

For general release

REPORT TO:	Scrutiny and Overview Committee 14 January 2020
SUBJECT:	LEADER'S REPORT TO SCRUTINY
LEAD OFFICER:	Jo Negrini, Chief Executive
CABINET MEMBER:	Councillor Tony Newman, Leader of the Council
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Councillor Tony Newman, Leader of the Council

CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:

The Leader's report will touch on all areas of the Corporate Plan.

ORIGIN OF ITEM:	The opportunity to question the Leader of the Council on progress made against priorities identified in the Corporate Plan was included in the Committee Work Programme for 2019-20.
BRIEF FOR THE COMMITTEE:	The Committee is asked to consider the information provided by the Leader of the Council and consider if it wishes to make any recommendations.

1. EXECUTIVE SUMMARY

- 1.1 I am proud as Council Leader to introduce my second scrutiny report following our Administrations successful re-election in May 2018.
- 1.2 This has been a difficult year in local Government as well as the country at large with the ongoing cuts to funding and Brexit uncertainty but I'm proud of the work we have done this year as a Council and I look forward to delivering more for our residents in Croydon for the next year.
- 1.3 This report highlights how we are delivering already on many of the Manifesto commitments that are reflected in the Council's Corporate Plan;
 - Ensuring everyone has the opportunity to benefit from the economic investment coming to our town. Nobody and no community should be left behind;
 - Culture will continue to be at the heart of regeneration in Croydon;
 - Our ongoing growth must be sustainable;

- Work with partners and residents to ensure Croydon's infrastructure is fit for purpose in the twenty-first century.

- 1.4 The Corporate Plan was adopted by the Council on 8 October 2018 and sets out how the manifesto commitments will be delivered for our residents and businesses. The Corporate Plan is driving service delivery and projects across the whole Council, and our work with partners.
- 1.5 The Corporate Plan gives emphasis to delivering services that help residents and businesses thrive in Croydon. This includes reducing inequalities, supporting health, happiness, independence and maintaining a safe, clean place with sustainable growth that benefits our residents.

2. POLITICAL CONTEXT & BREXIT

- 2.1 Despite the outcome of the General Election and the Brexit uncertainty that is likely to continue at least until any deal is signed and agreed, we are determined to continue to work hard to ensure Croydon remains open to all.
- 2.2 As a Council, we are doing all we can to ensure that local people and their communities all have the opportunity to benefit from the growth in our borough by working with partners to ensure our local economy continues to grow in a truly sustainable way.
- 2.3 As a Labour Administration, we will continue to work in close partnership with the Mayor of London, Sadiq Khan and his Deputy Mayors at City Hall to ensure we maximise the partnership opportunities that already exist and ensure Croydon plays a key role in developing and supporting London's long term future.
- 2.4 In the interest of continuing sustainable growth in the borough, we as partners with the Coast to Capital LEP will work with all to support the local economy beyond London and support the wider Gatwick Diamond economic strategy and exploit the opportunities that arise from doing so.

Local Government Finance

- 2.5 We are committed as an Administration to continue to work hard to protect local people from the worse effects of austerity however, after ten years of real term cuts to our budgets by national government, and with growing demands on vital frontline services such as Adults and Children's Services these challenges are now greater than ever.
- 2.6 This is further exacerbated because of Croydon's unique position of funding £10m per annum to support our UASC young people. While this is something we are proud to do, it is a moral obligation for national Government to fund the work done to support these children – something that they have continuously refused to do.
- 2.7 Despite these pressures, I am confident we will deliver a balanced budget that will protect key services and begin to rebuild our council balances that have been clearly impacted supporting these key services that continue to be underfunded. We will, therefore, almost certainly be asking council taxpayers to pay a little more again this year through their council tax bills so these important services can continue to be delivered.

2.8 A more detailed report on the budget will be going to scrutiny shortly.

3. SUSTAINABLE CROYDON

- 3.1 Earlier this year, the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) published a report that indicated that around 1 million animal and plant species are now threatened with extinction, many within decades, due to the rise in global warming. This report came after the IPCC published their report stating that there is a very limited time left to reduce carbon emissions and stop many species, including coral, from going extinct.
- 3.2 Due to these reports, global concern rose and climate change came to forefront for communities across the world. Groups like Extinction Rebellion came together to raise awareness on the issue and encourage governments, world leaders and everyday residents to take action.
- 3.3 At the end of last year, the Mayor of London declared a climate emergency to avert an ecological breakdown that he says poses an existential threat to future generations and the UK government has committed to cut carbon emissions to net zero by 2050. At the time of writing this report, over 250 District, County, Unitary & Metropolitan Councils have declared climate emergencies across the UK.
- 3.4 Citizen's Assembly UK will be taking place from January to March 2019 to tackle climate change. This is an initiative set up by cross-party MPs that will look at what members of the public can do to reduce CO₂.
- 3.5 Croydon is also taking steps to tackle the climate emergency but is also aiming to make the borough a more sustainable place.
- 3.6 At the start of the Sustainable Croydon Summit, which was opened by Shirley Rodrigues – Deputy Mayor for Environment and Energy for London – Councillor Tony Newman, Leader of the Council, declared a climate emergency. This was recognition from the Council that the damage to the world's climate had reached a state of crisis requiring urgent, significant action.
- 3.7 In recognition of the need for ambitious and effective change, the Leader made the commitment to make Croydon Council carbon neutral by 2030 to ensure we take personal responsibility and react appropriately to this severe global issue. Further, the Leader also announced Croydon's ambition to become the leading sustainable green place in London to ensure we are doing all we can at a local level.
- 3.8 Already, action has been taken to make Croydon a greener, more sustainable place:
- The Green Croydon Fund of £250k was announced at the summit - this annual fund provides financial support for projects, activities and initiatives that promote environmental protection, green living and a sustainable lifestyle in Croydon and link into the priorities identified in the Council's Corporate Plan. The fund launched on the 1st October 2019.

- An increase in the recycling rate borough-wide by 9%;
- A published five-year Air Quality Action Plan 2017 – 22;
- More than 1,500 new bin installations all across the borough to revamp the system for waste collection;
- The School Street Scheme which prohibits most vehicular transport at the start and end of the school day to improve air quality around schools in the scheme and protect children from the harms of air pollution;
- The award-winning “Don’t Mess with Croydon” campaign
- A commitment to planting at least 3,500 trees between 2018 – 2023;

3.9 However, more must and will be done to ensure that the Council fulfils its commitment to becoming carbon neutral by 2030 and for Croydon to become a sustainable city. This will also tie into the Mayor of London’s commitment for London to become carbon neutral by 2050.

CITIZEN’S ASSEMBLY

3.10 This report details the launch of a Citizen’s Assembly later this month, of which the first theme discussed will be targeting Climate Change.

3.11 A citizens' assembly is a group of people who are brought together to discuss an issue or issues and reach a conclusion about what they think should happen. Using this method would ensure that the actions the Council takes in regards to climate change would be heavily influenced by the voice of residents.

3.12 Multiple Councils have undertaken Citizen’s Assemblies after declaring climate emergencies to great success including Camden Council.

3.13 The Council is working with The Campaign Company to deliver this Citizen’s Assembly to ensure that the recommendations that result from the assembly will be independent and based solely on resident input.

3.14 In order for an assembly to come to a borough-wide consensus of opinion, members of the community have been recruited and entered into a pool where 70 residents will then be selected by the various aspects of Croydon across wards, and across groups that share protected characteristics to ensure they are representative of our borough’s diverse communities.

3.15 Assembly members will be provided with £50 worth of vouchers from a selected retailer for each session they attend to encourage those selected to participate in all three of the meetings that are currently being planned. Members will need to attend all three sessions to receive the vouchers.

3.16 Participants that have been recruited to take part in the Citizen’s Assembly process will be provided with pre-meeting briefings before each meeting to ensure that they are clear about what to expect before each session. This should also allow each member to take an active approach over the course of the assembly.

3.17 The content of the meetings will be co-designed by the independent consultant with the Council to ensure that the assembly members are:

- Informed of any relevant background information regarding climate change and lowering carbon emissions in Croydon and London for context;
- Given the opportunity to scope the issue of climate change in Croydon in the first session;
- Able to take evidence and explore options around what can be done in Croydon to lower our carbon emissions across the borough as well as as a Council;
- Able to form a conclusion based on the scoping they have done and the evidence they have seen to produce a set of recommendations to be taken to Cabinet for the review of Council Members.

3.18 The meetings will be scheduled to take place over a 2.5hr slot during either evenings around the borough depending on the availability of assembly members to ensure most are able to attend.

3.19 A final report will be produced after the last session which will include details of the whole process as well as summary outputs and a set of recommendations from the assembly members.

SUSTAINABLE CROYDON COMMISSION

3.20 The Council is working with the New Economics Foundation to create the independent Sustainable Croydon Commission to be brought to Cabinet in the New Year.

3.21 This commission is to identify long term goals in order to dramatically reduce the Council's carbon emissions as well as recommend realistic actions in order for Croydon as a borough to become a sustainable city.

3.22 As has been said from the beginning with the Sustainable Croydon Summit, the Council intends to work closely with residents, including young people, and businesses to become more sustainable. To this end, the New Economics Foundation is currently consulting with stakeholders around the borough to form the proposal for a commission independent from the Council.

3.23 The current thinking is that the recommendations from the Citizen's Assembly will be used by the commission as a starting point for the commissioners to then form an action plan to make Croydon more sustainable. Strategy groups sitting under the commission which will likely be a mix of relevant officers, experts, businesses and residents could then begin to enact this plan.

3.24 However this is subject to change as the Sustainable Croydon Commission is still in development and the commissioners not yet appointed. Also to note, the commission is independent from the Council, so once appointed the commissioners will be expected to take part in setting the brief for the commission.

4. ECONOMIC DEVELOPMENT

Economic Summit

4.1 Croydon Economic Summit took place in September 2019 with a 'state of the nation'-style speech from Sebastian Burnside, the Royal Bank of Scotland's chief economist, which focused on Croydon's position in national and international markets.

- 4.2 More than 300 business representatives attended the event, which took place at the newly-refurbished Fairfield Halls.
- 4.3 Mr Burnside also took part in an interactive panel looking at Croydon's opportunities from a national and international perspective. The event also included a panel debate that explored sustainability and how businesses play an important role in shaping vibrant communities not only for work, but for people to live in and enjoy.
- 4.4 Those who attended also took part in a question and answer session debating the challenges facing employers when recruiting staff. The session included discussion on how mentoring, work experience, apprenticeships and succession planning can help businesses recruit and retain the best employees.
- 4.5 There was also an opportunity for those who attended to sign up to Value Croydon, a platform that supports local businesses, allowing them to access tender and sub-contracting opportunities with the council and its partners.

Economic strategy

- 4.6 The Economic Strategy seeks to build on the current economic success of Croydon, to focus on a new innovative and collaborative approach in order to capitalise on potential future opportunities and to address current and future challenges facing the borough. The aim of the Strategy is to enable good, sustainable, inclusive growth that places Croydon's residents and businesses at the heart of opportunity. Creating a strong, resilient and dynamic economy that drives and welcomes innovation: a vibrant borough of culture.
- 4.7 The strategy is based on four key priorities:
- To create places where businesses, investors and residents want to be
 - To create the business environment for growth
 - To invest in ideas that can deliver change for Croydon
 - To invest in our people
- 4.8 Once the Strategy is delivered Croydon will:
- Be a borough of sustainable growth
- A borough that invest in ideas and infrastructure to attract investors and businesses, providing new homes and jobs.
 - A place which reduces its negative impact on the environment and achieves balanced economic growth across our metropolitan and town centres.
 - Have high streets with a good mix cultural, learning, leisure, commercial, residential and retail spaces and which meet the needs of local communities.
- Be a dynamic business environment
- A place where businesses are supported in a dynamic business environment, connected by high speed broadband and reliable, affordable and sustainable modes of transport.

- A place where businesses and residents benefit from a thriving evening and night time economy, and a diverse cultural scene.
- Have a range of affordable workspaces options will support our growth sectors.

Have a fairer economy

- Have an open and fair economy that works for all residents and businesses and creates jobs that pay well.
- Have rich in productive and profitable Small and Medium Sized Enterprises as well as larger employers.
- Be a place where employers invest in our people, where excellent training and support enable access to jobs that ensure financial independence.

Nurture ideas in an enterprising culture

- Be one of the most innovative boroughs in London, where ideas, creative and autonomous thinking is nurtured through collaboration with communities, businesses and higher education institutions.
- Creative, digital, innovation and new green technology will become our growth sectors creating more well paid jobs. We will maintain and improve the health & care and construction sectors, and reduce dependence on low paid roles in service, retail and hospitality sectors.

4.9 Please Appendix 1 for the full strategy.

100 in 100 Apprenticeship Goal

- 4.10 The council's Croydon Apprenticeship Academy has smashed its goal to create and fill 100 apprenticeships in 100 working days, benefiting residents and businesses across the borough.
- 4.11 Through Croydon Apprenticeship Academy – a one-stop shop for apprenticeships in Croydon – the council has worked with a huge range of employers and training providers to create a fantastic range of opportunities for residents and businesses. Both have benefited from a variety of industry roles with local, national and international employers based in Croydon
- 4.12 The 100 in 100 campaign was born out of a launch event in March 2019, when local training providers and employers came together and made a collective pledge to drive the apprenticeship agenda across the borough.
- 4.13 Since the initiative started, residents educated from GCSE to degree level have started apprenticeships in a range of fields, including data analysis, project management, plumbing, business administration, accountancy, construction management, hairdressing and teaching.
- 4.14 Apprenticeships are open to all ages and offer a practical approach to starting or changing career. They provide the opportunity to gain valuable work experience and training whilst being paid.

4.15 Increased productivity, reduced recruitment and training costs, instilling culture and the opportunity to develop a skilled and motivated workforce are just some of the benefits for employers taking on an apprentice.

5. DIGITAL

Croydon Digital Strategy

5.1 The Croydon Digital Strategy was published in July 2019, its objective is to recognise and respond to the way the internet has changed our lives, and harnessing that change to provide better outcomes for the people of Croydon.

5.2 Our vision is to become a truly digital council and borough. We will harness the potential of digital design, data and technology to work efficiently, transform the relationship between residents and the council, and make Croydon a leading destination for growth, opportunity and quality of life.

5.3 The strategy focuses on three key themes:

- **Digital council** - We will optimise how the council uses digital design, data and technology to work efficiently, collaborate, make informed decisions, adapt and innovate.
- **Digital services** - We will transform the relationship between residents and the council by providing online services so good that most people choose to use them and can do so unaided.
- **Digital borough** - We will maximise opportunities for digital design, data and technology to enhance growth, quality of life, sustainability and individual opportunity in Croydon.

5.4 Supported by **collaboration and data** - We will use digital tools to collaborate with organisations across all sectors, make Croydon's data open and share digital assets for the public good.

Connectivity

5.5 Full fibre broadband has now been deployed to over 23,000 homes and businesses across Thornton Heath as well as to all council housing assets across the borough. The Openreach delivery across Thornton Heath is nearly complete and delivery to selected surrounding areas and not-spots will follow.

5.6 The rollout of full fibre broadband to social housing across the borough by Community Fibre commenced in Q4 2019.

5.7 The GLA Connected London team has allocated £1m funding into connecting full fibre broadband to public assets within the Growth Zone area and CCTV sites in Croydon.

Smart City & IoT solutions

5.8 Croydon's Smart City programme is progressing with air quality monitoring on construction sites across the town centre, Temperature, Mould and Damp sensors and sensors at District Heat Networks within Social Housing Blocks are in place and will be expanded to other sites in 2020, the projects allow the collection of data to support service efficiencies and reduce operating costs.

- 5.9 Croydon is working with the South London Partnership InnOvaTe project to develop further IoT solutions to be implemented across the five boroughs over the next three years through £4m funding from London Councils.
- 5.10 **Electric Vehicle Charging Points** - 150 points have been programmed through a number of channels including Brick by Brick, Go Ultra Low City and Source London as well as a trial programme with Virgin Media. These are all underway and will be delivered within 6-12 months.

Digital Skills & Inclusion

- 5.11 A number of digital skills and inclusion have been initiated across the borough. Older residents are being supported with internet skills through a series of workshops across all Croydon Libraries delivered by local tech company, RedDoor IT. In 2019 we delivered targeted skills training for young people across the borough through the Freeformers Facebook Digital Skills Programme for 18-30 year olds. 600 students from Croydon College and Coulsdon College took part in the training, and sessions for 18+ Croydon residents who are seeking to upskill was held in August and again in December at BWH. Over 40 attendees took part. One-to-one digital training will be delivered throughout 2020 to resident of four housing blocks in New Addington commencing in January. The training will support residents with better digital skills, reduced social isolation, improved engagement and accessibility to online services and improved quality of life.
- 5.12 Croydon is delivering a Digital Careers Roadshow for secondary schools across the borough. The roadshow will bring assemblies and workshops to children aged 11-18 (Year 7-13) with the objective of showcasing careers in technology and digital fields. The roadshow take place in Jan-April 2020 and aims to raise awareness and aspirations of digital careers, as well as demonstrate to young people how future jobs and careers are changing, the different tech and digital skills needed for these careers as well as where and how to access tech skills.
- 5.13 Croydon is partnering with a number of key digital organisations to deliver this series of exciting and engaging Digital Skills Careers workshops. Partners include: Amazon Web Services, Home Office Digital, Mott MacDonald, Institution of Civil Engineers, Institution of Engineering & Technology, Sopra Steria, and the GLA Digital Tech Talent Programme.
- 5.14 The roadshow will be followed by an Education Conference focusing on Future Skills in June 2020, as well as a Digital Skills Day and a Tech Competition in autumn 2020.

Croydon Tech Sector

- 5.15 Supporting the Croydon tech community and evolving the Croydon Tech City movement has been a key focus of the past 6 months, specifically building the brand and story about the borough's digital scene. The [Croydon.Digital](#) website has shared blog posts from the community as well as listings of jobs, businesses and events, and a new skills landing page has been launched. There has also been a series of events with a focus on the community of tech workers and organisations in Croydon, delivering fun socials to targeted talks on topics the community most cares about – like selling to government and future skills, the events programme will be further developed in 2020 with monthly events focusing on a variety of digital and tech themes.

Croydon.gov.uk

- 5.16 A key priority of the digital strategy is overhaul the main croydon.gov.uk website making it easier for residents to get the help they need earlier, more conveniently, online. Alongside, we're making sure we look after the digitally excluded. The new website is being built on open source platform using code developed by Brighton and Hove City Council. With support from MHCLG grant funding our 2 councils and several others are making sure what we each build and learn about user needs can be shared between us and with lots of other councils too.

Digital Operations highlights

5.17 CDS has:

- Halved email contact and improved the user experience of contacting the council online
- Cut queue times and lessened emotional distress in Access Croydon by installing self-serve check-in kiosks
- Improved the SEND local offer site and the portal used by school SEND co-ordinators
- Built new digital services for planning, waste, complaints, FOI and SAR requests
- Redesigned a new marketplace service for adults to access support (launching soon)
- Brought extra revenue into the council by automating commercial licence payment reminders
- Refreshed all the technology in 2 of Croydon's libraries (11 still to go!)
- Modernised the council's corporate template for presentations
- Built staff engagement microsites for major internal events
- Introduced Design Sprints into the council to speed up product and policy design
- Developed new levels of digital understanding in the council's leadership team
- Built a website for the #BigConversationCroydon

6. CHILDREN'S SERVICES

- 6.1 Following the adverse Ofsted judgement in September 2017 significant progress has been made in children's social care and early help over the past year. The permanent leadership of the Executive Director for Children, Families and Education, and the Director, Early Help and Children's Social Care who have both been in post for a year has brought drive and direction to the work across the department and the wider Council to improve services for children and families. Ofsted have carried out three monitoring visits to the department and reported increased improvements at an accelerated pace that has been sustained over the year, with high staff morale and children and young people receiving a better quality of service.

- 6.2 Significant additional resources have been committed to support the drive to improve children's services. £22.2m was allocated to base budgets in 2018/19 and 2019/20, in addition to transformation funding of £20m over the same period.
- 6.3 Challenges remain as the service moves towards the full inspection required to lift the inadequate judgement. Recruiting high quality permanent staff continues to be a top priority in a competitive regional market for social workers. Following targeted recruitment campaigns boosted by the positive reputation the service is beginning to gain there is an almost full complement of permanent senior and middle managers. With consistency and quality of practice areas where there is room for further improvement these skilled leaders and managers will play an essential part.
- 6.4 The full inspection is expected over the next six months, if not sooner. Preparation is underway to ensure our staff and our safeguarding partners are well-prepared and ready to demonstrate to inspectors the difference being made to children and families lives in Croydon.

7. DIVERSITY IN OUR BOROUGH

The Workforce Strategy

- 7.1 How Croydon treats its workforce, how it grows and how we all feel about our time here is central to the council's future.
- 7.2 Our workforce strategy is the council's promise to staff. A contract between employer and employee. It was developed in 2019 and runs until 2022, aligning with our Corporate Plan.
- 7.3 The five priorities:
- How we attract and keep great people
 - Improving well-being and giving everyone a chance to have their say
 - Improving equality, diversity and inclusion
 - Developing and growing great managers and leaders
 - Developing a high performance, creative and innovative culture
- 7.4 Project timeline:
- All staff were invited to engagement session across the Council through June to July.
 - August / September - data analysis, content drafting, stakeholder review process (read an article about the drafting process)
 - November - strategy approved at Cabinet.
 - December - strategy published online (read the launch article)
- 7.5 We want to be a high performing organisation that's collaborative, inclusive and innovative, an employer that lets talent flourish and builds workforce capability to meet our ambitions and reflect Croydon's communities. A place where everyone can speak

up, speak out and have a voice in the future direction of the organisation - where fairness and justice feel real, and where bullying, harassment and discrimination are not tolerated. This strategy will help us achieve this vision.

7.6 Please see Appendix 2 for the full strategy.

Equality Framework for Local Government (EFLG)

7.7 The EFLG Accreditation is a tool that helps organisations, in discussion with local partners including local people, review and improve their performance for people with characteristics protected by the Equality Act 2010

7.8 We undertook the EFLG Accreditation because the process will help us identify what we do well and where we can make improvements to and deliver better equality outcomes for staff, residents and service users.

7.9 Gaining an LGA equality accreditation can help the Council demonstrate to its service users and the wider community that equality really is at the heart of everything we do and the services we deliver.

7.10 The framework also encourages a focus on local issues and problems, and prompts learning from, and the spreading of, good practice

7.11 The EFLG accreditation is undertaken through a peer challenge process, coordinated by the LGA. The Council prepared for a peer challenge at the Achieving level of the EFLG. This level focuses on implementing systems, policies and procedures

7.12 The Council assessed its performance against the EFLG by undertaking a self-assessment. The self-assessment template set out how the organisation is performing against each of the criteria in the framework.

7.13 In addition to the self-assessment, the following information was submitted in support of EFLG:

- A narrative report clearly setting out how the organisation has met the requirements of the EFLG at the “achieving” level under the 5 main headings of the framework;
- 23 brief case studies demonstrating significant equality outcomes within Council services. Case studies also included work with partners and within the community;
- Supporting documentary evidence.

7.14 The onsite challenge took place from 5th – 7th November 2019. The peer team undertook 26 interviews, group meetings and visits with councillors (including opposition and back bench councillors), officers (senior and front line), stakeholders and partners

7.15 The peer team also undertook 5 community visits. This included Community Connect Foodstop, voluntary and community groups and Thornton Heath library.

7.16 The London Borough of Croydon has satisfied the criteria for the Achieving level of the EFLG.

- 7.17 The Council will be developing responses to each of the recommendations made by the EFLG peer team. It is proposed that this be reported to the Cabinet in March and be used to inform new equality objectives for consultation.
- 7.18 Many of the areas for consideration, identified by the peer team, were already known by the Council. In many cases work is underway / planned, and confirmation from the peer team of these areas of focus is very helpful.
- 7.19 Governance that will oversee delivery against the EFLG recommendations will include bi-monthly updates to the organisation's Culture Board that will provide support for delivery, and feedback on any issues or blockages, bi-monthly updates to the Members Equality and Diversity Group, regular progress reports to the organisation's Executive Leadership Team (ELT) and regular updates to the organisation's Corporate Leadership Team (CLT) focusing on the actions that are needed.
- 7.20 Consultation will be undertaken between April and August 2020 to inform a new Equalities and Inclusion Strategy. It is proposed that this will be reported to Cabinet in September 2020

8. CULTURE

Legacy Youth Zone

- 8.1 With great success, the Legacy Youth Zone opened in September this year with thousands of members already signed up and hundreds attending the opening to see what was on offer for our young people.
- 8.2 Croydon's new £6.5m Legacy Youth Zone in Whitehorse Road offers young people aged between eight and 19, or 25 for those with additional needs, the chance to enjoy more than 20 different activities including indoor climbing, a fully equipped gym, a music room with recording studio, a training kitchen, to name a few.
- 8.3 Croydon is home to more young people than any other London borough – 93,000 under 18s – and the council has worked alongside national charity OnSide Youth Zones to create a safe and inspiring place for them to enjoy.
- 8.4 The initial £6.5million building costs have been joint funded by Croydon Council contributing £3.25million with the remainder sourced by OnSide from a number of founder patrons including the Queen's Trust, the Stone Family Foundation and The Seroussi Foundation via UBS Optimus Foundation.
- 8.5 The Youth Zone's annual running costs are supported by many founder patrons – with Croydon Council contributing £300,000 and a group of businesses and philanthropists who have pledged more than £1m per year.
- 8.6 Over two thousand young people have already registered to become members of the Youth Zone.

The Opening of the Fairfield Halls

- 8.7 The reopening of the Fairfield Halls was celebrated in September with a star-studded ceremony following a multi-million pound council-led restoration of the iconic Croydon venue.

- 8.8 Special guests included Dame Judi Dench, who reopened the Ashcroft Playhouse in honour of her friend and Croydon-born actress the late Dame Peggy Ashcroft, and Mayor of London Sadiq Khan, who formally opened the building.
- 8.9 Dame Judi highlighted Croydon's rich artistic heritage while giving a nod of approval to the renaming of the Ashcroft Playhouse, formerly the Ashcroft Theatre, and unveiled the People's Picture, a giant commemorative mosaic by artist Helen Marshall, before taking to the stage for a live Q and A. Questions came from local drama GCSE and A-Level students. She was joined by local spoken word poet Darren Randon from Well Versed Ink, who performed a special commission.
- 8.10 During a tour of the new and restored spaces, the Mayor described the revamped venue as 'amazing', praising its accessibility with a year-round programme of free entertainment, and new cultural offer which reflects the borough's rich diversity.

Opening of the New Addington Leisure Centre

- 8.11 At the beginning of this month, the stunning new £25m leisure and community centre opened in New Addington.
- 8.12 The modern leisure centre, with extended sports and leisure facilities, includes a 25-metre, six-lane main swimming pool and a learning pool, an extensive fitness suite, sport halls and multi-purpose activity studios plus non-site café.
- 8.13 The new development also offers flexible spaces that can be enjoyed by the local community, including two halls with capacity for around 300 people, with a kitchen, bar, and storage rooms.
- 8.14 The project has created more than 75 jobs for Croydon residents. It has also been home Wilmott Dixon's first Building Lives Academy, which aims to upskill young people in Croydon and provide them with a foot in the door to the construction industry.
- 8.15 The leisure centre development is a key part of the council's extensive regeneration plans for New Addington. Planning permission has been granted for a brand new community centre in Fieldway, combining the existing Fieldway Family Centre and the Timebridge Community Centre. A new free school for children with special educational needs is also planned to open on the Timebridge site in 2021.
- 8.16 In addition eight much-needed family homes will be built, fronting onto Chertsey Crescent.
- 8.17 Residents have been consulted on further proposals, including a new wellbeing centre, improved open space in front of the new leisure centre, new homes and shops. Their feedback will inform future plans for the area.

Refurbishment of Norbury Library

- 8.18 Norbury Library is to temporarily close for refurbishment work as part of an ongoing investment in Croydon's 13 libraries. The library upgrade will include a refreshed book stock, new spaces for community use and a new, faster IT network, as well as bringing the upstairs community room back into use.
- 8.19 For the first time Open + technology, set to be installed during the works, will allow residents with a library card out of hours access to the library. New lighting and

frameless glass doors will also be installed during the refurbishment to bring more light into the building, and the children’s library will move into a new vibrant and colourful space.

8.20 The library closed in August 2019 for the works to begin. While it is closed, residents will be able to use a pop-up library at the nearby Harlow Hall on Oak Hill Road, SW16 4PY. The pop-up library will be open from 9am to midday on Mondays, Tuesdays and Thursdays, though residents will also be able to use other libraries in Croydon during their usual opening times.

8.21 The refreshed Norbury Library is due to reopen in spring 2020.

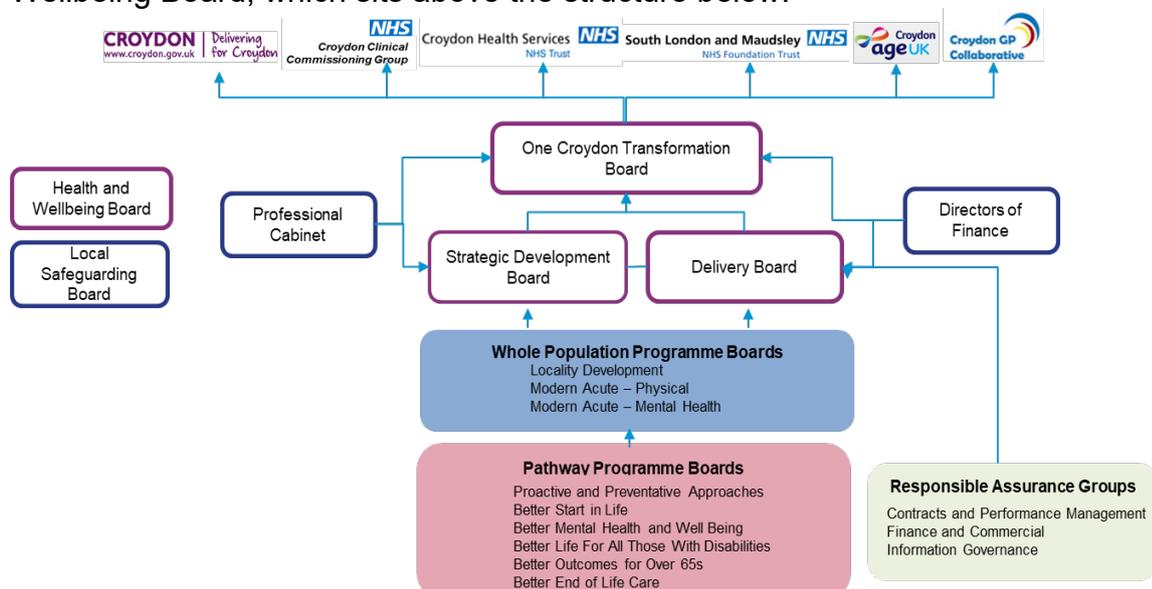
9. HEALTH AND SOCIAL CARE INTEGRATION

9.1 **Service Integration for the over 65s:** The last 12 months has seen progress in embedding the integrated provision arising from the system business case agreed in 2017. The LIFE service and the Integrated Community Network (ICN) service models have been live for two years. There is high demand on these services and there are new customer journeys in place for discharge from hospital, providing reablement and rehabilitation services for people and rapid clinical response services. There is a sustained reduction in emergency admissions to Croydon University Hospital of older people, there is now reduced length of stay for those who were staying the longest in our acute services. There is a cost to social care to prevent admissions and also to maintain independence at home and spend on social care for older people is rising.

9.2 **Outcomes:** The original outcomes framework has been populated and an updated whole population framework has been developed and baselined. The One Croydon Alliance is establishing more effective use of this framework and regular monitoring. Further engagement with the wider population including under 65s is required.

Governance

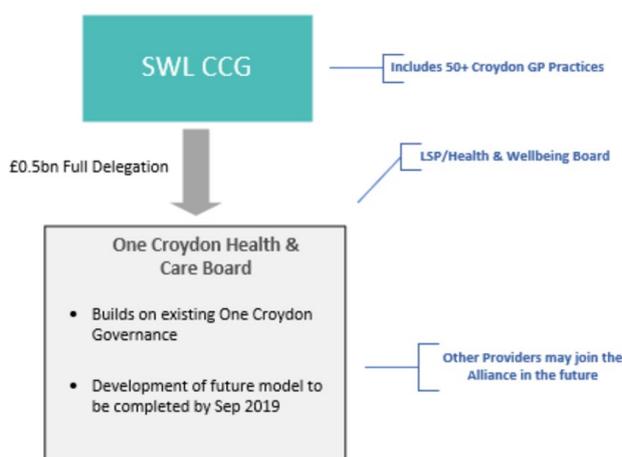
9.3 **Locally - One Croydon:** The current governance of One Croydon is a Chief Officer meeting named Croydon Transformation Board (CTB), with unanimous voting rights for each partner. It is independently chaired which is to be reviewed prior to January 2020. The proposal is to translate the CTB into the new Health and Care Board in April 2020, which will have a key strategic relationship with the Croydon Health and Wellbeing Board, which sits above the structure below.



9.4 **Croydon Health Services and Clinical Commissioning Group governance:** The two organisations plan to have:

- CHS Trust Board
- SWL CCG Governing Body
- CHS/CCG Committee In Common

9.5 **South West London Governance:** There is a monthly SWL Programme Board with an independent chair. The SWL CCG Governing Body will delegate to the Croydon Health and Care Board. There is a SWL Governance Design Group of which for Croydon, Guy Van Dichele and Mike Bell (Chair of CHS) are members. The role of Health and wellbeing Boards is being considered there.



NHS Structural Changes:

9.6 **CCG/CHS Alignment:** Croydon Clinical Commissioning Group and Croydon Health Services have been through a process to align their organisations over the last six months. They have established one senior management team, with Matthew Kershaw appointed and commenced on 1 October as the local Croydon health place based leader. He is also the Chief Executive of CHS. This is the first of this kind nationally. This brings the commissioner and the provider much closer together, although through existing legislation a merger is not legal and must retain separate boards but will manage together through a committee in common. The other key joint appointments are Elaine Clancy – Chief Nurse, Josh Potter – Director of Strategy and Transformation and Mike Sexton – Managing Director and Director of Finance.

9.7 **5.1.3 CCG Mergers:** The NHS long term plan requires CCG's to merge across the sub-regional footprints. Local agreement was required and the recent vote to progress this by all six South West London (SWL) areas has now concluded and therefore Croydon CCG will merge with the other five SWL CCG's from April 2020. In the interim Sarah Blow, the existing Accountable Officer for the other five CCG's has taken up the role for Croydon upon the departure of the previous Croydon CCG Accountable Officer in October. Sarah Blow will then be the permanent Accountable Officer for the Merged CCG from April 2020.

9.8 **South West London Delegation:** There is planned to be full delegation to place. Croydon is planned to establish a health and care board which will receive delegation

of the budget and responsibilities from SWL CCG. It is planned the One Croydon partners will be voting partners on the Health and Care Board.

- 9.9 Integrated Care System (ICS): The NHS Long term Plan established ICS's on sub-regional footprints. South West London (SWL) will be our ICS and would have about 40 organisations in it as partners. SWL have applied in the first round to NHS England to receive 'ICS Status'. As a system we have completed a maturity assessment with five domains; 1 - System Leadership, Partnerships and Change Capability; Domain 2 - System Architecture and Strong Financial Management and Planning; Domain 3 - Integrated Care Models; Domain 4 - Track Record of Delivery; Domain 5 - Coherent and defined population. For each domain there are four levels of assessment—emerging, developing, maturing, and thriving. SWL submitted an assessment of between developing and maturing to NHS England. The Accountable Officer for the SWL CCG will also be the Chief Officer of the ICS when it comes into form. It should be noted ICSs will not be an entity in the short term. The following diagram shows the system at its different geographical 'levels'.

10. VIOLENCE REDUCTION NETWORK

- 10.1 In June the council adopted our public health approach to reducing violence in the borough. In developing the approach our evidence demonstrated that different types of violence, and people's vulnerabilities to it are interlinked. So our approach looks holistically at a range of different types of violence including serious youth violence, criminal coercion and exploitation, domestic violence, slavery and others. The approach committed to develop a violence reduction network that involves all our partners.
- 10.2 To implement the approach we have recruited our first director for violence reduction who joined the council in August. The community safety team has been restructured to embed the approach, and new staff have been recruited. Development of the team of council staff to embed the violence reduction network is ongoing.
- 10.3 To support our violence reduction work the council has been both successful in securing external funds and committing our own funds. Investments from council resources include transformation funds over 2019/20 and 2020/21 to help establish the public health approach. We are also investing in community safety infrastructure through our decision to upgrade and overhaul our CCTV system.
- 10.4 Croydon Council has also secured or is benefiting from significant external investment: the London VRU, £400,000 spread over this year and next targeted at young people and drug related violence; The Young Londoners Fund is investing £1.2m over the next three years to develop a partnership with a wide range of community organisations to support young people impacted by trauma; The GLA has extended their youth work in A&E programme to include Croydon University Hospital, this service will start in the first half of 2020; Croydon is currently in discussion with the GLA about extending the funding for the Drive programme for domestic violence perpetrators and this is likely to be confirmed and extended for a further year.
- 10.5 Work is ongoing to establish our violence reduction network approach with a workshop just before Christmas on Serious Youth Violence, one planned for early 2020 on domestic abuse and sexual violence and deeper consideration of how we grow our evidence base and understanding of the causes of violence in the borough and how best to tackle it. Key outcomes of this work will be embedding violence reduction

approaches in other services, organisations and communities beyond the council's team.

10.6 Meanwhile, business as usual work continues to tackle violence and its drivers through our partnership work. We continue to deal with significant cases of domestic violence, reducing but high levels of serious youth violence and drug related crime, violence and exploitation is an ongoing focus for a range of our work.

10.7 During 2020 we will develop a new strategic assessment of crime and violence in the borough and this will underpin a new community safety strategy that will focus on reducing violence and be developed with our partners. Our new strategy will replace the existing one toward the end of 2020.

11. THE BIG CONVERSATION

11.1 The council is calling on the people of Croydon to join The Big Conversation and get talking about how they want the borough to be by 2030.

11.2 The Big Conversation is a ground-breaking resident engagement exercise which gives local residents, businesses and visitors the chance to help shape Croydon's future. We want to hear the views, concerns and priorities of local people and community groups to help guide council policies and investment over the next decade. In these tough financial times, we're also asking some tough questions of ourselves; what is the council doing right? What else can we do? How could you help?

11.3 Over the next few months, we will be exploring six Big Conversation topics – culture at the heart of regeneration; safe and secure communities; caring for each other; decent homes for all; jobs and economy; and creating a sustainable Croydon.

11.4 Resources to join the conversation are on The Big Conversation website – www.bigconversation.croydon.gov.uk – including information about the topics, the challenges Croydon faces and what the council has done so far to tackle them. A Big Conversation survey can also be picked up and dropped off at any local Croydon library.

12. COMMUNITY FUND

12.1 Over the next three years, more than 50 projects across Croydon are set to receive around £7million. These projects will be offering everything from mental health support to encouraging children to make healthy choices; and housing for rough sleepers to helping domestic abuse survivors.

12.2 The funding has been awarded from the Community Fund which was set up to help voluntary or community groups deliver key outcomes boosting the health, quality of life or prospects of residents.

12.3 In their submissions, the groups had to set out how the funding would benefit the communities they serve and align with one of six themes:

- Helping people live long, healthy, happy and independent lives
- Helping children and young people thrive and reach their full potential
- Helping people access homes and prevent homelessness

- Helping everyone feel safer in their street, neighbourhood and home
- Helping everyone to have the opportunity to work and build their career
- Preventing, reducing or delaying care and support needs for older people

12.4 Applications were decided by a panel consisting of local young people, carers, council tenants, and council staff and there were two separate bidding processes: a simple grant application for less than £15,000 and a bidding process for commissioned services over £15,000.

12.5 All bids were scored against criteria including whether the projects were local, achievable and well-run, addressed a specific need and showed a need for their service. The council selected schemes across the borough so as many people as possible could benefit from the new funding.

12.6 One project that successfully secured grant application funding is Parents in Partnership, an organisation providing specialist support and training for parents of children and young people with additional needs and disabilities, based on George Street.

13. CONCLUSION

13.1 With Brexit hanging over us all, 2019 has been a challenging year but overall a positive one for Croydon. We've been working hard to ensure that we're continuing to deliver against our Manifesto and Corporate Plan.

13.2 It has also been the year we've declared a climate and ecological emergency and made some great strides towards tackling this issue together with our residents and businesses. I'm excited to see our borough make further efforts towards tackling this global issue in 2020.

13.3 This report summarises some of the major work streams for delivery against these priorities.

Appendices

Appendix 1 – Croydon Economic Strategy

Appendix 2 – Workforce Strategy

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