

# Scrutiny & Overview Committee Agenda



To: Councillor Rowenna Davis (Chair), Councillor Richard Chatterjee (Vice-Chair), Leila Ben-Hassel, Sue Bennett, Simon Fox and Eunice O'Dame

Reserve Members: Louis Carserides, Mario Creatura, Amy Foster, Gayle Gander, Brigitte Graham and Joseph Lee

A meeting of the **Scrutiny & Overview Committee** which you are hereby summoned to attend, will be held on **Monday, 12 February 2024** at **6.30 pm** in **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**.

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

Simon Trevaskis  
Senior Democratic Services & Governance  
Officer - Scrutiny  
simon.trevaskis@croydon.gov.uk  
www.croydon.gov.uk/meetings  
Friday, 2 February 2024

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](http://www.croydon.gov.uk/meetings)

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

## **AGENDA – PART A**

**1. Apologies for Absence**

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

**2. Minutes of the Previous Meeting (Pages 5 - 20)**

To approve the minutes of the meeting held on 16 January 2024 as an accurate record.

**3. Disclosure of Interests**

Members are invited to declare any disclosable pecuniary interests (DPIs) and other registrable and non-registrable interests they may have in relation to any item(s) of business on today's agenda.

**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. 2023-24 Period 8 Financial Performance Monitoring Report**

The Scrutiny & Overview Committee is presented with the Period 8 Financial Performance Monitoring report for its information. The Committee is asked to: -

1. Review the information provided in the report on the 2023-24 Period 8 Financial Performance Report, and
2. Consider its conclusions on the latest budget position for 2023-24
3. Consider whether there are any recommendations to bring to the attention of the Mayor.

Report to follow.

**6. Budget Scrutiny 2024-25 (Pages 21 - 32)**

The Scrutiny and Overview Committee is provided with a Cabinet report setting out the Mayor's Budget Proposals for 2024-25. The Committee is asked to:-

1. Note the feedback from the Scrutiny Sub-Committee meetings focussed on their respective budget areas.
2. Note the Cabinet report presenting the Mayor's proposed

Budget for 2024-25.

3. Consider the conclusions of the Committee on 2024-25 budget, to be submitted for the consideration of the Mayor at the Cabinet meeting on 14 February 2024, including:-
  - a) Are the savings deliverable, sustainable and not an unacceptable risk?
  - b) Is the impact on service users and the wider community understood?
  - c) Have all reasonable alternative options been explored and do no better options exist?
  - d) Consider whether there are any further conclusions on the 2024-25 budget the Committee would like to bring to the attention of the Mayor.

**7. Scrutiny Recommendations (Pages 33 - 42)**

The Scrutiny & Overview Committee is asked to

1. Approve the recommendations made by its Sub-Committee's for submission to the Executive Mayor for his consideration.
2. Review the response provided by Mayor to recommendations made by the Scrutiny & Overview Committee.

**8. Scrutiny Sub-Committee Appointments**

For the Scrutiny & Overview Committee to agree any in-year amendments to the membership of its sub-committees (if required).

**9. Scrutiny Work Programme 2023-24 (Pages 43 - 66)**

The Scrutiny & Overview Committee is asked to: -

1. Note the most recent version of the Scrutiny Work Programme presented in the report.
2. Consider whether there are any other items that should be provisionally added to the work programme as a result of the discussions held during the meeting.

**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**

# Public Document Pack Agenda Item 2

## Scrutiny & Overview Committee

Meeting held on Tuesday, 16 January 2024 at 6.30 pm in Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

### MINUTES

**Present:** Councillors Rowenna Davis (Chair), Councillor Richard Chatterjee (Vice-Chair), Leila Ben-Hassel (Deputy-Chair), Sue Bennett, Simon Fox and Eunice O'Dame

**Also Present:** Councillor Jason Cummings – Cabinet Member for Finance

### PART A

#### 1/24 **Minutes of the Previous Meeting**

The minutes of the meeting held on 21 November 2023 were agreed as an accurate record.

#### 2/24 **Disclosure of Interests**

There were no disclosures of interest made at the meeting.

#### 3/24 **Urgent Business (if any)**

There were no items of urgent business for the consideration of the Scrutiny & Overview Committee at this meeting.

#### 4/24 **2023-24 Period 6 & 7 Financial Performance Reports**

The Committee considered a report on pages 5 to 42 of the agenda that provided an overview of the latest budget position for 2023-24 up until the end of Period 6 (September 2023). This report was included on the agenda as part of the Committee's ongoing scrutiny of the delivery of 2023-24 budget.

The Cabinet Member for Finance, Councillor Jason Cummings, Section 151 Officer, Jane West, Director of Finance, Allister Bannin and Head of Strategic Procurement, Scott Funnell were in attendance for this item at the meeting.

The Chair advised the meeting that it had been hoped the Period 7 (October 2023) report would be available for the Committee's consideration, but unfortunately it had not been cleared in time. As such the Chair had asked the Director of Finance, Allister Bannin to provide an update on the key changes to the Budget since the Period 6 report. During this update, the following was noted.

- The projected year end overspend across service directorates had been reduced from £5.7m in Period 6 to £1.5m in Period 7.
- The forecasted budget for the Adult Social Care & Health service had moved from a £0.2m overspend to a £1m underspend due to continuing work on pricing and placement costs.
- The projected overspend with the Childrens service had been reduced from £5.8m to £5.4m due to its ongoing work on high-cost placements.
- The projected underspend within the budget for the Assistant Chief Executive's Directorate had moved from £0.5m to £0.9m due to an underspend within IT.
- The budget forecast for the Housing service had moved from a £2.2m overspend to a balanced position due to the transfer of funds from the Corporate economic demand pressures budget to address the additional emergency accomodation pressures.
- It was anticipated that the forecasted overspend of £1.5m could be offset from the Corporate Contingency fund.
- The Housing Revenue Account (HRA) revenue budget forecast remained at a £12m overspend due to the backlog of historic legacy repair work, reducing voids and the need to resolve issues experienced nationally including damp and mould and fire safety. The HRA capital budget forecast remained at £5.8m, which could be attributed to the cost for undertaking bigger repairs to properties.

As the Period 7 report had not been available, the Committee agreed to only allocate a short period for questioning the information provided. The first question asked whether the savings within the Adult Social Care and Health service could in part be attributed to staff vacancies. It was advised that the forecasted budget for staffing within the service had remained the same since Period 6 and it was the budget for placements that had improved. It was highlighted that there were a number of areas across the Council where it was a challenge to attract staff, including social care, which was a national issue and not unique to Croydon.

An update was requested on the conversations with the Government to find a solution to the Council's debt burden. It was advised that the discussions had not progressed to the stage where a solution had been identified and the Council was still having to manage its own finances, with the extraordinary support provided through the Government granting permission for capitalisation. There was an ongoing conversation about possible options for the debt which included restructuring and providing lower interest rates on the borrowing, as well as the debt write-off that had been requested. The challenge for the Government was to find a solution that would also work for other boroughs that were experiencing financial difficulty.

At the conclusion of this item, the Committee agreed to defer its conclusions on the item, until it had the opportunity to review the full report at its next meeting on 12 February 2024.

## 5/24 **2024-25 Budget Setting Update**

The Committee received a presentation from the Corporate Director of Resources & Section 151 Officer, Jane West, on the progress made with setting the 2024-25 budget. This report was included on the agenda as part of the Budget Scrutiny process. A copy of the presentation delivered can be found on the following link: -

<https://democracy.croydon.gov.uk/documents/s53260/2024-25%20Budget%20Setting%20Update%20-%20Presentation.pdf>

The Cabinet Member for Finance, Councillor Jason Cummings, Section 151 Officer, Jane West, Director of Finance, Allister Bannin and Head of Strategic Procurement, Scott Funnell were in attendance for this item at the meeting.

The Cabinet Member for Finance highlighted to the Committee that there had been advice from the Government to local authorities to use existing reserves

to manage any current financial difficulties. However, given the ongoing financial challenges facing the Council from its debt burden, the reserves held would not address the problem, and as such the guidance was not thought to be applicable in Croydon's circumstances. It was also highlighted that it was unlikely the financial situation for local government would improve dramatically, whoever won the forthcoming general election, as such there was a need to address these challenges across the sector.

The first question on this item asked for more information on the work to close the identified £6m gap in the 2024-25 budget. It was advised that there were several different factors to be resolved before the budget report was produced in early February that may help to address the gap. Final confirmation of the Government settlement was expected on 5 February, the Council Tax and Business Rate base was still being reviewed, there was likely to be a saving on Freedom Passes and it was hoped that capital charges would reduce as interest rates started to come down.

As a follow-up, it was questioned whether the previously indicated 4.99% increase in Council Tax could potentially rise to help meet any remaining gap. It was confirmed that no change to the proposed Council Tax was expected and it was highlighted that the Mayor had given a public commitment to not increasing Council Tax above the referendum rate.

It was noted that £20m savings had been included in the budget for each year from 2025-26 onwards, with the basis of this figure questioned. It was acknowledged that delivering savings of £20m each year would be difficult and it was a reason why the Council was investing in its transformation programme. Given the challenging financial landscape for local government it was essential for councils to modernise and manage demand. There were ongoing discussions with both the Improvement & Assurance Panel and the Government on how far the Council could go in reshaping itself. It was highlighted that even with £20m of savings, the Council would still have a budget shortfall of £38m, that based on current projections would need to be met through capitalisation.

It was questioned whether there would be any further contingency built into the 2024-25 budget to mitigate against the risk of a potential inflationary spike as a result of recent events in the Middle East. In response, it was advised that a contingency fund had been built into the previous year's budget and at this stage it was thought that this would provide adequate provision for the forthcoming year and it was not expected that any further contingency would be added.



An update on the work to close the outstanding accounts from previous years back to 2019-20 was requested. It was acknowledged that the outstanding accounts would continue to be a risk over the next couple of years as work continued towards closure. There appeared to be less issues being raised by the Council's External Auditor, but until the accounts were closed the risk remained. The accounts for 2019-20 were almost complete, with one final issue to resolve before they could be taken to the Audit & Governance Committee to sign off.

Regarding the Oracle Project it was noted that a report on the business case was due to be presented to Cabinet in March. The project was included in the capital programme for 2024-25, but until work on the business case had been completed it was not possible to confirm the cost. It was also confirmed that the project to replace Council laptops was progressing and could be met within existing budgets.

## **Conclusions**

Following its discussion of the Budget Setting update, the Committee reached the following conclusions: -

1. The Committee agreed that the financial challenges of the Council would continue to be extremely concerning until a solution could be found to manage its historic £1.3b debt.
2. The Committee was supportive of the Administration's position that Government advice to local authorities to use reserves to manage budget difficulties was not applicable in the case of Croydon given its severe financial challenge.
3. Although there was a £6m budget gap still to be identified in the 2024-25 budget, the Committee was reassured that both officers and the Cabinet Member for Finance were cognisant of the gap and were exploring options to close it.

The Committee considered a report on pages 43 to 98 of the agenda that provided an update on the capital programme and capital strategy covering the period 2023 to 2029. This report was included on the agenda at the request of the Committee to help inform its discussion on the forthcoming budget.

The Cabinet Member for Finance, Councillor Jason Cummings, Section 151 Officer, Jane West, Director of Finance, Allister Bannin and Head of Strategic Procurement, Scott Funnell were in attendance for this item at the meeting.

During the introduction to the report, the following points were noted: -

- The principal driver for the capital programme was cost reduction and the Council was not in a position to be making choices on investment, unless it would deliver a saving.
- It had also been decided not to cut back on areas that could lead to further costs down the line, such as highways maintenance.
- The capital budget for 2023-24 and 2024-25 would be balanced through the use of income capital receipts from asset disposal. At present, it was projected that the capital budget in subsequent years would require additional borrowing.

Following the introduction, the first question of the Committee asked how the capital programme aligned with the Mayor's Business Plan and the Improvement & Assurance Panel's Exit Strategy. In response, it was highlighted that the Mayor's Business Plan did not include any significant capital promises, as it was known that the Council was not in a position to deliver these. The Exit Strategy did not have a significant focus on capital spend, beyond the Council managing its debt burden and asset disposal. It was also highlighted that the capital budget was funded to a far higher percentage from external sources than other local authorities, given the need to do as much as possible without costing the Council.

It was questioned what percentage of the capital budget was derived from external funding sources. In response, it was advised that external funded equated to approximately 28% of the total income when taking account of capitalisation, but if capitalisation was not included, it was a much higher percentage. It was also asked whether a breakdown could be provided on the funding allocated to meet statutory requirements and proportion that was discretionary. It was advised that this was difficult to define as what was

required to meet statutory need was a matter of judgement. In general, areas such as school funding would be considered as statutory, while other areas such as IT would be considered discretionary.

It was questioned whether the capital budget presented in the report was in breach of the Prudential Code. It was acknowledged that although the Council was in compliance with many of the indicators within the Code, it was not in overall compliance. It would be difficult to achieve compliance unless a solution was found for the Council's debt burden.

It was noted that 49% of the capital budget was being spent on capitalisation and as such it was questioned whether this was having a long term impact. It was advised that it was difficult to foresee the potential impact for Croydon as there was no precedent across the local government sector. The Council's currently had a £38m annual gap in its revenue budget, with the only solution for closing this being further capitalisation, which increased the debt burden. Without capitalisation as a solution, it would potentially be dangerous to take £38m from the budget. As mentioned above, it was projected that the capital programme for 2023-24 and 2024-25 could be delivered without further borrowing, with capital receipts being used. The Council had a four year asset disposal programme, but if disposals continued beyond that point, then the Council would be asset less, which was not a position any local authority should be in.

It was noted that the projected capital spend for the Housing Revenue Account (HRA) for 2024-15 was £57m, half of which would be met through borrowing. It was questioned whether this level of borrowing was prudent and how it compared to other local authorities. It was confirmed that borrowing within the HRA was actually less than that of other local authorities due to previous underinvestment. It was highlighted that there would be an updated report coming before Cabinet in February which would specify the use of reserves to fund the HRA capital programme in 2024-25 rather than borrowing. It was confirmed that the transfer from the General Fund to the HRA, to correct a previous error over the accounting treatment of Croydon Affordable Homes, had been a contributing reason as to why borrowing was not required next year.

As a follow-up, it was questioned whether it would be sustainable to have the amount of borrowing projected in the HRA over the length of the current Medium Term Financial Strategy (MTFS) period. It was advised that additional borrowing would be okay in the short term but would need to be reviewed annually to ensure the right level of investment was being made in resident's properties and to consider the future provision of new properties. As a result

of the Government capping rent increases, some boroughs, who had been borrowing consistently, were experiencing difficulties within their housing revenue accounts, but as a result of the low level of HRA borrowing in Croydon, the rent cap was not having the same impact locally.

Further information was requested on the work of the Council to improve its management of the capital account. It was highlighted that a report had been considered by the Audit and Governance Committee in November on both the revenue and capital fund improvements, which included the Capital Internal Control Board being set up to oversee the capital programme. The Board met monthly to review new capital bids and to monitor delivery of the programme. A revised process for seeking approval for new capital bids was being developed in line with best practice. In doing so, a balance would be found to reduce the reporting requirements for smaller projects in comparison to a higher level of information expected for larger projects.

The Capital Internal Control Board was chaired by the Director of Finance and its membership included key officers from across services. The Board monitored the financial position of projects at its meeting which included information such as forecasts on possible slippage and overspends. The Board also looked at project delivery risks and sought further reassurance through deep dives when there were areas of concern.

Although given the Council was delivering a reduced capital programme, the Board had less demonstrable impact than in normal circumstances, it had led to the better use of intelligence in deciding on projects, reduced capital expenditure through increased rigour and ensured departments were regularly reporting on project risks.

It was questioned whether there was a robust process in place to manage potential project overspends. It was advised that the monthly project status reports to the board provided the opportunity to review the risk of a potential overspend, so they could be identified at an early stage and managed accordingly. However, if further funding was required, the project lead would have to provide an updated business plan to explain why. If the additional funds were not required in year, it would go through the normal approval process for capital funding. If the additional amount was required in-year, the Section 151 Officer had delegated authority to increase a budget by up to £500,000. If a larger amount was required, it would need to be presented as a report to Cabinet for a decision by the Mayor.

In response to a follow-up question about the information required in a business case, it was advised that it would capture feasibility costs, capital

costs including material, labour costs including internal staff time to manage the project, any one-off or ongoing revenue costs, the expected profiling on when expenditure would happen, any external funding and any legal advice.

As it was noted that the Growth Zone provided an income for further investment through the retention of a higher proportion of those business rates generated as a result of the Growth Zone, it was questioned whether the current Town Centre Growth Zone could be extended or an additional Growth Zone set up in the borough. It was advised that a new Growth Zone could potentially be set up, but further work would be needed to establish the requirements and cost of doing so.

It was noted that there was a risk from delivering a pared back capital programme, that it could lead to further issues in the future particularly in areas that required regular maintenance such parks and highways. As such it was questioned whether there were areas of risk identified in which it was important to maintain a certain level of funding to prevent higher costs in the future. It was advised that it was important to have a balance between upfront investment and later remedial costs, with Highways being one area where it was important to balance long and short term repairs. Funding was provided by both the Government and Transport for London for highways maintenance, but it was not sufficient to cover the full cost of the work needed. It was advised that Croydon benchmarked well against other local authorities on core maintenance spend, but its focus was on ensuing health and safety was maintained rather than more cosmetic considerations.

It was previously noted that the capital receipts delivered in the past year were being used to fund the capital programme without further borrowing, which raised concern as this meant that the Council was reducing the number of assets held without reducing its overall debt burden. It was confirmed that as a result of the need for capitalisation to balance the budget it was necessary to use the capital receipts to prevent further borrowing. When deciding on whether to proceed with a capital project, if external funding could be utilised it was more likely to proceed, whereas if it needed to be funded through capital receipts or borrowing, it would be more challenging to justify.

In response to a question about the Digital Strategy, it was advised that a new strategy would be produced as part of the work on the transformation programme which would come forward later in the year. In the meantime, urgent projects, such as Oracle Improvement project and the laptops refresh would continue to be progressed.

At the conclusion of the item, the Chair thanked the Cabinet Member and the officers for their engagement with the questions of the Committee.

## **Actions**

Following its discussion of the Capital Programme and Capital Strategy report, the Committee agreed the following actions to follow-up outside of the meeting:-

1. That the development of a Digital Strategy would be raised with the Director of Transformation at a forthcoming briefing.
2. That the Streets & Environment Sub-Committee be asked to review the use of Community Infrastructure Levy funding within the capital programme.

## **Conclusions**

Following its discussion of the Capital Programme and Capital Strategy report, the Committee reached the following conclusions: -

1. The Committee acknowledged that both transparency and the governance processes of the Council have been improved due to the hard work of officers and the Cabinet. However, despite this hard work, the financial situation remained dire and potentially dangerous with the £38m budget gap remaining unresolved without further capitalisation and the Council being in breach of the Prudential Code.
2. The Committee also acknowledged that the financial situation for the Housing Revenue Account capital budget was much healthier than the General Fund capital budget and was supportive of the proposal to use reserves, rather than borrowing, to fund capital works in 2024-25.

## **Recommendations**

Following its discussion of the Capital Programme and Capital Strategy report, the Committee agreed to submit the following recommendations for the consideration of the Mayor: -

1. The Scrutiny & Overview Committee recommends that organisations including the LGA or London Councils are approached to review whether there is any currently untapped external funding sources available to the Council for capital projects, to provide reassurance that every avenue for inward funding was being explored.
2. The Scrutiny & Overview Committee recommends that the potential business case for either extending the existing Growth Zone or establishing a new Growth Zone are explored, which would give Croydon the change to keep a higher proportion of any new business rates generated as a result, rather than passing them to central government.

7/24

### **Quarterly Procurement Plan Update**

The Committee considered a report on pages 99 to 108 of the agenda which provided the latest quarterly update on the progress with delivering the Procurement Plan, which had been considered by the Mayor at the Cabinet meeting on 6 December 2023. This report had been included on the agenda as procurement was identified as an area of focus for the Committee.

The Cabinet Member for Finance, Councillor Jason Cummings, Section 151 Officer, Jane West and Head of Strategic Procurement, Scott Funnell were in attendance at the meeting for this item.

During the introduction to the report, the following points were noted: -

- Procurement had been a key target for the Administration since its election in 2022.
- Progress had been made, but there was still a lot to do. Both the quarterly and annual reports were a key part of the improvement journey.
- It was essential to ensure that the Council was being transparent over its contracts, as it allowed companies to see what contracts were coming up for procurement and prepare bids.

- There had been improvement in identifying the reprocurement window when contracts were coming to an end, but some were still being missed which was reflected in the report.
- A current focus for the Procurement service was ensuring officers across the Council had the right skills to deliver procurement projects and that the end to end procurement process was joined-up.

Following the introduction, the first question from the Committee asked whether it would be possible to reflect in future reports where values had been amended from previous reports. It was explained that the types of contracts the Council procures varied. Some, such as the contracts for emergency accommodation, showed the maximum value spend a contract could go up to. An alternative option the Council was progressing was using a dynamic purchasing system, which allowed a lot of different smaller providers to bid for contracts. It was agreed that where contract variations have been agreed, these could be included, although further exploration was needed to confirm the exact format for this.

It was questioned whether the Council had the right balance between the number of long and short term contracts it held. It was advised that the length of a contract would depend on the nature of the service provided. For instance, if a contractor needed to invest a significant amount of money upfront, a contract would usually need to be over a longer period. It was quite common in local government to use a contract with an initial three year term followed by two single year extensions (3+1+1), but there was an intention to move away from this towards using five year contracts as needed. A targeted improvement was to ensure that any decision to extend a contract was based on sound contract management, rather than convenience.

It was questioned whether reassurance could be given that the Council now had a complete list of its contracts and what work was being done to reduce the risk of contracts automatically extending. It was advised that at present all known contracts were listed accurately, but there could not be total confidence that the list was complete as the Council continued to be on an improvement journey. The list continued to be refined and was getting better with each iteration, to the point that Croydon was likely to be slightly ahead of other boroughs in not being far off having a complete list of its contracts. The Council had introduced a contract register which fed into the procurement pipeline that was constantly being updated and staff were starting to see the benefit of this approach. Reassurance was given that all contracts listed within the Quarterly Update had its own report sitting behind it with an audit trail signed off by the relevant cabinet member and director. Automatic renewal



should be avoided as it increased the risk challenge and meant the Council was potentially missing best value.

There was concern raised about the quality of data available at the Council and whether it was good enough to ensure there was a clear understanding of what was required from a contract at the start of the procurement process. It was advised that the Council was improving its use of data, but it was not where it should be at the moment. There was a need to ensure officers were able to step back and assess what was being procured rather than simply renewing a contract. This would be facilitated by an improved contract management process which would provide a clear understanding of what was needed when it was time to reprocure a contract. As part of this, the Council needed to improve how it worked with its contractors to design and specify what data was expected in its contract to support wider improvement.

It was questioned whether there was sufficient specialism within the Procurement team to support directorates with the technical detail of any procurement processes within their respective areas. It was advised that the team had moved in 2022 from a category management model to a central resource split into three teams, namely Social Care, Housing & Sustainable Communities and back office services. This approach was based on services providing the area specific expertise and supported by the procurement expertise of the central team. It was recognised that the team needed to provide additional support for high profile contracts, particularly around pre-procurement and contract management. In comparison to other local authorities the team was getting involved in more lower value contracts which was stretching resources and as such there was an intention going forward to prioritise higher value contracts, given these provided a greater opportunity to deliver savings for the Council.

In response to a follow-up question about whether departmental specialisms could be offered in the future, it was advised that it had been found that contract management rather than service specific skills were lacking. The preferred model was to have a concentrated corporate team providing support as needed, with the contract management process led within services, as they were managing the contract on a daily basis. Given the volume of work within the Housing directorate, additional resource had been provided, but in the longer term the service would need to build contract management skills within its structure.

It was advised that a key priority was to address the number of contracts not being reprocured in time, as this was creating a backlog that affected capacity. Once this had been addressed, it would provide additional scope

toward ensuring best value was being delivered. A new Procurement Act 2023 was due to come into effect from October 2024. Whereas there was previously a requirement to produce four procurement notices, the Act brought in 17 separate notices. It also made the publication of the procurement pipeline and key performance indicators mandatory.

At the conclusion of this item the Chair thanked both the Cabinet Member and the officers present for their open and honest responses to the questions of the Committee.

### **Actions**

Following its discussion of the Quarterly Procurement Plan update, the Committee agreed the following actions to follow-up outside of the meeting: -

3. The Committee agreed that it would revisit procurement later in the year to check on the progress being made in delivering improvement.

### **Conclusions**

Following its discussion of the Quarterly Procurement Plan update, the Committee reached the following conclusions: -

3. The Committee agreed that it was unable at this stage to provide reassurance that procurement process was as good as should be expected. However, it was acknowledged that significant progress had been made with improving the service.
4. The Committee was reasonably reassured that both council officers and the Cabinet Member for Finance were aware of the issues to be resolved and were taking steps to continue the improvement journey.

### **Recommendations**

Following its discussion of the Quarterly Procurement Plan update, the Committee agreed to submit the following recommendations for the consideration of the Mayor: -

3. The Scrutiny & Overview Committee recommends that a method for publishing further information on agreed contract variations is explored through the procurement reporting process.

## 8/24 **Scrutiny Recommendations**

The Committee considered a report set out on pages 109 to 116 of the agenda which presented the response of the Mayor to previous recommendations submitted by the Scrutiny & Overview Committee for his consideration.

The Committee noted its disappointment that the Mayor had rejected two recommendations made following its consideration of the Asset Disposal Strategy relating to notifying ward members and community groups ahead of the publication of the next tranche of assets identified for disposal. Although the reason for rejection given was due to a process already being in place, the Committee noted it had heard from community groups at its previous meeting where this had not been the case. It was agreed that communication around future disposals would be revisited when the Committee next looked at subject.

**Resolved:** The Scrutiny & Overview Committee agreed to note the response provided by Mayor to recommendations made by the Scrutiny & Overview Committee.

## 9/24 **Scrutiny Work Programme 2022-23**

The Committee considered a report set out on pages 117 to 142 of the agenda which presented the most recent version of the work programme for the Scrutiny & Overview Committee and its Sub-Committees.

It was noted that there may be an additional meeting scheduled in March 2024 to provide the Committee to specifically look at crime and disorder. A request was made a review of the Borough of Culture programme to be brought to the Committee later in the year.

Borough of Culture t scheduled.

**Resolved:** The Scrutiny & Overview Committee agreed to note the most recent version of the Scrutiny Work Programme 2023-24.

10/24 **Exclusion of the Press and Public**

This motion was not required.

The meeting ended at 9.25 pm

**Signed:**

.....

**Date:**

.....

# Agenda Item 6

## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>Scrutiny and Overview Committee</b>
<b>DATE</b>	<b>12 February 2024</b>
<b>REPORT TITLE:</b>	<b>Budget Scrutiny 2023-24</b>
<b>LEAD OFFICER:</b>	<b>Jane West Corporate Director of Resources &amp; S151 Officer</b>
<b>PERSON LEADING AT SCRUTINY COMMITTEE MEETING:</b>	<b>Jane West Corporate Director of Resources &amp; S151 Officer</b>
<b>LEAD MEMBER:</b>	<b>Jason Perry Executive Mayor  Councillor Jason Cummings Cabinet Member for Finance</b>
<b>ORIGIN OF ITEM:</b>	This report has been included on the agenda for the Scrutiny and Overview Committee to inform the budget scrutiny process.
<b>BRIEF FOR THE COMMITTEE:</b>	<p>The Scrutiny and Overview Committee is asked to:-</p> <ol style="list-style-type: none"> <li>1. Note the feedback from the Scrutiny Sub-Committee meetings focussed on their respective budget areas.</li> <li>2. Note the Cabinet report presenting the Mayor's proposed Budget for 2024-25.</li> <li>3. Consider the conclusions of the Committee on 2024-25 budget, to be submitted for the consideration of the Mayor at the Cabinet meeting on 14 February 2024, including:-             <ol style="list-style-type: none"> <li>a) Are the savings deliverable, sustainable and not an unacceptable risk?</li> <li>b) Is the impact on service users and the wider community understood?</li> <li>c) Have all reasonable alternative options been explored and do no better options exist?</li> <li>d) Consider whether there are any further conclusions on the 2024-25 budget the Committee would like to bring to the attention of Mayor.</li> </ol> </li> </ol>
<b>PUBLIC/EXEMPT:</b>	Public

## **1 2024-25 Budget**

- 1.1. The Scrutiny and Overview Committee will be provided with a final update on the progress made with setting the 2024-25 budget. This will include the budget report scheduled to be published on 6 February 2024 as part of the Cabinet agenda for the meeting scheduled for 14 February 2024. The Budget report will be appended to this agenda once available.
- 1.2. The purpose of this update is to inform the budget scrutiny process, from which the Committee will be looking to reach a view on the deliverability and sustainability of the 2024-25 Budget. The Committee will also be looking to ensure that there is an understanding of the key risks and ownership of the proposals by the Council's political leadership.
- 1.3. To prepare for the budget scrutiny process, members of the Committee have received two training sessions, delivered by the Centre for Governance and Scrutiny, one focussed on scrutinising in-year budget performance and one on best practice for budget scrutiny.
- 1.4. At the Scrutiny & Overview Committee on 24 October 2023, the agenda included an updated Medium Term Financial Strategy and budget savings proposals. The conclusions from this meeting and the meeting held on 16 January 2024, looking at the Capital Programme and Capital Strategy, are appended to this report.
- 1.5. At the meetings of the four sub-Committees (Children & Young People, Health & Social Care, Homes and Streets & Environment) in January/February each had a budget challenge item focusing on specific areas of the budget identified for further scrutiny. The outcome from these sessions are included in the same appendix mentioned above, for the consideration of the Committee meeting.
- 1.6. As this meeting is the final opportunity for the Scrutiny and Overview Committee to consider the budget setting process, at the conclusion of this item the Committee should finalise its conclusions on the 2024-25 Budget. These conclusions will be reported to the Cabinet meeting on 14 February 2024.

## **2 APPENDICES**

Appendix A: Scrutiny Sub-Committee Feedback from Budget Scrutiny Sessions  
Appendix B: Cabinet Budget Report – To follow

## **3 BUDGET DOCUMENTS REVIEWED BY SCRUTINY**

- 3.1. To aid the Committee in its final consideration of the budget, a series of links are provided below to agenda papers and minutes (where available at the time of publication) already considered between October 2023 to January 2024.

**Scrutiny & Overview Committee - Tuesday, 24 October 2023 6.30 pm**

**Items Considered:**

Medium Term Financial Strategy Update and Budget Savings Proposals

[Link to Agenda and Minutes of Meeting](#)

**Scrutiny & Overview Committee - Tuesday, 16 January 2024 6.30 pm**

**Items Considered:**

2024-25 Budget Setting Update  
Capital Programme and Capital Strategy 2023 – 2029  
Quarterly Procurement Plan Update

[Link to Agenda and Minutes of Meeting](#)

**Scrutiny Health & Social Care Sub-Committee - Tuesday, 24th January, 2023  
6.30 pm**

**Items Considered:**

Adult Social Care and Health Directorate 2023-24 Budget, Savings and Transformation

[Link to Agenda of Meeting \(Minutes to be uploaded once drafted\)](#)

**Scrutiny Children & Young People Sub-Committee - Tuesday, 23 January, 2024  
6.30 pm**

**Items Considered:**

2024-28 SAV CYPE 003 – Review of Children Looked After placements.  
2024-28 SAV CYPE 001 – Children’s Social Care staffing budget realignment

[Link to Agenda of Meeting \(Minutes to be uploaded once drafted\)](#)

**Scrutiny Homes Sub-Committee - Monday, 29 January 2024 6.30 pm**

**Items Considered:**

Housing Revenue Account Budget  
Housing General Fund Budget including a Deep Dive on Emergency/Temporary Accommodation.

[Link to Agenda of Meeting \(Minutes will be uploaded once drafted\)](#)

**Scrutiny Streets & Environment Sub-Committee - Tuesday, 30 January 2024 6.30 pm**

**Items Considered:**

2024-28 SAV SCRER 002 - Fees and charges - Changes to parking policy

2024-28 GRO SCRER 003 - SEND Transport – Student Number Cost Driver

2024-28 SAV SCRER 006 - Deferral of growth in highways maintenance

[Link to Agenda of Meeting \(Minutes will be uploaded once drafted\)](#)



## **Scrutiny & Overview Committee**

**12<sup>th</sup> February 2024**

### **Budget Scrutiny 2024-25: Conclusions from Previous Budget Scrutiny items considered by the Scrutiny & Overview Committee & Sub-Committees**

---

#### **Scrutiny & Overview Committee – 24 October 2023**

##### **Medium Term Financial Strategy 2024-2028**

1. The Committee acknowledged that the Council was going above and beyond what it could do to improve its financial position through improving its governance and budget monitoring processes, delivering transformation, and selling its assets.
2. However, the level of debt held by the Council remained unsustainable and would only increase while capitalisation remained the only option available to the Government to support the Council to balance the identified ongoing annual shortfall of £38m in future year's budgets. It was therefore essential for Government to identify a solution as soon as possible to assist both Croydon and other similar local authorities with unsustainable levels of debt.
3. The Committee welcomed reassurance that the voices of frontline staff were being heard in the budget setting process and agreed that this would need to be tested throughout the budget scrutiny process.
4. The Committee welcomed reassurance that Council tax enforcement was only used as a last resort and in the first instance the Council when notifying residents of arrears provided the offer of help and assistance to find a viable solution. The Committee agreed that it would like to revisit this at a later date to seek reassurance on the level of support offered to residents.

#### **Scrutiny & Overview Committee – 16 January 2024**

##### **Capital Programme and Capital Strategy 2023-29**

1. The Committee acknowledged that both transparency and the governance processes of the Council have been improved due to the hard work of officers and the Cabinet. However, despite this hard work, the financial situation remained dire and potentially dangerous with the £38m budget gap remaining unresolved without further capitalisation and the Council being in breach of the Prudential Code.
2. The Committee also acknowledged that the financial situation for the Housing Revenue Account capital budget was much healthier than the General Fund capital budget and was supportive of the proposal to use reserves, rather than borrowing, to fund capital works in 2024-25.

## **Health & Social Care Sub-Committee – 22 January 2024**

### **Adult Social Care and Health Directorate 2023-24 Budget, Savings and Transformation**

#### **Conclusions**

1. The Sub-Committee commended the work of the Adult Social Care team in managing its budget, acknowledging that there was a good level of understanding of and control over the budget for the service.
2. The Sub-Committee also commended the work of the Panel reviewing the packages of care, which was a key to delivering savings within the service.
3. The Sub-Committee also welcomed a review on the further use of technology within the service, as a means of identifying further savings.
4. Although, the Health and Social Care Sub-Committee did not have any specific concerns about the Adult Social Care and Health Directorate budget for 2024-25, there were a few areas, such as the transformation partnership workstream, that were still in the early stages of development and would require further in-depth scrutiny over the forthcoming year to provide further reassurance on delivery.

## **Children & Young People Sub-Committee – 23 January 2024**

### **Budget Scrutiny Challenge**

#### 2024-28 SAV CYPE 001 – Children’s Social Care staffing budget realignment

#### **Conclusions**

1. The Sub-Committee were grateful for the information and responses provided by officers and the Cabinet Member at the meeting.
2. The Sub-Committee were reassured that officers and the Cabinet Member had recognised that holding a 7% vacancy would present an unacceptable risk in Children’s Social Care, and that this saving would not be included in the updated Medium Term Financial Strategy (MTFS).
3. The Sub-Committee were confident that removing this saving from the MTFS was the correct decision to protect children and ensure that caseloads for social workers did not become unmanageable.
4. The Sub-Committee understood that the £1.1 million saving would need to be achieved and that the updated MTFS would set out how this saving would be made while also considering the provisional Local Government Finance Settlement, feedback from the budget engagement process and updated Council Tax and business rate income forecasts.
5. The Sub-Committee were unable to comment on whether the £1.1 million saving in the budget would be achievable as the information on where this saving was to be achieved was not yet available. As such, the Sub-Committee would recommend the Scrutiny & Overview Committee reassure itself on the deliverability of any new savings proposals at its meeting on 12 February 2024, when considering the wider Budget.
6. The Sub-Committee were reassured by the peer challenge work being undertaken with other local authorities to look at different areas of Children’s Services, and by the Council’s engagement with the Sector Led Improvement Programme (SLIP) to improve practice outcomes.

#### 2024-28 SAV CYPE 003 – Review of Children Looked After Placements

#### **Conclusions**

1. The Sub-Committee shared their gratitude to social workers and foster carers who were working to meet the needs of children in the borough.

2. The Sub-Committee wanted to monitor the efforts of the Council to increase the in-house foster provision in the borough and agreed that this should be added to the Work Programme for 2024/25.
3. Members were optimistic that the savings targeted from the review of children looked after placements would be deliverable, in light of the work already undertaken in this area during 2023/24.
4. The Sub-Committee were reassured that both the officers and the Cabinet Member understood the potential impact upon service users and the wider community of delivering this saving, and that no decisions would be taken for financial reasons, if they would be harmful to children and young people.
5. The Sub-Committee were supportive of the planned increase of in-house provision through the opening of a new Children's Home supported by Department for Education funding.
6. Members were optimistic about plans to continue to improve the Council's relationship with placement providers through the continued development of processes, and through possible 'preferred provider' agreements.
7. The Sub-Committee were confident that the scope for the procurement of a proposed CYPE Strategic Transformation Partner seemed well targeted but understood that the process was still in the early stages of development and that a market warming exercise had yet to take place.

## Homes Sub-Committee – 29 January 2024

### Update on the Housing Revenue Account and Housing General Fund Budget 2024-25

#### Conclusions

1. The Sub-Committee recognised that a lot of different work streams were being managed simultaneously within the Housing service and that it was a credit to the team that noticeable improvement towards stabilising the service and building solid governance processes had been established.
2. The Sub-Committee was concerned that much of the data gathered had still to be analysed and concluded that this represented a key risk to the delivery of the budget, particularly the results from the stock condition surveys which could have a major impact on both the level of repairs needed and the longer-term capital investment required.
3. However, the Sub-Committee was reasonably reassured that the Housing service had worked as well as it could with the data already available, which had resulted in the budget for repairs and maintenance being rightsized.
4. The Sub-Committee concluded that Housing Revenue Account (HRA) Capital Programme was well thought through based upon the information available at this stage, but the real test would come in the summer once further stock condition data was analysed leading to an updated HRA Business Plan, which the Sub-Committee looked forward to reviewing later in the year.
5. The Sub-Committee was also reassured that many of their concerns raised at the meeting were already known to the Housing service and work was underway to address these.
6. While it remained a work in progress, the Sub-Committee welcomed the savings delivered through transformation of the Homelessness service in 2023-24 and was reassured that these were not solely reliant on staff vacancy savings. However, further evidence was required to demonstrate that this transformation work would result in a transformed service focussed on reducing homelessness through prevention and early intervention.
7. The Sub-Committee noted concern about the potential risks to the General Fund budget associated with the increased demand for the homelessness services and looked forward to reviewing the demand management transformation within the service later in the year.

8. Overall, the Sub-Committee was unable to provide total reassurance on the 2024-25 budget, given the data that would normally be expected to inform the setting of a budget was still being collated and validated. However, it did agree that the Housing Service had a good understanding of the pressures on the service and seemed to have the right priorities in place to drive forward improvement.

## **Streets & Environment Sub-Committee – 30 January 2024**

### **Budget Scrutiny Challenge**

#### 2024-28 SAV SCRER 002 - Fees and charges - Changes to parking policy

#### **Conclusions**

1. The Sub-Committee encouraged the Council to continue to engage with residents and local businesses on forthcoming changes to parking policy and charges.
2. The Sub-Committee were supportive of the promotion of the 'Love Clean Streets' app as a reporting tool for parking contraventions as an alternative for residents contacting the Council by phone or email.
3. The Sub-Committee were encouraged to hear that the 'Love Clean Streets' app would be utilised during the 'Clean Up Croydon' campaign and were reassured that it was being considered how to also encourage more residents to use the app to report parking contraventions and provide updates to residents on the enforcement of these reports.
4. The Sub-Committee understood that the introduction of nominal charges for parking in district centres was being explored to tackle meter feeding and increase parking turnover, but were of the view that the right balance needed to be found to ensure that the footfall of local businesses was improved, and could be evidenced by data.
5. The Sub-Committee were encouraged that a more intelligence led approach by Parking department could lead to savings through maximising the opportunities available in the 'Sitem' software. Members understood that any potential savings arising from this would not be included in the 24/25 budget.
6. The Sub-Committee were reassured that parking income targets for 24/25 would be set at a realistic level based upon 23/24 contravention data, and taking account of increased likelihood of compliance as residents became more familiar with schemes such as Healthy Neighbourhoods and Healthy School Streets.

#### 2024-28 GRO SCRER 003 - SEND Transport – Growth Proposal

#### **Conclusions**

1. Members supported that officers were exploring possible commercial uses of the SEND Transport fleet during weekends, school holidays and during the school day. The Sub-Committee were optimistic that this may provide some additional income to the Council but acknowledged that this could be offset by the cost of any such commercial operation.

2. The Sub-Committee were concerned about whether a 5% growth for SEND Transport would be sufficient to cover rising demands for the service as a result of an increasing number of Education and Health Care Plans (EHCPs) in the borough, as well as cost inflation that may occur during 24/25.
3. The Sub-Committee acknowledged that SEND Transport was being looked at as part of the Transformation Programme, and that some savings had been made as part of Phase 1 of the project. However, as Phase 2 was still in very early stages of development there was limited understanding of any potential savings.
4. The Sub-Committee appreciated that Muster Points had been identified as a possible point of savings for the SEND Transport service but were of the view that the potential budget impact was limited and that the change would likely not be appropriate for some students.

#### 2024-28 SAV SCRER 006 - Deferral of growth in highways maintenance

#### **Conclusions**

1. The Sub-Committee were of the view that this saving would contribute to an increased backlog in highways investment that could lead to increased costs for highways maintenance and repairs in the future.
2. The Sub-Committee were supportive of the £1,000,000 growth proposed for the highways maintenance budget in 25/26 but were concerned that this would still constitute a real-terms cut to the budget from 22/23.
3. The Sub-Committee were reassured that the Council would take a risk-based approach to conducting highways maintenance to ensure that highways remained as safe and well maintained as possible within the available budget.
4. The Sub-Committee welcomed confirmation of the additional government funding from the Prime Minister's Network North announcement but accepted that this additional investment would not fully mitigate the deferment of growth in the highways maintenance budget.



## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>Scrutiny and Overview Committee</b>
<b>DATE</b>	<b>12 February 2024</b>
<b>REPORT TITLE:</b>	<b>Scrutiny Recommendations</b>
<b>LEAD OFFICER:</b>	<b>Simon Trevaskis – Senior Democratic Services &amp; Governance Officer - Scrutiny</b>
<b>PERSON LEADING AT SCRUTINY COMMITTEE MEETING:</b>	<b>Councillor Rowenna Davis – Chair of the Scrutiny &amp; Overview Committee</b>
<b>ORIGIN OF ITEM:</b>	<p>The Scrutiny &amp; Overview Procedure Rules in the Council’s Constitution requires recommendations from Scrutiny Sub-Committee’s to be submitted to the Committee for its comment and consideration, before approving their submission to the appropriate decision maker.</p> <p>The Mayorial response to recommendations made by the Scrutiny &amp; Overview Committee is provided for the Committee’s information.</p>
<b>BRIEF FOR THE COMMITTEE:</b>	<p>The Scrutiny &amp; Overview Committee is asked to</p> <ol style="list-style-type: none"> <li>1. Approve the recommendations made by its Sub-Committee’s for submission to the Executive Mayor for his consideration.</li> <li>2. Review the response provided by Mayor to recommendations made by the Scrutiny &amp; Overview Committee.</li> </ol>
<b>PUBLIC/EXEMPT:</b>	<b>Public</b>

### 1 SUMMARY

- 1.1. This report sets out for the consideration of the Committee the recommendations arising from recent meetings of its Sub-Committee. These are presented in accordance with the Council’s Constitution for approval by the Committee for submission to the appropriate decision maker.
- 1.2. This report also sets out the response from the Mayor in Cabinet to recommendations made by the Scrutiny & Overview Committee. This is provided for the information of the Committee.

## **2 APPENDICES**

### **2.1. Appendices 1: Recommendations from Scrutiny Sub-Committees**

Appendix 3, 4 & 5: Mayoral Response to Recommendations made by the Scrutiny & Overview Committee.

## **3 SCRUTINY SUB-COMMITTEE RECOMMENDATIONS**

3.1. Paragraph 1.5 (iii & iv) of Part 4E – Scrutiny and Overview Procedure Rules of the Council’s Constitution sets out the requirement that recommendations made by Scrutiny Sub-Committees should be submitted for the consideration of the Scrutiny & Overview Committee, to approve their submission to the relevant decision maker.

3.2 The exception to this requirement is for specific powers delegated to Sub-Committee relating to the scrutiny of Health Services and the duties and functions of the Council as an Education Authority. For these matters, the relevant Sub-Committee can make direct recommendations.

3.3 Set out in Appendix 1 are the recommendations arising from the meeting of the Homes Sub-Committee on 23 October 2023.

3.4 The Committee is asked to review these recommendations and confirm its approval for them to be submitted to the next available meeting of the Cabinet for consideration by the Mayor.

## **4 MAYORAL RESPONSE TO SCRUTINY RECOMMENDATIONS**

4.1 The rights of scrutiny to make recommendations to the Mayor, Council, non-Executive Committee, Partner Agency or Partnership Board is set out in Section 8 of Part 4E – Scrutiny and Overview Procedure Rules of the Council’s Constitution.

4.2 When making a recommendation to the Mayor, a response needs to be given within two months to confirm whether the recommendation has been accepted or not. If accepted, this response should include how the recommendation will be implemented.

4.3 To ensure the Committee can monitor the response given to its recommendations, this report will be included as a standing item on each agenda, setting out in Appendices 2 and 3, the response from the Mayor to the recommendations of the Committee.

4.4 The Committee is asked to note the responses given.

## Appendix 1 – Recommendations arising from Homes Sub-Committee, 23 October 2023

### Item: Croydon Housing Approach to the development of the Resident Engagement Structure

Recommendation Number	Recommendation	Political Lead	Officer Lead
HOM.9.23/24	The Homes Sub-Committee recommends that ward councillors are informed when there is a planned resident engagement event within their constituency.	Cllr Lynne Hale	Susmita Sen

### Item: Report on principles for HRA Business Plan 2024-25

Recommendation Number	Recommendation	Political Lead	Officer Lead
HOM.10.23/24	The Homes Sub-Committee recommends that there is further engagement with residents on the benefits of the stock survey, including work with the contractor, using the social values aspects of their contract.	Cllr Lynne Hale	Susmita Sen

This page is intentionally left blank

## Appendix 2 – Recommendations arising from Homes Sub-Committee, 29 January 2024

### Item: Responsive Repairs Contract

Recommendation Number	Recommendation	Political Lead	Officer Lead
HOM.11.23/24	The Homes Sub-Committee recommends that the Council's reporting on void turnaround times is brought into line with other local authorities and rather than using one overall figure for all voids, these are split to differentiate between the turnaround time for lettable voids and major voids.	Cllr Lynne Hale	Susmita Sen
HOM.12.23/24	The Homes Sub-Committee recommends that as part of the work to heat map repairs, that any homes with no repairs recorded for a significant period are also reviewed to understand why this may be the case, to ensure there are no unreported repairs that may cause more serious property damage if left.	Cllr Lynne Hale	Susmita Sen

This page is intentionally left blank

## Appendix 1 – Item: Mayor’s Business Plan: Performance Report

Considered by Scrutiny & Overview Committee on 26 September 2023

REC No.	SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPTED / PARTIALLY ACCEPTED / ALREADY IN PROGRESS / REJECTED (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (i.e. Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
SOC.14.23/24 Page 39	The Committee recommends more performance indicators to measure the vitality of the town centre be included, such as footfall, the number of empty units and business rates.	Mayor Jason Perry  ACE	<p>Already in progress.</p> <p>As noted in Appendix A of the Scrutiny performance report additional KPIs are being considered at the Mayor’s request including:</p> <ul style="list-style-type: none"> <li>– Footfall in Town Centre</li> <li>– Employment rate (% of 16-64 year olds in employment)</li> <li>– Annual percentage change in weekly earnings (£) for employed Croydon residents.</li> <li>– Percentage of 16-18 year olds completing study who go on to sustained education, apprenticeship or employment</li> </ul>	Elaine Jackson - Assistant Chief Executive	N/A	Data collection from November, final agreed additional KPIs will feature in performance report presented to Cabinet in February 2024 (November data)	TBC
SOC.15.23/24	Given the substantial transformation within the service, the Committee would recommend that additional performance indicators related to Housing are added to the Performance Report to monitor improvement for key areas, particularly void turnaround times.	Mayor Jason Perry  ACE	<p>Partially accepted</p> <p>As noted in Appendix A of the Scrutiny performance report additional KPIs are being considered at the Mayor’s request including:</p> <ul style="list-style-type: none"> <li>– Average contact centre wait time (Housing call centre only)</li> <li>– % of residents that ended the call before we spoke to them (Housing call centre only)</li> <li>– % of Responsive Repairs completed within target times</li> </ul> <p>We will also add an additional measure on:</p>	Elaine Jackson - Assistant Chief Executive	N/A	Data collection from November, final agreed additional KPIs will feature in performance report presented to Cabinet in February 2024 (November data)	TBC

REC No.	SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPTED / PARTIALLY ACCEPTED / ALREADY IN PROGRESS / REJECTED (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (i.e. Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
			– Average Void Re-let times taken (Days)				
SOC.16.23/24	Given the increasing demand upon services within the Adult Social Care directorate, the Committee would recommend the inclusion of performance indicators to track the waiting times for residents to access services with the highest demand.	Mayor Jason Perry  ACE	Accepted  Currently under discussion with ASCH to agree measures which will best show 'services with highest demand' and to agree the methodology.	Elaine Jackson - Assistant Chief Executive	N/A	Data collection from November, final agreed additional KPIs will feature in performance report presented to Cabinet in February 2024 (November data)	TBC



**Appendix 2 – Item: People & Cultural Transformation Strategy – Action Plan**

Considered by Scrutiny & Overview Committee on 26 September 2023

REC No.	SCRUTINY RECOMMENDATION	DEPARTMENT AND CABINET MEMBER RESPONDING	ACCEPTED / PARTIALLY ACCEPTED / ALREADY IN PROGRESS / REJECTED (inc. reasons for rejection)	IDENTIFIED OFFICER	ANY FINANCIAL IMPLICATIONS	TIMETABLE FOR IMPLEMENTATION OF RECOMMENDATIONS IF ACCEPTED (i.e. Action Plan)	DATE OF SCRUTINY MEETING TO REPORT BACK
SOC.15.23/24	The Committee recommends that each of the “measures of success” in the action plan be re-evaluated so that they all contain a SMART target that is easy to monitor.	Councillor Jason Cummings  ACE	Accepted  Work is in progress to create an action plan with fully SMART actions and targets.	Dean Shoesmith - Chief People Officer	N/A	ACE December 23 CMT Jan 24 Workforce co-creation Jan 24, following CMT approval	TBC

This page is intentionally left blank

## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>Scrutiny &amp; Overview Committee</b>	
<b>DATE OF DECISION</b>	<b>12 February 2024</b>	
<b>REPORT TITLE:</b>	<b>Scrutiny Work Programme 2023-24</b>	
<b>CORPORATE DIRECTOR / DIRECTOR:</b>	<b>Stephen Lawrence-Orumwense Director of Legal Services and Monitoring Officer</b>	
<b>LEAD OFFICER:</b>	<b>Simon Trevaskis Senior Democratic Services &amp; Governance Officer - Scrutiny</b>	
<b>LEAD MEMBER:</b>	<b>Councillor Rowenna Davis - Chair of the Scrutiny &amp; Overview Committee</b>	
<b>AUTHORITY TO TAKE DECISION:</b>	In accordance with paragraph 6.7 (vi) of Part 4E - Scrutiny and Overview Procedure Rules, in the Council's Constitution, the Committee should receive an update on the work programme at each meeting.	
<b>CONTAINS EXEMPT INFORMATION?</b>	<b>No</b>	Public
<b>WARDS AFFECTED:</b>	N/A	

### 1. SCRUTINY WORK PROGRAMME 2023-24

- 1.1. This report sets out for the information of the Scrutiny & Overview Committee the most recent version of the work programmes for the Committee and its Sub-Committees.
- 1.2. This follows on from a report considered by the Committee at its meeting on 25 July 2023, which agreed that the financial sustainability of the Council would be a key focus. It was also agreed that the following principles would be used as the basis for the work programme:-
  1. **The Public's Money.** Scrutiny wants reassurance that taxpayers' money is put to best use. At a time when the Council is making cuts to balance the books, it has no money to waste. In the middle of a cost-of-living crisis, every pound of public money should be valued. Scrutiny will aim to look at the impact of any financial decisions on the public and the Council's finances, including knock-on effects. We will aim to research best practice and to provide suggestions as well as criticism.
  2. **The Public's Services.** Scrutiny wants reassurance that services are improving. This is about leadership, culture and organisation as much as it is about budgets.

We will seek reassurance that even in difficult financial circumstances, we are still meeting our duty of care to the most vulnerable. Scrutiny will listen and learn from the public's experiences of service performance to guide its work on Croydon's transformation.

3. **The Public's Voice.** Scrutiny wants to make sure that the Council is transparent, open and engaging with the people it exists to serve. Scrutiny will monitor the planned improvements in governance for Croydon's local democracy, as well as inviting public voices into the Scrutiny process itself. The Mayor was elected on a mandate to "listen to Croydon" and Scrutiny will hold the executive to account for this pledge.

- 1.3. Any changes made to the work programme during the year, should reflect these agreed priorities.

## **2. RECOMMENDATIONS**

- 2.1. The Scrutiny & Overview Committee is asked to: -

1. To note the most recent version of the Work Programme.
2. Consider whether there are any other items that should be provisionally added to the work programme as a result of the discussions held during the meeting.

## **3. REASONS FOR RECOMMENDATIONS**

- 3.1. Setting a work programme to guide Scrutiny throughout the year is a requirement in the Council's Constitution and considered to be best practice. Adjustments can be made to the work programme throughout the year and are agreed by the Scrutiny Chairs & Vice-Chairs, in line with the arrangements in the Constitution, and an update provided at each Committee meeting.

## **4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 None. It is a requirement in the Council's Constitution for the Scrutiny & Overview Committee to have a clearly defined work programme for itself and its sub-committees at the start of each municipal year.

## **5. CONSULTATION**

- 5.1 Each of the sub-committee's has had the opportunity to review their respective work programmes at each meeting. Scrutiny Chairs will also meet regularly with officers to review the programme.

## **6. CONTRIBUTION TO COUNCIL PRIORITIES**

- 6.1 This report contributes to priority 1: The Council balances its books, listens to residents and delivers good sustainable services.

## **7. APPENDICES**

### **7.1 Appendix 1: Scrutiny Work Programme 2023-24**

This page is intentionally left blank

## Scrutiny & Overview Committee

The below table sets out the working version of the Scrutiny & Overview Committee work programme. The items have been scheduled following discussion with officers and may be subject to change depending on any new emerging priorities taking precedent.

Meeting Date	Item	Scope	Directorate & Lead Officer
22 May 2023	Annual Asset Disposal Strategy		
	Waste & Street Cleansing Contract		
	Month 11 2023-23 FPM Report		
6 June 2023	Executive Mayor of Croydon – Scrutiny Update	The Mayor to provide an overview of his key achievements over the past year and outline his priorities for the year ahead to include: - <ul style="list-style-type: none"> <li>- How they will be delivered</li> <li>- The main risks to delivery and how these are being managed.</li> </ul>	Assistant Chief Executive Directorate David Courcoux
	Scrutiny Work Programme & Annual Report	The Committee to agree the work programme for itself and its Sub-Committees for the year ahead and agree the Scrutiny Annual Report for submission to Council.	Resources Simon Trevaskis
25 July 2023	Month 2 2023-24 FPM Report	This report is provided for the Committee to seek assurance on the delivery of 2023-24 budget.	Allister Bannin Resources

	Equalities Strategy	Pre-decision discussion on the principles for the forthcoming refresh of the Council's Equalities Strategy.	David Courcoux Assistant Chief Executive
26 September 2023	People & Cultural Transformation Strategy	The Committee has requested to review the action plan created to guide the delivery of the Strategy, along with the performance measures that will be used to determine the success of the strategy. The report will also include a specific focus on measures to improve recruitment and retention at the Council.	Dean Shoesmith Assistant Chief Executive
	Mayor Business Plan 2022-26 quarterly performance report	This report is provided for the Committee to review and comment upon the proposed performance indicators to be used to monitor the delivery of the Mayor's Business Plan.	Caroline Bruce Assistant Chief Executive
	P3 financial performance report	This report is provided for the Committee to seek assurance on the delivery of 2023-24 budget.	Allister Bannin Resources
6 October 2023	The Colonnades, 619 Purley Way, Croydon, CR0 4RQ - Asset Disposal	To conduct pre-decision scrutiny on the asset disposal decision.	Huw Rhys-Lewis Resources
24 October 2023	Annual Complaints Report	The Committee will be presented with the Annual Complaints report for the Council for its information	Kim Hyland Assistant Chief Executive
	The Redevelopment of Purley High Street Carpark and Leisure Centre	To consider the Cabinet report on the Redevelopment of Purley High Street Carpark and Leisure Centre	Huw Rhys-Lewis Resources



	MTFS & Budget Proposals	To scrutinise the updated MTFS and Budget Proposals of the Administration, as set out in 25 October 2023 Cabinet report.	Jane West Resources
	P4 financial performance report	This report is provided for the Committee to seek assurance on the delivery of 2023-24 budget.	Allister Bannin Resources
21 November 2023	Exit Strategy	To consider the Improvement & Assurance Panel's Exit Strategy for Croydon	Katherine Kerswell Chief Executive
	Crime & Disorder Item	To review the Community Safety Strategic Assessment	Christopher Rowney SCRE
	Disposals- second tranche	To scrutinise the updated MTFS and Budget Proposals of the Administration, as set out in 25 October 2023 Cabinet report.	Huw Rhys-Lewis Resources
	P5 financial performance report	This report is provided for the Committee to seek assurance on the delivery of 2023-24 budget.	Allister Bannin Resources
16 January 2024	Budget Setting Update	To receive a presentation from the S151 Officer on the progress made with setting the 2024-25 Budget.	Jane West Resources
	Capital Programme & Capital Strategy	To review the capital programme and capital strategy as part of the budget scrutiny process.	Allister Bannin Resources
	Quarterly Procurement Plan Update	To review the latest quarterly procurement plan update.	Scott Funnell Resources
	P7 financial performance report	This report is provided for the Committee to seek assurance on the delivery of 2023-24 budget.	Allister Bannin Resources

12 February 2024	Final Budget Scrutiny Session	To review the final Budget Report ahead of finalising Scrutiny's views on the budget proposals.	Jane West Resources
	P8 financial performance report	This report is provided for the Committee to seek assurance on the delivery of 2023-24 budget.	Allister Bannin Resources
26 March 2024	Review of Community Safety Partnership	To undertake the Committee's annual review of Community Safety Strategic Assessment for Croydon, including a deep dive on the work to reduce violence against women and girls.	Kristian Aspinall/Christopher Rowney SCRER
22 April 2024	Customer Service Journey	To review the customer journey through across the Council	
	Community & Voluntary Sector	To review the progress made with resetting the Council's relationship with the Community & Voluntary Sector.	

### Items of Interest

The following items haven't been scheduled into the work programme but are highlighted areas of further scrutiny during the year ahead.

Unallocated Items	Notes
Climate Change Scrutiny	
Town Centre	To review plans for the town centre
Electoral Administration	To review plans for the delivery of 2024 London Mayoral Elections
Libraries Item	

Transformation Item	
---------------------	--

## Children & Young People Sub-Committee

The below table sets out the working version of the Children & Young People Sub-Committee work programme. The items have been scheduled following discussion with officers and may be subject to change depending on any new emerging priorities taking precedent.

Meeting Date	Item	Scope	Directorate & Lead Officer
27 June 2023	Update on Antenatal and Health Visiting Visits	To receive an update on Antenatal and Health Visiting.	Children, Young People, Education and Health  Jane McAllister
	<b>Cabinet Report - Maintained Nursery Schools Report</b>	To receive the upcoming June Cabinet Report outlining the current position in relation to Croydon's Maintained Nursery Schools and options for the future provision of this in Croydon. The report sets out why this is required as a result of decreasing funding for Maintained Nursery Schools (MNS) and the impact that this is having on the budget situation for all of the Council's MNS settings.	Children, Young People, Education and Health  Shelley Davies
10 October 2023	Youth Justice Plan 23/24	To scrutinise the Council's statutory Youth Justice Plan for 2023/24.	Children, Young People & Education  Róisín Madden
	Youth Safety Delivery Plan	To scrutinise the Cabinet report scheduled for September 2023, looking at the Council's work over the previous 12 month period to deliver on the Mayor's commitment to making Croydon's streets safer for young people,	Children, Young People & Education

		the plan for the next three years of action, and the commitments to partnership working with the voluntary sector and community to tackle violence.	Debbie Jones
14 November 2023	Croydon Safeguarding Children Partnership - Annual Report 2022-23	<p>The Children &amp; Young People Sub-Committee is asked to: -</p> <ol style="list-style-type: none"> <li>1. Note the Croydon Safeguarding Children Partnership Annual Report 2022-2023</li> <li>2. Consider whether there are any considerations or concerns it may wish to submit to the Cabinet as to whether the Annual Report provides sufficient reassurance on the performance and effectiveness of the Croydon Safeguarding Children Partnership.</li> <li>3. Consider whether the Sub-Committee has any comments or suggestions on the Croydon Safeguarding Children Partnership Annual Report 2023-2024 ahead of its development in the following year.</li> </ol>	<p>Children, Young People &amp; Education</p> <p>Debbie Jones</p>
23 January 2024	Budget Scrutiny Challenge	<p>The Children &amp; Young People Sub-Committee is asked to review the information provided on identified budget proposals (<b>2024-28 SAV CYPE 003, 2024-28 SAV CYPE 001</b>) and reach a conclusion on the following:-</p> <ol style="list-style-type: none"> <li>1. Are the savings deliverable, sustainable and not an unacceptable risk.</li> <li>2. Is the impact on service users and the wider community understood.</li> <li>3. Have all reasonable alternative options been explored and do no better options exist.</li> </ol>	<p>Children, Young People &amp; Education</p> <p>Debbie Jones</p>

	Cabinet Report - Education Estates Strategy	For the Sub-Committee to consider whether there are any considerations or concerns it may wish to submit to the Cabinet during its consideration of the Strategy.	Children, Young People & Education  Shelley Davies
19 March 2024	Update on Antenatal and Health Visiting Visits	To receive an update on Antenatal and Health Visiting.	Children, Young People, Education and Health  Jane McAllister
	Cabinet Report - Education Standards 2023	For the Sub-Committee to receive the summarised performance of children and young people in Croydon schools for the academic year 22/23.	Children, Young People & Education  Shelley Davies

### Standing Items:

**Early Help, Children's Social Care and Education Dashboard & Health Visiting KPI Data** - To receive the Early Help, Children's Social Care and Education Dashboard and quarterly Health Visiting KPI Data.

### Items of Interest

The following items haven't been scheduled into the work programme but are highlighted as potential items of interest to be scheduled during the year ahead.

Unallocated Items	Notes
-------------------	-------

Recruitment and Retention	<p>To review Staff Caseloads, AYSE Caseload Sharing and the number of supervisions carried out.</p> <p>To receive a breakdown of vacancies and caseloads by individual teams and to look at London Councils best practise for recruitment and retention.</p> <p>To undertake direct engagement with social workers</p> <p>To look at how feedback from exit interviews can be incorporated into retention strategies</p>
Apprenticeships & Youth Unemployment	To look at the offer of available apprenticeships in the borough and data on youth unemployment.
OFSTED Reports	To review any OFSTED reports as and when they are available.
Delivery of Early Years Strategy	To review the delivery and implementation plan of the Early Years Strategy
SEND Strategy	To review the implementation of the SEND Strategy
Surplus Schools Places	To review the Surplus Schools Places report
Free School Meal offer in Croydon	To scrutinise the provision of free school meals in the borough through the Mayor of London scheme.
Cabinet Report – Maintained Nursery Schools	To conduct pre-decision scrutiny on the next Cabinet Report on Maintained Nursery Schools, following officers' consideration of sustainable future models.
Youth Justice Plan 24/25	To scrutinise the Council's statutory Youth Justice Plan for 2024/25.

## Homes Sub-Committee

The below table sets out the working version of the Health & Social Care Sub-Committee work programme. The items have been scheduled following discussion with officers and may be subject to change depending on any new emerging priorities taking precedent.

Meeting Date	Item	Scope	Directorate & Lead Officer
24 July 2023	Housing Transformation Programme	To receive an update on the delivery of the Housing Transformation Programme	Lara Ashley
	Housing Strategy	Pre-Decision – To have an early discussion on the principles underlying the forthcoming Housing Strategy	Lara Ashley
	Mobilisation of the Responsive Repairs Contracts	To receive an update on the de-mobilisation/mobilisation of the response repair contracts.	Jerry Austin
23 October 2023	Update on the Development of the HRA Business Plan	To provide the Sub-Committee with the opportunity to comment on the principles underlying the development of the forthcoming Housing Revenue Account Business Plan. This will include an update on the Asset Management Strategy and rent increases	
	Residents Engagement Strategy	To provide the Sub-Committee with the opportunity to feed into the develop of the Residents Engagement Strategy.	
	Housing Strategy	To review the proposed Housing Strategy ahead of its consideration by Cabinet and Full Council.	



29 January 2024	HRA Business Plan & Budget 2023-24		
	Temporary/Emergency Accommodation Budget Deep Dive		
	Housing Finance Update	To receive financial update on the latest position of the Housing General Fund and Housing revenue Account budgets.	
16 April 2024	Consumer Regulation		
	Review of the Culture Change	To review the culture change workstreams within the Housing Transformation Programme.	
	Housing Finance Update	To receive financial update on the latest position of the Housing General Fund and Housing revenue Account budgets.	

### Areas to schedule

The following items haven't been scheduled into the work programme but have been previously identified as areas of scrutiny to be scheduled during the year ahead.

Unallocated Items	Notes
Regina Road	
Update on the implementation of NEC system	Potential briefing
Update on savings delivery	Standard item on each agenda.

## Health & Social Care Sub-Committee

The below table sets out the working version of the Health & Social Care Sub-Committee work programme. The items have been scheduled following discussion with officers and may be subject to change depending on any new emerging priorities taking precedent.

Meeting Date	Item	Scope	Directorate & Lead Officer
20 June 2023	Front Runner Pilot Scheme	The Health & Social Care Sub-Committee is presented with a report on the Discharge Integration Frontrunner programme, which aims to bring together transformation efforts from across Croydon to develop an effective, integrated system across hospital, social and community care.	Adults Richard Eyre
	HSC Work Programme	To discuss areas of scrutiny for inclusion in the Sub-Committee work programme in 2023-24	
3 October 2023	Croydon Safeguarding Adults Board – Annual Report	To review and comment upon the Croydon Safeguarding Adults Board annual report ahead of its consideration by the Mayor in Cabinet	Adult Safeguarding Denise Snow
	Transformation Update	To receive an update on the delivery of the three-year transformation programme in Adult Social Care.	Adults Richard Eyre
30 January 2024	ASC Budget deep-dive	The Health and Social Care Sub-Committee is asked to review the information provided on budget proposals.	Adults Richard Eyre
	ASC Transformation	Discussion on the new Transformation Programme <ul style="list-style-type: none"> <li>How do we transition from the existing operational model to the new one?</li> </ul>	

		<ul style="list-style-type: none"> <li>• How the programme fits into the budget?</li> <li>• Update on the procurement of the delivery partner.</li> </ul>	
12 March 2024	CQC Assurance	To receive an update on the CQC Assurance process.	Adults Richard Eyre

### Areas to schedule

The following items haven't been scheduled into the work programme but have been previously identified as areas of scrutiny to be scheduled during the year ahead.

Unallocated Items	Notes
A review of the cost of out of borough placements	Arising from the discussion on mental health provision in the borough
Commissioning for Community Sexual Health Services	To feed into the commissioning process of community sexual health services by the Public Health team.
Dementia Strategy	
CAMHS & SLAM	A review of the mental health services available for young people focusing on the transition between services.
Menopausal Health Services	To review the availability of menopausal services in the borough
Integrated Care System	To review the impact of the new ICS approach to services in the borough.

Dental Services	To review the provision of dental services in the borough.
Prostate Cancer Services	

## Streets & Environment

The below table sets out the working version of the Streets & Environment Sub-Committee work programme.

Meeting Date	Item	Scope	Directorate & Lead Officer
11 July 2023	Pre-Decision: Parking Policy Transformation Project	To conduct pre-decision scrutiny on the upcoming Cabinet report covering the Parking Policy Transformation Project.	Sustainable Communities Regeneration & Economic Recovery Steve Iles
	Consultation on the Local Flood Risk Management Strategy	To receive a presentation on the forthcoming consultation on updating the Council's Flood Risk Plan, so that the Sub-Committee can provide feedback and input into its development.	Sustainable Communities Regeneration & Economic Recovery Nick Hibberd
1 November 2023	Air Quality Action Plan 2023-2028	To receive a presentation on the Council's Air Quality Action Plan 2023-2028 to allow the Sub-Committee to provide early feedback in advance of the full report to Cabinet in December 2023.	Sustainable Communities

			Regeneration & Economic Recovery Nick Hibberd
	Cleaner Croydon	To receive an update on the Council's work on the Mayor's priority for delivering 'Cleaner Croydon'. The Sub-Committee will also receive feedback on its recommendations concerning the Waste & Recycling Contract.	Sustainable Communities Regeneration & Economic Recovery Karen Agbabiaka
	Local Plan Review	For the Sub-Committee to receive a detailed presentation on the review of the Local Plan 2023/24, to facilitate Members to influence the content of the Local Plan Review ahead of its journey on to Cabinet and Council.	Sustainable Communities Regeneration & Economic Recovery Steve Dennington
30 January 2024	Budget Scrutiny Challenge	<p>The Sub-Committee is asked to review the information provided on three budget proposals (identified below) and reach a conclusion on the following:-</p> <ol style="list-style-type: none"> <li>1. Are the savings/growth deliverable, sustainable and not an unacceptable risk.</li> <li>2. Is the impact on service users and the wider community understood.</li> <li>3. Have all reasonable alternative options been explored and do no better options exist.</li> </ol>	Sustainable Communities Regeneration & Economic Recovery Nick Hibberd

		<p><b>Areas for deep dives in the above report:</b></p> <ul style="list-style-type: none"> <li>• 2024-28 SAV SCRER 002 - Fees and charges - Changes to parking policy – (<i>Information on process being followed to achieve these savings</i>)</li> <li>• 2024-28 GRO SCRER 003 - SEND Transport – Student Number Cost Driver</li> <li>• 2024-28 SAV SCRER 006 - Deferral of growth in highways maintenance</li> </ul>	
	Local Development Scheme and Infrastructure Funding Statement	To scrutinise any outstanding Local Plan issues not covered in the November Sub-Committee, the Local Development Scheme and Infrastructure Funding Statement.	<p>Sustainable Communities Regeneration &amp; Economic Recovery</p> <p>Heather Cheesbrough, Steve Dennington</p>
2 April 2024	Climate Change Action Plan	To review and provide feedback on the Council’s Climate Action Plan & Biodiversity Strategy	<p>Sustainable Communities Regeneration &amp; Economic Recovery</p> <p>Nick Hibberd</p>

	Waste contract procurement award - May 2024	To scrutinise the Waste contract procurement award.	Sustainable Communities Regeneration & Economic Recovery Karen Agbabiaka
	Air Quality Action Plan Update	To receive an update on the development of the Air Quality Action Plan 2024-28.	Sustainable Communities Regeneration & Economic Recovery Micheal Goddard

### Standing Items:

Work Programme Item	Notes
Financial Monitoring for SCRER	Standing Item tracking progress with the delivery of 2023/24 Budget using the latest Cabinet Financial Performance report (To review by exception).

### Items of Interest

The following items haven't been scheduled into the work programme but are highlighted as potential items of interest to be scheduled during the year ahead.

Unallocated Items	Scrutiny Officer Notes
Environment Bill Responsibilities	To review the additional responsibilities that will fall upon the Council following the adoption of the Environment Bill.



Implications of the Levelling Up and Regeneration Bill	To review the possible implications of the Levelling Up and Regeneration Bill
Protection of green spaces and parks	To look at the protection of parks and green spaces in the borough, including the support fund and Council strategy.
Clean Water and Sewage (Thames Water)	To look at the water quality in the borough and the risks of contamination from sewerage.
Public Transport, Active Transport, Road Safety & School Streets	To look at the strategy for Transport, Active Transport, Healthy Streets & School Streets in the borough, alongside Road Fatalities & Speed Limits
Transformation of Independent Travel	To review the transformation of the Independent Travel Service – End of 2023/24.
Climate Action Plan/Vision Zero	To scrutinise the Council’s plans around Climate Change and achieving Vision Zero.
Enforcement Policy & Planning Enforcement (Provisional June 2024)	To inform the Sub-Committee on the Enforcement powers available to the Council, as well as information on how enforcement is being undertaken and resourced.
Bus Shelters (Provisional June 2024) & Street Lighting	Further scoping needed
Cleaner Croydon/Blitz Clean Update	To receive an update on work towards achieving the Mayor’s priority for delivering ‘Cleaner Croydon’, and to monitor whether the blitz clean programme was successful and having a sustained impact on district centres, alongside data on the number of businesses and residents engaged during the cleans.

(January) Cabinet Report - Building Control Transformation Report	To scrutinise the upcoming Cabinet Report on Building Control Transformation, following the Sub-Committee's deep dive on the Building Control budget in January 2023, and to examine whether the department is operationally resilient, but also financially viable, sustainable, and efficient.
(February) Cabinet Report – Future of Experimental Healthy Neighbourhoods (plus short update on Cycle Lanes & Schools Streets)	To receive and scrutinise the Cabinet report on the future Experimental Healthy Neighbourhood schemes, alongside a short update on Cycle Lanes & Schools Streets.
(January) Cabinet Report - Croydon Town Centre Regeneration Programme and Growth Zone annual budget and programme FY 24/25	For the Sub-Committee to receive the report updating Members on the status of the current and upcoming Croydon Town Centre regeneration programme, and to scrutinise the proposed annual Growth Zone budget and high-level programme for 2024/25 and evaluate whether this will achieve the required additional funding to positively contribute to the Council's financial position.
Update on Air Quality Action Plan	To receive an update on the Air Quality Action Plan considered by the Sub-Committee in November 2023.