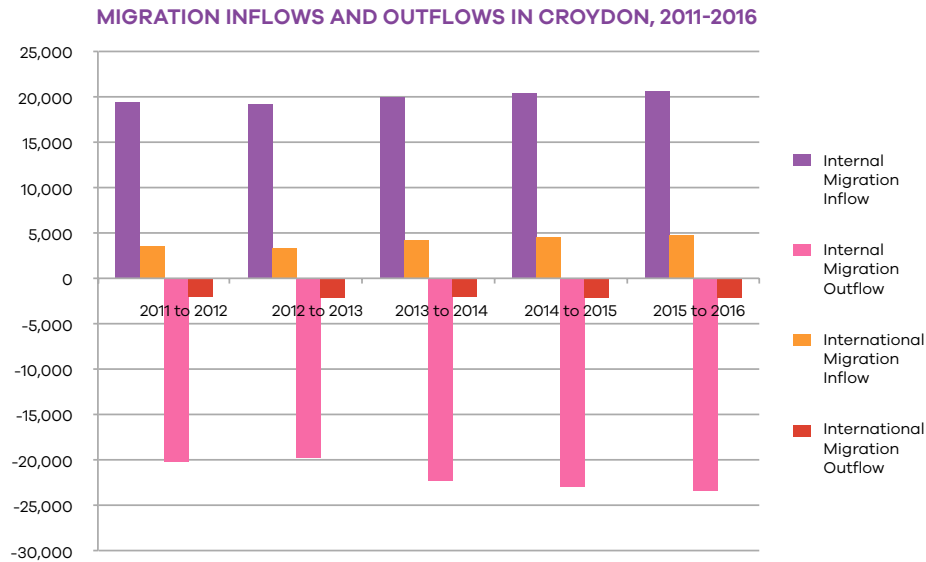


Source: Census 2011, ONS



## The effects of population movement:

Population estimates and projections take into account migration data. This includes people moving into Croydon from other parts of the United Kingdom (UK) as well as from outside the UK.



Source: 2011-2016 Mid year estimates, ONS.

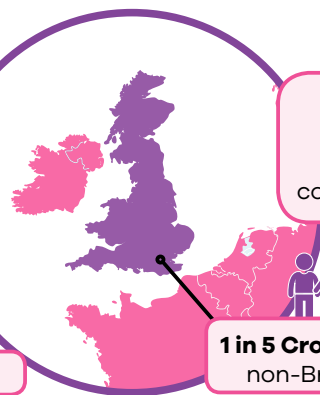
## 2016 across the UK<sup>8</sup>



1 in 7 born outside UK



1 in 11 non-British nationals



London has the largest non-British population, in the country, almost 1 in 4

1 in 5 Croydon population non-British nationals

Source: 2011 Census, ONS

Ethnicity is different from country of birth or nationality.

## CROYDON NET MIGRATION<sup>9</sup>

### During 2015 - 2016

total in



-

total out



=

-195



Source: 2016 Mid year estimates, ONS

Although the **net migration** (used to calculate population projection) figure for Croydon **is only in the low hundreds, the turnover of people coming into and leaving** the borough reaches figures of roughly **25,000 per year**. The size of this turnover has been increasing over the last few years. Therefore whilst the overall population size isn't affected, the size and profile of turnover has an impact for services planning and delivery.

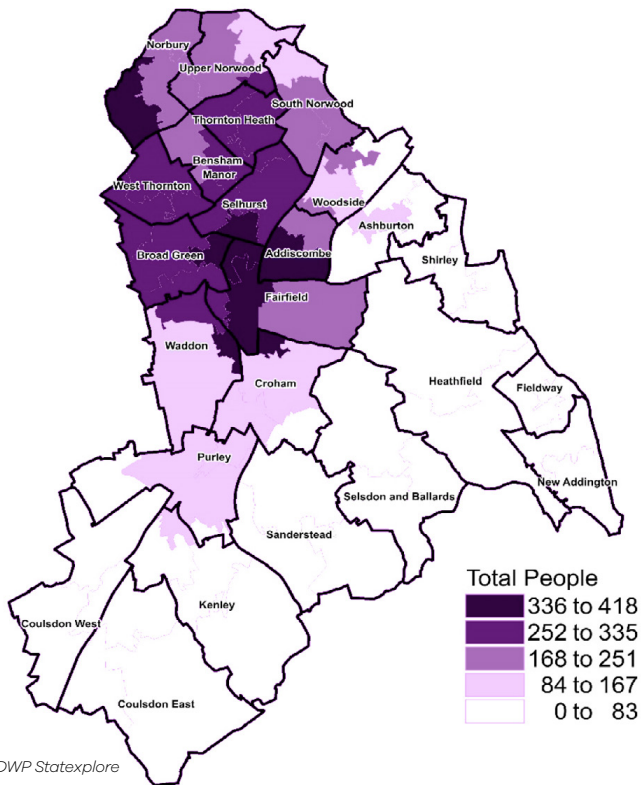
Croydon's turnover is average for London but notably Croydon ranks after primarily inner-London boroughs.



Data on National Insurance Number registrations<sup>10</sup> also sheds some light on the population transiting or entering Croydon.

For example, in 2016/17, 7,279 people registered for a National Insurance number in Croydon, whose previous address was overseas. This is the 13th lowest number in London and does not indicate how many continued to live in Croydon or for how long.

**PEOPLE WHO REGISTERED FOR NATIONAL INSURANCE NUMBER (NINO) IN CROYDON WHOSE PREVIOUS ADDRESS WAS OVERSEAS (2016/17)**



Source: 2016/17, DWP Statexplore

The map shows there are clear hotspots of new international populations near East Croydon Station and in the north west of the borough.

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Having the Home Office based in Croydon also brings an added layer of complexity to our experience of population turnover compared with London.

As a borough, we have the **largest number of Unaccompanied Asylum Seeking Children (UASC) in London** (430 in Croydon and only 1,440 in London all together).<sup>11</sup>

Roughly

# 1 in 3 of all London's unaccompanied asylum seeking children (UASC) are in Croydon

the Council have parental responsibility for them.

Source: 2015/16, looked after children statistics, www.gov.uk

It is important to note that migration data sources presented here, measure different things, and vary in their definitions and the geographies they cover. Therefore they cannot be directly compared with each other

## Socio-economic profile and deprivation:

Health, disability and life expectancy are linked with deprivation.

for example

if you are a  
**35-39 YEAR OLD**  
male in the  
**POOREST SECTIONS**  
**OF SOCIETY**  
you are



**JUST AS LIKELY TO**  
**HAVE A DISABILITY<sup>12</sup>**



as a  
**60-64 YEAR OLD**  
male living in the  
**MOST AFFLUENT**  
**PARTS OF SOCIETY**



A similar gap, although slightly smaller, also exists for women

2011 Census, ONS

Additionally, inequalities in life expectancy exist geographically. For example in Croydon, male life expectancy increases by 10.6 years along a 30 minute bus journey.

Male Life Expectancy increases by 10.6 years during this 30 minute journey.

**Start ..... CR0 2JT (Selhursts Ward)**

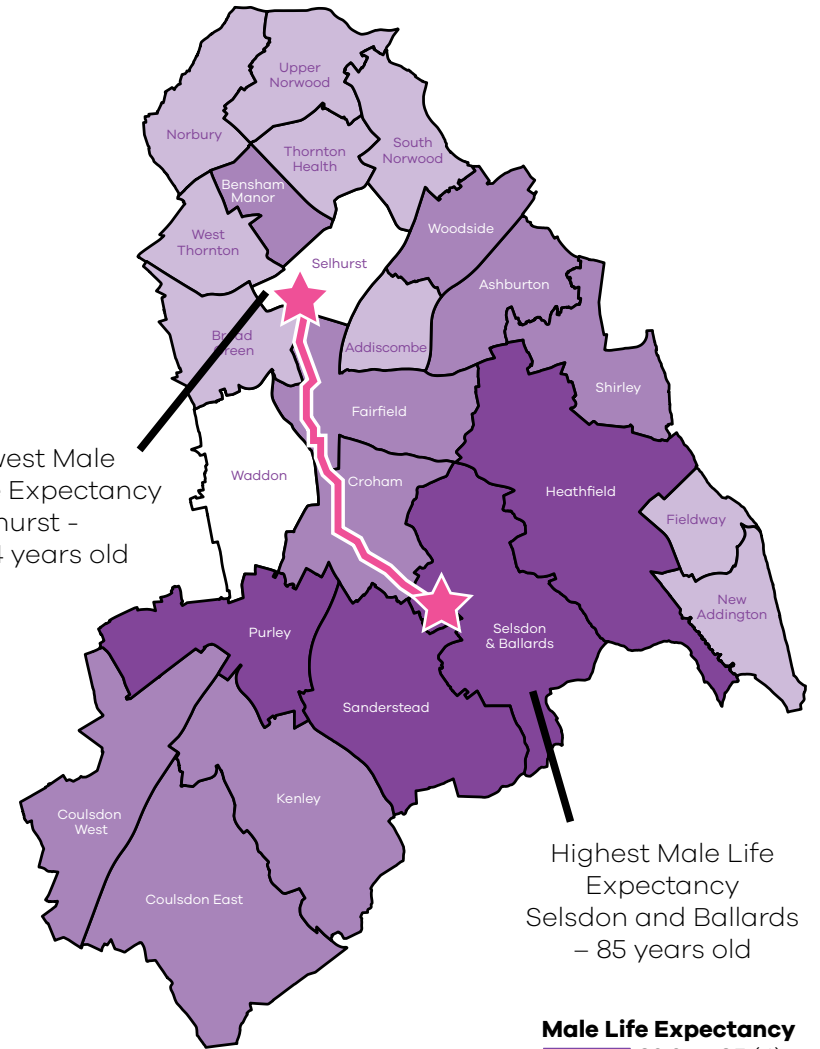
11 mins Walk to Whitgift Centre

15 mins 412 Bus to Arkwright Road

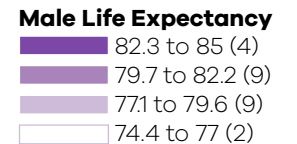
4 mins Walk to Moir Close, South Croydon

**Finish ..... CR2 0LQ (Selsdon and Ballards Ward)**

## MALE LIFE EXPECTANCY 2010 - 2014



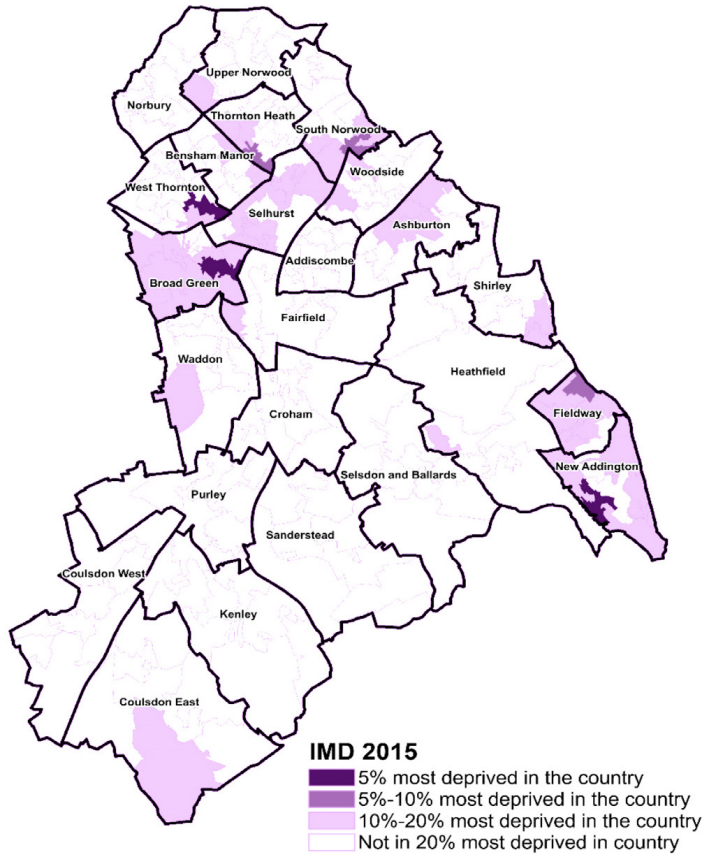
Source: 2010-2014, Male Life Expectancy, GLA



Croydon is the 17th (out of 33) most deprived borough in London (IMD 2015 rank of average score). In 2010 it was 19th most deprived<sup>13</sup>.

The map below, indicates areas in Croydon that are classed within the most deprived areas of the entire country.

INDICES OF DEPRIVATION 2-15 CROYDON LOWER SUPER OUTPUT AREAS (LSOA)



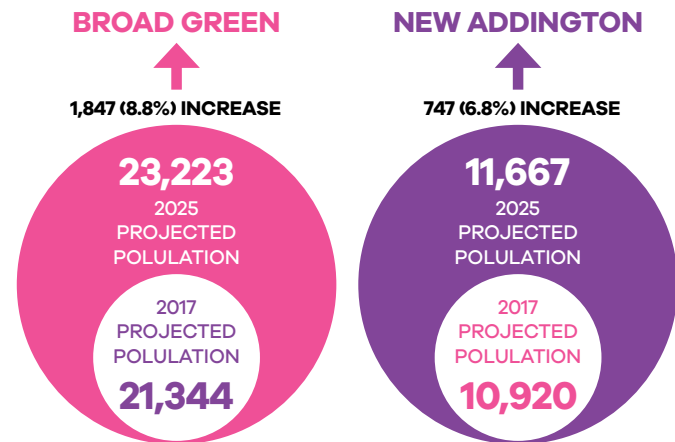
Source: 2015 Indices of Deprivation, Department of Communities and Local Government

The map shows that **10,261 people**<sup>14</sup> live in areas across Croydon, considered to be within the **10% most deprived** in the whole country (the darkest 2 shades of purple on the map)



Source: 2015 Indices of Deprivation, Department of Communities and Local Government

Broad Green, and New Addington are the most deprived wards in the borough. By 2025, the population in these wards is expected to increase by 8.8% and 6.8% respectively<sup>15</sup>.



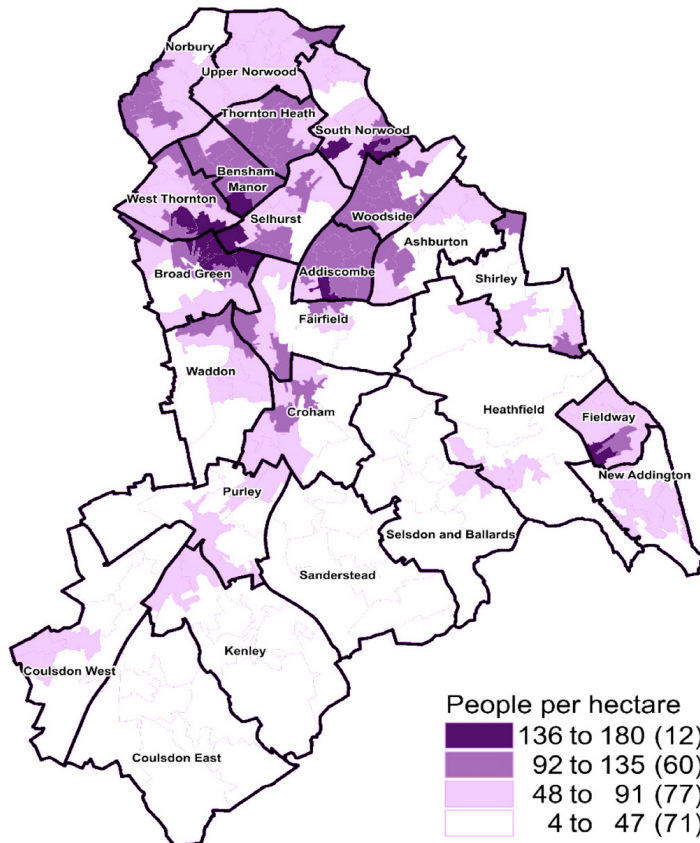
Source: 2015 Round ward based projections, GLA

## Spatial changes:

The north of Croydon is more densely populated than the south of the borough.

**in 2011** on average, there were **42 people per hectare** in Croydon  
**in 2015** this has risen to **43.8**

POPULATION DENSITY IN CROYDON, 2015

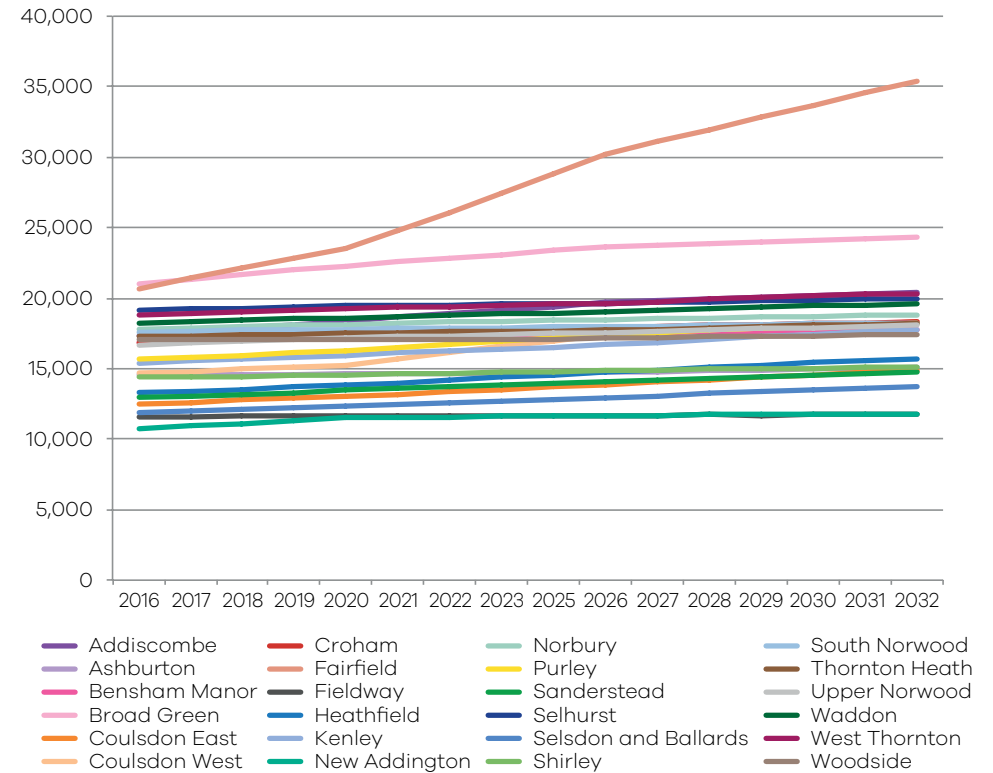


Source: 2015 Mid year estimates, ONS

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The ward with the single most significant amount of projected change is **Fairfield ward**. It is **expected to experience the greatest population increase over the next 10-15 years; far more than any of Croydon's other 23 wards**.

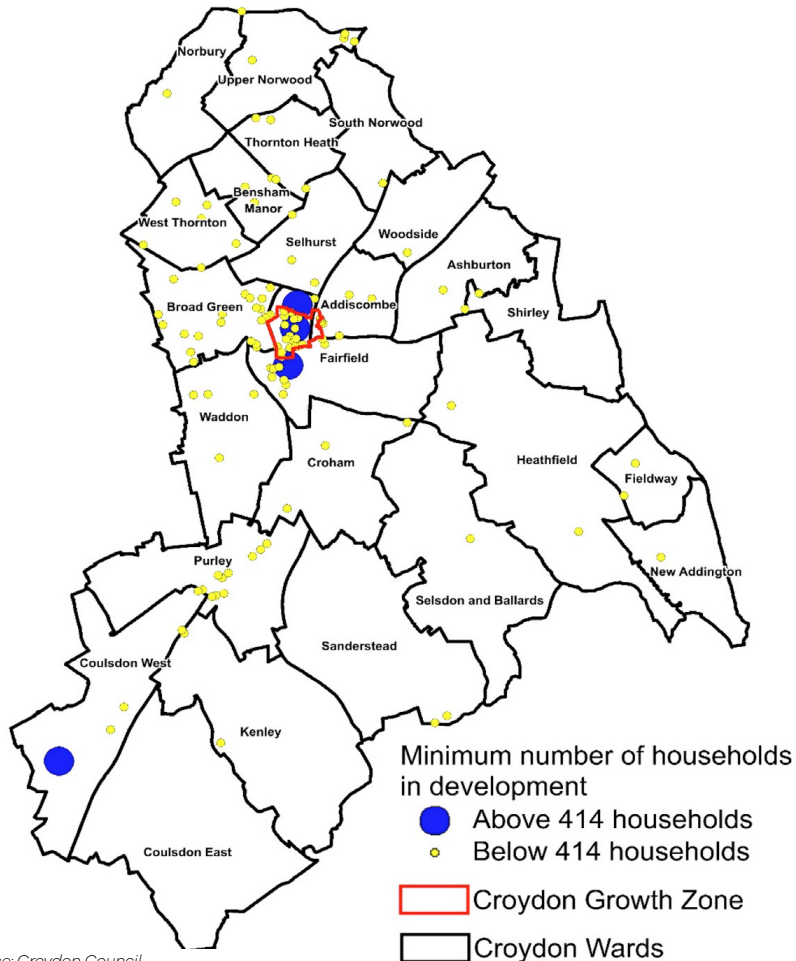
2015 ROUND WARD BASED PROJECTIONS, CROYDON WARDS 2011-2041



Source: 2015 Round ward based projections, GLA

The **Croydon Growth Zone is almost entirely encompassed within the Fairfield ward** and includes a number of developments including housing, in and around the town centre as shown in the map below.

PROJECTED HOUSING DEVELOPMENTS IN CROYDON (LOCAL PLAN)



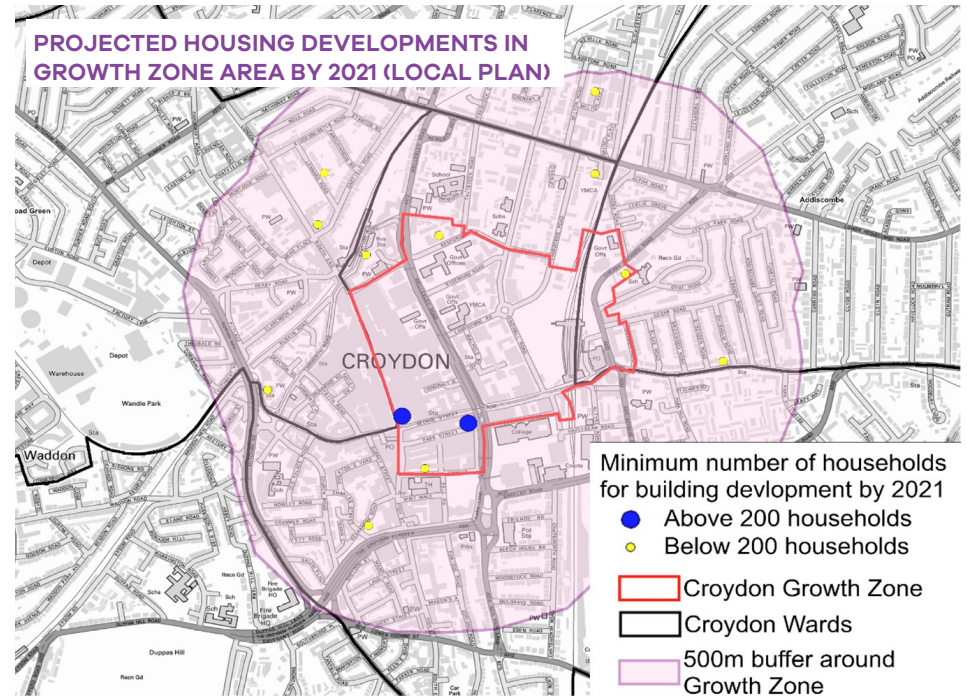
Source: Croydon Council



**46%** (61 out of 133)

of all Croydon developments spanning the duration of the Local plan are within **500 meters of the TOWN CENTRE**

In more immediate terms, **by 2021** there will be between **1,147** and **2,230** new households within **500 meters of the TOWN CENTRE**

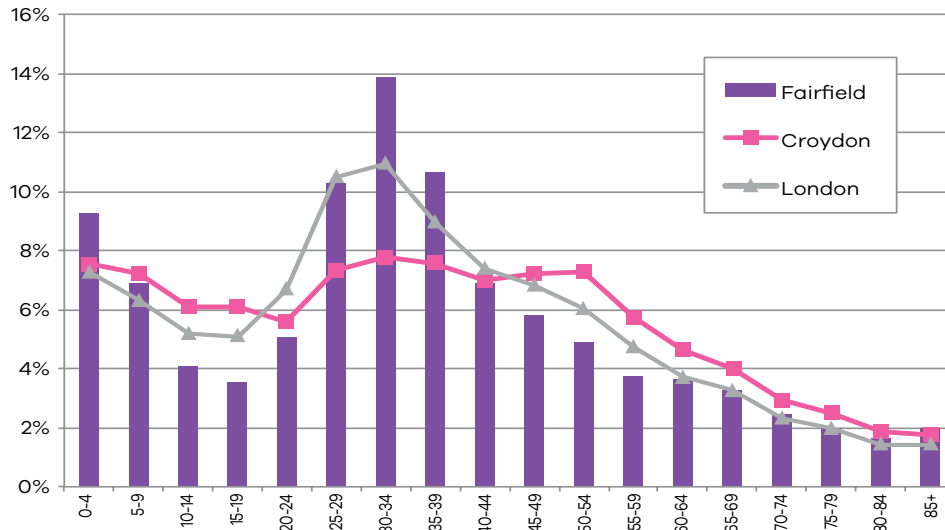


Population growth usually results in increasing levels of need.

**A role when planning for the future, is to consider not just future housing needs but also education provision, children and adult social care, health provision, crime and environmental impacts**

The ward has a higher proportion than London and Croydon overall, of 25-39 year olds and 0-4 year olds; this could indicate a population of young families.

5 YEAR AGE BREAKDOWNS, FAIRFIELD, CROYDON AND LONDON 2015

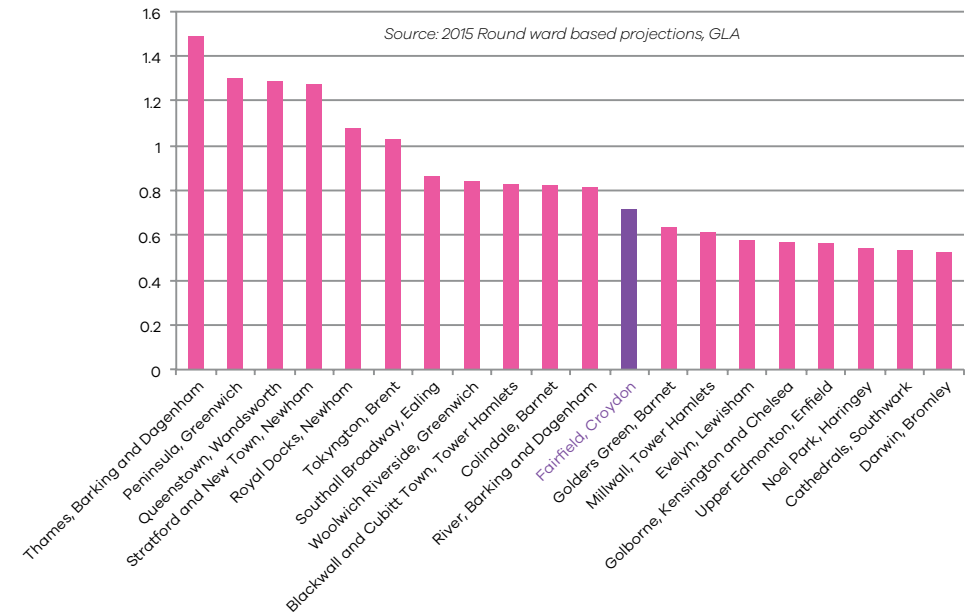


Source: 2011-2016 Mid year estimates, ONS.

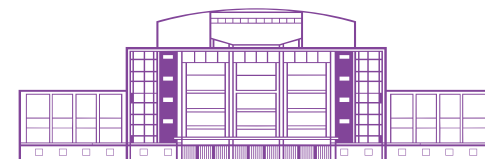
Currently the size of **Fairfield ward's population ranks 3rd of Croydon's 24 wards.**

If we expect, most planned developments to be completed by 2031, around the same time, population in the Fairfield ward would have increased by 71.6% its current size, the **12th highest ward population increase across all of London's wards.**

% INCREASE IN POPULATION FOR TOP 20 WARDS IN LONDON (OUT OF 625 WARDS) BETWEEN 2016 AND 2031



from **20,657** to **35,438**  
an increase of 5 times the capacity of Fairfield Halls

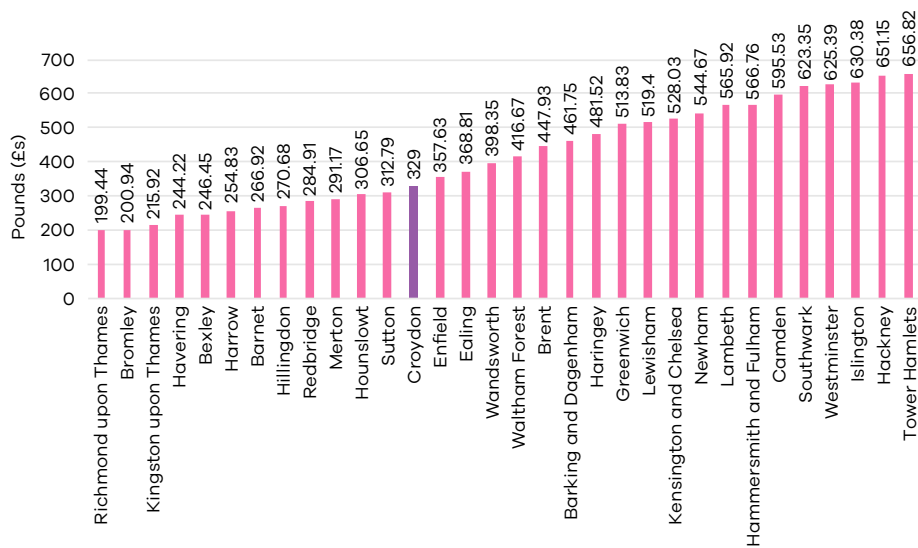


**“A key policy objective in most publicly financed health and social care systems is to allocate resources according to need”**

Therefore the primary aim of any resource allocation calculation is not so much to guarantee that all needs are met, rather to ensure using demographic intelligence, that as far as possible, all sub-populations have equitable or fair access to these resources at the time of need<sup>16</sup>.

The graph here shows how funding per head of population available to Croydon differs from other London Boroughs. However there are some interesting dynamics, for while Croydon ranks as average in relation to deprivation, it has the 2nd largest population in London.

**FUNDING PER HEAD OF POPULATION, LONDON BOROUGHS (BASED ON LOCAL AUTHORITIES CORE SPENDING POWER PER POPULATION)**



Source: Croydon Council

The challenge for Croydon is, it is an outer London borough with inner London issues and a very large population. Although formulae can be used to **systematic** distribute resources, it is essential that the formulae are based on population need. The challenge with this, is then choosing the most appropriate indicators of need. Just like differences exist in population estimates, substantial differences in need also may exist between local areas or regions.

Without a formula that is sensitive to these differences in population size and need, there is little scope to eliminate the avoidable health and socio-economic inequalities that exist within and between populations.



Croydon's Community Strategy is the overarching strategy for the entire borough and sets out the direction for the Local Strategic Partnership (LSP). It has 3 key objectives;

# VISION: 'WE ARE CROYDON'

By 2040 Croydon will be an enterprising, learning, caring, connected, creative and sustainable place

## Outcome 1 (Place) A GREAT PLACE TO LEARN, WORK AND LIVE

Priority 1  
Deliver infrastructure for growth



Priority 2  
Build new homes

Priority 3  
Support the local economy to grow



Priority 4  
Deliver a vibrant cultural offer

Priority 5  
Secure a safe, clean and green borough



## Outcome 2: (People) A PLACE OF OPPORTUNITY FOR EVERYONE

Priority 1  
Reduce poverty and deprivation



Priority 2  
Support individuals and families  
with complex needs

Priority 3  
Prevent homelessness



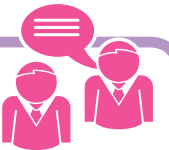
Priority 4  
Deliver better education and the  
opportunity to reach full potential

Priority 5  
Secure a good start in life, improved  
health outcomes and increased  
healthy life expectancy



## Outcome 3: (Community) A PLACE WITH A VIBRANT AND CONNECTED COMMUNITY AND VOLUNTARY SECTOR

Priority 1  
Build cohesive and strong communities,  
connecting our residents, local groups  
and community organisations



Priority 2  
Strengthen and mobilise our  
voluntary, community and social  
enterprise sector





And Croydon's **Corporate Plan** sets out the **Council's own contribution to the Community Strategy** and also has 3 key objectives to help achieve this;

1. Growth: growth promise
2. Independence: independence strategy
3. Liveability: liveability strategy

The diagram illustrates the objectives that have been translated from the Corporate Plan into the Ambitious for Croydon Performance Framework. The framework is used to monitor how well we are achieving against these objectives.

**Bearing these in mind, the Director's Public Health report this year presents, examples of key issues or local groups that may require particular attention in order to achieve fairness in outcomes.**

The following pages are laid out to present the evidence in some key areas, followed by the overall demographic profile and change in that population age-group. This is done consistently for three broad age groups along the life course.

GROWTH	INDEPENDENCE	LIVEABILITY	ENABLING
To create a place where people and businesses want to be	To help families be healthy and resilient and able to maximise their life chances and independence	To create a place that communities are proud of and want to look after as their neighbourhood	To be innovative and enterprising in using available resources to change lives for the better
To enable more local people to access a wider range of jobs	To help people from all communities live longer, healthier lives through positive lifestyle choices	To make parks and open spaces a cultural resource	To have the right people with the right skills in the right jobs
To grow a thriving and lively cultural offer which engages communities and supports regeneration	To protect children and vulnerable adults from harm and exploitation	To create a place where people feel safe and are safe	To drive fairness for all communities, people and places
To enable people of all ages to reach their potential through access to quality schools and learning	To help families and individuals be more financially resilient and live affordable lives	To build a place that is easy and safe for all to get to and move around in	To be digital by design in meeting the needs of local people
To provide a decent, safe, and affordable home for every local resident who needs one	To prevent Domestic Abuse and Sexual Violence where possible, support victims and hold perpetrators to account	To improve wellbeing across all communities through sport and physical activity	To be open and transparent and put communities at the heart of decision making

## EVERY CHILD DESERVES THE BEST START IN LIFE

National social return on investment<sup>17</sup>



**FOR EVERY £1 INVESTED**

**£1.37 to £9.20 RETURN**

### HOUSING

Children from households in temporary accommodation are at greater risk of respiratory problems, stress anxiety and depression, behavioural problems, bullying and social exclusion as well as lack of a safe environment.



### DISABILITIES

Children with disabilities or special needs are more likely to experience or live in poverty.



### LONG-TERM CONDITIONS



Poor management of long-term conditions like Asthma, Obesity or Diabetes in childhood can have lasting and severe health implications not only during childhood but also during later life.

### YOUNG CARERS

Provide unpaid care and assistance for family, friends or others. There are likely to be young carers at every school and college. Many struggle to juggle education and caring, causing pressure and stress.



### LOOKED AFTER CHILDREN

Being in care when young affects mental health in adulthood is linked with increased levels of antisocial behaviour, emotional instability, psychosis, increased risk of substance misuse and living in poverty. It is also associated with a higher risk of sexual exploitation. unaccompanied asylum seeking children (UASC) leaving care may have specific difficulty in securing long-term tenure due to the uncertainty of their status in the UK – putting them at greater risk of homelessness.



### MENTAL HEALTH

Half of all mental health problems begin by age 14 years. Again, with delayed or no diagnosis and consequently inadequate treatment or management – significant numbers of children may grow into adulthood less resilient and ill-prepared to be able to flourish.

LOOKED AFTER CHILDREN



LOOKED AFTER CHILD

**1 in 116**

children aged under 18 in Croydon is a looked after child, the 3rd highest rate in London<sup>18</sup>. Includes young people in care and unaccompanied asylum seeking children (UASC).



UNACCOMPANIED ASSYLUM SEEKING CHILDREN

**25 countries**

Croydon is currently looking after children from 25 countries, large majority are boys aged 16-17<sup>19</sup>.

**Almost 1 in 2**

of all looked after children in Croydon is an unaccompanied asylum seeking child<sup>20</sup>.

No UASC in Croydon is currently being overseen by the Croydon Multi-Agency Sexual Panel due to risks not being identified<sup>19</sup>.

YOUNG CARERS

**1 in 33**

of Croydon's 0-24 year olds are unpaid carers<sup>21</sup>.

**1 in 9**

of young carers (0-24) in Croydon, provides full time care<sup>22</sup>.

Time spent caring appears to impact young carers the most.

LONG-TERM CONDITIONS



OBSESITY

**1 in 10**

of 4-5 year olds in Croydon are obese<sup>23</sup>. This more than doubles by the ages of 10-11

**Almost 1 in 4**

of 10-11 year olds in Croydon are obese<sup>24</sup>.



ASTHMA

Hospital admissions for asthma among Croydon children aged 0-9 was worst in London<sup>25</sup>.



MMR VACCINE

**1 in 4**

eligible children in Croydon, have not received two doses of MMR vaccine on or after their 1st birthday and at any time up to their 5th birthday, the 6th lowest performance in London<sup>26</sup>.



SMOKING

**2 in 3**

of people overall, start smoking before their 18th birthday. It is the #1 cause of health inequalities<sup>27</sup>.



ALCOHOL

**1 in 3**

secondary school children have drunk alcohol<sup>28</sup>. Children of a problem drinker are **4x** more likely to also misuse alcohol<sup>29</sup>.

HOUSING



HOMES/ HOMELESSNESS

**2 in 3**

of young people visits (18-21) to the Croydon Drop in Zone in the 1st quarter of 17/18, were for housing/homelessness advice<sup>30</sup>.



HOMELESSNESS

**1 in 747**

households headed by young people (16-24) in Croydon, were accepted as homeless<sup>31</sup>.



MENTAL HEALTH

Anxiety and depression **3x** more common among children who have lived in temporary accomodation for more than a year<sup>32</sup>.

MENTAL HEALTH



CHILDREN IN POVERTY

mental health problems **3x** more common in children in households with lowest 20% of income<sup>33</sup>.



PARENTAL MENTAL HEALTH

emotional and conduct disorder is **4-5x** as common in children of those with poor parental mental health<sup>34</sup>.

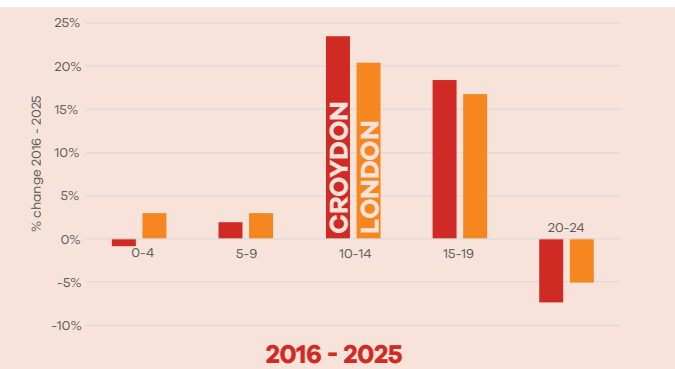
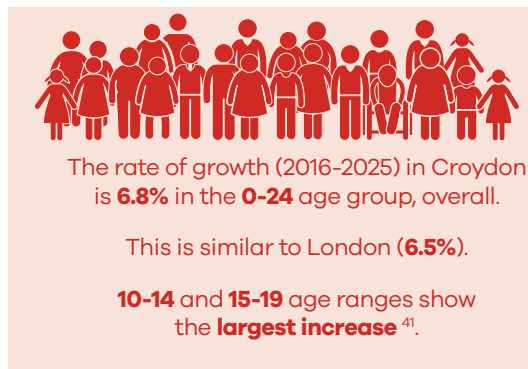
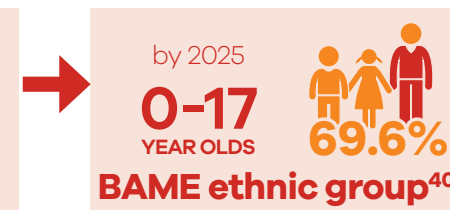
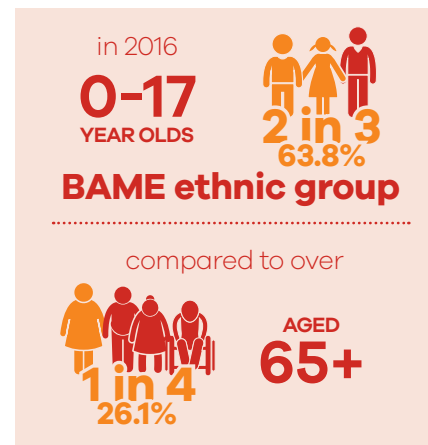
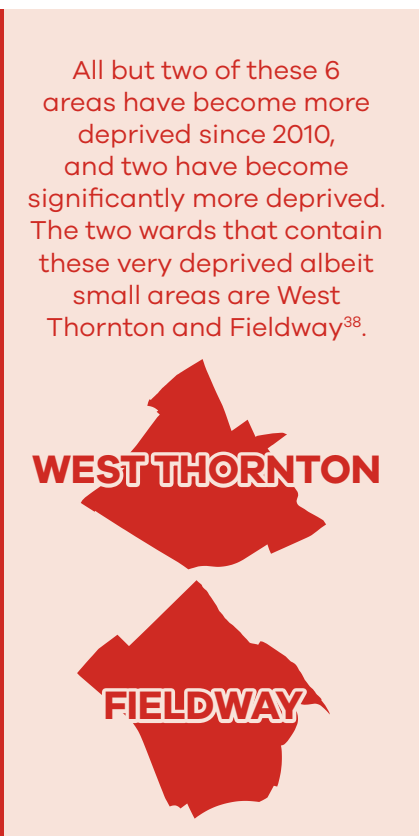
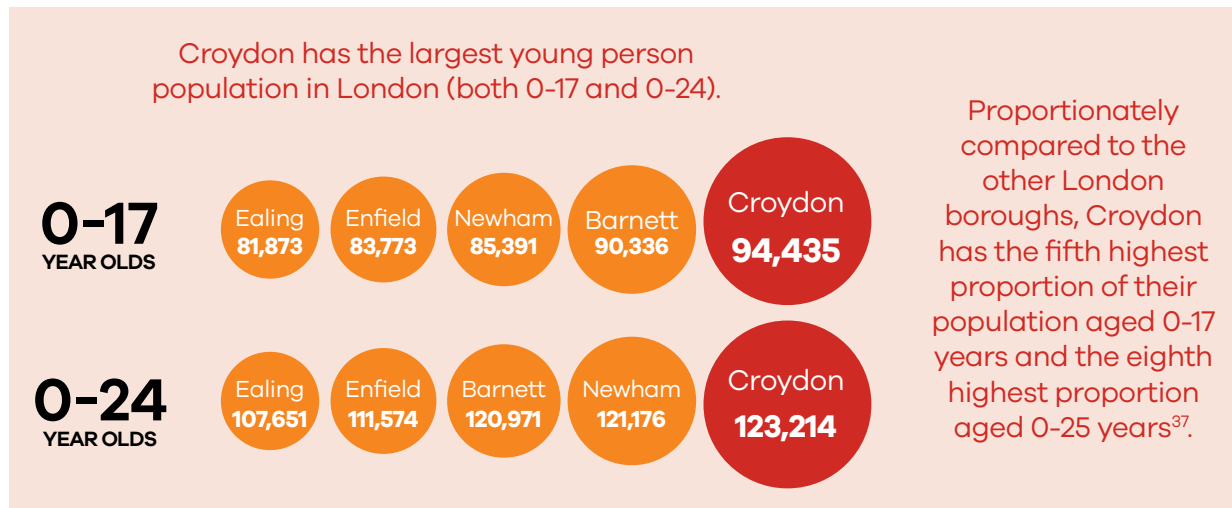
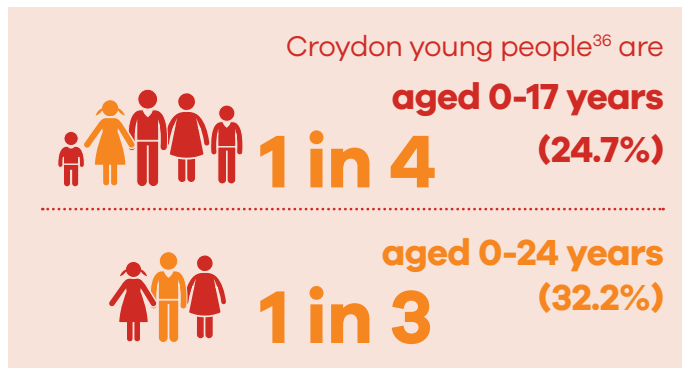
DISABILITIES



LEARNING

**1 in 40**

Children under under 18 in Croydon, has a moderate, severe or profound and multiple learning disability<sup>35</sup>.



The health and wellbeing of our working age population often has impacts far beyond the individuals themselves. Families, children, workplaces, business and communities are all impacted. For many, work (paid or unpaid) is part of their identity and often underpins wellbeing, however a lot can get in the way of us purposefully engaging with society, community and business during our working ages.

Plans for a flourishing working age population cannot look in isolation at the population 'in work and well', and must include support for those with health or social problems to stay in work, as well as supporting those who have not yet found work or become workless to return to work.

Examples of some determinants of working age health and wellbeing are:

HOUSING

Young adults are becoming the most likely group to live in poverty and to experience homelessness.



The most common reasons for homelessness in younger adults are parental evictions, exclusion by friends and relatives and general relationship breakdown.

Growing numbers of females recorded as homeless in Croydon, (doubled in the last year). An identified gap in services for rough sleepers is the provision of "wet" accommodation – for individuals who are not able/prepared to reduce their alcohol use, but who need accommodation to address their vulnerabilities/health needs.

LONG-TERM CONDITIONS

The average age of retirement for someone with multiple sclerosis is 42 years.

Over 45 per cent of people with asthma report going to work when ill, increasing the risk of prolonged sickness and affecting their ability to perform effectively.

People with heart failure lose an average of 17.2 days of work per year because of absenteeism caused by their condition.

Lost earnings due to sickness-absence are currently estimated at £22 billion per year for the UK economy.

WORKING AGE CARERS

Providing 10 hours of unpaid care per week appears to be a threshold at which carers become at risk of losing income or employment. Ethnic minority carers are estimated to provide more unpaid care than the general population.



MENTAL HEALTH

Just 8 per cent of people with schizophrenia are in employment, despite evidence that up to 70 percent of people with severe mental illness express a desire to work.



LGBT

The LGBT population face a general lack of services. Where services exist, they are often under represented. For example: Croydon Domestic Abuse and Sexual Violence Service recognises that LGBT clients are underrepresented in caseload data and more work is needed to support this group.

DOMESTIC ABUSE AND SEXUAL VIOLENCE (DASV)

Service users typically tend to be female. Physical abuse is the 3rd most commonly reported type of abuse after emotional and verbal abuse. People experiencing DASV often have multiple vulnerabilities that add unique complexity service delivery.



DISABILITIES

More and more people with disabilities are likely to be employed now than ever before, however they are still significantly less likely to be employed when compared to non-disabled people.



HOUSING

  
**HOMELESSNESS**

**2,285**  
Croydon residents, recorded homeless or in temporary housing<sup>42</sup>.

  
**ROUGH SLEEPERS (RS)**

**Almost 90%**  
in Croydon are aged between 18-55 years<sup>43</sup>.

Croydon has seen a 22% increase (2014-2017), compared with 7% for London.

**1 in 2**  
(44%) had spent time in care, prison as well as the armed forces (all 3)<sup>45</sup>.

**4 in 5**  
were male<sup>44</sup>.

**More than 1 in 2**  
rough sleepers have been without stable accommodation for longer than a year (60%)<sup>46</sup>.

  
**RS HEALTH**

**50%**  
been to A&E in last 6 months<sup>47</sup>.

  
**RS SAFETY**

**52%**  
attacked while sleeping rough. Homeless people have a 13x higher risk of experiencing violence<sup>48</sup>.

  
**RS SUBSTANCE MISUSE**

**1 in 7 (14%)**  
rough sleepers have substance misuse, as well as mental health needs. Croydon still has more counted rough sleepers needing extra support than the London average<sup>49</sup>.

DISABILITIES

  
**LEARNING**

**1 in 40**  
aged 18-64 predicted to have a learning disability<sup>50</sup>.

  
**PHYSICAL**

**1 in 44**  
aged 18-64 in Croydon, predicted to have a serious physical disability<sup>51</sup>.

  
**EMPLOYMENT**

**6%**  
of 18-64 year olds in Croydon, receiving long-term support from social services are in paid employment<sup>52</sup>.

  
**ACCOMODATION**

**1 in 3**  
of 18-64 year olds with a learning disability are in unstable accommodation<sup>53</sup>.

DOMESTIC ABUSE AND SEXUAL VIOLENCE (DASV)

  
**2 in 3**

aged between 21 and 40<sup>54</sup>.

  
**1 in 6**

**MENTAL ILLNESS**  
new referrals to the Croydon DASV service also had mental ill-health<sup>55</sup>.

  
**ALCOHOL**

women suffering domestic abuse are **15x** more likely to misuse alcohol<sup>56</sup>.

LGBT

  
**FINANCIAL HARSHIP**

**1 in 3**  
in London, earn less than the London Living wage, even when professionally qualified<sup>57</sup>.

WORKING AGE CARERS

  
**WORKING CARERS**

**1 in 8**  
working age people (25-64) in Croydon, provide unpaid care<sup>58</sup>.

  
**TIME SPENT CARING**

**More than 1 in 6**  
working aged carers (25-64) in Croydon, provides full-time care (50 hrs or more per week), typically more females than males<sup>59</sup>.

  
**EMPLOYED CARER HEALTH**

**2-3x more**  
full-time carers report 'Not Good' health, if also in full-time work<sup>60</sup>.

LONG-TERM CONDITIONS

  
**OBESITY**

**2 in 3 (62.2%)**  
adults in Croydon are overweight or obese (aged 18 and over)<sup>61</sup>.

  
**DIABETES**

**1 in 31**  
working age people (18-64) in Croydon, predicted to have diabetes. Expected to increase by 10% by 2025<sup>62</sup>.

  
**EMPLOYMENT AND ILLNESS**

those unemployed are **2x** at risk of limiting long-term illnesses<sup>63</sup>.

MENTAL HEALTH

**1 in 6**  
adults has a common mental health problem at any one time<sup>64</sup>.

**1 in 95**  
adults has a serious mental health illness like schizophrenia or bipolar disorder<sup>65</sup>.

Depression and anxiety are **4-10x** more common in those unemployed for more than 12 weeks<sup>66</sup>.

WORKING AGES:



aged 18-64 years  
**2 in 3** (62.2%)<sup>67</sup>

nearly  
**1 in 38**  
or **2.6%**  
or **6,204**  
**18-64**  
year olds

All but two of these 6 areas have become more deprived since 2010, and two have become significantly more deprived. The two wards that contain these very deprived albeit small areas are West Thornton and Fieldway<sup>69</sup>.

live in 6 of Croydon's (lower super output) areas considered to be in the 10% most deprived of the whole country.



Croydon has the third largest 18-64 population in London.

**18-64**  
YEAR OLDS

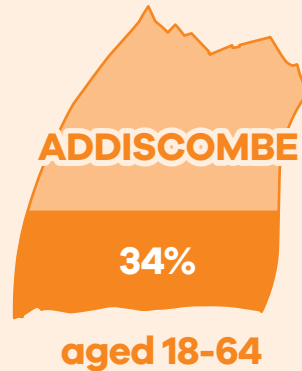
Croydon  
**237,663**

Lambeth  
**238,959**

Barnet  
**241,532**

Proportionately compared to the other London boroughs, Croydon has the ninth lowest proportion of their population aged 18-64 years<sup>68</sup>.

Addiscombe ward has the highest proportion of working age people<sup>70</sup>.



in 2016  
**18-64**  
YEAR OLDS

almost  
**half**  
49%

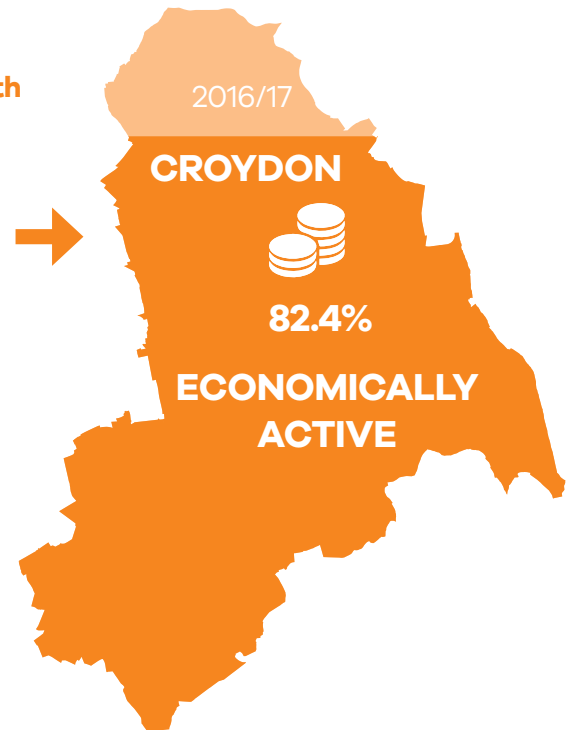
**BAME ethnic group**

by 2025  
**18-64**  
YEAR OLDS

over  
**half**  
55%

**BAME ethnic group<sup>71</sup>**

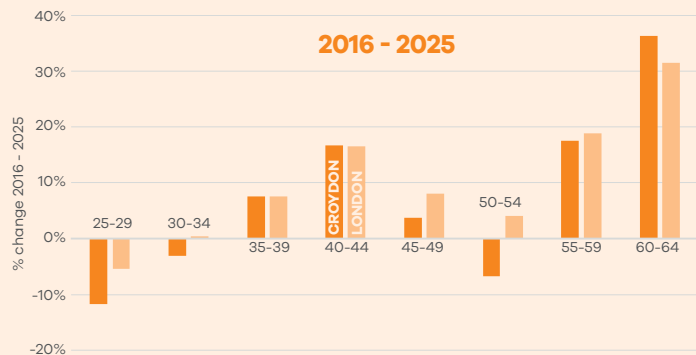
This is the **fifth highest % in London** and higher than the London average of 78.4%<sup>73</sup>.



The rate of growth (2016-2025) in Croydon is **5.6%** in the **25-64** age group.

This is a smaller proportionate increase than London (**7.6%**).

55-59 and 60-64 age ranges show the **largest increase<sup>72</sup>**.



As the population over the age of 65 continues to increase, and becomes more diverse in its ethnic composition, health and social care provision for older adults and carers of older adults in Croydon needs to evolve. However, older adults and carers of older adults are not just consumers of

health and social care services but also important contributors and have a wealth of experience to offer. It is important therefore that we facilitate this section of Croydon's population to continue to make a contribution to their own health and wellbeing, to society and to live lives to their full potential.

### HOUSING

Older adults, particularly those living alone and/or in larger family homes, those with disabilities and those with existing long-term conditions (physical or mental) are amongst those considered to be most vulnerable to fuel poverty and the impacts of cold, damp homes.



Croydon has the highest number of care homes in London. A large number of places are occupied by self-funders or out of borough placements. This can result in high demand for a few places for local authority funded eligible older adults who need nursing or residential care.

Projections for each of the groups within the life stages we have presented is not straightforward. We have presented the overall change in each age group as a whole. More work is required to model at a smaller level the projected population change in key cohorts.

### MENTAL HEALTH

Mental health has an impact on physical health and vice versa. As well as the typical life stressors common to all people, many older adults also experience limited mobility, chronic pain, frailty or other mental or physical problems. In addition, older people are more likely to experience events such as bereavement, a drop in socioeconomic status with retirement, or a disability. All of these factors can result in isolation, loss of independence, loneliness and psychological distress in older people.



### DISABILITIES

Disability develops earlier for people in the poorest sections of our society



### LONG-TERM CONDITIONS

Long-term conditions are more common in older people and the age increases your chances of having more than one condition. In addition, most individual long-term conditions are more common in poorer sections of society, and are more severe in nature even when less common. There is estimated to be rising demand for prevention and management of multi-morbidity rather than of single disease.

### OLDER CARERS

Older carers tend to be frail themselves and health decreases with increasing hours of caring responsibility. Social Isolation is common. The loss of a carer is likely to result in hospital admission or care home admission of the looked after individual. Supporting carers benefits both the carer as well as the person they care for.





DISABILITIES



SOCIAL CARE

1 in 10

older adults received social care<sup>81</sup>

1 in 4

older adults with a limiting long term illness whose day-to-day activities are limited **a little**<sup>82</sup>.



LONG TERM LIMITING CONDITION

1 in 4

older adults with a limiting long term illness whose day-to-day activities are limited **a lot**<sup>83</sup>.

is the most commonly reported reason for needing care as reported in the Croydon carers database<sup>84</sup>.



LEARNING DISABILITIES

1 in 47

older adults predicted to have a learning disability<sup>85</sup>.



VISUAL IMPAIRMENT

1 in 11

older adults predicted to have a moderate or severe visual impairment. Increases significantly with age and expected to increase by 24% to 2025<sup>86</sup>.

LONG-TERM CONDITIONS

1 in 8

older adults are predicted to have diabetes<sup>74</sup>.

1 in 10

older adults have 2 or more long-term health conditions<sup>75</sup>.



HEALTH STATE

1 in 7

older adults are self-reportedly in bad or very bad health<sup>76</sup>.



OBESITY

1 in 4

older adults are obese. Expected to increase by 22% by 2025<sup>77</sup>.



STROKE

1 in 42

older adults predicted to have a longstanding health condition caused by a stroke. Expected to increase by 24% by 2025<sup>78</sup>.

HOUSING



1 in 25

of Croydon's older adults live in households without central heating. Worse than England<sup>79</sup>.



211

older adults per year, are permanently admitted to care homes in Croydon<sup>80</sup>.

MENTAL HEALTH



SOCIAL ISOLATION

1 in 17

experience loneliness always or often<sup>87</sup>.



DEPRESSION

1 in 11

older adults are predicted to have depression<sup>88</sup>.

1 in 36

older adults are predicted to have severe depression<sup>89</sup>.



DEMENTIA

1 in 14

older adults are predicted to have dementia<sup>90</sup>

OLDER CARERS



1 in 8

older adults are carers themselves<sup>91</sup>.

1 in 3

older carers provide 'full-time care' (50 hours or more per week)<sup>92</sup>.



HEALTH STATE

1 in 10

older carers are in very bad health<sup>93</sup>.



SOCIAL ISOLATION

1 in 2

**adult** carers reported having as much social contact as they wanted<sup>94</sup>.

OLDER AGES:



**1 in 7** aged 65+ (13.1%)<sup>95</sup>

Croydon has the third largest 65+ population in London.

AGED 65+

Croydon 50,206

Barnet 54,215

Bromley 57,344

Proportionately compared to the 33 other London boroughs, Croydon has the eleventh highest proportion of their population aged over 65<sup>96</sup>.

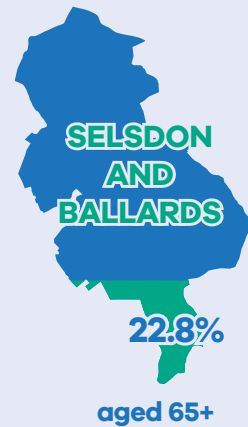
more than **1 in 45** or **2.2%** or **1,070** aged **65+**

All but two of these 6 areas have become more deprived since 2010, and two have become significantly more deprived. The two wards that contain these very deprived albeit small areas are West Thornton and Fieldway<sup>97</sup>.



live in 6 of Croydon's (lower super output) areas considered to be in the 10% most deprived of the whole country.

Selsdon and Ballards ward has the highest proportion of older adults<sup>98</sup>.



It is estimated in 2016 that 1 in 4 older adults (aged 65+) in Croydon were from a BAME ethnic group (26.1%).

in 2016 **AGED 65+** **1 in 4** **BAME ethnic group**

By 2025 it is expected that this will increase to 1 in 3 (35.5%)<sup>99</sup>.

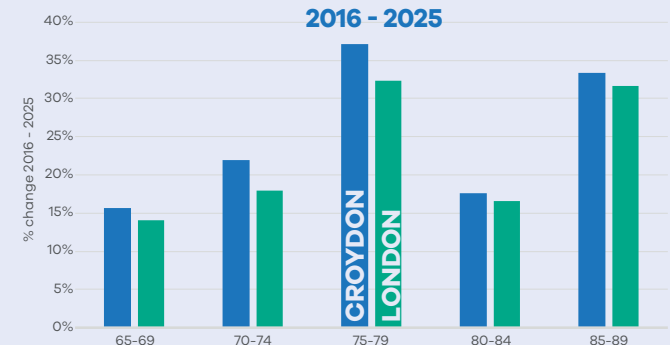
by 2025 **AGED 65+** **1 in 3** **35.5%** **BAME ethnic group**



The rate of growth (2016-2025) in Croydon is **23.6%** in the **65+** age group, overall.

This is a larger proportionate increase than London (**21.1%**).

**75-79** and **85+** age ranges show the **largest increase**<sup>100</sup>.



As I said at the beginning of my report Croydon seems to be misunderstood by many. They don't see this wonderfully diverse borough with all its great opportunities and significant challenges.

I hope that my report can start to demonstrate that here we are an outer London borough with inner London borough challenges and it's not just about the proportionality or percentages – after all, as I often say “100% of 4 is still only 4” it is about the considerable numbers of people who are impacted by poor health and those many things that can contribute to poor health and premature death.

Saying that this report is also designed to provide you with a range of memorable facts and figures about our borough. My hope is that you are able to use them to improve the health of the people of Croydon and, more importantly for me, reduce the inequalities that we still find here.

Rachel Flowers,  
Director of Public Health

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Mar Estupinan, Public Health Principal and  
Richard Eyre, Strategy Manager for Adults.

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A special thank you to Louise Summers, Principal Designer at the council's design team, CroydonDesign for their amazing work on the report.

Finally, to anyone else I may have forgotten to name, a sincere thank you for your contribution.

Give us your feedback.

Do let me know your comments on the report, either by emailing me at **[rachel.flowers@croydon.gov.uk](mailto:rachel.flowers@croydon.gov.uk)**

or by post to:

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People Department,  
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8 Mint Walk,  
Croydon, CR0 1EA

ONS 2011 Census – Ethnic Group (18)	GLA Ethnic Group (17)	GLA Ethnic Group (17)
White: English/Welsh/Scottish/Northern Irish/British	White British	White
White: Irish	White Irish	
White: Gypsy or Irish Traveller	Other White	
White: Other White		
Black/African/Caribbean/Black British: Caribbean	Black Caribbean	BAME
Black/African/Caribbean/Black British: African	Black African	
Black/African/Caribbean/Black British: Other Black	Other Black	
Mixed/multiple ethnic group: White and Black Caribbean	White & Black Caribbean	
Mixed/multiple ethnic group: White and Black African	White & Black African	
Asian/Asian British: Indian	Indian	
Asian/Asian British: Pakistani	Pakistani	
Asian/Asian British: Bangladeshi	Bangladeshi	
Asian/Asian British: Chinese	Chinese	
Mixed/multiple ethnic group: White and Asian	White & Asian	
Asian/Asian British: Other Asian	Other Asian	
Mixed/multiple ethnic group: Other Mixed	Other Mixed	
Other ethnic group: Arab	Arab	
Other ethnic group: Any other ethnic group	Other Ethnic Group	

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99. GLA short-term ethnic group projections (2015)
100. GLA ward SHLAA capped AHS projections (2015)



<b>REPORT TO:</b>	<b>Cabinet – 18 October 2017</b>
<b>SUBJECT:</b>	<b>Delivering New School Places</b>
<b>LEAD OFFICER:</b>	Barbara Peacock - <b>Executive Director</b>
<b>CABINET MEMBER:</b>	Cllr Flemming, <b>Children, Young People and Learning</b>
<b>WARDS:</b>	<b>All</b>

**CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON**

The recommendations in this report contribute to achieving priority 3 of the independence strategy to provide people with the best opportunity to maximise their life chances and have a good quality of life through the provision of high quality universal services, including an excellent learning offer.

**FINANCIAL IMPACT**

The overall cost of the Education Capital Programme is estimated at £101.7m over the period 2017/18 to 2020/21. Appendix 1 provides a detailed breakdown of the scheme costs and funding.

**FORWARD PLAN KEY DECISION REFERENCE NO.: 1317CAB** - this is a key decision as defined in the Council’s Constitution. The decision may be implemented from 1300 hours on the 5th working day after it is made, unless the decision is referred to the Scrutiny & Strategic Overview Committee by the requisite number of Councillors

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

**1. RECOMMENDATIONS**

The Cabinet is recommended:

**School Place Planning**

- 1.1 to agree Croydon’s School Place Supply Strategy (tables 1, 2 & 3) for the next 3 academic years – 2017/18 to 2019/20 - and the funding (where applicable) to deliver these additional places. The funding is set out in Appendix 1.
- 1.2 to note that following Croydon’s successful bid to the Department for Education to deliver a new free special school, and that we will be inviting expressions of interest until midday on 24 November.

### **School Maintenance**

1.3 to approve the proposed two year Schools' Maintenance Plan for 2017/18 and 2018/19, attached in Appendix 2 (printed separately).

1.4 to agree that this Plan will be reviewed annually.

### **School Admissions**

1.5 to agree that consultation on the published admission arrangements for community schools, including the proposed temporary reduction in published admission numbers for the 2019/20 academic year take place between 30 October and 11 December 2017.

## **2. EXECUTIVE SUMMARY**

### **School Place Planning**

2.1 Croydon Council has a statutory duty to ensure every child resident in the borough has access to a school place. This report sets out plans to ensure that there are sufficient primary, secondary mainstream and special educational needs places for every child in the borough.

### **School Maintenance Plan**

2.2 The Council is responsible for larger condition and maintenance works in maintained schools. A two year maintenance plan for community schools was agreed by Cabinet in January 2017. This report provides an update to this plan, further to the latest school condition funding allocation.

### **School Admissions**

2.3 The Council is the Admissions Authority for community schools within the borough.

2.4 This means that the Council has the responsibility to set and apply the admission arrangements for all community schools.

2.5 The School Admissions Code 2014 (School Admissions Code) sets out that Admission Authorities must consult on any proposed changes to admission arrangements or consult on admission arrangements at least once every 7 years. The Council must consult if reduction in Published Admission Numbers (PANs) are proposed.

2.6 There are no proposed changes to the admissions criteria for 2019/20. The proposed reduction in the published admission number at a small number of community schools is set out in Appendix 4 and further detail about the specific proposed changes is given from paragraph 3.51.

### **Co-ordinated scheme**

- 2.7 The Council also has a duty to formulate a co-ordinated scheme which sets out how all schools and academies in the borough will work together to ensure that all applications receive one offer of a school place on the prescribed national offer days for Reception and Secondary Transfer. This scheme runs until 31 August in any given admission year. This will be formulated and published with the determined admission arrangements in January 2018.

### **Proposed consultation 2019/20**

- 2.8 According to the provisions set out in the School Admissions Code, consultation must take place for a minimum of 6 weeks and the period of consultation must take place between 1 October and 31 January in the year before the arrangements are to come into effect. Therefore consultation must conclude by 31 January 2018.
- 2.9 It is proposed that the Admissions Arrangements consultation (for Community Schools) takes place between 30 October and 11 December 2017.

## **3. DETAIL**

### **SCHOOL PLACE PLANNING**

#### **Projecting the demand for school places**

- 3.1 Every year the Council projects the number of pupils requiring school places in the borough over the coming years (pupil demand). A projection methodology is used which takes into consideration factors such as birth rates and the number of children expected to be living in new local housing developments. Throughout the year, the demand for additional school places is reviewed as soon as new local information and data becomes available. For example, school census and admissions application information. This intelligence then informs the following July's yearly projections. In turn the projections inform the number of places delivered in future years, or the number of places that should be reduced in an area.
- 3.2 The Council submits pupil projections to the Department for Education (DfE) in late July each year. These projections are then verified and finalised by the DfE, usually by the end of the calendar year. Once finalised, the projections are used to inform the Basic Need funding which the Council receives from the Education, Skills and Funding Agency.
- 3.3 Based on the information provided to the DfE in July 2016, in 2017 the Council was allocated £6,833,299 Basic Need funding for places to be delivered in September 2020. This funding will support projects which are set out in our place planning supply strategy (set out in tables 1,2 & 3) and will reduce the borrowing that was planned to fund these schemes.

## Providing sufficient school places

- 3.4 To ensure the Council has a sufficient supply of school places to meet demand, the Council plans across six planning areas of the borough – Central, East, North West, South, South East, and South West - for primary places; and 2 planning areas – North and South - for secondary places. When the Council calculates the pupil projections, the number of additional places that will be needed in each of the defined pupil planning areas is determined. Maps setting out the boundaries for each planning area are illustrated in Background papers 1a and 1b. These map include the ward boundaries for information.
- 3.5 To plan for demand for specialist places for children with complex Special Educational Needs and Disabilities (SEND), the Council has a database of all existing placements that is updated annually to project future place requirements by category of need. This is cross referenced with data trends held by the Council on types of SEND for pupils with Education, Health and Care (EHC) plans and to similar data submitted by schools to the Department for Education (DfE) on pupils with SEN supported through the graduated response (formerly School Action and School Action Plus). A comprehensive needs assessment for Special Educational Needs places is currently being undertaken and the outcome of this piece of work will be reported to Cabinet in a future Education Estates Report.
- 3.6 Based on current pupil projections, the total number of additional school places that will be provided across the borough in the next three years is set out below. Our plans to deliver these places are set out in our supply strategy in Tables 1, 2 & 3.
- 3.7 As reported in previous Education Estates Reports, it is essential that we do not have a deficit of school places and that there are some available school places in every planning area for those who move in to the borough. However, a significant surplus of places has serious consequences.
- 3.8 A significant proportion of funding received by schools is directly related to the number of pupils attending the school. Vacancies in schools mean that schools will not receive the maximum revenue possible. Therefore a very careful balance is required to ensure that the council retains some vacancies for those who move into the borough, without creating an excess of places which could seriously challenge the viability of individual schools. This issue is likely to become even more pronounced with the proposed move to a national funding formula for schools.
- 3.9 There are areas where additional places are required and this information is set out from paragraph 3.11. However, we have seen a decrease in the birth rate which in some areas has meant we need to decrease the number of available places in the borough. It is proposed that consultation should take place on the temporary reduction in admission numbers at a small number of community schools. The schools identified for a proposed reduction in PAN will form part of the school admissions consultation, details of which are given from paragraph 3.51. Where it is recommended that numbers be reduced at Academies, we will work with those academy trusts.

3.10 In addition to this we have been working with a number of schools and Academies across the borough to reduce numbers for September 2017. There has been a proposed temporary reduction of 330 school places. This is to ensure that the surplus of places is not beyond what will be required for those who move in to the borough.

### Meeting demand for school places

3.11 Where additional places are required, there are broadly three different ways to deliver new school places. These are set out below and are used in tables 1,2 & 3 to show how additional places will be delivered.

- Fixed term expansions (one or two new classes) for one or two academic years only;
- Permanent expansions (permanent increase in the size of the school in every year group);
- New schools (current legislation sets out that all new schools are presumed to be free schools).

### Meeting demand for primary school places

3.12 Table 1 sets out the new primary places to be delivered in the borough. This includes the Collegiate Trust Free School which on 12 April 2017 was announced to open by the Department for Education. It is due to open in the South Planning Area (Primary).

Proposed number of additional places to be provided in the Primary phase

- 2017/18 academic year, an additional 3 FE (90 reception places)
- 2018/19 academic year, an additional 1 FE (30 reception places)
- 2019/20 academic year, an additional 5 FE (150 reception places)

**Table 1 – Primary School Supply Strategy**

Planning area	Academic Year 2017/18	Academic Year 2018/19	Academic year 2019/20
North West			New School: <ul style="list-style-type: none"> <li>• 3FE Free School - Ark Bayes</li> </ul>
Central	Existing Schools: <ul style="list-style-type: none"> <li>• Krishna Avanti Free School – 1FE (30 additional reception places) <sup>1</sup></li> </ul>		

	<ul style="list-style-type: none"> <li>Harris Primary Academy Purley Way – 1FE (30 additional reception places) <sup>2</sup></li> </ul>		
East	The Crescent <ul style="list-style-type: none"> <li>2FE in year bulge<sup>3</sup></li> </ul>		Existing school: <ul style="list-style-type: none"> <li>The Robert Fitzroy Academy 1FE (30 additional reception places)<sup>4</sup></li> </ul>
South			New School <ul style="list-style-type: none"> <li>2FE Free school - Collegiate Free Primary School</li> </ul>
South East			
South West	Permanent expansion: <ul style="list-style-type: none"> <li>1FE Woodcote</li> </ul>	Permanent expansion: <ul style="list-style-type: none"> <li>1FE Smitham</li> </ul>	

### Update

The proposed 2 FE new free school (Collegiate Free Primary School) for the 2019/20 academic year has been approved by the Department for Education.

### **Meeting demand for Secondary mainstream places**

3.13 Table 2 sets out the detail of the new secondary school places that will be delivered in the borough.

Proposed number of additional places to be provided in the Secondary phase to meet demand

- 2017/18 academic year, an additional 2.3 FE (70 Year 7 places)
- 2018/19 academic year, an additional 6 FE (180 Year 7 places)

<sup>1</sup> Total of 60 reception places available (This is the planned number of places)

<sup>2</sup> Total of 90 reception places available (This is the planned number of places)

<sup>3</sup> Bulge classes to accommodate 60 additional pupils admitted in 2011/12

<sup>4</sup> Revert back to their original higher PAN of 120 reception places available

- 2019/20 academic year, an additional 6FE (180 Year 7 places)

**Table 2 – Secondary School Supply Strategy**

<b>Planning area</b>	<b>Academic Year 2017/18</b>	<b>Academic Year 2018/19</b>	<b>Academic Year 2019/20</b>
North	Existing school: 2.3FE expansion of The Archbishop Lanfranc through Priority School Building Programme.		New School: 6FE Ark Blake, Morland Road.
South		New School: 6FE Coombe Wood School (Proposed site – Coombe Lane Playing Fields)	

3.14 As set out in previous Education Estates reports, the Council has been working with Crescent Primary who led a bid for a new free school in Thornton Heath (the Crescent Secondary School). This bid was made in partnership with the Brit School, GLF Schools and the Crystal Palace Football Club Foundation. The free school bid was submitted by the consortium in September 2016 and has not been approved to open at this time by the Department for Education (the decision maker). The unsuccessful outcome of the bid is attributed to the fact there is currently no projected unmet demand for secondary school places. The Council believes this to be a strong scheme with successful and committed partners. Should demand for school places in the planning area change, the Council would support a resubmission of this bid.

3.15 As reported in January 2017, the Department for Education has agreed to open a further secondary free school in Croydon. This project is to be delivered by Harris Federation and the Council will continue to work with the Department for Education and Education, Skills and Funding Agency to provide pupil demand information so that when additional demand is evidenced, plans can begin to develop to deliver this proposed school. There is currently no proposed site or planned year of delivery.

**Other new free schools agreed to open in Croydon**

3.16 Work continues by the Education, Skills and Funding Agency to progress plans for the Harris Professional Skills Sixth Form to open in 2018 on the site of the old South Norwood Police Station.

**Proposed number of additional places to be provided in Special Educational Needs to meet demand:**

- 2018/19 academic year, an additional 1FE (approximately 8 places) at St Nicholas Primary School for children with SLCN/ASD/MLD
- 2018/19 - 2019/20 academic year, additional post 16 places in local FE college 30 places including post 19 transition year for those young people with complex needs to provide pathways to independence and supported employment
- 2020/21 academic year, an additional 150 places for young people with autism and learning difficulties. Three year phased opening.

**Table 3 - Proposed 3 year SEND school places supply strategy (Further detail given from paragraph 3.17)**

Planning Area	Academic Year 2017/18	Academic Year 2018/19	Academic Year 2019/20
<b>North</b>			
<b>South</b> Additional SEN provision	<p>Existing schools:</p> <ul style="list-style-type: none"> <li>• 2FE<sup>5</sup> permanent expansion of St Nicholas Special School (age 4-11)</li> <li>• Nurture provision in 2 primary schools for pupils with social, emotional and mental health needs – 24 places TBC (age 4-11)</li> <li>• 2FE proposed temporary expansion of Red Gates Special School ( age 4-11)</li> </ul> <p>Beckmead Family of schools</p> <ul style="list-style-type: none"> <li>• Chaffinch Brook School – increase to include Year 9 class.</li> <li>• Beckmead</li> </ul>	<p>Existing schools:</p> <ul style="list-style-type: none"> <li>• 1FE proposed permanent expansion of St Nicholas Special School (age 4-11) <sup>6</sup></li> <li>• Post 16 SEN provision to be developed in liaison with FE College Sector and special schools.</li> </ul>	<p>Proposed new Free Special School:</p> <ul style="list-style-type: none"> <li>• 120-150 places for boys and girls with Autism and Learning Difficulties (age 2-19) – proposed site Lodge Lane, New Addington</li> </ul> <p>Visit <a href="http://www.croydon.gov.uk/freeschool">www.croydon.gov.uk/freeschool</a></p>



	<p>School increase of 14 places (social, emotional, mental health and/or anxiety, stress, phobia related learning difficulties).</p> <ul style="list-style-type: none"> <li>• Beckmead College – 12 places for young people age 14-19 years. KS5 vocational offer (working towards filling 50 places) – new building to open Jan 2017</li> <li>• Enhanced Learning Provision at Oasis Coulsdon and Arena increasing by 5 and 3 places respectively.</li> </ul>		
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<sup>5</sup> 1FE (form of entry) for Special schools usually equates to one class of 8 pupils

<sup>6</sup> This proposed additional 1FE permanent expansion would be further to the 1FE 2017/18 permanent expansion which was approved at January 2016 Cabinet (therefore it is proposed that the school would ultimately grow by a total of 2FE from the current numbers).

### Meeting demand for SEN places

3.17 In December 2017 the DfE announced funding for High Needs Strategic Planning. The London Borough of Croydon has been allocated £180K to undertake a review of the need for ‘High Needs Funded Places’ to support medium to long-term planning.

3.18 The review will engage early years providers, schools, FE and HE Colleges, short breaks providers, parents and young people with SEN and employers in planning a future sustainable local education, health and care pathway. This will enable young people to receive education closer to home and to avoid out of Borough placements. The review will be undertaken over a four month period from July-October 2017.

3.19 The outcome will be a five year strategic plan which is based on careful analysis of data and the views of stakeholders. The plan will inform future education place planning and short breaks commissioning. The aim is to ensure that investment is focused on development of a coherent pathway that leads to increased numbers of young people with SEN engaged in employment and/or living independently with support in or near their local community.

## Special Provision Fund Allocation

3.20 In March 2017 the Government announced the allocation of a special provision fund for Local Authorities to support capital investment in provision for pupils with special educational needs and disabilities. The funding will be allocated on an annual basis over a three year period 2018-2021.

3.21 The fund is to be used to create new places and make improvements to facilities and can be applied to mainstream, special school, nurseries, colleges and other education provision. The use of the fund needs to be consistent with the strategic plan that is drawn up for children with high needs and must address the Local Authority's statutory duty under the Children & Families Act 2014 to keep education provision for children with SEN under review including its' sufficiency. It will complement the high quality places that have already been delivered including Beckmead College which opens in September 2017.

3.22 Croydon's allocated special education provision fund is £968,855 annually; with a total of £2,906,565 being allocated by 2020/21. The allocation is based on projected population growth.

3.23 Key areas for prioritisation for funding will be set out in the Five Year Strategic Plan. Initial analysis indicates the following areas for targeting investment as including:

- **Local Post 16 specialist FE College** provision with clear pathways and support for long-term and sustainable employment of young people with SEN and disabilities. Current estimates indicate 30 specialist places alongside Croydon FE mainstream college are needed to provide a local pathway that meets needs
- **Improvement to some Enhanced Learning Provision and special school facilities** – in particular to support increased numbers of children with ASD access mainstream education with specialist support and children with ASD, learning difficulties and challenging behaviours have their needs met in local special schools
- **Improve accessibility of all existing provision** and including enhancing access to augmentative communication technologies and improving facilities for those young people with sensory impairment.
- **Improve facilities for integrated health, care and education needs**

3.24 Croydon's Dedicated Schools Grant High Needs Block was overspent at the end of the financial year 2016/17 by £5.7m attributable to increase in numbers of children with an EHC Plan and an over-reliance on independent school sector placements. The latter being principally due to insufficient local specialist education places. A key focus of the approach to application of the special provision fund will be invest to save.

## **Social Emotional Mental Health – confirmed new places**

- 3.25 SEN demand data shows an increasing need for specialist places for pupils with Autism Spectrum Disorder ASD and also bespoke provision for young people with Social Emotional and Mental Health (SEMH) or ASD.

## **Autistic Spectrum Disorder – confirmed new places**

### **New Free School**

- 3.26 Current specialist provision for ASD includes 3 enhanced learning provisions in primary schools (58 places) and 3 in secondary schools (58 places). Pupils with ASD with behaviors that challenge and limit learning are educated at Chaffinch Brook, an ASD specialist provision (56 places) within the Beckmead Family of schools.
- 3.27 Since ASD is often associated with learning difficulties, pupils are also often placed in a Moderate Learning Difficulties (MLD) or Severe Learning Difficulties (SLD) school adding to the pressure on places at these schools while a significant number attend specialist ASD schools in the independent sector outside the borough representing 30% of all independent sector placements.
- 3.28 In October 2016, Croydon Council was given the opportunity to bid for Free School funding to deliver a new Special Needs free school in the borough. An expression of interest was submitted and the Department for Education announced the bid was successful 12 April 2017. An open completion for a provider for the school will be led in partnership with Croydon Council and the DfE. The application process for potential providers is now open and will close at 12pm on 24 November 2017. Further information is available at [www.croydon.gov.uk/freeschool](http://www.croydon.gov.uk/freeschool)

### **Red Gates School - Additional places for children with severe learning difficulties, profound and multiple learning difficulties and autism**

- 3.29 In 2015 Croydon Council undertook early engagement on the proposed permanent expansion of Red Gates Primary.
- 3.30 A number of significant issues were raised relating to an additional 56 places on such a constrained site. Red Gates School is co-located with Gilbert Scott, a one form entry (30 places in every year group) mainstream primary school. As well as spacial constraints, concerns were raised relating to the safety of the additional pupils when travelling to the site by transport.
- 3.31 Further consideration was undertaken, including with key school stakeholders, relating to the possible options for delivering new places, bearing in mind the previous feedback provided through engagement on the full expansion of the school.
- 3.32 This feedback was also balanced with the demand for additional places in Croydon.

3.33 It was agreed that a fixed term expansion will be delivered at Red Gates, delivering 8 additional places in September 2017 and 8 additional places in September 2018, however with demand for places increasing for this September, both new classes will be delivered in September 2017.

### **St Nicolas School - Additional places for children with moderate learning difficulties, speech and communication disorders and autism**

3.34 In January 2017 Cabinet agreed that consultation could take place on the permanent expansion of St Nicholas School by one form of entry. This was further a one form entry expansion that had already been agreed to be implemented in 2017.

3.35 Following public consultation, The Leader of the Council agreed in May to agree the proposal to expand the school by an additional form of entry. These additional places will be offered for September 2018.

### **Funding the supply strategy**

3.36 In seeking high quality, value for money places, in areas of high demand, the Council has funded the delivery of the supply strategy through:

- Basic Need Funding;
- Targeted Basic Need funding for specific projects;
- CIL/Section 106;
- The Priority School Building Programme;
- Council Borrowing;
- Free Schools

3.37 Please refer to Appendix 1 which sets out the budget for delivering this supply strategy from 2017/18 to 2019/20. Further funding will be allocated each year from S106 and CIL which will reduce the Council's borrowing requirement.

### **Risks funding the supply strategy**

3.38 As set out in the previous Education Estates report, the Council will seek to meet its statutory duty to provide sufficient school places by maximising funding provided by central government using the free schools programme, in the absence of additional Basic Need Funding. Where projected pupil numbers determine that new schools are required, the Council will seek to attract the best providers to Croydon to provide residents with high quality school places.

3.39 However, this process relies on partnership working with central government and Academy providers to ensure that the best provision is delivered in areas of demand at the right time. Ultimately, the Department for Education is responsible for making the decision to open a new school in Croydon and this can create challenges of both - over and under supply - if additional places provided do not meet the projected demand for new places.

- 3.40 Should demand for places increase at short notice, particularly 'in year', the free school process does not provide the flexibility for places at immediate notice.
- 3.41 Therefore it is important that there is capacity across the borough to ensure all pupils can be offered a place. Where capacity exists in Academies, we must rely on strong relationships with providers to ensure places can be made available when they are needed. This will ensure that, as a Council we are able to meet our statutory duty to provide every child resident in Croydon a school place by accessing a full range of places, not just those in Community, Voluntary Aided and Foundation schools.

## **SCHOOLS MAINTENANCE**

- 3.42 The Council is responsible for larger condition and maintenance works in maintained schools.
- 3.43 The two year plan is based on information provided by the condition surveys commissioned by the Council through Faithful and Gould. These surveys are comprehensive and identify costed items across each school rated from A (good condition) to D (poor condition) as well as assessing the urgency of each (on a scale of 1 to 4, with 1 being the most urgent). The Council, under the current scheme for financing schools, is responsible for items valued at over £10,000 for primary schools and £25,000 for secondary schools.
- 3.44 At the time of writing, based on these surveys as uploaded onto the Council's Asset Management database, (TF Cloud) there are D items over these limits to a total value of £4.367m awaiting attention of which £2.65m are in the most urgent category. Accordingly, given a limited budget, those works which actually reach the programme will inevitably be those which are likely to lead to school closure if not addressed. They include items such as heating, roofing and windows replacement.

### **Proposed 2 year maintenance plan**

- 3.45 Using TF Cloud, the works have been programmed according to the following criteria:
- D1 needs identification through condition surveys or further inspection
  - Urgent health and safety issues
  - Items which could lead to school closure (predominantly roofing and heating works)
- 3.46 The resulting 2017/18 and 2018/19 programme is set out in Appendix 2. The programme is set at the level of the base budget of £2m per year from 2017 based on the valuation of identified works. The Central Government published the School's Condition Allocation for 2017/18-2018/19 was £3,771.786). The allocated funding will be added to next year's school's maintenance budget and the programme of works will be presented to the Cabinet for approval...
- 3.47 In reviewing this programme we have increased the proportion of the budget (£400,000) to emergency and reactive works and included the slippages and

retention of £650,000 from last year's work. We proposed to commission a full survey of all the fire doors in community schools and offer a buy-service to academy schools, this proposed work will be addressed under this budget. .

- 3.48 Plans will be put in place to use any of the provisions for emergency and reactive works that may be unspent in the final months of the financial year on smaller projects from the programme.
- 3.49 As in previous years, the programmes set out in this report are based on estimated costs and not tendered prices. The Executive Director, People, should retain the delegated authority to vary the programme to reflect actual prices and new urgent issues that may arise, including authorising spend against the allowance for emergency and reactive works.

### **Procurement**

- 3.50 Once the updated programme has been agreed, the relevant schools concerned will be engaged in detail on the works in advance of final procurement. The procurement strategy will be set for each scheme ensuring best value for money.

### **SCHOOL ADMISSIONS**

- 3.51 The Council is the Admission Authority for Community schools and is therefore responsible for consulting on, determining and applying the admission arrangements for community schools. The Council is therefore also responsible for consulting on the reduction of admission numbers, where relevant.
- 3.52 The Governing Body or Academy Trust is the admission authority for Foundation, Voluntary Aided schools and Academies. All schools which are their own admission authority are responsible for consulting, determining and applying their own admission arrangements and criteria. Details of any consultation on these admission arrangements will be found on each school's website.
- 3.53 The Council retains the co-ordinating role for reception, junior and secondary transfer. This means that all offers are made by the Council and that every child should receive one offer only. Admission Authorities, including Local Authorities are responsible for ensuring that admission arrangements are compliant with the School Admissions Code 2014.
- 3.54 This includes consulting on any proposed changes to admission arrangements annually or at least every 7 years where there have been no changes. In addition, Admission Authorities are required to determine their admission arrangements on an annual basis.

### **Co-ordinated scheme**

- 3.55 All local authorities must formulate and publish on their website a scheme to co-ordinate admissions arrangements for the relevant admissions year, by 1

January every year for all publicly funded schools within their area. Where the scheme is substantially different from the scheme adopted for the previous academic year, the Council must consult the other admission authorities in the area and any other local authorities it determines necessary.

- 3.56 Croydon has participated in a Pan London arrangement for the Co-ordinated Admissions rounds for both primary and secondary applications for several years. This arrangement allows all boroughs to exchange data and facilitate choice for parents by offering places across borough boundaries within the same parameters and timetable. However as well as agreeing to a core set of admissions principles across London, the Council has the ability (within the confines of the School Admissions Code) to add provisions to the scheme which will best serve the residents of Croydon.
- 3.57 Where the scheme has not changed from the previous year, there is no requirement to consult. However, the Council must consult on the scheme at least once every seven years, even if there have been no changes during that period. As the scheme was consulted on last year and there are no proposed changes to the scheme, there are no plans to consult on the co-ordinated schemes.

### **Consultation on the admission arrangements**

- 3.58 For the 2019/20 academic year, Admission Authorities are required to consult on their admission arrangements for a minimum of 6 weeks between 01 October 2017 and 31 January 2018, with arrangements determined by 28 February 2018.
- 3.59 Consultation must take places when there are proposed changes, including the proposed reduction in admission numbers.
- 3.60 It is planned that consultation will take place on the admission arrangements, including the proposed reduction of a number of published admission numbers between 30 October and 11 December 2017. Please see Appendix 4 for further information.

## 4 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

### 4.1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2017/18 Forecast Outturn £'000	2018/19 Budget £'000	2019/20 Budget £'000	2020/21 Budget £'000
<b><u>Capital Budget available</u></b>				
Expenditure	<b>54,493</b>	<b>28,160</b>	<b>18,099</b>	<b>969</b>
<b>Effect of decision from report</b>				
Primary permanent expansions	37,050	10,743	898	0
Secondary school Places	374	0	0	0
Delivery of SEN places	6,421	14,479	8,368	969
Major maintenance Other education schemes	3,501 7,146	2,243 694	2,000 6,833	0 0
<b>Total expenditure</b>	<b>54,943</b>	<b>28,160</b>	<b>18,099</b>	<b>969</b>
<b>Remaining budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Funding Sources</u></b>				
Basic Needs School Condition	6,026		6,806	
Major maintenance funding	3,501	2,243	2,000	
EFA other funding		969	969	969
Borrowing	44,671	24,948	8,324	
S106 Funding	745			
<b>Total Funding</b>	<b>54,943</b>	<b>28,160</b>	<b>18,099</b>	<b>969</b>



## **4.2 The effect of the decision**

### Education Capital Programme

This report commits the Council to the delivery of an Education capital programme worth £101.7m in total over the next four years to 2020/21 (with more detail included at Appendix 1). The use of free schools to provide school places within the borough continues to reduce the requirements from the future capital programme.

The Council has not been granted any Government funding for the delivery of school places beyond 2016/17. The only new Government funding available in 2017/18 and 2018/19 is the school conditions maintenance grant (although some residual Basic Needs condition funding is available from previous years). The majority of the funding from 2017/18 onwards (a total of £77.8m, equating to 76% of the remaining education programme) will therefore be provided via Council borrowing. The updated Capital Programme will be approved in July 2017 as part of the July Financial Review.

## **4.3 Risks**

If the proposed spending plans included in this report are not approved, there is likely to be a shortage of school places for the academic years 2017/18 to 2019/20, resulting in the Council not fulfilling its statutory duty.

## **4.4 Future savings/efficiencies**

If additional free school providers are interested in opening schools in Croydon, the cost to the Council could be reduced further in the future years. Also, the Council borrowing requirement (and associated costs) may also be reduced if any further funding is allocated by the Department for Education.

Approved by: Lisa Taylor, Assistant Director of Finance, Deputy S151 Officer

## **5. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER**

- 5.1 The Solicitor to the Council comments that the Council, as an admissions authority must set ('determine') admission arrangements annually. Under paragraph 1.42 of the School Admission Code 2014, where a local authority proposes changes to their admission arrangements, they must consult on the proposed admission arrangements. Local authorities have a general duty to consult on their admission arrangements at least once every 7 years, even if no changes are proposed. The proposed consultation process for the school admission arrangements for 2019/20 is set out fully in the body of the report.
- 5.2 Section 14(1) of the Education Act 1996 provides that a local authority has a duty to secure that there are sufficient schools for providing education in their area.

(Approved by Jacqueline Harris-Baker Director of Law and Monitoring Officer)

## **6. HUMAN RESOURCES IMPACT**

- 6.1 There are no direct HR implications arising from this report. Any resultant future increases or changes in staffing will be handled by schools' governing bodies in accordance with the appropriate school/council policy and procedures.

(Approved by: Deborah Calliste, HR Business Partner, on behalf of the Director of Human Resources)

(Approved by: Deborah Calliste, HR Business Partner, on behalf of the Director of Human Resources)

## **7. EQUALITIES IMPACT**

- 7.1 An equality analysis has been undertaken for the January 2017 cabinet report to help us to understand whether people with protected characteristics, as defined by the Equality Act 2010, will be disproportionately affected by the proposed changes in the Education Estates Strategy report. The analysis undertaken for the January 2017 report is relevant for this update. An initial analysis has been undertaken for the proposed changes and a full equality analysis will be done for the main cabinet report in January 2018.
- 7.2 The proposed changes in this update report will help the Council meet its statutory duty to provide sufficient school places for protected and non-protected groups. Croydon schools provide diverse educational provision in terms of type/category, size and educational sponsors. These include special schools, enhanced learning provision at mainstream schools; pupil referral units and Academies /Free Schools. Pupils are allocated a school place based on admissions criteria which aim to promote fair access to schools and are compliant with the Admissions Code.
- 7.3 The proposed strategy is in line with the Council's Equality and Inclusion Policy and will enable the delivery of the following priorities:
- Make Croydon a place of opportunity and fairness by tackling inequality, disadvantage and exclusion.
  - Close gaps in educational attainment by working with local businesses and community groups to enable people of all ages to reach their full potential through access to quality schools and learning.
  - Work in partnership to lift people out of poverty by increasing employment opportunities across the borough ensuring local people have a pathway into employment, education and training.
- 7.4 The proposed strategy is consistent with the Council's general equality duty to have due regard to the need to eliminate unlawful conduct under the Equality Act 2010; to advance equality of opportunity and foster good relations between persons who share a protected characteristic and those who do not.

## **8. ENVIRONMENTAL IMPACT**

8.1 N/A

## **9. CRIME AND DISORDER REDUCTION IMPACT**

9.1 N/A

## **10. REASONS FOR RECOMMENDATIONS**

The recommendations of this report are set out to:

- ensure that action can be taken to consult on new school places thus ensuring every child has access to a school place,
- agree an update to the maintenance plan to ensure that the limited budget provided to maintain community schools is distributed transparently to areas of greatest need,
- ensure the admission arrangements are consulted upon and agreed before they are determined by Full Council in 2018.

## **11. OPTIONS CONSIDERED AND REJECTED**

### **School Place Planning**

11.1 Detailed consideration has been given to how additional school places should be proposed for delivery. Projection information has been used to inform the council of the geographical areas where places should be delivered. Previous Education Estates Report have set out the new schemes to deliver new school places through the free school route.

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**CONTACT OFFICER: Jennifer Wade (nee Duxbury), Head of School Place Planning, Admissions and Learning Access, 020 8604 7156**

### **Appendices printed separately:**

Appendix 1 – Detailed programme budget 2017/18 to 2020/21

Appendix 2 – School Maintenance Plan (including assigned budgets)

Appendix 3 – Proposed Admission Arrangements 2019/20

Appendix 4 - Proposed Reduction in Admission Numbers 2019/20

### **Background documents provided as link on website agenda**

1. a. School Place Planning Areas (Mainstream Primary)  
b. School Place Planning Areas (Mainstream Secondary)
2. Equality Analysis Form

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Planning Area	Provision Location	Cashflow Budgets				
		2017/18	2018/19	2019/20	2020/21	Totals
		£	£	£	£	£
<b>Table 1 - Primary School Places</b>						
<b>Permanent Expansions</b>						
North West	2FE West Thornton Academy, Canterbury Road	7,454,139	4,250,639	-	-	11,704,778
North West	3FE Chestnut Park Academy	656,211	-	-	-	656,211
North West	3FE Ark Bayes New Free School (2019-20)	-	-	-	-	-
Central	3FE Harris Academy, Purley Way	5,621,699	746,955	-	-	6,368,654
Central	2FE Heathfield Academy, Aberdeen Road	6,014,934	198,740	-	-	6,213,674
Central	1FE Ark Oval Academy	1,007,739	-	-	-	1,007,739
East	1FE St John's C of E	1,687,105	121,496	-	-	1,808,601
East	1FE Heavers Farm	1,582,790	133,430	-	-	1,716,220
South	1FE Christ Church	1,969,414	132,045	-	-	2,101,459
South	2FE Collegiate New Free School (2019-20)	-	-	-	-	-
South West	1FE Chipstead Valley	2,643,136	-	-	-	2,643,136
South West	1FE Woodcote	4,994,926	262,353	-	-	5,257,279
South West	1FE Smitham	2,674,192	4,297,335	-	-	6,971,527
<b>Bulges</b>						
East	2FE Crescent 17-18	744,665	-	-	-	744,665
East	1FE The Robert Fitzroy Academy 2019-20	-	-	300,000	-	300,000
Various	Contingency Provision	-	600,000	597,637	-	1,197,637
Table 1 Sub-Totals		37,050,950	10,742,993	897,637	-	48,691,580
<b>Table 2 - Secondary School Places</b>						
North	6FE School at Arena	367,702	-	-	-	367,702
North	2.3FE Archbishop Lanfranc - Priority School Building Programme 2 (PSBP2)	5,818	-	-	-	5,818
North	6FE Ark Blake New Free School Morland Road (2019-20)	-	-	-	-	-
North	6FE New Free School - Harris Academy (Site RBC)	-	-	-	-	-
South	6FE Coombe Wood Free School (Wallington County Free School - Site TBC)(2019-20)	-	-	-	-	-
Table 2 Sub-Totals		373,520	-	-	-	373,520
<b>Table 3 - SEN Places</b>						
South	2FE St Nicholas Special School	1,521,300	13,425,000	7,398,731	-	22,345,031
South	2FE(Bulge) Red Gates Special School	1,604,444	-	-	-	1,604,444
South	Additional Primary ELP for Boys and Girls with ASD (TBC)	970,000	30,000	-	-	1,000,000
South	Enhanced Learning Provision for MLD (14 places) (TBC)	945,000	55,000	-	-	1,000,000
South	Proposed New Free School Post 19 Provision for PMLD (TBC)	-	-	-	-	-
South	Proposed New Free Special School (120-150 places) for ASD (Site TBC)(2019-20)	-	-	-	-	-
North	Beckmead School on Tension Road	252,135	-	-	-	252,135
South East	Girls Provision at Salcott Crescent	500,000	-	-	-	500,000
Various	Nurture Provision in 3 Primary Schools	627,973	-	-	-	627,973
Various	Invest to Save Projects	-	968,855	968,855	968,854	2,906,564
Table 3 Sub-Totals		6,420,852	14,478,855	8,367,586	968,854	30,236,147
<b>Table 4 - Major Maintenance</b>						
Various	Major Maintenance Works	3,500,965	2,243,263	2,000,000	-	7,744,228
Table 4 Sub-Totals		3,500,965	2,243,263	2,000,000	-	7,744,228
<b>Table 5 - Other Education Schemes</b>						
Various	Actual and Planned Expenditure on Other Education Programme Capital Projects***	7,146,250	694,459	-	-	7,840,709
Various	Basic Need Allocation	-	-	6,833,299	-	6,833,299
Table 5 Sub-Totals		7,146,250	694,459	6,833,299	-	14,674,008
					check	101,719,483
<b>Totals</b>					<b>968,854</b>	<b>101,719,483</b>
					double check	101,719,483
<b>KEY</b>						
	Free schools - primary, secondary and SEN.					
***	This refers to all other planned expenditure within the overall Education Capital Programme and Budget and, in order to be consistent with financial reporting generally, has been included in this Appendix A, as supported by Finance. Other Education Schemes comprise:					
	Quest Academy - £0.05m					
	DDA Works - £0.08m					
	Cypress Juniors Replacement Kitchen Accommodation - £1.39m					
	Fixed Term Expansion (FTE) Schemes - £1.67m					
	Two Year Old Entitlement Schemes - £0.64m					
	Grant Funded Kitchen Works - £0.18m					
	Capitalisation/Asset Resources - £0.39m					
	Other Primary and Secondary Projects - £2.18m					
	Other SEN Projects - £0.87m					
	Beckmead Garden Room - £0.39m					
	<b>Total £7.84m</b>					
of which circa 90% is currently programmed be expended in the current financial year, 2017-18.						

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School	Budget 2017-18 £	Works Description
		<b>HEATING</b>
Beckmead SEN	263,000	Heating (D1) pipework and radiators to be carried out in 2 phases 2017/18 & 2018/19
Bensham Manor	350,000	Heating (C2) 2x Boilers and gas main need to be replaced. Pipework, radiators and controls
Cypress Infants	150,000	Heating (C2) pipework and radiators
Cypress Juniors	150,000	Heating (C2) pipework and radiators
Elmwood Juniors	250,000	Heating (D1) pipework and radiators to be carried out in 2 phases 2017/18 & 2018/19
Howard Primary	260,000	Heating (C2) Replacement of pipework and radiators, this was designed and tendered in 2014/15 but not done due to other works being carried out in the school. No problems raised by the school to date.
Monks Orchard	229,000	Heating (C2) Boiler, Gas main, pipework and radiators to be replaced over two years 2017/18 & 2018/19
Selsdon Primary	100,000	Heating (C2) Boilers and controls. This is an end of life replacement and requires action in 2017/18
Winterbourne Infants	260,000	Heating (C2) main school boilers need replacing with the pipework and radiators to be phased over three years 2017/18, 2018/19 & 2019/20
		<b>ELECTRICAL</b>
Cypress Infants	25,000	Replacing loose switchgear and distribution boards in switch room (D1)
Tunstall Nursery	25,000	Rewiring back to Main Distribution Boards (D1)
		<b>OTHER WORKS</b>
Cypress Juniors	20,000	Works to correct water ingress onto stairs and adjacent corridor through retaining wall
Asbestos Survey	118,965	Survey required to meet statutory H/S requirements in schools
Red Gates	100,000	Re-roofing works
Fire Doors	150,000	Commissioning fire door survey of schools. To be funded from the reactive fund
Reactive Fund	400,000	
Slippages	650,000	Works slipped from 2016/17 programmes and retention fees
<b>Total</b>	<b>3,500,965</b>	

School	Budget 2018-19 £	Works Description
		<b>HEATING</b>
Beckmead SEN	213,000	Heating (D1) pipework and radiators to be carried out in 2 phases 17/18 & 18/19
Elmwood Juniors	225,000	Heating (D1) pipework and radiators to be carried out in 2 phases 2017/18 & 2018/19
Gresham Primary	160,000	Heating (C2) Boilers and Controls are a priority and need to be done now, as failure of these is likely to affect the schools heating and potentially shut the school. In addition the pipework and radiators need to be replaced but would have to be carried out over three years 2018/19, 2019/20 & 2020/21.
Monks Orchard	229,000	Heating (C2) Boiler, Gas main, pipework and radiators to be replaced over two years 2017/18 & 2018/19
Norbury Manor	225,000	Heating (C2) pipework and radiators. This would complete the heating works that have carried out over past years.
Orchard Way Primary	140,000	Heating (C2/3) pipework and boilers require replacement but not considered a priority at this time. Works to be phased over two years 2018/19 & 2019/20.
Winterbourne Infants	200,000	Heating (C2) main school boilers need replacing with the pipework and radiators to be phased over three years 2017/18, 2018/19 & 2019/20
Winterbourne Juniors	210,000	Heating (C2) replacement of pipework and radiators. Works to be phased over two years 2018/19 & 2019/20.
		<b>ELECTRICAL</b>
Beulah Juniors	50,000	Replacing loose switchgear and distribution boards in switch room (D1)
Gresham Primary	50,000	(C2)Incoming main, end of life.LV switchgear, end of life
St.Giles	100,000	(C2)Main fire alarm, obsolete. Boiler room switchgear. Replace HRC fuse boards throughout school
Kenley Primary	50,000	Rewire small power. New fire alarm
		<b>OTHER WORKS</b>
Beaumont Primary	150,000	Get IKO to carry out a roofing survey in 2017/18
Downsview	50,000	Retaining wall works
Reactive Fund	191,263	
<b>Total</b>	<b>2,243,263</b>	



# Proposed Community Schools Admission Arrangements 2019/20

The local authority uses the equal preference model for deciding which school is offered. This means that all school preferences are considered together and the admissions criteria applied equally. The order of preference will be used only if it is possible to offer more than one of the preferences. The highest preference offer available will be made, except where the authority is unable to offer any of the preferences, in which case, a place at the nearest school with a place available will be offered.

The criteria outlined below apply only to Croydon community schools.

Should any community school convert to academy status prior to September 2019, the admissions arrangements will apply as published below unless stated otherwise in their funding agreement.

Where the number of applications for a community school is higher than the published admission number, the following criteria will be applied in the order set out below to decide the allocation of places:

Children with an Education, Health & Care Plan (EHCP) or statement of special educational needs that names a school will be admitted to the school before the admissions criteria are applied to all other applicants. (See note 7)

1. **Looked-after children and previously looked-after children** (see Note 1).
2. **Linked schools**  
Children who are on the roll of their linked infant school at the time of application. (see Note 2).
3. **Siblings:**  
Children with a brother or sister who will be in attendance at the school or the linked infant/junior school at the time of enrolment of the new pupil (see Note 3).
4. **Medical:**  
Pupils with serious medical needs for attending a particular school. (See Note 4)

Supporting professional evidence must provide specific reasons why a particular school is the only school that can meet your child's needs and the detriment that would be caused if your child had to attend another school. Your application must be supported by a GP or consultant.

For primary age children, their need to attend a particular school because of a parent's serious and continuing medical condition may also be relevant.

Supporting evidence should be set out on the medical form which is available online at: <https://www.croydon.gov.uk/education/schools-new/school-admissions/in-year-admissions/in-year-admissions-primary> and both the completed medical form and the supporting evidence from the GP or consultant must be submitted with the application (see Note 4). By submitting your evidence to the local authority you consent to this information being shared with the local authority's medical advisor.

**5. Distance:**

Priority will be given to pupils living nearest to the school as measured in a straight line (see Notes 5 and 6).

**Tiebreaker**

In the event that the number of applications for places exceeds the number of places available, after application of the admissions criteria, distance will be used to decide between applications. Where distance is the same for two or more applications the authority will use random allocation, which will be independently verified.

**Note 1:** Looked-after children are defined as ‘children in public care at the date on which the application is made’. Previously looked-after children are children who were looked after, but ceased to be so because they were adopted or became subject to a child arrangements order or special guardianship order, immediately after being looked-after. If an application is made under the ‘looked-after’ criterion, it must be supported by a letter from the relevant local authority children’s services department and/or relevant documents.

**Note 2:** This criteria does not include siblings on the roll of the infant school’s nursery class, if it has one.

A list of all infant and junior schools is provided in the table below. The shaded schools are their own admission authority, therefore, please refer to the individual school’s admissions policy.

<b>Linked Infant School</b>	<b>Linked Junior School</b>
Beulah Infant	Beulah Junior
Elmwood Infant	Elmwood Junior
The Minster Nursery and Infant	The Minster Junior
Park Hill Infant	Park Hill Junior
St Joseph’s Catholic Infant and Nursery	St Joseph’s Catholic Junior
St Mary’s Catholic Infant	St Mary’s RC Junior
Whitehorse Manor Infant and Nursery	Whitehorse Manor Junior
Winterbourne Infant	Winterbourne Junior Girls
Winterbourne Infant	Winterbourne Junior Boys
Wolsey Infant	Wolsey Junior

**Note 3:** A sibling is defined as a brother or sister, half-brother or sister, step brother or sister, foster-brother or sister or adopted brother or sister whose main residence is the same address as the child for whom the school place application is being made.

Children with siblings allocated a place in the Reception or Year 3 class at a linked junior school to start in September will be eligible for priority under the sibling criterion from 1 August each year when this local authority opens waiting lists for the new academic year.

In the case of in-year admissions, eligibility for sibling priority will apply at the time of an offer.

This criteria does not include siblings on the roll of the school's nursery class, if it has one.

**Note 4:** All schools have experience in dealing with children with a range of medical needs and all schools are required to make reasonable adjustments in order to do this.

In a very few exceptional cases, however, there may be reasons why a child needs to attend a specific school.

If you feel there are exceptional reasons for your child to be considered for a priority placement at a particular school, you must indicate this in the section provided in your application, and complete the medical form which is available online at:

<https://www.croydon.gov.uk/education/schools-new/school-admissions/in-year-admissions/in-year-admissions-primary> or you can obtain a paper version from your local Croydon primary school or by contacting the council on 020 8726 6400, setting out the reasons to support your case.

All requests for priority consideration on medical grounds must be supported in writing by a doctor or consultant, and this must make clear which school you are making a special case for, the reason why it is necessary for your child to attend this school in particular, and the difficulties it will cause for your child to attend another school.

It is for you to decide how to support your case and what documents to provide, but these must be submitted, together with the completed medical form and supporting statement by the GP/consultant, by the closing date of **15 January 2019**. The admissions team is not responsible for chasing you to submit medical evidence or for contacting professionals for information about your case. Any decision will be based on documents you submit by the closing date.

The local authority, using guidance received from Croydon's admissions panel (this is comprised of professionals from health and education), will decide whether an application for a school is to be prioritised on medical grounds, in light of the medical evidence submitted by the parent for their child to attend this particular school. Claims for priority of admission on medical grounds submitted after a decision on the original application has been made will only be considered if the documents submitted

were not readily available at the time of application or if they relate to a new medical condition. Any submission made after the initial application must be supported by details of how the circumstances have changed since the original application and by further professional evidence.

Applicants who submit supporting information on medical grounds will not be advised whether their application is likely to be successful prior to the offer of places on 16 April 2019. If evidence is received after the closing date of 15 January 2019, it will not be taken into account until after places have been offered on the 16 April 2019.

**Note 5:** 'Home' is defined as the address where the child normally resides Monday to Friday as their only or principal residence.

Addresses involving child-minding (professional or relatives) are excluded. There have been occasions when parents/carers have tried to use false addresses to obtain a place at a school. To prevent this happening, Croydon Council undertakes checks using an address verification tool called Datatank. If after these checks have taken place, we cannot be satisfied that the address is the parent and child's normal place of residence, the parent/carer will be asked to provide further proof of their home address. In this instance two forms of address verification will be required: a solicitor's letter confirming completion of contract or a tenancy agreement along with a recent utility bill in the applicant's name.

If the parent/carer is found to have used a false address or deliberately provided misleading information to obtain a school place, the offer will be withdrawn.

Should there be doubts about the address to be used, parents/carers may be asked to provide evidence concerning the child's normal place of residence. This could include a court order stating where the child should live during the course of the week. The local authority would expect that the parent/carer with whom the child is normally resident receives the child benefit for the child. This may be used to determine the normal place of residence for the purpose of measuring the home to school distance.

If parents/carers have more than one property they may be required to provide proof of the normal place of residence for the child.

**Note 6:** The distance will be measured in a straight line from the child's home address to the designated entrance(s) of the school using a computerised measuring system (GIS) and geographical reference points as provided by the National Land and Property Gazetteer (NLPG). Those living closer to the school will receive higher priority.

If a child lives in a shared property such as flats, the geographical references will determine the start point within the property boundaries to be used for distance calculation purposes.

Distance measurements can be obtained using various internet sources however these do not replicate the system used by Croydon Council. Additionally, the distance measurement which can be obtained from the Croydon website using the 'Find It' link on the home page will not always be identical to that of the measurement obtained using the Croydon school admissions measuring tool (known as GIS) as the 'Find It' link is set up to measure to a range of council facilities and is not set up to measure for school admission purposes. It also does not give measurements to three decimal points.

### **Note 7: Education, Health and Care Plan or Statement of Special Educational Needs**

An Education, Health and Care plan (EHCP) is an integrated support plan for children and young people with complex special needs and disabilities. The plan gives a detailed description of the range of difficulties a child is facing and the level and type of provision required to help the child make progress and achieve positive outcomes.

#### **Child minding arrangements:**

Child-minding cannot be taken into account when allocating places at oversubscribed community schools.

#### **Children attending a nursery class attached to an infant or primary school**

Parents of children attending the nursery class at an infant or primary school must apply for a reception class place in the usual way. These children are not guaranteed a reception place at the school where they are attending the nursery class.

All applications are considered strictly in accordance with a school's admission criteria. Unless otherwise stated, children on the roll of a school's nursery class are not given priority admission into a reception class.

#### **Twins/triplets or other multiple births for admission into an infant class**

If you are applying for twins, or children from a multiple birth, and there is only one place available at the school, legislation allows us to admit them all i.e. all siblings from a multiple birth.

#### **Waiting lists**

Children who receive an offer at a lower preference school through the normal admission process (admission to Reception and Infant to Junior transfer) will be automatically placed on the waiting list for higher preference schools. Waiting lists for community schools are held for the first term of the reception year and thereafter, applicants are required to complete the local authority's in-year common application form (ICAF) if they wish to remain on the waiting list.

Children who apply for a school place through the in-year admission process and who receive an offer at a lower preference school will not automatically be placed on the waiting list for higher preference schools. Parents/carers would be required complete the waiting list request form available on the LA website in order to be added to waiting lists.

In-year waiting lists are maintained for one academic year and applicants who have been unsuccessful for their preferred school(s) and who wish to remain on the waiting list are required to re-apply the following academic year.

### **Admission of children below compulsory school age deferred entry to school**

Parents can defer the date their child is admitted to the school year but not beyond the point at which they reach compulsory school age and not beyond the beginning of the final term of the school year for which the application was made. Parents can also take up a part-time place until later in the school year but not beyond the point at which they reach compulsory school age.

A child reaches compulsory school age the term after their fifth birthday. Therefore, if you are offered a reception class place at a school, you can opt to defer your child's start date, but they **MUST** start full time school following their fifth birthday y the dates given below:

- Children born on or between 1 September and the end of December must start full time school by the beginning of the spring term in January
- Children born from 1 January to the end of March must start full time school on 1 April
- Children born from 1 April to the end of August must start school at the beginning of the autumn term in September

The local authority's expectation is that a child born between 1 April and 31 August should start the reception class at the beginning of the summer term at the latest. However, parents may choose that their child does not start school until the September (beginning of the autumn term) following their fifth birthday. Parents must note the place cannot be held open beyond the summer term, this will mean that as their child will be a year one pupil when they join, parents will need to apply for a year one school place, using the in-year application form.

### **Admission of children outside their normal age group**

Parents may request that their child is exceptionally admitted outside their normal age group. The admission authority will work with each family to determine whether or not in it in the best interests of their child to be educated outside their chronological year group.

All requests to educate a child outside their normal year group should include written explanation of why this is necessary and where applicable, evidence of the child's circumstances from a relevant professional detailing the child's educational need which makes education outside the normal age group necessary.

Decisions are made on the basis of the circumstances of each case and in the best interest of the child. This includes taking account of the following:

- Parents' views
- Information relating to the child's academic, social and emotional development, where relevant medical history and the views of a medical professional
- Any previous history of being educated outside of their normal age group
- If a child may naturally have fallen into a lower year group, if it were not for the child being born prematurely
- Views of the head teacher of the school(s) concerned

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#### Appendix 4

Croydon is proposing to reduce the Published Admission Number (PAN) for 2019/20 academic year for the following community schools:

<b>Planning Area</b>	<b>School</b>	<b>Original PAN</b>	<b>Reduced PAN</b>
<b>East</b>	Monks Orchard Primary School and Nursery	90	60 (TBC)
<b>North West</b>	Norbury Manor Primary School	90	60

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**For General Release**

<b>REPORT TO:</b>	<b>CABINET</b> <b>18 October 2017</b>
<b>SUBJECT:</b>	<b>New Addington Business Improvement District (BID) Renewal</b>
<b>LEAD OFFICER:</b>	<b>Shifa Mustafa, Executive Director of Place, Place Stephen Tate, Director of District Centres and Regeneration</b>
<b>CABINET MEMBER:</b>	<b>Cllr Mark Watson, Cabinet Member for Economy and Jobs</b>
<b>WARDS:</b>	<b>New Addington</b>

**CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:**

his report expands on economic development and regeneration aspects of the adopted Growth Plan; The Croydon Promise in its delivery of:

- The best location in London to start and grow a business
- Giving back to the community

It also supports the Corporate Plan 2015 – 2018 and Community Strategy specifically the objectives to compete as a place:

- A place where people choose to live, work, play and invest
- A place with a competitive local economy and labour market
- A place where town centres flourish

**BACKGROUND**

The Council has key ambitions to grow Town and District Centres pursuing jobs and housing growth. Business Improvement Districts (BIDs) support a number of priorities for the borough namely in jobs and the economy that help deliver these ambitions across the centres. The Community Strategy states that:

**JOBS & THE ECONOMY:**

- We will work to improve development opportunities and investment in New Addington.
- We will encourage businesses to invest in our district centres and to employ local people and we will use business rates to help achieve this.
- We will take steps to encourage owners of empty offices to bring the buildings back into productive use.
- We will support and encourage co-operative solutions to the Croydon economy.

As well as forming part of the local community strategy; BIDs are supported by the Mayor of London as part of the GLA's Economic Development Strategy (2012). They

are strongly championed as part of the current work to revive the UK's high streets

### **FINANCIAL IMPACT**

The financial impact to the Council to renew the New Addington BID is minimal and funded from the revenue Budget. These are detailed in section 4 of this report.

**KEY DECISION REFERENCE NO.:** this is not a key decision

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

### **1. RECOMMENDATIONS**

The Cabinet is recommended to:

1.1 Agree that, during the period September 2017 - February 2018, and on receipt of a BID proposal for the renewal of the New Addington BID, the Cabinet Member for Economy and Jobs in consultation with the Executive Director for Place be given delegated authority to:

- 1.1.1 Consider on behalf of the Council as billing authority, whether the proposal conflicts with any formally adopted policy of the Council, and, if it does, give notice of this in accordance with the BID regulations;
- 1.1.2 Determine whether the Council should support the New Addington BID proposal and if so, to vote yes on its behalf in the BID ballot. If a 'no' vote is proposed, this will be referred to Cabinet for further consideration;
- 1.1.3 Formally manage the ballot process in accordance with the BID regulations;
- 1.1.4 That subject to a 'yes' vote at ballot by the relevant business community for the New Addington BID in question, the Council as relevant local billing authority will manage the billing and collection of the additional levy, and its transfer to the BID company. In the event of a 'no' vote, that the costs of the ballot be recovered from the BID Company as per the BID regulations;
- 1.1.5 Enter into key operating agreements with the New Addington BID company regarding the operation of the BID and delivery of Council requirements and baselines.

### **2. EXECUTIVE SUMMARY**

2.1 Croydon is on an exciting journey towards substantial growth, regeneration and reinvestment. Over the next five years, in excess of £5bn will be invested within our metropolitan area, which will feed and sustain further growth within our district centres. Part of this growth will be achieved through the Council's regeneration proposals for New

Addington district centre that builds upon the work already underway. This includes completion of public realm improvements at Central Parade east; the construction of a new leisure and community centre and Central Parade west, maintaining the community offer at the Addington Community Centre, the role out of the behaviour change Live Well programme, community devolution and empowerment.

- 2.2 Together with private led initiatives, future regeneration proposals including the continued investment in Central Parade West and supporting the New Addington BID (the BID) , there is a real opportunity for growth for all experienced by the many not the few.
- 2.3 This report identifies economic opportunity created by the Council in supporting the renewal of the BID and the Council's approach to the renewal ballot for the BID (autumn/winter 2017).
- 2.4 The New Addington BID provides the commercial community of New Addington Parade investment of approximately £30k of funding through a levy raised by the BID. The Council and the BID will work together to drive economic growth in this key, ambitious and growing district centre. This will be achieved through responding to the opportunities presented by a successful BID ballot and aspirations outlined in the forthcoming business plan, working with the private sector, and by using our powers, activity and resources to support local businesses, jobs and housing growth.

### **3. DETAIL**

- 3.1 Part 4 of the Local Government Act 2003 and the Business Improvement Districts (England) Regulations 2004 (the 'Regulations') permits local business communities to set up a BID as part of the borough community strategy. A BID is a geographical area where businesses are invited to decide how to improve their trading environment, although the regulations do not specify how that geographical area is formed. A local mechanism is used to progress the BID where non-domestic ratepayers occupying local business premises (known as hereditaments) pay an extra levy on top of the annual business rates for a fixed period. This additional funding is ring-fenced and spent at the discretion of the BID Board on a business plan of services and improvements within the BID area.
- 3.2 The Regulations allow any local business community to set up a BID, provided that 51% or more of voting business ratepayers in the proposed area (in terms of both absolute numbers and rateable value) vote in favour. The vote for a BID is carried out by secret postal ballot, which is organised by the local authority. Eligibility to vote is based on one vote per each eligible business premise (hereditament) situated in the defined BID area.
- 3.3 The Regulations require the BID business plan ('the BID proposal') to include the range of new or expanded services and works over and above those provided by the local authority. The local authority is in turn required to demonstrate its intention to maintain its existing services to businesses within the geographical area of the BID for the duration of the BID through baseline agreements. The core focus is a program of additionality, complementing those services provided within the area by the local authority and other statutory services.

## Business Improvement Districts - Implications for the Council

- 3.4 Under the Regulations, the Council has a duty to consider whether or not the proposals conflict with any formally adopted and published policy of the Council, and if it does, give formal notice to the proposer explaining the nature of that conflict. By giving its approval the local authority is satisfying itself that the proposal conforms to the Regulations. It also needs to satisfy itself that the BID proposal has sufficiently demonstrated:
- The business consultation undertaken;
  - The financial management arrangements for the BID body;
  - The proposed business plan;
  - That a contract is in place between the BID company and the Local Authority; and
  - That all necessary steps have been taken to ensure the proposal is robust.

## Business Improvement Districts - The benefits to the Council and Local Economy

- 3.5 The key priority for the Council is to ensure that New Addington residents and businesses benefit from economic growth in the borough, and to ensure they have the opportunities to develop new or to expand existing local businesses, as well as, the skills and qualifications to access jobs paying at least the London Living Wage. To maximize this opportunity, officers are working with businesses and residents in district centres to create high streets that serve their local community, including community facilities, that are safe, with high quality public realm that is easy to navigate.
- 3.6 BIDs provide:
- A dedicated resource to act as a link to the district centre;
  - A focus on economic regeneration within the district;
  - Deliver additionality against the Council's priorities of crime and disorder and environmental change;
  - Improvements and sustainability; and
  - Better community cohesion from the events schedule planned by the BID to encourage footfall.

## Business Improvement Districts in London Borough of Croydon

- 3.7 Croydon Town Centre, Purley and New Addington District Centres each has a BID with different inception and renewal periods which are set out in the table below.

BID DISTRICT	INITIAL VOTE	ESTABLISHED	RE-BALLOT DUE
Croydon Town Centre BID (one of the largest BIDs in the UK)	2006	2007	Autumn 2021
New Addington BID (the smallest BID in the UK)	2012	2013	Autumn 2017
Purley BID ( <i>achieved a successful inception ballot in autumn 2015</i> )	2015	2016	Autumn 2020

- 3.8 Other district centres have expressed an interest in pursuing a BID, such as Coulsdon and Thornton Heath, though these are likely to take some time to come forward and may decide to form alternative mechanisms to drive growth in their district centres.
- 3.9 The Council has supported the above three BIDs and their renewals since 2006 and they have created successful outcomes in the areas that they serve.
- 3.10 In addition, in light of current financial pressures the Council will not be in a position to contribute an annual voluntary contribution to supplement the compulsory levy that they would be subject to annually (subject to a 'yes' vote).

### **New Addington BID**

- 3.11 The New Addington BID was established in 2012. The Council is expecting to receive a BID renewal proposal from New Addington BID by end of August 2017 which will then be evaluated in accordance with the regulations. The BID have indicated that if the proposal is authorised as in line with the Regulations that the second five year period will be the subject of voting commencing on the 6 November - 4 December 2017, with the outcome announced on 7 December 2017 and subject to a further 'yes' vote, the BID will continue from 1 February 2018. The Head of Elections and Civic Services has agreed a proposed draft timeline on this basis.
- 3.12 The terms of the agreement with the New Addington BID will come to an end once this current five year term has ceased, and the renewal of the BID at ballot in December, the Council will renegotiate the terms of the agreement with the New Addington BID to ensure that these are in line with other BIDs across the borough.
- 3.13 Over the last few months, the Council has been collaborating with the New Addington BID, regarding their ballot in December 2017 and renewal of the BID. A successful 'yes' vote at ballot has the potential to unlock further levy income of around £30,000 in 2017-2018 (assuming all 100% of monies owed is collected), although it is unlikely that future years will see variation in income raised as a result of the changes within the number of vacant units in the Parade. The Council will vote in the establishment ballot and can influence those interventions.
- 3.14 The priorities for the New Addington BID over the last five years have been to:
- Ensure that visitors, customers and employees feel safer and business premises are more secure;
  - Improve the perception and image of New Addington as an area in which to invest, work and live;
  - Make the working environment cleaner and more attractive for visitors, whether they are shoppers, employees or office clients;
  - Improve accessibility by promoting awareness of good transport access to the BID area and making the area easier to navigate;
  - Establish one 'port of call', which would act as a facilitator and a collective voice to identify issues and solutions for businesses and to represent them to Croydon Council and other organisations; and

- To coordinate a number of well organised and high events and festivals and events.

3.15 The draft priorities for the New Addington BID for the next five years are proposed as follows and will be confirmed after consultation and formal submission of the proposals to the Council:

- Pledge 1 – Investing in your safety
- Pledge 2 – Creating a great impression
- Pledge 3 – Delivering brighter streets
- Pledge 4 – Helping you in and around
- Pledge 5 - Bringing businesses together

## **4 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

### **Revenue and Capital consequences of report recommendations**

4.1 There are financial implications for the Council associated with supporting BID's.

4.2 The Council is responsible for funding the ballot process which takes place every five years and is managed by Electoral Services. The estimated cost of a ballot for the New Addington BID is £3k and will be funded from existing revenue budgets. If the BID vote is successful there are no further administration costs for the Council as these are recharge to BID members.

4.3 If the Council owns properties within a BID then we are responsible for paying the annual levy associated with these properties. For the New Addington BID this currently applies to six sites, and the annual levy for these sites is approximately £2k per annum. These costs are funded from existing revenue budgets.

4.4 The BID Board are in the process of reviewing their BID boundary, and it is estimated that the Council may incur an increased levy payment of up to £2k per annum if the proposed BID boundary is formally agreed.

### **The effect of the decision.**

A BID enables:-

- Receipt of revenue per annum to help in the regeneration of the area;
- Continuity of business relationships built up in the area through various ongoing and past initiatives;
- Continued engagement of local businesses to work in partnership with each other and with the Council
- Continued development of initiatives that attract footfall to the area and community engagement.

### **Risks**

The risk of the BID ceasing to exist will impact on businesses in the area. Increased footfall and inward investment in the local district centre may not be forthcoming compared with neighbouring areas where this opportunity is being exploited. At a time of austerity, Croydon, a significant commercial centre in South London, cannot risk losing the opportunity to regenerate its local business communities.



## **Options**

There are no perceived alternative options for the Council. If the business community chooses to pursue the legislative BID route and vote 'yes', then the Council is obliged to play its part in the process. It is also obliged to fund the ballot process unless the ballot is unsuccessful.

## **Future savings/efficiencies**

As a private sector initiative, the BID has no impact on the future savings or efficiencies of the Council. Any reduction of ownership of property in the BID area will have a direct impact on the levy payment due. The BID when operational, will add value to the wider economy of the Town Centre or District Centres.

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

## **5. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER**

- 5.1 The Solicitor to the Council comments that such legal considerations as there are which are pertinent to the recommendations in this report are set out in the detail of the report which explains both the relevance of the Local Government Act 2003 and the Business Improvement Districts (England) Regulations 2004 (BID Regulations). Beyond compliance with the statutory provisions, there are no other direct legal implications arising from the recommendations within the report.

(Approved by Sean Murphy, Head of Commercial and Property Law and Deputy Monitoring Officer for a and on behalf of the Director of Law and Monitoring Officer)

## **6. HUMAN RESOURCES IMPACT**

- 6.1 The BID will require ongoing support from an officer within the Regeneration team or the Economic Development team to assist in coordinating the delivery of agreed interventions that are set out in the Business plan. This may only amount to the attendance of meetings for BID Board updates or may ultimately involve a more comprehensive collaboration regarding a specific project the BID may wish to implement. Any support or service outside of this will be subject to officer availability and no conflict of interest.
- 6.2 There are no broader direct staffing implications arising from this report.

(Approved by Sue Moorman, Head of Human Resources)

## **7. EQUALITIES IMPACT**

- 7.1 The BID is a separate entity to the Council and provides services that are over and above those undertaken by the Council.
- 7.2 An equality analysis may be undertaken to assess whether the New Addington BID is likely to have any adverse impact on residents and businesses groups that share a "protected characteristic".
- 7.3 The proposal to renew a BID will support the Council in delivering on the economic development and regeneration aspects of the adopted Growth Plan and the Council's

Equality and Inclusion objective to work in partnership to lift people out of poverty by increasing employment opportunities across the borough and ensuring local people to have a pathway into employment, education and training. (TBA by Equalities Team)

## **8. ENVIRONMENTAL IMPACT**

- 8.1 The Council will ensure that all environmental considerations are given appropriate assessment at all levels of the delivery of projects which deliver more employment opportunities for the borough's residents.

## **9. CRIME AND DISORDER REDUCTION IMPACT**

- 9.1 A key focus of the BID proposal will be additional local safety and security initiatives to add to the Council's ongoing commitment. In this way, a BID will play a part in orchestrating business led solutions to criminal and anti-social behaviour.

## **10. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

- 10.1 There are no perceived alternative options for the Council. If the business community chooses to pursue the legislative Business Improvement District route and vote 'yes', then the Council is obliged to play its part in the process. It is also obliged to fund the ballot process unless the ballot is unsuccessful.

## **11. OPTIONS CONSIDERED AND REJECTED**

- 11.1 The following options were considered:  
Bring all BIDs before full Cabinet at each stage.  
Delegate authority as per the recommendations for the reasons set out in the report.
- 

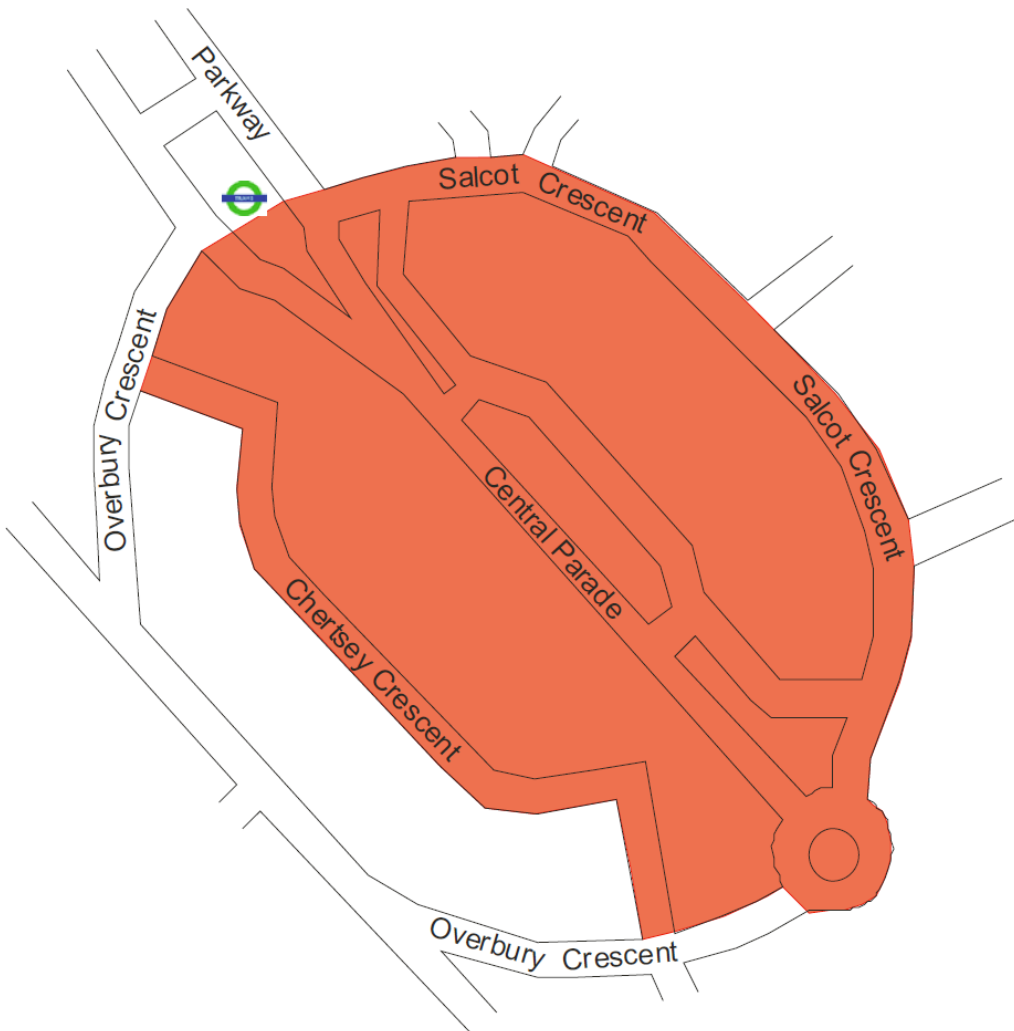
### **CONTACT OFFICER:**

Richard Green. Regeneration Manager. tel: ext 63864 (Report Author)

**BACKGROUND DOCUMENTS:** None.

**APPENDICES TO THIS REPORT:** New Addington BID map (Appendix 1)  
Renewal Proposal for Central Parade New Addington (Appendix 2)

Appendix 1: BID area – New Addington BID BID map  
(Map below demonstrates esting BID Boundry)



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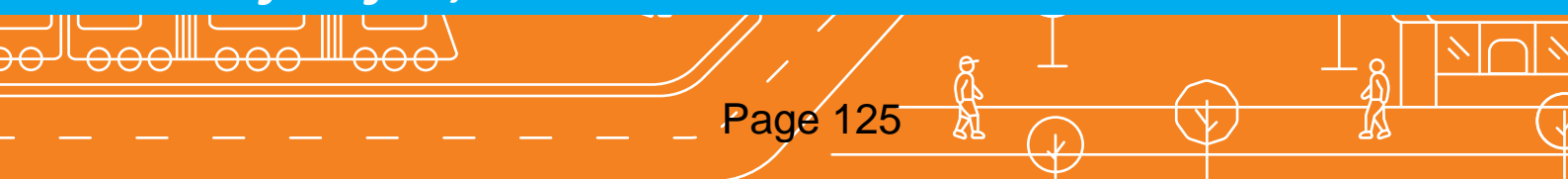
*Business Improvement District (BID)*

# Renewal Proposal for Central Parade New Addington



*cleaner, safer, more attractive,  
more footfall, more customers*

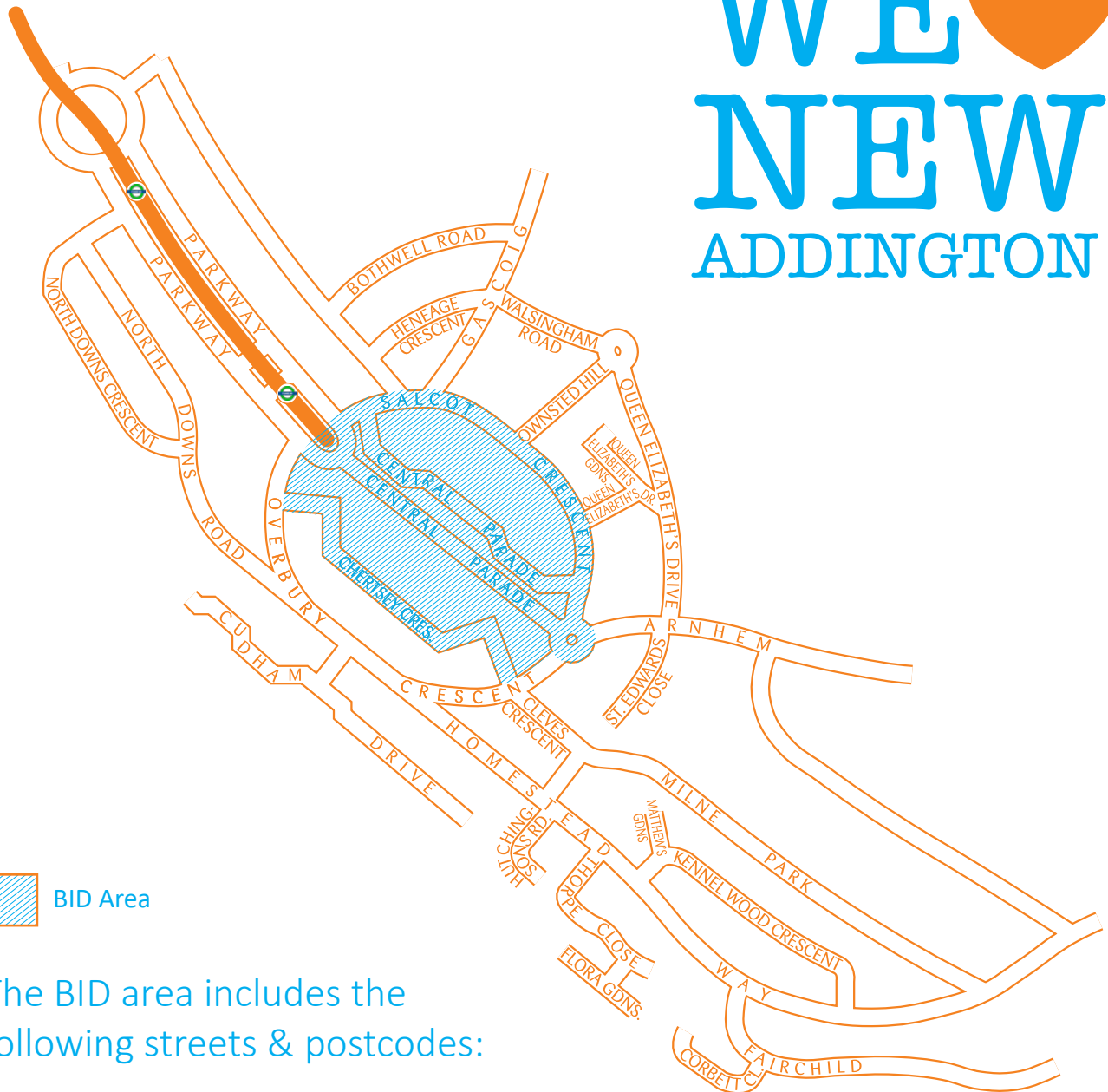
# 2018-23



*“We are extremely proud of the diversity of the retail offer on the Parade and work hard as a BID board to improve the trading environment for our levy payers. Much of our work is to address the ‘usual suspects’ of cleanliness, security and business competitiveness. With this in mind, we have introduced new cleansing and lighting schemes and opportunities for businesses to switch to cheaper telecom and utility providers.”*

**Ken Burgess Chair, CPBP & BID**

**WE**   
**NEW**  
**ADDINGTON**



 BID Area

The BID area includes the following streets & postcodes:

- Central Parade- CR0 OJD, CR0 OJB, CR0 OJW
- Chertsey Crescent- CR0 ODX, CR0 ODH
- Salcot Crescent- CR0 OJG, CR0 OJR, CR0 OJJ

There are 67 eligible hereditaments (business premises) in the BID area.



*“Central Parade may be the smallest BID in the UK; but we pack a hell of a punch. We make every £ count.”*

**Ken Burgess Chair, CPBP & BID**



*Ken Burgess,  
Chair, Central Parade Business Partnership and New Addington BID*

## Foreword

Central Parade Business Partnership (CPBP) is coming to the end of its first term operating the New Addington Business Improvement District (BID) and as your Chairman I must report it has been a resounding success.

With an approval by 82% of eligible voters you agreed in December 2012 to form a Business Improvement District. At its heart was a five-year business plan which set out your priorities:

**Maintaining a safe and secure environment:** Working with our police partners we secured the services of four additional police officers and with their help have reduced anti-social behaviour to its lowest level ever. We have installed and maintained lighting in the communal stairwell areas, making them safe for residents. After much lobbying, we have gained Council assurance that the rear service road will be made safe and secure.

**A clean and attractive environment:** In partnership with Croydon Council, we leveraged over £858,000 of additional funding. Widening and improving the pavements has enabled traders to make much better use of their shop forecourts. We have introduced and maintained a continuous cleansing regime for the common stairwells and secured regular refuse collections for tenants above Central Parade shops.

**A Strong Business Voice:** We have continuously voiced your interests to Croydon Council, Police, Fire Service, Safer Croydon Partnership, the Mayor of London and other authorities. We added our support to the local Council and pan-London response to the Secretary of State re the Business Rates Revaluation 2017. Our representations secured a reduction in the cost of proposed fees for forecourt street licences and parking permit fees, and in conjunction with the Market Manager and Council officers, we returned the twice weekly market back to its rightful place on the market square and adjacent car park. We helped minimise the disruption associated with the recent regeneration process, enabling businesses to continue trading as normal.

**Perception & Image:** Regular editorial content about BID programmes and events appeared in the New Addington

Magazine keeping members informed and up-to-date with our activities. This year we have developed a Love New Addington promotional campaign associated with in-shop competitions and market square activities. Participating shops show a significant increase in footfall during these events.

We are a major funder for the annual Christmas Lights and fireworks festival which is of particular benefit to the evening economy. To help our members improve their skills on social media and online marketing we funded a programme of free business mentoring training. In collaboration with London Wildlife Trust we have begun promoting family activities and accessibility to local nature reserves, have secured additional funding to improve signage and run more events.

**Accessibility:** We achieved was the provision of one-hour free parking along the Parade. This was a hard-fought campaign and in addition, our representation and vigilance ensured improved access to the car parks and suitable disability access to all shops.

As you can see we, the Central Parade Business Partnership, have achieved a tremendous amount in our first term as a BID. We are the smallest BID in the country with the smallest income, but we pack a hell of a punch! This has come about as a result of teamwork. Teamwork with our members, local Councillors and other agencies including New Addington Pathfinders, Croydon Council, Police, and the London Fire Service.

It is fitting and that the work we have done to improve the local environment for our members and the greater community has been more widely-recognised in this our 5th year by both the Croydon Business Excellence Award for Commitment to the Community and the Mayor of Croydon's Civic Awards. As we go to press, we are finalists for both.

I need you to vote in favour of renewing the BID for another five years. The consequences of not having a BID are hard to imagine. Put simply, all the good things we have achieved and our plans going forward will **STOP** as there will be no funding mechanism in place to continue our work.

**Your vote matters, your vote counts. Please vote to renew the BID on 5th December 2107**



*The New Addington Business Improvement District (BID) is now in its 5th and final year. In November 2017, along with all eligible businesses, you will be invited to vote on whether you would like the BID to continue with its work for another five years.*

*Without your support and a majority YES vote in the ballot, the New Addington BID will be wound down and all of its services and projects will stop.*

**Your top priorities for the current BID were:**

- ♥ **Practical projects** that make a difference to the safety and security of all our businesses
- ♥ A **strong representation** of business views and interests to the Council and other authorities
- ♥ A **regular programme** of cleansing and green initiatives to keep the area attractive to businesses, their customers and employees
- ♥ **Regular promotion** of Market Square events that help increase footfall and trade
- ♥ **Joint-purchasing** to reduce business costs such as utilities

*“5 years has provided a great base and the next 5 years will be a change for bigger and better”*

*New Addington Pathfinders*

## Successes and Achievements 2013- 2018

We promised to deliver for you across all 5 of your key themes. Over the last 5 years of the BID we have used the BID levy funds collected and our influence to achieve the following on behalf of our local businesses:

### Safe & Secure

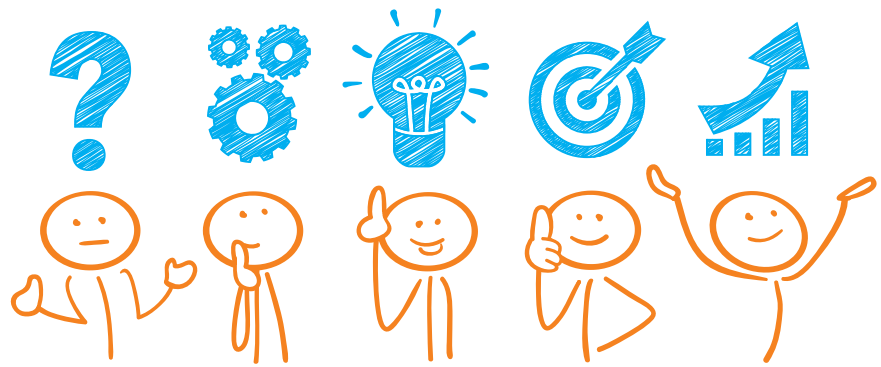
- We installed and maintained lighting and funding of associated utility costs to all Central Parade stairwells
- With partner authorities, we secured 4 additional Police Officer posts to improve security and reduce anti-social behaviour on the Parade
- We represented the issues and concerns associated with anti-social behaviour, environmental crime and public confidence in district centre businesses to the Safer Croydon Partnership
- We gained Council assurance that the Rear Service Road will be made safe and secure and attractive

### Clean & Attractive

- We maintained a regular regime of cleansing of all Central Parade stairwells
- We secured regular refuse collections for tenants above Central Parade shops
- We collaborated with the Council to progress the Rear Service Road Development Plan
- In partnership with Croydon Council we leveraged over £858,000 of additional funding for improvements to the Central Parade BID area



## NEW ADDINGTON BID: putting your priorities onto the street



### A Strong Business Voice

- We represented the views and interests of local traders regularly to Croydon Council, Police, Fire Service, Safer Croydon Partnership, the Mayor for London and other authorities
- We represented the expectations of our members by ensuring that the Council and other public services fulfil their agreed existing commitment to service delivery and service standards within the BID area
- We provided a free consultation service to BID members to help reduce business utility costs
- We negotiated with relevant authorities on traders' behalf to maximize the effects of the regeneration works on the Parade and to minimise any disruption to business
- We negotiated a reduction in proposed fees for shop front street licences
- We sponsored business promotions at the New Addington Carnival

### Perception & Image

- We developed 'We ❤️ New Addington' promotional campaigns
- Major funding of the annual Christmas Lights
- We represented the views and interest of the traders in the return of market stall holders back onto the Market square and car park
- We provided regular editorial on the BID programme of projects and improvements in the New Addington Magazine
- We funded free business mentoring training on social media and online marketing
- We funded a programme of in-shop competitions, market square and Parade family events to increase footfall and trade
- We collaborated with London Wildlife Trust to promote family activities and access to local nature reserves by local families and business people and increase Parade footfall
- We collaborated with White Label to promote the New Addington Business Local Award as part of the Croydon Business Excellence Awards 2017

### Accessible

- We represented the views and needs of local traders as part of the Central Parade public realm improvements
- We secured 1 hours' free parking in car parks and on the front Service Road
- We participated in the national Small Business Saturday retail campaign to encourage increased pre-Christmas footfall on Central Parade

## What a difference a BID makes

### The current BID 2013- 2018

#### We have

- generated £858k additional public sector funding into Central Parade
- secured 1 hour free parking for the benefit of all businesses
- increased footfall by over 100% for all stores participating in in-shop children's competitions
- reduced anti-social behaviour on the Parade to its lowest level ever
- secured reduced business parking permit fees of £100 (£70 renewal) p.a. per business
- secured revision of street trading licence fees to £365 (£104 temporary) p.a. per business
- monitored OLF2 regeneration programme closely ensuring disabled access to all shops



*“The recent competitions run by the BID have meant more residents interact with the businesses which has created a much higher community spirit.”*

PC PARMAK 233ZD



Business Banners

# NEW ADDINGTON BID

open for business

Renewal Proposal for Central Parade New Addington

6



*“We really needed Shalina’s help. She was so patient, knowledgeable and gave us lots of practical advice and help. This was a really good programme. I’d really recommend it. If we can do it; anyone can.”*

Denise Lyons; Bloomin’ Lovely Florist, on CPBP social media and online marketing mentoring programme

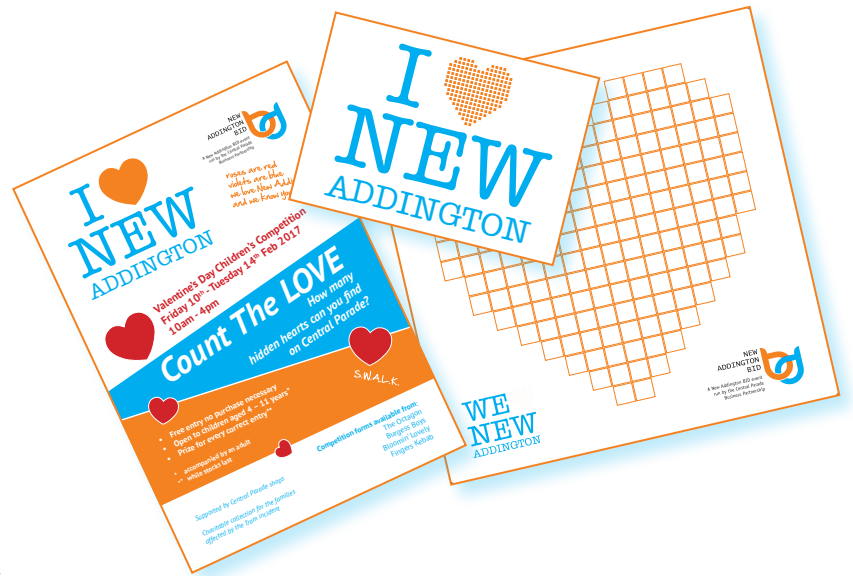
I Love NA Bags Campaign:



*“A great way of incorporating partnership working”*

Rowland Brothers

Count the Love Campaign:



Nominated for

2017 **MAYOR OF CROYDON CIVIC AWARDS**



Spot Santa Campaign:



Here be Dragons Campaign:



*“A great forum for people to come together and work together”*

Burgess Boys Pet Care

7 Renewal Proposal for Central Parade New Addington



## Moving Forward 2018 – 2023

***Our aim for the next 5 years is to continue with the agreed 5 priorities from our current BID with the addition of a sixth priority: Business Support. We will build on the success of the current programmes, projects and services being delivered in the BID area. Over the next 5 years we will continue, enhance, and expand these services and projects to deliver additional benefits for our levy payers.***

### A Strong Business Voice

- We will provide a reliable and respected conduit to 2-way communications between BID members and public authorities
- Continue to represent the expectations of our members by ensuring that the Council and other public services fulfil their agreed existing commitment to service delivery and service standards within the BID area
- Continue to represent the views and interests of local traders in the Council development plans for commercial and community facilities on the Parade
- Continue to represent the views and interests of businesses to the Council, Police, Fire Service, Safer Croydon partnership, Mayor for London, London BIDs and other authorities
- Lobby for future phases of the Central Parade regeneration plan and associated public realm improvements

### Safe & Secure

- We will continue to lobby for a strong Police presence on Central Parade
- Continue to maintain stairwell lighting and fund associated utility costs on the Parade
- Continue to strengthen the link between the Safer Croydon Partnership, local businesses and the BID by voicing district centre issues and concerns associated with anti-social behaviour, environmental crime and public confidence.

### Clean & Attractive

- We will continue to fund a regime of regular stairwell cleaning
- Work with the Council and other partners on initiatives to reduce fly-tipping behind shop premises
- Continue to collaborate with the Council to progress the Rear Service Road Development Plan
- Work with partners to implement a number of greening projects on the Parade

### Accessible

- We will work with partners to improve and maintain information and signage about local facilities
- Commission a disability audit of Central Parade shop premises and public facilities
- Continue to lobby for free parking facilities and better parking provision

vote **YES** to keep the bid and everything that goes with it

## Perception & Image

- We will continue 'We ❤️ New Addington' promotional campaigns
- Continue to support the Christmas lights and other annual local events
- Address empty shops and attract diverse sector and new quality businesses to the Parade as and when appropriate
- Promote New digital and print campaigns about the local business offer
- Extend the calendar of high-quality Market Square and Parade events to boost footfall & trade
- Develop a programme of family events and guided walks in local nature reserves
- Link with partners to maximize the regeneration and footfall benefits from a programme of events and activities located in the new-build facilities on Central Parade

## Business Support

- We will secure new training such as social media and digital training opportunities for businesses
- Promote a programme of Internships/ Apprenticeships by suitable BID member companies
- Support BID members to sign-up to the Croydon Good Employers' Charter
- Promote an annual local business award and a programme of shop local promotions
- Increase participation in Small Business Saturday pre-Christmas retail campaign
- Develop an enterprise competition for young people

## What will be lost if there was no BID?

- A less vibrant Parade with fewer events and promotional campaigns
- No Christmas lights
- No in-shop children's competitions
- No market square events
- No business sponsorship of the Carnival
- No cleansing of stairwells and associated lighting
- No maintenance of lighting
- No monitoring of refuse collections and rubbish removal
- No partnership with the Police to report and reduce crime and anti-social behaviour
- No partnership with the Council to pursue the rear service road improvement plan
- No-one to campaign on parking issues
- No business voice to monitor Central Parade regeneration and public realm works
- No business support, mentoring or training
- No one to keep you updated on Central Parade developments, issues and news
- No one to voice business concerns to the Council, Police and other public authorities
- No dedicated resource to apply for additional grant funding and inward investment



The **NEW ADDINGTON BID** is a business-led, not-for-profit company, championing the interests of local businesses to improve central parade new addington for local traders, visitors, shoppers and residents.

## About The New Addington BID

**The New Addington Business Improvement District (BID) was set up by the Central Parade Business Partnership (CPBP) in 2013 following a majority vote by eligible local businesses.**

**The New Addington BID is incorporated as a not-for-profit company limited by shares. All levy paying businesses are automatically members of the BID and are encouraged to attend meetings and put themselves forward to sit on the BID management committee and sub-groups. Each paid-up eligible levy payer holds a share in the company.**

*“The parade is buzzing when there is an event on the market square; footfall is up, my customers love it; everyone has a smile on their face”*

**Greggs**

## BID Levy Rules

- Following a successful renewal ballot, the BID levy is a mandatory charge for all those defined businesses or occupiers in the defined BID area.
- If the renewal is successful, every eligible business will pay an annual levy of 2% of rateable value to the Business Improvement District (BID).

• An easy way to calculate the BID levy payable for your business is to multiply the annual business unit rateable value by 0.02. For example: If the rateable value on your business premises is £10,000 you will pay £200 annually (£3.85 per week).

- There are no exclusions or discounts on levy payments for charitable bodies or charity shops. Businesses that have charitable body status will be liable for the full BID levy as the local authority business rate mandatory charity relief or discretionary relief does not apply to the BID.
- If a premises is empty, the leaseholder remains liable for the full BID levy payment. If there is no lease in place the premises owner becomes liable for the full BID levy payment.
- There is a BID levy threshold of £900; which means that if the rateable value of your business premises is £900 or less per year, you will not have to pay the levy as its collection will not be cost-effective to the BID.
- The BID operates a ‘chargeable day’ levy collection policy; i.e. each eligible levy payer is billed at the start of the BID year for the full annual levy payment. The eligible levy payer at the commencement of each BID year remains liable for the full year payment for that year. The levy is not transferable and there are no refunds.



<b>Term of BID</b>	5 years	<b>Years of BID</b>	2018- 23
<b>Levy rate</b>	2%	<b>Number of Hereditaments</b> (Based on Local Authority)	67
<b>BID Proposer</b>	Central Parade Business Partnership	<b>Corporate status of BID body</b>	Incorporated Company limited by shares
<b>Minimum Threshold</b>	£900	<b>Governance arrangements</b>	Management Board in place
<b>Maximum threshold</b>	N/A	<b>Contingency</b>	Budget 97% collection
<b>Commencement date</b>	3rd Feb 2018	<b>BID Management/ administration costs as % of expenditure</b>	20% maximum
<b>BID area</b>	Central Parade: CRO OJD, CRO OJB, CRO OJW Chertsey Crescent: CRO ODX, CRO ODH Salcot Crescent: CRO OJG, CRO OJR, CRO OJJ	<b>Mid Term Review</b>	The BID team are committed to at least one independent review of the BID during the BID term. This will be available to levy payers.
<b>Refunds policy</b>	No refunds	<b>Local Authority collection Charges</b>	7% of levy collected
<b>Operating agreement</b>	agreed with Council	<b>Baselines</b>	Agreed with Council
<b>Empty Property Relief</b>	Landlords become liable for untenanted properties	<b>Performance management</b>	Annual Review by management Board

## BID Budget

An indicative five year budget has been prepared based on the ratings list as supplied by Croydon Council at the time of writing this business plan (Sept 2017).

The New Addington BID levy will raise over £145,000 to be spent exclusively in the BID area over its five year term. Where possible, the BID team will work with partners and stakeholders to supplement its annual income.

Decisions on expenditure and budget allocation will be governed by the BID management committee and recorded accordingly. The streets and hereditaments included in the BID area may change over the lifetime of the BID due to changes in the Council's ratings list or changes in the ratable values. New hereditaments are liable for the BID levy.

- The budget has been based on an estimated collection rate of 97%.
- The local authority levy collection charge is xx% of the annual levy per annum.
- Core costs include administration, levy collection costs and insurances associated with running the BID
- The budget must remain flexible to allow for changes within the BID area that may arise from time to time and with specific reference to the impact of the business ratings review and any rates relief.
- Levy collection charges will be reviewed by Croydon Council and the New Addington BID annually taking into account the number of levy payers per calendar year.

*“If the BID stops the stairwell lights will go out, the stairwells won’t be cleaned, rubbish will pile up and there will be no money or people to sort it out”*

### Oval Cleaners

## Our proposed annual BID budget 2018-23

The New Addington BID will invest over £145,000 in the BID area between 2018 and 2023 on our programme of agreed improvements and projects. In addition, the CPBP as the BID delivery company will aim to secure an additional £25% of funding per year. We have based our budget on a 97% levy collection rate.

## Proposed Income

Income per year (years 1 -5)		£
BID levy		29,000
Anticipated external funding (25%)		7,250
<b>Total:</b>		<b>36,250</b>

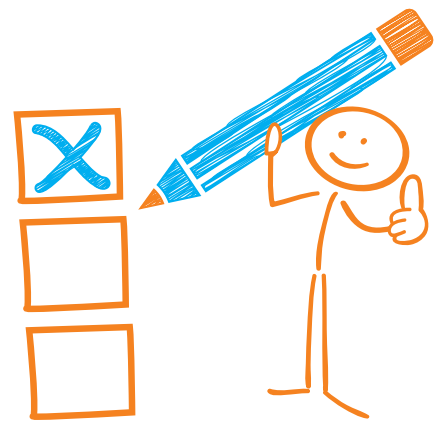
## Proposed expenditure per year

BID theme & Initiative	Budget A (BID levy only) (£29,000 p.a.)	%	Budget B (with external funding) (£36,200 p.a.)	%
<b>Clean and Green</b>				
Cleaning	4,000	13%	5,000	14%
Utilities	1,000	3%	1,500	4%
Contribution to Environmental /clean-up at rear of Central Parade	2,000	7%	2,500	7%
<b>Safe and Secure</b>				
Security/ CCTV	1,000	3%	2,000	5.5%
<b>Perception &amp; Image</b>				
Contribution to Christmas Lights/ Local festivals	5,000	17%	5,200	14%
In-shop and Parade events	4,000	14%	5,000	14%
<b>Business Support</b>				
Business communications / website	1,500	5%	3,000	8%
Business support	6,000	20%	7,000	19%
Business training and mentoring	1,000	5%	1,350	4%
<b>Core Costs</b>				
Insurance and levy collection costs	2,700	9%	2,700	7%
<b>Contingency</b>				
	800	3%	1,000	3%
<b>Total expenditure per annum <sup>1</sup></b>	<b>£29,000</b>		<b>£36,250</b>	

<sup>1</sup> applying BID threshold of £900 RV p.a. and a 97% collection rate



for the bid to continue  
 there must be a  
**MAJORITY** by **NUMBER** *AND* a  
**MAJORITY** by **RATEABLE VALUE**  
 of those voting



## How to Vote

In order to continue for another 5 years the New Addington BID needs your YES vote on 5th December 2017



### Tuesday 24th October 2017

You receive your official notification of ballot- A letter from Croydon Council to every eligible business. Look out for your letter- It gives you chance to confirm who votes on your behalf. Your deadline to apply to appoint a proxy is Monday 27th November 2017.



### Tuesday 5th December 2017

Ballot day The completed ballot paper must be returned to the Council by 5pm today. You can send your ballot in earlier, but only papers returned in the sealed envelope and received by 5pm today will count in the ballot.



### Tuesday 7th November 2017

Ballot papers posted out. You receive your ballot paper in the post from Croydon Council. The ballot pack will have the BID logo and be addressed to the person who should vote. Complete the ballot paper, seal it in the envelope provided and return to the Council at Croydon Town Hall.



### Wednesday 6th December 2017

The Count and ballot result

The ballot will be a confidential postal ballot of all eligible hereditaments (business premises) on the ratings list at the time the notice of ballot is issued. Croydon Council will be responsible for managing the ballot to ensure it is carried out fairly and not influenced by the CPBP or BID team.

#### For the BID to continue there must be:

- A majority in favour of the BID by number of those voting &
- A majority in favour of the BID by rateable value of those voting

If over 50% of those voting by number and rateable value vote yes, the BID will continue on 3rd February 2018 until 2nd February 2023

*“It’s great having the children come into the shop to do the competitions; the kids love it, the parent’s love it; what’s not to like?”*

Realeyes

## What is a BID?

***A BID is an agreement where business rate payers (including the Council) in a local area (e.g. Central Parade) agree to pay a small annual contribution (calculated as a percentage of their annual business rate) to a central fund. This money is used as agreed by the businesses to fund additional projects, services and events to improve the local area. The BID also makes sure that the Council, Police and other services maintain their agreed services within the area.***

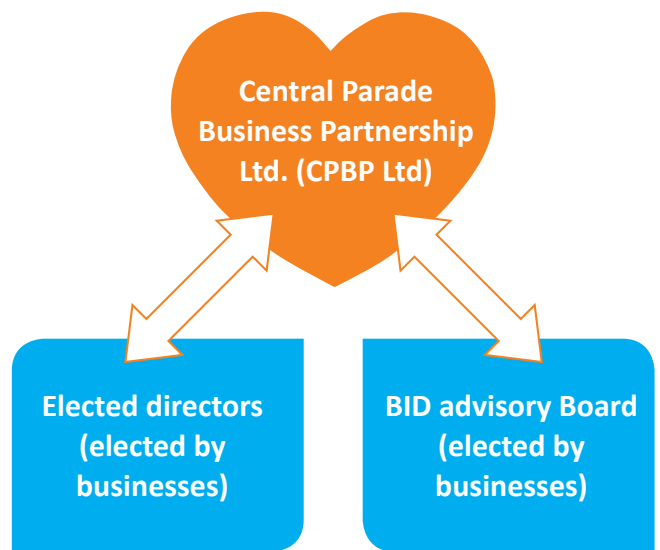
A BID is not part of the Council and the projects and services that a BID delivers do not replace existing Council services.

The second New Addington BID 5 year business plan aims to increase footfall, reduce crime and improve the appearance of the local area. All the projects and improvements will follow one or more of 6 themes:

- safe & secure
- clean & attractive
- perception & image
- accessibility
- a stronger business voice
- business support

As the BID Company our pledge is to manage the BID business plan and deliver support and services that achieve these aims.

## The New Addington BID Company Structure



### BID Board Members

- Ken Burgess** - Burgess Boys Pet Care (Chair)
- Ersan Mehmet** - Oval Cleaners (Vice Chair)
- Cllr Simon Hall** (Treasurer)
- Kirsty Pearce** - New Addington Pathfinders
- Anthony Gray** - Gordon Gray
- Tijen Mevlit** - Fingers Kebab
- Denise Lyons** - Bloomin’ Lovely
- Les Stevens** - Bray Associates

### Observers:

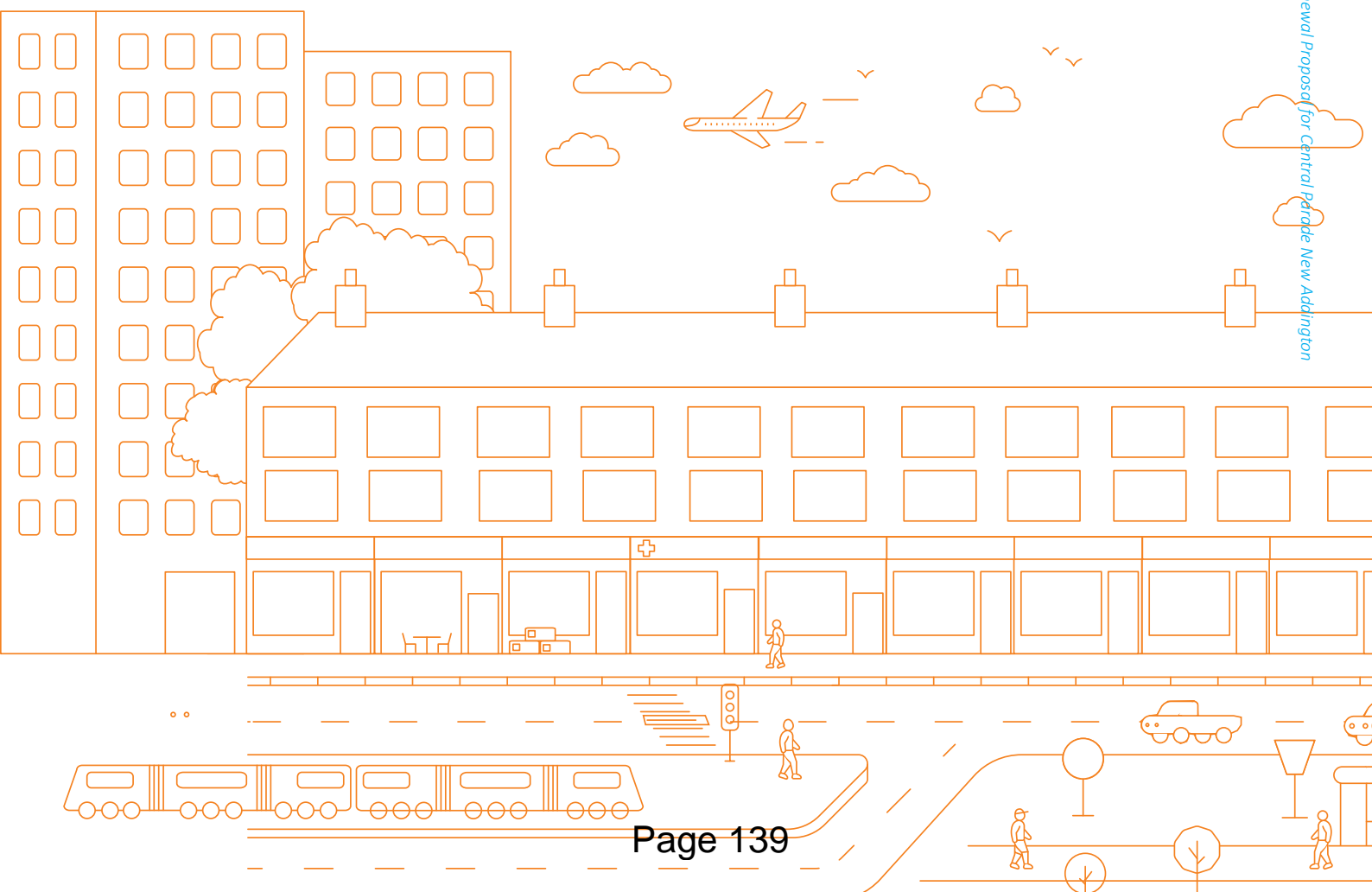
- Ceylan Parmak** - (Police)
- Peter Clark** - (Fire Service)
- Councillors Carole Bonner, Louisa Woodley and Oliver Lewis** - (Ward Councillors)

*“The BID team are friendly, helpful and the BID is all about team work”*

**Brays Market**

## Consultation

In our recent survey, % of those businesses that replied said ...





*“The New Addington BID Partnership is an excellent programme. It has allowed the local businesses to improve the area, not only for the shops but for the residents who use Central Parade. They have provided various improvements by working together. The BID has allowed the businesses a way to come together and voice their opinions and share their views on how to improve not only their footfall but to link in with other agencies to voice their opinions. The BID has been essential in improving the local area and it has been wonderful having a group so dedicated to the progression of the area.”*

PCSO FENLON 7298ZD

**New Addington BID is run by the Central Parade Business Partnership Ltd (CPBP). Company No. 07964507**

Registered Address: c/o 30 Central Parade, New Addington Croydon, England, CR0 0JD

E: [newaddingtonbid@gmail.com](mailto:newaddingtonbid@gmail.com)

W: <https://www.facebook.com/Central-Parade-Business-Partnership-CPBP-1840449316284900/>

## Croydon Council

<b>REPORT TO:</b>	<b>CABINET 18 October 2017</b>
<b>SUBJECT:</b>	<b>Investing in our borough</b>
<b>LEAD OFFICER:</b>	<b>Sarah Ireland, Director of Commissioning and Improvement</b> <b>Richard Simpson, Executive Director Resources &amp; S151 Officer</b>
<b>CABINET MEMBER:</b>	<b>Councillor Simon Hall</b> <b>Cabinet Member for Finance and Treasury</b>
<b>WARDS:</b>	<b>All</b>
<p><b>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</b> Effective outcome based commissioning and prudent financial transactions contribute to all corporate priorities.</p> <p>The Council’s commissioning strategy sets out the approach to commissioning and procurement and puts delivery of outcomes at the heart of the decision making process. As the Council develops more diverse service delivery models, it is important to ensure that our contractual and partnership relationships are not only aligned to our corporate priorities but also represent value for money for citizens and taxpayers, contributing to the growth agenda for Croydon. The contracts (awarded or recommended for award) and partnership arrangements included in this report will support the Council to achieve the Ambitious for Croydon outcome “to be innovative and enterprising in using available resources to change lives for the better.”</p>	
<p><b>FINANCIAL SUMMARY:</b> There are no direct costs arising from this report.</p>	
<p><b>KEY DECISION REFERENCE NO.:</b> There are key decisions mentioned in this report, but approval of the recommendations in Section 1 of the report would not constitute key decisions.</p>	

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

### 1. RECOMMENDATIONS

1.1 The Cabinet is requested to note:-

1.1.1 The contracts over £500,000 in value anticipated to be awarded by the nominated Cabinet Member, in consultation with the Cabinet Member for Finance and Treasury or, where the nominated Cabinet Member is the Cabinet Member for Finance and Treasury, in consultation with the Leader.

1.1.2 The list of delegated award decisions made by the Director of Commissioning and Improvement, between 17/08/2017 – 13/09/2017.

1.1.3 Contract awards recommended to the Cabinet for approval which are the subject of a separate agenda item and referenced in section 4.3 of this report.

1.1.4 The list of decisions taken since the last meeting of Cabinet by the nominated Cabinet member in consultation with the Cabinet Member for Finance and Treasury, under the Leaders specific delegated authority for those contract awards

## **2. EXECUTIVE SUMMARY**

2.1 This is a standard report which is presented to the Cabinet, for information, at every scheduled Cabinet meeting to update Members on:

- Contracts anticipated to be awarded under delegated authority from the Leader by the nominated Cabinet Member, in consultation with the Cabinet Member for Finance and Treasury and with the Leader in certain circumstances, before the next meeting of Cabinet.
- Delegated contract award decisions made by the Director of Commissioning and Improvement 17/08/2017 – 13/09/2017.
- Property acquisitions and disposals to be agreed by the Cabinet or the Cabinet Member for Finance and Treasury (as appropriate) either as part of this agenda or before the next meeting of Cabinet. [As at the date of this report there are none]
- Contract awards to be agreed by the Cabinet at this meeting which are the subject of a separate agenda item;
- The list of decisions taken since the last meeting of Cabinet by the nominated Cabinet member in consultation with the Cabinet Member for Finance and Treasury, under the Leaders specific delegated authority for those contract awards
- Partnership arrangements to be agreed by the Cabinet at this meeting which are the subject of a separate agenda item; [As at the date of this report there are none]

## **3. DETAIL**

3.1 Section 4.1 of this report lists those contracts that are anticipated to be awarded by the nominated Cabinet Member.

3.2 Section 4.2 of this report lists the delegated award decisions made by the Director of Commissioning and Improvement, between 17/08/2017 – 13/09/2017.

3.3 Section 4.3 of this report lists the contract award recommended to the Cabinet for approval at this meeting. This contract award is the subject of a separate agenda item and is itemised in this report for information only.

- 3.4 Section 4.4 of this report lists the decisions taken since the last meeting of Cabinet by the nominated Cabinet member in consultation with the Cabinet Member for Finance and Treasury, under the Leaders specific delegated authority for those contract awards
- 3.5 Procurement strategies where the value of the proposed contract is above £5,000,000 and approved under the Leaders delegation by, as appropriate, Executive Directors for Place, People and Resources departments in consultation with the Cabinet Member for Finance and Treasury.
- 3.6 The Council's Procurement Strategy and Tenders & Contracts Regulations are accessible under the Freedom of Information Act 2000 as part of the Council's Publication Scheme. Information requested under that Act about a specific procurement exercise or contract held internally or supplied by external organisations, will be accessible subject to legal advice as to its commercial confidentiality, or other applicable exemption, and whether or not it is in the public interest to do so.

#### **4. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

##### **4.1 Proposed contract awards**

- 4.1.1 Revenue and Capital consequences of contract award decisions to be made between £500,000 to £5,000,000 by the nominated Cabinet Member in consultation with the Cabinet Member for Finance and Treasury or, where the nominated Cabinet Member is the Cabinet Member for Finance and Treasury, in consultation with the Leader.

<b>Contract Title</b>	<b>Contract Revenue Budget</b>	<b>Contract Capital Budget</b>	<b>Dept/Cabinet Member</b>
Supervised Contact for Children in Care and their Families for a maximum contract term of 2 years with the option to extend for a further 12 months, (up to 3 years).	Total contract value £960,000 Approx. annual value £320,000	NIL	People/ Cllr Alisa Flemming

##### **4.2 Delegated award decisions made by the Director of Commissioning and Improvement**

- 4.2.1 Revenue and Capital consequences of delegated decisions made by the Director of Commissioning and Improvement for contract awards between £100,000 & £500,000 and contract extension awards (no limit to value) that were previously approved as part of the original contract award recommendation.

<b>Contract Title</b>	<b>Contract Revenue Budget</b>	<b>Contract Capital Budget</b>	<b>Dept</b>
Live Well – Mental Health Provision for a maximum contract term of 1 year and 6 months	Total contract value £88,000	NIL	People

**4.3 Revenue and Capital consequences of contract award decisions to be taken by Cabinet which are the subject of a separate agenda item.**

<b>Contract Title</b>	<b>Contract Revenue Budget</b>	<b>Contract Capital Budget</b>	<b>Dept</b>
Provision of Legal Services – Appointment of Preferred Bidder for a maximum contract term of 5 years with the option to extend for a further 2 years	Total contract value £17,500,000 Approx. annual value £2,500,000	NIL	Resources

**4.4 The list of decisions taken since the last meeting of Cabinet by the nominated Cabinet member in consultation with the Cabinet Member for Finance and Treasury, under the Leaders specific delegated authority for those contract awards.**

<b>Contract Title</b>	<b>Contract Revenue Budget</b>	<b>Contract Capital Budget</b>	<b>Dept/Cabinet Member</b>
Direct award of the contract for children’s social care occupational therapy for a maximum contract term of 1 year	Total annual contract value of £202,000, pro-rata according to the contract period (aggregate value from 2009 to 31st March 2019 £1.8m)	NIL	People/ Cllr Alisa Flemming

Approved by: Lisa Taylor, Director of Finance, Investment and Risk and Deputy Section 151 Officer



## **5. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER**

- 5.1 The Council Solicitor comments that the information contained within this report is required to be reported to Members in accordance with the Council's Tenders and Contracts Regulations and the council's Financial Regulations in relation to the acquisition or disposal of assets..

Approved by Scott Couzens on behalf of the Director of Law and Monitoring Officer

## **6. HUMAN RESOURCES IMPACT**

- 6.1 There are no immediate HR issues that arise from the strategic recommendations in this report for LBC staff. Any specific contracts that arise as a result of this report should have their HR implications independently assessed by a senior HR professional.

Approved by: Sue Moorman, Director of Human Resources

## **7. EQUALITY IMPACT**

- 7.1 An Equality Analysis process has been used to assess the actual or likely impact of the decisions related to contracts mentioned in this report and mitigating actions have been defined where appropriate.

- 7.2 The equality analysis for the contracts mentioned in this report will enable the Council to ensure that it meets the statutory obligation in the exercise of its functions to address the Public Sector equality duty (PSED). This requires public bodies to ensure due regard to the need to advance equality of opportunity; foster good relations between people who share a "protected characteristic" and those who do not and take action to eliminate the potential of discrimination in the provision of services.

- 7.3 Any issues identified through the equality analysis will be given full consideration and agreed mitigating actions will be delivered through the standard contract delivery and reporting mechanisms.

## **8. ENVIRONMENTAL IMPACT**

- 8.1 Any issues emerging in reports to the relevant Cabinet member will require these considerations to be included as part of the standard reporting requirements, and will not proceed without full consideration of any issues identified.

## 9. CRIME AND DISORDER REDUCTION IMPACT

- 9.1 Any issues emerging in reports to the relevant Cabinet Member will require these considerations to be included as part of the standard reporting requirements, and will not proceed without full consideration of any issues identified.

### CONTACT OFFICER:

<b>Name:</b>	Rakhee Dave-Shah
<b>Post title:</b>	Head of Commissioning and Improvement (Corporate)
<b>Telephone no:</b>	63186

### BACKGROUND DOCUMENTS:

The following public background reports are not printed with this agenda, but are available as background documents on the Croydon Council website agenda which can be found via this link [Cabinet agendas](#)

- *Supervised Contact for Children in Care and their Families*

### CONFIDENTIAL BACKGROUND DOCUMENTS- EXEMPT FROM PUBLIC DISCLOSURE

*The following Part B background documents are exempt from public disclosure because they contain exempt information as defined in paragraph no. 3 of Schedule 12a to the Local Government Act 1972 (as amended).*

- *Supervised Contact for Children in Care and their Families*

**For General Release**

<b>REPORT TO:</b>	<b>Cabinet 18 October 2017</b>
<b>SUBJECT:</b>	<b>Provision of Legal Services – Appointment of Preferred Bidder</b>
<b>LEAD OFFICERS:</b>	<b>Richard Simpson, Executive Director Resources &amp; S151 Officer Jacqueline Harris-Baker, Director of Law and Monitoring Officer</b>
<b>CABINET MEMBER:</b>	Councillor Simon Hall, Cabinet Member for Finance and Treasury
<b>WARDS:</b>	<b>All</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON</b>	
<p>There is a need to ensure that the form of legal services arrangement follows the functions which the Council wishes to support in furtherance of the Ambitious for Croydon agenda. The appointment of a sole strategic supplier of legal services, combined with the phased internalisation of legal services previously outsourced, reflects the Council’s refreshed commissioning principles and implementation of arrangements which ensure both flexibility of approach and which will be a driver for successful legal services provision. Success will be measured according to the ability to drive down costs of provision, whilst at the same time retaining robust and appropriate legal support and provision with the associated risk.</p> <p>The appointment of the preferred bidder recommended in this report will support the Council to deliver across the Corporate Plan priorities and will directly contribute to the following outcomes:</p> <ul style="list-style-type: none"> <li>• to be innovative and enterprising in using available resources to change lives for the better</li> <li>• to have the right people with the right skills in the right jobs</li> </ul>	
<b>FINANCIAL IMPACT:</b>	
Implementation of the proposals and recommendations described in this report is anticipated to achieve targeted savings of at least 10% against external legal costs	
<b>KEY DECISION REFERENCE NO:- 1217CAB</b>	
The decision may be implemented from 1300 hours on the expiry of 5 working days after it is made, unless the decision is referred to the Scrutiny & Strategic Overview Committee by the requisite number of Councillors.	

**1. RECOMMENDATIONS**

The Cabinet is recommended to:

- |     |  |
|-----|--|
| 1.1 | Agree the appointment of the party named in the Part B report as the Preferred Bidder for the delivery of legal services to the Council for a period of five years from 1 <sup>st</sup> January 2018 with options to extend for up to an additional two years and with an estimated maximum value of £17,500,000 over a seven year period;   |
| 1.2 | Agree that subject to 'fine tuning' discussions of the Preferred Bidder's tender being resolved to the satisfaction of the Council, and provided there shall be no material alteration to either the scope of the tender or matters set out in this report, authority to conclude the final contract be delegated to the Director of Law in consultation with the Cabinet Member for Finance and Treasury. |

## **2. EXECUTIVE SUMMARY**

- 2.1 There is a corporate need for high quality, cost effective legal services which respond to the financial challenges faced by the Council and align with the Council's evolving needs. This is whilst also ensuring access to skilled, pragmatic and pro-active legal support in an environment where service transformation, innovative projects, evolving laws and an increased appetite to challenge Local Authority decisions maintain upward pressure on demand.
- 2.2 Measures to reduce costs must focus on control of expenditure and be proportionate to the level of risk. The strategy approved for the future provision of legal services in 2016 [03.16/ACE] reflects the refreshed commissioning principles approved by Cabinet (Min. A32/16) particularly the outcomes sought through a 'make or buy' framework of 'expert' commissioning, with the procurement of a strategic partner law firm as the principal supplier of externalised legal work for the Council following expiration of the current panel provision. Other approved measures include:
- Centralisation of all internal legal support functions and insourcing of certain areas of legal work which are currently externalised;
  - Creation of new internal lawyer roles entailing elements of 'strategic legal functions' and responsibilities for providing pro-active support to services in developing and managing their legal needs
  - Enhanced gatekeeping and review of all external legal instructions
- 2.3 The achievement of savings through implementation of the proposals are targeted to achieve a minimum 10% reduction in external legal fees
- 2.4 This report describes the procurement process undertaken to obtain bids for appointment of a sole strategic partner to a contract for the provision of externalised legal services to the Council from 1<sup>st</sup> January 2018 for a period of five years, with options to extend for up to a further two years. It sets out the background to the procurement, the sourcing approach undertaken, the outcome of that process and appropriate next steps
- 2.5 The content of this report was endorsed by the Contracts and Commissioning Board on 7<sup>th</sup> September 2017.

<b>CCB Approval Date</b>	<b>CCB ref. number</b>
5/10/17	CCB1276/17-18

### 3. DETAIL

#### Background

- 3.1. The Council's internal legal team (CLS) has historically been made up of the Corporate and Social Care and Education Law legal teams. They provide advice across all departments, including governance and constitutional advice, planning, information management, procurement, major projects, ethics, whistleblowing, RIPA, contract management of the current external legal providers framework and adult services and child protection advice and case work, supported by an internal advocacy team. The majority of other solicitors' services required by the Council are currently provided through the Solicitors' Framework which presently comprises seven firms providing services across four lots of work: Commercial; Litigation; Housing Property and Conveyancing and Sundry Debts. After exercising extensions the Solicitors' Framework will expire 31<sup>st</sup> December 2017.
- 3.2. In reviewing options for the future provision of legal services a number of alternatives were considered. These included a detailed exploration of sharing services through the implementation of an alternative business structure (ABS) model in collaboration with another London authority with the twin aims of a) reducing costs to the Councils through consolidation and streamlining of assets, resources and overheads; and b) generating income through a public sector traded legal service offer.
- 3.3. Following financial and commercial analysis it was concluded that the ABS proposal was neither feasible nor warranted and that:
- Spend data shows that by comparison with both the proposed ABS partner authority and other Councils, legal service provision in Croydon is already highly cost efficient and that a 'shared services' arrangement might be at Croydon's 'expense';
  - Other areas of misalignment between the boroughs included working culture and practices, approach to risk and reward, staffing structures and financial controls;
  - The costs involved in establishing and running an ABS are substantial. Local Authorities already benefit from powers under which services can be provided (and charged) to public bodies e.g. The Local Authority (Goods and Services) Act 1970. Croydon can utilise these existing powers to start exploring trading opportunities without becoming tied in to an inflexible, onerous and costly ABS structure in circumstances where the market has not been tested and returns are uncertain;
  - CLS has developed substantial experience of managing external legal services, currently in the 4th generation of external provider arrangements.

- 3.4. In light of the above factors and consultation both with internal stakeholders and external providers through soft market testing, it was considered that the need for a legal service which is embedded within the organisation at both strategic and advisory levels and offers accessibility, transparency and certainty over costs, as well as best value, would be achieved through the insourcing of certain areas of legal work alongside the competitive procurement of a single principal supplier of the remaining externalised legal work on a fixed term contract which embodies the spirit of strategic partnership.
- 3.5. In recent years significant steps have been taken to manage legal expenditure through the Solicitors' Framework. However, the ongoing need to reduce costs means that the above approach was considered to have advantages over existing arrangements, including:
- ease of access, management, monitoring and control
  - greater certainty over costs;
  - bespoke, flexible service;
  - optimal arrangement for supporting CLS in transitioning services to the Council (see para.3.6 below);
  - single strategic partner would be 'invested' in the service - greater opportunities for incentivisation, development of internal legal staff's skills e.g. through reverse secondments, innovation and value added services;
  - Client officers can develop greater familiarity with a single provider, thereby fostering more effective relationships;
  - The provider can support the Council's aspirations and vision (e.g. to develop traded services) under a partnering arrangement
- 3.6. The approved approach retains the current practice of some externalisation of legal service provision, albeit within a more closely aligned and bespoke partnering arrangement. The areas in scope for transition to internal provision, within the context of a re-structured CLS include:
- Debt recovery;
  - Prosecutions;
  - Routine property advice, standard conveyancing; landlord and tenant work, right to buy.
  - Fixed Penalty Notice and Non-school attendance prosecutions;
  - Education welfare/SEN litigation;
  - Housing (some housing litigation already takes place in-house);
  - Standard contracts and routine commercial (as with housing litigation, there is already a proportion of this done in-house);
  - Employment advice and litigation
  - Academies
- 3.7. Since the approval of the strategy CLS has already begun the process of restructuring and internalisation of in-scope work in parallel with undertaking the procurement process for the strategic legal services partner. This has already given rise to financial and other benefits already being achieved. These are described further at paragraph 5.

### **Procurement strategy**

- 3.8. The term of the contract is five years with options to extend for up to a further two years, which provides the optimal balance of certainty, encouraging service provider investment whilst retaining flexibility to respond to market changes. While the contract does not confer exclusivity, it is anticipated that work falling within the specification will be instructed to the appointed provider, subject to the ability to insource.
- 3.9. The contract requirement is divided into four packages of work: Commercial; Civil Litigation, Property (incl planning) and Employment. Based on 2015/16 external fees incurred through the Solicitors' Framework the maximum contract value was estimated at £17,500,000 over the maximum seven year period. Throughout tender documentation and dialogue the Council emphasised its intentions to seek a minimum of 10% savings through implementation of the strategy.
- 3.10. Entering into a medium/long term strategic partnering arrangement with a single provider for the provision of consultative services requires not just technical depth and breadth of expertise but a good 'fit' for the Council in terms of proactivity, responsiveness, and above all a relationship of trust. It was therefore considered essential to take a robust approach to testing bidders on qualitative criteria. Consequently it was determined that a 60% quality/40% price weighting would provide the optimal balance of excellence in service delivery and value for money. The pricing model seeks a mixture of hourly rated pricing for work which is complex or not open to being unitised; and unit pricing for more routine, self-contained and/or high volume work types.
- 3.11. Procurement of the legal services contract is subject to the so called 'light touch' regime under the Public Contracts Regulations 2015 (PCR/Regulations). This allows for flexible approaches to the procurement route and the Council adopted a route to market commensurate with the competitive dialogue procedure described in the Regulations. This was determined as the optimal route given that the Council seeks a partner to offer a strategic, innovative approach rather than the traditionally transactional call-off model, and this required exploration by the Council.
- 3.12. Further to recommendation of the Contracts & Commissioning Board [CCB1173/16-17], the Executive Director Resources, under delegation from the Leader of the Council [35.16LR], approved the procurement route for the appointment of a sole strategic partner provider of legal services as outlined above and further delegated to the Director of Law in consultation with the Executive Director Resources the authority to implement the insourcing of certain areas of work [03.16ACE].

### **Procurement process**

- 3.13. In line with the procurement strategy, on 8<sup>th</sup> December 2016 the Council published a Contract Notice in the Official Journal of the European Union (OJEU) inviting suitably qualified operators to express interest in the sole strategic provider of legal services contract opportunity. Potential operators were required to complete the Council's Selection Questionnaire (SQ) for the purposes of assessing and shortlisting bidders.

- 3.14. Twelve SQ responses were received by the deadline. In line with the published selection criteria, bidders were assessed as below:
- Stage 1: completeness, compliance and eligibility
  - Stage 2: economic and financial standing
  - Stage 3: technical and professional ability
- 3.15. The technical and professional selection criteria applied included specialist expertise and experience of delivering the totality of the requirements, weighted as below:

Relevant experience and contract examples	20%
Organisational structure and resource levels	15%
Service delivery model and subcontracting arrangements	15%
Contract and performance management	10%
Continuous improvement and innovation	10%
Client relationship management and stakeholder satisfaction	10%
ICT and innovation	10%
Business continuity planning	5%
Environmental, economic and social Value	5%

- 3.16. Responses were scored on a scale of 0 (Unacceptable) to 5 (Excellent) in line with the selection scoring methodology outlined in the SQ. A minimum score of 2 (Fair) was required in respect of all selection criteria in order for the submission to meet the minimum threshold.
- 3.17. Following evaluation and moderation of the SQ submissions, six bidders (identified in Part B) met the minimum eligibility threshold and all received an invitation to submit a solution (ISS) on 3 March 2017. The ISS referenced topics for discussion during competitive dialogue, being: Service Delivery, Innovation and ICT, Continuous Improvement and Value-adding elements (including social value).
- 3.18. Prior to the deadline for ISS submissions, one bidder withdrew from the process.
- 3.19. On 3 April 2017, the Council received five ISS submissions which were not scored, but which were reviewed in order to inform dialogue with bidders, within the topics earmarked in the ISS. The five Bidders were invited to competitive dialogue which commenced on 3 May 2017 and comprised of two half day sessions per Bidder. The agendas provided an opportunity for discussion and clarification of any elements of the Council's requirements within the identified dialogue topics and the Bidders' solutions. In this way, although following a uniform approach in terms of broad topic areas, the detailed discussions were tailored to the solution proposed by each Bidder.
- 3.20. On 30 May 2017 the Council concluded that there was a sufficient number of bidders capable of meeting its requirements and formally closed dialogue by issuing an invitation to submit final tenders (ISFT). Final tenders were received



on 4 July 2017 and were checked for compliance before being individually evaluated by the evaluation panel.

- 3.21. The ISFTs were evaluated on the basis of selecting the most economically advantageous tender in the opinion of the Council, taking into account both the quality and price of the solutions being proposed, against criteria weighted as below:

<b>Criterion</b>	<b>Weighting</b>	<b>Weighting</b>
Organisation and Structure	15%	
Service delivery model and subcontracting arrangements	30%	
Contract and performance management	10%	
Continuous Improvement	10%	
ICT and Innovation	10%	
Transition and Mobilisation	5%	
Business Continuity Planning and Disaster Recovery	4%	
Environmental, Economic and Social Value	4%	
Value-adding elements	10%	
Premier Supply Programme	2%	
<b>Quality</b>	<b>100%</b>	<b>60%</b>
Commercial	40%	
Property	30%	
Litigation	15%	
Employment	15%	
<b>Price</b>	<b>100%</b>	<b>40%</b>

- 3.22. Bidders were asked to submit written responses to method statements, aligned to the first nine quality evaluation criteria listed above. As part of their method statement response, bidders were also asked to provide completed KPI templates and resourcing tables which taken into account as part of the

qualitative assessment.

- 3.23. Bidders also completed pricing matrices for each of the Commercial, Litigation, Property and Employment work packages. They provided their hourly rates banded according to seniority and (where applicable) unit rates. The hourly rate bands and unit rates were sub-weighted as follows:

Commercial	Hourly Rates	70%
	Unit Prices	30%
Property	Hourly Rates	40%
	Unit Prices	60%
Litigation	Hourly Rates	100%
Employment	Hourly Rates	40%
	Unit Prices	60%

#### Hourly Rates

Band 1	20%
Band 2	40%
Band 3	30%
Band 4	10%
<b>Price</b>	<b>100%</b>

#### Unit Rates

Commercial	Equal weighting
Property	Various weightings
Litigation	(no unit pricing sought due to nature of work)
Employment	Equal weighting

3.24. The evaluation panel met on 4 August 2017 to moderate the scores and agree the recommendation for the Preferred Bidder. The evaluation panel included Council officers with specialist knowledge of the Council's Social Value objectives and (in relation to business continuity and disaster recovery) corporate resilience. Details as to bidder pricing and the quality/price scores achieved at the ISFT stage are set out in the Part B report.

### **Appointment of the Preferred Bidder**

3.25. Following application of the contract award evaluation criteria, Bidder A (identified in the Part B report) has been identified to meet the objective criteria which comply with the principles set out in the PCR and which ensure that tenders are assessed in conditions of effective competition so as to identify the most economically advantageous tender.

3.26. The Preferred Bidder has demonstrated to a high standard that it has:

- The optimal balance of resources and skills, sector and specialist knowledge and experience to provide the services and deliver value for money.
- Capability and enthusiasm for embedding a true partnering approach and working alongside CLS to achieve the aims of the wider legal services strategy. This includes measures for introducing new efficient ways of working using tailored IT solutions, processes and workflows; assisting with managing demand for legal services; practical, innovative ideas designed to enhance service delivery and produce immediate income for the Council; a commitment to supporting the insourcing of services such as through secondments, knowledge transfer, lawyer-lawyer mentoring programmes, sharing of know-how and precedents and bespoke training programmes.
- A 'value added' offer which, whilst it goes above and beyond the core service delivery, is seen by the Preferred Bidder as an integral part of the partnering agenda and specifically targeted to enhance the totality of the service provided rather than representing a 'bolt on' menu of offers of varying degrees of relevance for the Council.
- Put forward measurable social value commitments which are focussed on supporting routes into employment (both within the area of law and other disciplines e.g. IT, property, facilities) for Croydon residents and developing local enterprise. Compliance with the London Living Wage is a condition of the contract.
- A well-considered plan for effective mobilisation of service delivery from contract award and for supporting the phased internalisation of legal work currently provided externally.
- Commitment to demonstrable continuous improvement and innovation in service delivery and effective measures for managing its performance and ensuring high quality, cost effective legal services are delivered at all times

to the Council. The Bidder has underpinned its key proposals (such as income generation, cost savings and social value measures) with rigorous KPIs strengthened by enforcement measures designed to maintain a real focus on delivering tangible benefits, with year-on-year targeted improvements.

- 3.27. For these reasons it is recommended that Cabinet agree to the appointment of the firm identified in the Part B report as the Preferred Bidder. Although not a legal requirement in respect of 'light touch regime' contracts, the Council intends to adhere to Crown Commercial Services' recommended practice in terms of complying with the requirements of Regulations 86 and 87 of the PCR. It is therefore the intention to send each Bidder a notice communicating the Council's decision to award the contract and the contract will not be entered into before conclusion of a standstill period, ending at midnight at the end of the 10th day after the relevant sending date.
- 3.28. Subject to 'fine tuning' of the Preferred Bidder's tender being resolved to the satisfaction of the Council, Cabinet is recommended to delegate the Director of Law authority to conclude the final contract in consultation with the Cabinet Member for Finance and Treasury.
- 3.29. The contract will constitute a Tier 1 contract and, as such, will be managed in line with Council's emerging contract management framework. The Director of Law will have overall responsibility for the contract, with day to day management undertaken by an appointed CLS Business Practice Manager.

#### **4. CONSULTATION**

- 4.1 The views of client officer recipients of legal services and the Lead Member were sought in developing the wider legal services strategy. In addition two separate periods of soft market testing (in 2015 and 2016) with potential legal services providers informed both the sole strategic partner strategy and the detail of the tender content and process.
- 4.2 The Leader and Lead Member were consulted in May 2016 as part of the delegated decision by the Executive Director, Resources to approve the strategy report.
- 4.3 Relevant senior client officer input was sought in developing the contract specification and regular updates on the tender process have been included in briefings to the Procurement Project Board chaired by the Executive Director, Resources and to Departmental Leadership Teams.
- 4.4 It is proposed to communicate the procurement outcome and detailed mobilisation plans via a series of presentations to senior management.

## **5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

5.1 The fees and disbursements payable to the sole strategic partner provider of legal services during the term of the Contract will be charged out to the service area who commissioned the work. The volume of work will depend on the level of legal advice required across the council.

5.2 Estimated costs are not to exceed £17,500k over the maximum duration of the contract.

### **5.3 The effect of the decision**

The appointment of the Preferred Bidder will mean that the Council continues to have access to competitive rates in the delivery of legal services within the context of a strategic partnering relationship which will deliver other benefits, many of which are capable of being quantified and reported against as part of calculating the efficiencies expected to be delivered through the contract.

### **5.4 Risks**

- If the recommendations set out in this report are not approved, the Council will have no contractual arrangement for the provision of externalised legal services from 1<sup>st</sup> January 2018.
- Targeted savings are based on a set of assumptions, including as to volume and work profiles. Should there be unexpected significant fluctuations in the demand for services, such as due to large scale litigation, this may affect the ability to achieve the anticipated savings. Any such risk can be mitigated through proposals put forward by the Preferred Bidder, such as the provision of secondments. In addition the contract has been tendered on a non-exclusive basis, enabling the Council to place work elsewhere, through competitive process if appropriate, should circumstances require.

### **5.4 Options**

As mentioned earlier in the report, a number of options were considered and rejected in terms of the strategy for provision of legal services. These included the ABS model described above (a form of shared services) and framework provision. The sole strategic provider in combination with extending internal provision was chosen for the reasons already described. The Preferred Bidder has submitted a compliant proposal which represents the most economically advantageous tender and the option of not proceeding to appointment would put at risk the delivery of the objectives outlined in terms of the legal services strategy and summarised above.

### **5.5 Future savings/efficiencies**

- The Preferred Bidder has proposed a mix of hourly rated and unit prices which are competitive by comparison with other tendered prices.
- The Preferred Bidder has also proposed a series of measures designed to generate efficiencies, savings and income for the Council.

5.6 The Preferred Bidder will support the transitioning of services to internal provision. This will continue a process which has already started and examples of which include:

- The recruitment of a dedicated property lawyer in May 2017 has already resulted in avoided external costs totalling approximately £60k which represents 23% savings to the client department's legal budget.
- Work relating to Academies conversions is in the process of transitioning to internal provision. Once this has been fully implemented, savings in the region of £8,500 per matter will be achieved.
- It is estimated that planned internalisation (to CLS) of other in-scope work areas should give rise to the following percentage of savings in terms of external costs (calculated as an average based on volumes over the last three years):
  - Prosecutions/Litigation: 38%
  - Commercial: 25%
  - Employment: 28%
  - Housing: 29%
  - Property: 49%
- Implementation of demand management measures such as:
  - Selected client officers will be trained to undertake routine prosecutions in the areas of environmental and area enforcement, food safety, anti-social behaviour, trading standards, pollution, housing enforcement. This is estimated to save the Council an additional 23% p/a on external costs. Similar steps to empower client officers are planned for routine debt recovery and Education Welfare/SEN litigation. The work would be supervised by CLS, where more complex matters would also be undertaken.
  - Enhanced gatekeeping of instructions with factors, including cost/benefit analysis, taken into account in determining whether they should be routed internally or externally.
  - A review of the internal recharge rates, which have been in place for several years and which is expected to offer a more demonstrably cost-effective, competitive, flexible and transparent structure.
  - Training and production of FAQ'S, guidance notes, templates and precedents for client officers enabling greater self-reliance and thereby reduction in spend.

5.7 The combination of preferred bidder pricing and proposals for generating (and assisting the Council in generating) efficiencies and income, alongside implementation of the internalisation strategy and improved demand management, are anticipated to enable the CLS to achieve the targeted savings of 10% against external costs of £2.6m as a minimum.

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

## **6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER**

- 6.1 The procurement process described in this report meets the requirements of the Council's Tenders and Contract Regulations and its statutory duty to secure best value under the Local Government Act 1999.

Approved by: - Jacqueline Harris-Baker, Director of Law and Monitoring Officer

## **7. HUMAN RESOURCES IMPACT**

- 7.1 The current providers on the Solicitors' Framework have not indicated that TUPE will apply in respect of the services being procured from the sole strategic provider. The contract will contain the Council's standard TUPE provisions, including as refers to any application of TUPE upon expiry/termination.
- 7.2 HR support is being (and will continue to be) sought in relation to the insourcing of certain areas of service to the extent this requires recruitment and/or re-deployment of appropriately qualified staff, or where TUPE may apply.

Approved by: Sue Moorman, Director of Human Resources

## **8. EQUALITIES IMPACT**

- 8.1 An initial Equalities risk assessment has been carried out and indicates that the proposals recommended by this report do not require that a full Equalities Analysis is carried out as they are not expected to have a different or significant impact on persons who share a protected characteristic compared with those who do not. HR support and guidance will continue to be sought to ensure that ongoing proposals for in- housing work which may affect staff is undertaken in compliance with legal requirements including under the Equalities Act 2010. The contract to be entered into with the Preferred Bidder will contain appropriate provision relating to equalities.

## **9. ENVIRONMENTAL IMPACT**

- 9.1 There are no immediate environmental impacts arising from this report.

## **10. CRIME AND DISORDER REDUCTION IMPACT**

- 10.1 There are no immediate Crime and Disorder consequences arising from the recommendations set out in this report.

## **11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

- 11.1 The expiry of the current Solicitors' Framework in December 2017 requires that prompt measures are taken to secure continued access to high quality legal services which offer good value for money in support of the Ambitious for Croydon agenda and the Croydon Challenge.

**12. OPTIONS CONSIDERED AND REJECTED**

12.1 These are detailed earlier in the report

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**CONTACT OFFICER:**

<b>Name:</b>	Jacqueline Harris-Baker
<b>Post title:</b>	Director of Law and Monitoring Officer
<b>Telephone number:</b>	020 8726 6000

**BACKGROUND PAPERS - None**



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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