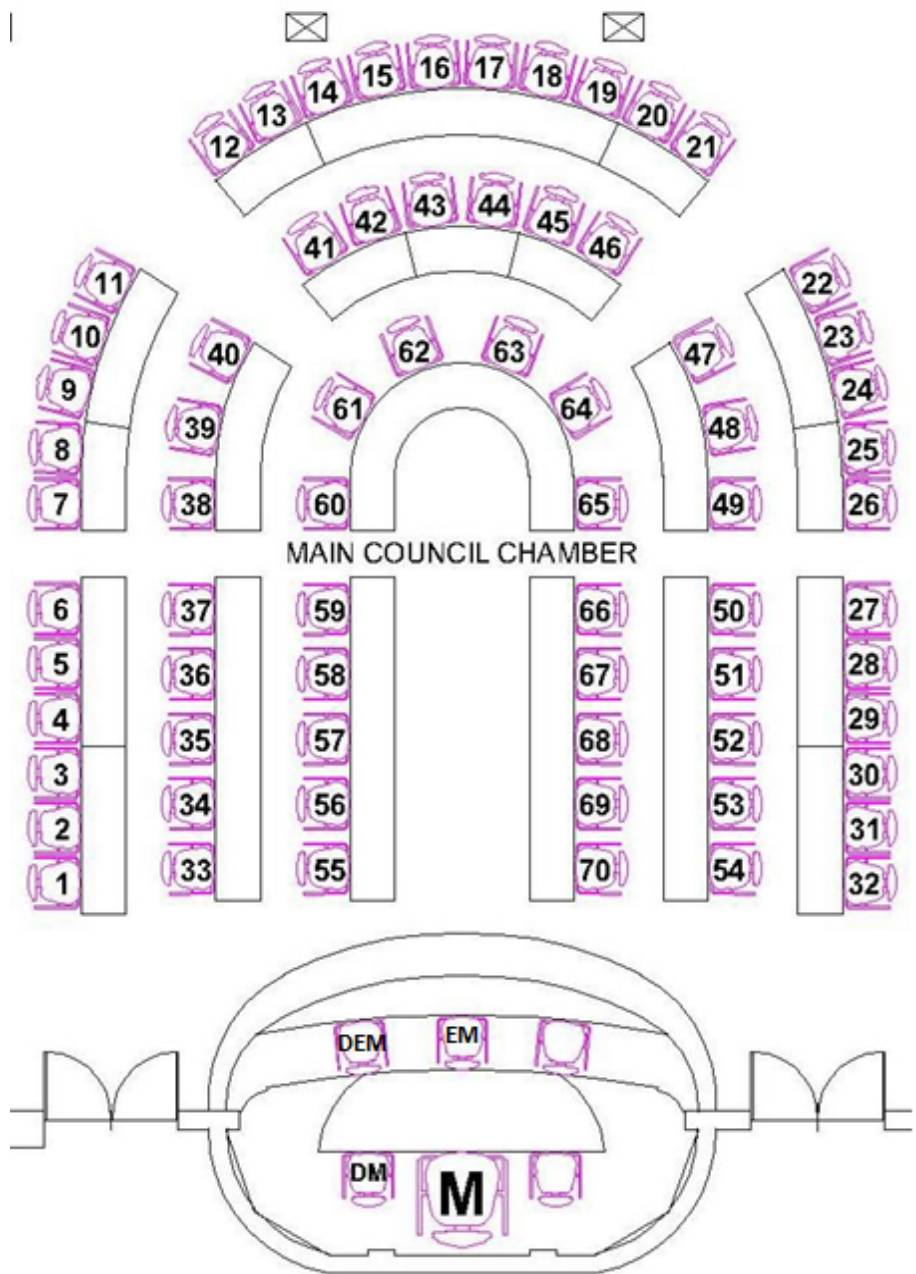




**COUNCIL
AGENDA**
for the meeting
on
12 December 2022
at
6.30 pm

| |
|---------------------------|
| 1. Stuart Collins |
| 2. Manju Shahul-Hameed |
| 3. Ellily Ponnuthurai |
| 4. Catherine Wilson |
| 5. Mohammed Islam |
| 6. Appu Srinivasan |
| 7. Clive Fraser |
| 8. Kola Agboola |
| 9. Patricia Hay-Justice |
| 10. Eunice O'Dame |
| 11. Christopher Herman |
| 12. Matthew Griffiths |
| 13. Patsy Cummings |
| 14. Humayan Kabir |
| 15. Sherwan Chowdhury |
| 16. Tamar Nwafor |
| 17. Stella Nabukeera |
| 18. Esther Sutton |
| 19. Ria Patel |
| 20. |
| 21. Claire Bonham |
| 22. Adele Benson |
| 23. Luke Shortland |
| 24. Endri Llabuti |
| 25. Mark Johnson |
| 26. Tony Pearson |
| 27. Helen Redfern |
| 28. Gayle Gander |
| 29. Simon Fox |
| 30. Holly Ramsey |
| 31. Joseph Lee |
| 32. Nikhil Sherine Thampi |
| 33. Enid Mollyneaux |
| 34. Chris Clark |
| 35. Amy Foster |
| 36. Brigitte Graham |
| 37. Mike Bonello |
| 38. Louis Carserides |
| 39. Sean Fitzsimons |
| 40. Leila Ben-Hassel |
| 41. Maddie Henson |
| 42. Karen Jewitt |
| 43. |
| 44. |
| 45. Fatima Zaman |
| 46. Jade Appleton |
| 47. Danielle Denton |
| 48. Ian Parker |
| 49. Simon Brew |
| 50. Margaret Bird |
| 51. Samir Dwesar |
| 52. Lara Fish |
| 53. Alasdair Stewart |
| 54. Robert Ward |
| 55. Chrishni Reshekaron |



| |
|---|
| 56. Nina Degrad |
| 57. Janet Campbell |
| 58. Callton Young |
| 59. Stuart King |
| 60. Rowenna Davis (Scrutiny Chair) |
| 61. Richard Chatterjee (Scrutiny Vice-Chair) |
| 62. Michael Neal |
| 63. Andy Stranack |
| 64. Scott Roche |
| 65. Jeet Bains |
| 66. Yvette Hopley |
| 67. Ola Kolade |
| 68. Maria Gatland |
| 69. Jason Cummings |
| 70. Mario Creatura |
| Notes etc. |
| M – Civic Mayor Councillor Alisa Flemming |
| DM – Deputy Civic Mayor – Councillor Sue Bennett |
| EM – Executive Mayor Jason Perry |
| DEM – Deputy Executive Mayor – Councillor Lynne Hale |
| Please note that the numbers relate to microphone numbers. |

To: To All Members of the Council

Date: 2 December 2022

A meeting of the **COUNCIL** which you are hereby summoned to attend, will be held on **Monday, 12 December 2022** at **6.30 pm** in **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**

Stephen Lawrence-Orumwense
Monitoring Officer
London Borough of Croydon
Bernard Weatherill House
8 Mint Walk, Croydon CR0 1EA

Marianna Ritchie, Democratic Services
Democratic Services
Marianna.ritchie@croydon.gov.uk
www.croydon.gov.uk/meetings
2 December 2022

Members of the public are welcome to attend this meeting, or you can view the webcast both live and after the meeting has completed at <http://webcasting.croydon.gov.uk>

If you would like to record the meeting, we ask that you read the guidance on the recording of public meetings [here](#) before attending.

The agenda papers for all Council meetings are available on the Council website www.croydon.gov.uk/meetings

If you require any assistance, please contact officer as detailed above.

AGENDA – PART A

4. Section 114 (3) Report and Response (Pages 5 - 10)

It is the Council's top priority that it will live within its means, balance the books and provide value for money for our residents.

This report recommends the steps the Council must take to return it to financial sustainability into the future.

Appendix A - Medium Term Financial Strategy Financial Model

| | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
|---|----------------|---------------|---------------|---------------|
| | £m | £m | £m | £m |
| Net remaining budget gap quoted in March 2022 | 27.389 | 8.699 | | |
| Add back the Council Tax included as a saving | 6.600 | 6.600 | | |
| Add in Housing Benefit pressure | 9.000 | 0.500 | 0.500 | 0.500 |
| Add in SCRER Pressures | | | | |
| - Parking and Traffic including £3.4m unachievable saving | 13.800 | | | |
| - Building Control | 0.700 | | | |
| - Selective Licensing | 1.500 | | | |
| - SEND pupil numbers | 0.700 | | | |
| Corporate Items risk budgets removed | -9.369 | | | |
| Add in unachievable income saving | 2.000 | | | |
| Business rates pressure | 1.000 | | | |
| General Risk and Contingency | | 5.000 | 5.000 | 5.000 |
| MRP | 2.600 | | | |
| Inflation – pay and other costs | 10.000 | | 17.000 | 17.000 |
| World economy improves taking pressure off inflation | | | -5.000 | -5.000 |
| Cost of living demand pressures | 10.000 | | | |
| Refuse contract retender costs and ongoing increase | 0.500 | | 2.500 | |
| Salaries wrongly capitalised | 1.250 | | | |
| Interest rates increase | 10.000 | 5.000 | | |
| Loss of Homelessness Prevention Grant | 3.000 | | | |
| HRA/GF realignment | 9.500 | | | |
| NHS Funding | 5.000 | | | |
| Revised gap | 105.170 | 25.799 | 20.000 | 17.500 |
| New Government Funding | | | | |
| Business Rates Freeze - S31 Grant Compensation | -3.000 | | | |
| Better Care Fund | -2.800 | -1.300 | 4.100 | |

Appendix A - Medium Term Financial Strategy Financial Model

| | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
|---|----------------|---------------|---------------|--------------|
| | £m | £m | £m | £m |
| Funding made available through the delay in the Adult Social Care Reforms | -6.100 | -2.900 | 9.000 | |
| Total | -11.900 | -4.200 | 13.100 | 0.000 |

Savings

Assistant Chief Executive's

| | |
|--|--------|
| Delete Director of Service Quality, Improvement and Inclusion Post | -0.122 |
| New grave sites at Mitcham Road and Queen's Road | -0.091 |
| Visual Tribute system at Croydon Crematorium | -0.031 |
| Reinstatement of an elections canvass budget | 0.065 |
| Reduced support in the Mayor's Office | -0.040 |
| Corporate Learning and Development budget | -0.100 |

Adult Social Care and Health

| | |
|---|--------|
| Active Lives post deletion | -0.060 |
| Absorption of inflation within existing budgets | -0.500 |
| Fees and charges increase in line with DWP | -0.150 |
| Reduce by one day centre (Facilities Management cost only) | -0.038 |
| Closure of the Garden Centre | -0.180 |
| Transitions demographics growth bid | 0.463 |
| Transitions historic inflation growth bid | 0.278 |
| The managing demand programme will deliver a revised operating model for Adult Social Care & Health. | -0.150 |
| Staff vacancy factor of 5% | -1.000 |
| Personal Protective Equipment (PPE) previous budget growth reversed as it can be charged to the Contain Outbreak Management Fund grant. | -0.325 |

Sustainable Communities

| | |
|---|--------|
| Reduced Museum activity | -0.071 |
| Removal of a school crossing patrol budget that is no longer required | -0.060 |

Appendix A - Medium Term Financial Strategy Financial Model

| | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
|---|---------|---------|---------|---------|
| | £m | £m | £m | £m |
| Further use of Community Infrastructure Levy instead of General Fund funding where appropriate | -0.250 | | | |
| Delay previously planned Highways growth for one year only | -1.000 | 1.000 | | |
| Remove remaining budget that previously used to fund Adult Social Care Transport (discontinued in 2020) | -0.050 | | | |
| Redesign leisure sports development service | -0.045 | -0.045 | | |
| Fund the General Fund element of the Croydon Museum through the Growth Zone fund for a period of 2 years whilst transforming the service delivery model | -0.200 | | | |
| The charging of a percentage of salaries in Planning and Regeneration to income sources other than General Fund eg Growth Zone, Community Infrastructure Levy and external grants | -0.115 | | 0.017 | |
| Children, Young People and Education | | | | |
| Restructure Youth Engagement Team | -0.202 | | | |
| Reduced demand for legal services | -0.570 | | | |
| Growth reduction | -0.800 | | | |
| Service efficiencies through hybrid working | -0.500 | | | |
| Staff vacancy factor of 5% across Quality, Commissioning and Performance Improvement | -0.253 | | | |
| Non-staffing spend across Quality, Commissioning and Performance Improvement | -0.036 | | | |
| Increase Health/Public Health contribution to integrated commissioning team | -0.057 | | | |
| Complete the service redesign across the education division | -0.044 | | | |
| Income generation in Systemic and Clinical Practice | -0.045 | | | |
| Review children with disabilities care package budget | -0.200 | | | |
| Growth reduction | -0.400 | | | |
| Service efficiencies through hybrid working | -0.080 | | | |
| Reduction in Council contribution to the Safeguarding Partnership | -0.020 | | | |

Appendix A - Medium Term Financial Strategy Financial Model

| | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
|--|----------------|---------------|---------------|--------------|
| | £m | £m | £m | £m |
| Housing | | | | |
| Housing structural deficit | 3.286 | | | |
| Reverse previous savings from 2022/23 which are not deliverable | 1.889 | | | |
| Vacancy factor to be deducted from salary budget | -0.302 | | | |
| Housing Needs restructure | -1.000 | | | |
| Occupancy checks | -0.400 | -0.300 | | |
| Discretionary placement review | -0.600 | -0.450 | | |
| Income collection improvement | | -0.200 | | |
| Income recovery / reduce split rooms net spend | -0.300 | | | |
| Housing Association recharge and nominations | -0.078 | | | |
| Repurpose general needs voids for emergency accommodation | | -0.175 | -0.175 | |
| Emergency accommodation dynamic purchasing systems implementation | -0.125 | -0.125 | | |
| Demand management net reduction of placements | | -0.239 | -0.414 | |
| Resources | | | | |
| Premier Supplier commission | -0.100 | | | |
| Improvement costs met from reserves | -0.500 | | | |
| Net saving from duplicated interest budget | -1.600 | | | |
| Recovery of housing benefit overpayments | -0.663 | | | |
| Council Tax Support Scheme | -1.200 | | | |
| Reduction in running costs in Finance including Revenues, Benefits, Business Rates and the Debt Team | -0.100 | | | |
| Additional Court Cost income | -0.500 | | | |
| Additional HRA charge for insurances | -0.500 | | | |
| Additional commercial rent income | -0.130 | | | |
| Reduction in banking contract budget | -0.022 | | | |
| Contribution from pensioners budget being underspent | -0.040 | | | |
| Vacancy factor to be deducted from the General Fund salary budget | -0.355 | | | |
| Total savings net of growth | -10.319 | -0.534 | -0.572 | 0.000 |

Appendix A - Medium Term Financial Strategy Financial Model

| | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
|--|---------|---------|---------|---------|
| | £m | £m | £m | £m |
| Transformation | | | | |
| Income and Debt Review | -0.500 | | | |
| Workforce Transformation – HR Transformation | | | | |
| Business Intelligence | -1.000 | | | |
| Housing Benefit Review | -1.000 | | | |
| Family Justice Service Review | | -0.350 | | |
| CSC managing demand at the front door | -0.200 | | | |
| Voluntary and Community Sector Review | -2.000 | | | |
| Community Equipment Service Transitions | | | | |
| Temporary Accommodation Case Review | -1.050 | | | |
| Digital Workforce Review | -1.000 | | | |
| Customer Access Review (delivers £2.5m in savings previously included in the March 2022 MTFs, spread across 2023/24 and 2024/25) | | | | |
| Resilient communities and community hubs | | -0.430 | | |
| Review of adult social care placements | | | | |
| Review joint funding children's placements and arrangements across education, health and care | | -0.250 | | |
| Fostering service transformation | -0.225 | | | |
| Domiciliary Care Re-model | | | | |
| Reablement & Hospital Discharge | | | | |
| Mental Health S117 project | | | | |
| Strategic Planning & Commissioning | | | | |
| Commercial & Income Opportunities | | | | |
| Croydon Campus | | | | |
| Building Control Transformation | | -0.300 | | |
| Croydon Museum Transformation (cost avoidance) | | | | |
| Parking Policy | -0.200 | -0.200 | | |

Appendix A - Medium Term Financial Strategy Financial Model

| | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
|---|---------------|---------------|---------------|---------------|
| | £m | £m | £m | £m |
| Transformation of Planning Service e.g. CIL & S106 Strategy, including digital/ICT automation | | -0.250 | | |
| Total Transformation | -8.475 | -1.780 | 0.000 | 0.000 |
| Remaining gap | 74.476 | 19.285 | 32.528 | 17.500 |
| Reverse capitalisation contribution | | 80.000 | 60.000 | 40.000 |
| Previous year gap | | -2.824 | 4.661 | 32.589 |
| MRP on 2024/25-2026/27 Capitalisation (20 years straight line) | | 4.000 | 3.000 | 2.000 |
| MRP on Legacy Capitalisation of £74.6m (20 years straight line) | 3.700 | | | |
| Additional interest | 3.000 | 3.200 | 2.400 | 1.600 |
| Application of capital receipts (£50m - 2022/23 onwards for four years) | -3.000 | -3.000 | -3.000 | -3.000 |
| Transformation Investment | 10.000 | -5.000 | | |
| Remaining gap | 88.176 | 95.661 | 99.589 | 90.689 |
| Less potential Council Tax at 5% for 2023/24 and 2024/25 then 3% thereafter | -11.000 | -11.000 | -7.000 | -7.000 |
| Less further savings deemed deliverable annually | | -20.000 | -20.000 | -20.000 |
| Shortfall | 77.176 | 64.661 | 72.589 | 63.689 |
| Capitalisation for illustration (but not preferred option) | -80.000 | -60.000 | -40.000 | -15.000 |
| -Surplus/+Shortfall | -2.824 | 4.661 | 32.589 | 48.689 |
| Total of future years capitalisation direction modelled for illustration | | | | 195.0 |
| Total of legacy capitalisation request (CAH assumed at £9m not the £70m full risk) | | | | 74.6 |
| Total capitalisation direction request | | | | 269.6 |